

THE FALCON



Cover Story:
Mariners of the
Army Reserve
Page 22

TRAINED, READY, COHESIVE

SUSTAINMENT UNITS FOR WORLD

VOLUME II, ISSUE I

The 'Readiness' Edition:
Follow the 79th SSC staff as we discuss everything from ARFORGEN to the Yellow Ribbon Program. Begin with the Foundations of Readiness - Page 8

EMPLOYMENT

2012

THE FALCON

CONTENTS

TWO STAR NOTES	4
ON SOLDIER READINESS: BY MAJ. GEN. WILLIAM D. FRINK, JR.	
CSM ON POINT	6
READINESS & LEADERSHIP	
ARMY FORCE GENERATION	8
THE FOUNDATION OF ARMY RESERVE READINESS	
THE USAR TRAINING STRATEGY	10
THE RIGHT TRAINING AT THE RIGHT TIME	
SUPPLY DISCIPLINE	12
ESSENTIAL ELEMENT OF UNIT READINESS	
FORCE VALIDATION	13
BUILDING A TRAINED, READY FORCE	
READINESS REALIGNMENT PROGRAM	14
NEW PROGRAM WORKS TO RE-BALANCE THE ARMY RESERVE	
MANNING THE FORCE	15
PLACING THE RIGHT SOLDIERS IN THE RIGHT UNIT	
IG: ARE YOU READY FOR RETIREMENT	16
BOTH SOLDIERS, UNITS NEED TO PREPARE	
MEDICAL READINESS CATEGORIES EXPLAINED	17
COMMAND MEDICAL ADVISORY OFFICE	
INFORMATION ASSURANCE	18
YOUR KEY TO STAYING CONNECTED	

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VOLUME II, ISSUE I - 2012

SECURITY CLEARANCES COMPLIANCE IS NON-NEGOTIABLE	19
FINANCIAL READINESS BASICS KNOW WHAT YOUR GETTING PAID, HOW TO READ AN LES	20
MARINERS OF THE ARMY RESERVE <i>(COVER PAGE)</i> OPERATION PACIFIC RESPONSE	22
FAMILIES IN THE FIGHT READINESS IS OUR MIDDLE NAME	26
SERGEANT AUDIE MURPHY CLUB MEMBERSHIP IS MORE THAN AN HONOR	28
PERSONAL READINESS STARTS NOW CHAPLAIN, "DON'T WAIT, ADDRESS ISSUES NOW"	28
YELLOW RIBBON THE ULTIMATE IN READINESS PROGRAMS	30
NEWS & TOOLS YOU CAN USE LINKS AND INFO TO WHAT'S RELEVANT TO YOU	32
SAFETY SUSTAINMENT BOARD POV AND POM SAFETY	38
79TH SSC STAFF JUDGE ADVOCATE LINKS AND INFO FOR WHEN YOU NEED IT	40
DIGNITY, RESPECT ESSENTIAL TO READINESS EQUAL OPPORTUNITY	41
FT. LAWTON ARMY COLORS CASED IN HISTORIC CLOSING	42

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TWO STAR NOTES:

SOLDIER READINESS

By Maj. Gen. William D. Frink, Jr.

79th Sustainment Support Command, Commanding General



The United States as it stands today was fought and won by Citizen-Soldiers who stood ready to do whatever necessary for their country. The role of today's Citizen-Soldiers is just as crucial and their constant state of readiness remains just as vital.

Whereas wars are won and lost by armies, armies are won and lost by the readiness of their Soldiers, Families and supporting force. As we move forward into a new era of fiscal constraints and declining resources, it becomes all the more important we preserve our individual Soldier readiness.

There are multiple building blocks in the readiness of our force and they begin with Soldier and Family Readiness. Only when you have a unit with a sound rate of Soldier readiness, can you then move on to squad, platoon and company readiness. Just as outlined in the Army Force Generation, we cannot competently achieve company-level training until we have first mastered individual training tasks.

I have stated before my expectation is not for units to be at a continuous state of readiness to the highest level at all times. Due to competition for limited resources, this is unrealistic and creates a hollow force. However, the expectation remains for basic Soldier and Family readiness to remain a constant throughout ARFORGEN. This is where we must maintain our focus and must, as individuals, achieve our legal and moral obligation.

Each Soldier has an individual responsibility in maintaining their

own readiness. This is not only my policy, but is quantified in law, our Army Values and the Soldier's Creed. Failing to do so is a betrayal of those who count on you to be ready when called upon.

Soldier Readiness is the immediate ability to effectively meet the demands of military service.

“...the expectation remains for basic Soldier and Family readiness to remain a constant...”

It means addressing and mitigating everything that can prevent you from performing your duties, whether physical, mental, or administrative.

Medical and dental readiness is continuously compromised by simply not completing yearly examination requirements. Currently this includes 36% of the Soldiers within the 79th Sustainment Support Command. This means, just within this command, more than 6,000 Soldiers are considered in a red status and therefore not achieving individual readiness. We must collectively combat this trend by utilizing all resources provided by the Army Reserve, including vouchers for

medical appointments and Readiness Management funds which pay Soldiers attending.

Soldier fitness is another key aspect to readiness. Passing an Army Physical Fitness Test as well as meeting height and weight standards are two of the most basic of Soldier responsibilities. As Citizen-Soldiers, we must take extra effort and incorporate a healthy lifestyle in our daily lives regardless of our duty status. Annual Training and deployments are not the times to get in shape, they are the times to build upon the standard you have been working to maintain during off-duty hours.

Individual Training is an essential cornerstone in Soldier Readiness. First and foremost, are you duty Military Occupational Specialty-qualified? Second, have you attended the professional military education courses identified for your grade? If not, you must immediately initiate corrective actions. Additionally, we must ensure we meet our yearly training requirements, including weapons qualification, quality assurance and anti-terrorism training. Annual updates and refreshers ensure we have the most current tools to maintain a high level of individual readiness.

Readiness also includes making current all necessary administrative actions, such as wills, Servicemembers Group Life Insurance, powers of attorney and security clearance renewal. In addition to assistance provided by your unit, multiple resources are available online with additional information and tools to assist you in accomplishing each of

“...we must sustain our Families with the same level of organized and deliberate action as we sustain our Force. They depend upon us as we depend on them.”

these tasks. On AKO alone, you can instantly view details of your medical and dental categories, when your next Periodic Assessment is due, your last APFT results or even track your Family Members status in the Defense Enrollment Eligibility Reporting System. You can also view and update your records through iPerms or check everything from your retirement points to your security clearance at www.hrcapps.army.mil/portal.

With one exception, all these segments of readiness are checked, tracked and monitored by various offices through every phase of the ARFORGEN cycle in order to provide leaders the metrics needed to determine a Unit's readiness. The one aspect which cannot be adequately measured is Family Readiness.

Undoubtedly, the single most critical aspect of Soldier readiness is their Family readiness. The physical, emotional and administrative preparedness of Family Members is just as morally obligated and essential to our mission success. A Soldier

simply cannot maintain mission focus when their Family readiness is incomplete.

During an address last year, President Barack Obama stated, “The strength and the readiness of America's military depend on the strength and readiness of our Military Families.”

This was true in the earliest days of our Nation's militias in 1763 as is today. The preparation and stability of our Families is inseparable from our readiness as Soldiers. As such, we must sustain our Families with the same level of organized and deliberate action as we sustain our Force. They depend upon us as we depend on them.

Just as Soldiers deal with emotional tolls brought on by separation – so do our Army Reserve Family Members. Fortunately, there are many resources for Army Reserve Families to utilize. Family Readiness Groups, Army Family Programs, Army One Source, Yellow Ribbon Events, or even family retreats through the Strong Bonds pro-

gram. All of these tools have been put in place for our Families.

Whether it is creating emotional bonds which can withstand year-long mobilizations or ensuring financial responsibilities can be met during separation, Families must be best prepared as possible. This is not only imperative for Family Member well-being, but also that of the Soldier.

I urge each one of you to take advantage of the resources afforded to you. They have been put forth with the best of intentions, but are of no use unless they are used. I also ask you to examine yourself and your own readiness in all required segments. If you are not where you need to be – recommit yourself to be the Citizen-Soldier who is ready when our Nation calls. Our vocation as Soldiers demands no less, our Nation expects no less, and our Families deserve no less.

I thank each of you for your continued sacrifices and hard work in service to our Country. 

AR 40-501 • Standards of Medical Fitness • 14 December 2007

8-3. Physical fitness: a. Maintenance of physical and medical fitness is an individual military responsibility, particularly with reference to preventable conditions and remediable defects. Soldiers have an obligation to maintain themselves in a state of good physical condition so that they may perform their duties efficiently.

9-3. Responsibility for medical fitness: a. It is the responsibility of RC Soldiers to maintain their medical and dental fitness. This includes correcting remedial defects, avoiding harmful habits, and controlling weight. RC Soldiers are responsible for seeking medical advice and treatment quickly when they believe their physical wellbeing is in question.



READINESS & LEADERSHIP

BY COMMAND SGT. MAJ. ROBERT N. ROBERSON, JR.

HOOAH Soldiers!!!

I trust that you and your Families are in the best of health and spirits. As always, I ask we not forget the sacrifices of our Fallen Warriors, Wounded Warriors, Warriors and our Civilian workforce still in the fight, as well as their Families. Know that ALL are in our daily thoughts and prayers...never to be forgotten.

In previous Falcon articles, I've discussed the Army's strategic vision for tomorrow. We specifically addressed the Chief of the Army Reserve's Reshaping the Force initiative, the Individual Ready Reserve Affiliation program and how these initiatives impact each of us and our Families. We discussed our need to take better care of our Soldiers, Civilian workforce and our Families. We talked about limited resources and ensuring the right Soldier is placed in the right position. We discussed the importance of recognizing "taking a knee" when we are no longer effective. Well Soldiers, if you close your eyes, even for a moment, you'd realize just how fast time has passed and those initiatives have begun effecting change. It should not have been a surprise to any of us though, as we've all been made keenly aware of the pending change. This leads me into our topic of discussion for this article, Readiness.

Our Army has numerous doctrinal applications of Readiness. A few include Physical Security Readiness, Medical Readiness, Combat Readiness, Safety Readiness, Physical Conditioning Readiness and Readiness as it integrates to Army Force Generation. We've attended conferences, viewed power points and listened to the many Subject Matter Experts on Readiness. All these tie into our overall Readiness Posture, validating our ability to successfully conduct and complete our mission.

So where does Readiness start? How does Readiness affect our command? How do we measure our success? To address these questions, I invite you to join me on a walk through our rank and file, visiting our organizations geo-

graphically dispersed over 15 States west of the Mississippi.

The first phase of our journey takes us to Robinson Hall at Joint Forces Training Base Los Alamitos, Calif. This is the home of the 79th Sustainment Support Command Headquarters and that of our leadership. You guessed it, Readiness starts with the commands' Senior Leaders. In this article, when I reference leadership, I'm applying the attributes and traits expected of leaders, respective of their echelon of command.

...Readiness is NOT just the doctrinal applications of Readiness. Readiness is Leadership.

Our commanding general, Maj. Gen. William D. Frink, Jr., is charged with providing strategic guidance in the form of the Command Vision and Command Strategy to the command. The Commander's Vision and Strategic plan have a significant role in our follow on discussion.

Today's leaders, forced by more than a decade of war, have evolved into Strategic Leaders. Gen. David Petraeus speaks about

four tasks strategic leaders have to perform: getting the big ideas right; effectively communicating the big ideas; overseeing the implementation of the big ideas; capturing best practices and lessons and cycling them back through the system to help refine the big ideas. Sound familiar? Command Vision and Command Strategy are both posted on the 79th SSC homepage for you to review. Just as critical to reviewing the vision and strategy, is being able to understand and having the ability to interpret the intent.

Trusted Leaders are imperative to ensuring the moral capabilities of the command. These are leaders who've proven themselves personally, professionally and faithfully on and off the battlefield. Our Soldiers, Civilian workforce and Families must have 100% trust in their leaders. Failure to build, exhibit and sustain moral capabilities leads to chaos, dissension and ultimately the destruction of the unit, rendering the unit irrelevant. Good Soldiers become unfairly displaced, causing second and third-order affects to Family relationships.

Leaders lead by example. Make a difference and ensure you do what's right NO matter the consequences. An applicable quote from the 34th Chief of Staff of the Army, Gen. (Retired) Eric K. Shinseki, "On the worst day, when everything fails, you are still expected to exercise your responsibilities."

The second phase of our journey takes us where it counts- your unit. Conducting routine and unscheduled battlefield circulation visits is critical to ensuring Leaders and Soldiers, down to the squad level received, understood, interpreted and executed the Senior Leaders' Strategy and Vision. Essential to our success is communicating the Senior Leaders' intent, ensuring its proper implementation and if needed- readjustment. This is also the appropriate time to check for balance. It's inherent to our nature to get drummed up on mission accomplishment. We do not want to discourage that trait or attribute, but critical to our success is teaching and mentoring balance amongst our Soldiers. This is equally as important for ourselves.

The final phase of our journey circles right back to our headquarters. This phase requires a complete scrub of collected data. The data is dissected, evaluated, discussed and where appropriate, changes are recommended. The ultimate goal is to improve the foxhole; placing the right Leader, in the right position, at the right time. No matter your Military Occupational Specialty or Area of Concentration, we ALL play an important role in mission accomplishment. Make your time count. Take pride and ownership in ALL you do. Whether constructing a simple e-mail or a complex operation order, review your work before pushing the "send" key... we've all been there.

So now you should be able to answer three basic questions: Where does Readiness start? How does Readiness affect our command? And how do we measure our success? The bottom line is Readiness is NOT just the doctrinal applications of Readiness. Readiness is Leadership.

I welcome our new Soldiers to our ranks and salute those who've left. To ALL, it's an honor and privilege to serve alongside each and every one of you. Stay focused and stay SAFE... HOOAH!!!

CSM
PMA!!!

**PMA stands for Positive Mental Attitude, an acronym I have used to sign off for more than 25 years. It is a personal motto "borrowed" from a solid mentor of yesterday. PMA is an attitude that paves the way forward, no matter the challenge and regardless of gender, religious belief, or ethnicity...HOOAH!!!*

Charge to the Noncommissioned Officer

I will discharge carefully and diligently the duties of the grade to which I have been promoted and uphold the traditions and standards of the Army.

I understand that soldiers of lesser rank are required to obey my lawful orders. Accordingly, I accept responsibility for their actions. As a noncommissioned officer, I accept the charge to observe and follow the orders and directions given by supervisors acting according to the laws, articles and rules governing the discipline of the Army, I will correct conditions detrimental to the readiness thereof. In so doing, I will fulfill my greatest obligation as a leader and thereby confirm my status as a noncommissioned officer.

Excerpted from the Department of the Army Certificate of Promotion, DA Form 4872, Jan 2000.



ARMY FORCE GENERATION: FOUNDATION OF ARMY RESERVE READINESS

Lt. Col. Gregory Baker, 79th SSC Operations Officer

The American people expect, and our freedom demands, the United States Army will continue its proud history of winning wars and securing the peace. Each time we reenlist or take the oath as part of a promotion ceremony, we reaffirm our commitment to defend the United States - but our commitment is ultimately tested by our ability to be ready when the Nation calls.

As the Army is reshaped to reduce costs while maintaining our decisive edge as the best land force in the world, U.S. Army Reserve Soldiers and units will become even more essential to our Nation's security. Army Force Generation is the way we will provide a predictable number for units each year while ensuring our Soldiers, Families, and employers have predictability about when the nation might call the Soldier away. This article will help you understand how your unit's readiness will be measured under ARFORGEN, so you will know what you must do to be ready to answer the nation's call.

ARFORGEN flips the old readiness system on its side. Maj. Gen. Mark Graham, Army Forces Command's deputy chief of staff, G3/5/7, illustrates how ARFORGEN relates to the old readiness system with a pencil. Hold the pencil with the point up. The sharp point is a few units that were identified to mobilize first. These units got the best of everything and were expected to have the highest readiness all the time. At the other end of the pencil is the eraser. This represents the units that were expected to deploy long after a crisis began, if at all. These units had the oldest equipment and the fewest dollars for training, but we did not expect much of them.

Now turn the pencil so it points sideways. Every unit starts at the lowest readiness level, the eraser end. Over a four-year period, the unit gains resources and is expected to improve readiness to be available for possible deployment during the following, fifth, year. The good news is that Soldiers in every unit get to experience the very best equipment and training some of the time, while also having time over a five-year period to focus on schools, family, and civilian employment.

The challenge is you must know where you are along

the length of the pencil so you know what is expected of you and your unit.

ARFORGEN is based on pools of forces progressing through three stages; Reset, Train/Ready, and Available. Army Reserve units spend one year in Reset, followed by three years in Train/Ready, and are Available for one year. Progress each year is measured by an "aim point" with a readiness level for personnel (P), training (T), supply and equipment (S) and maintenance (R). Over the five-year period, a unit will get the right resourcing to improve in each category.

Because contingencies, from a war to a natural disaster, do not happen on a predictable date, pools of units need to be available at any point in the calendar year, not lumped together on one day of the year. This is why your unit may have an Available Force Pool Date, the day on which you enter the Available year, at any point on the calendar.

AFPD connects with readiness aim points, setting the standard by which a unit is being measured. Aim points mark readiness requirements at the entry to each year of the ARFORGEN cycle. The AFPD is the date a unit enters the Available year, so you count back from the AFPD to see which aim point you have passed and which aim point you are approaching.

To understand how your unit is doing, ask yourself two questions. First, "have we met the readiness standards of the aim point behind us?" Then ask "are we on track to meet the aim point in front of us?" AFPDs, combined with the aim points, drive everything from the kind of training Soldiers and units will engage in each year to the timing of assignments and alignment of equipment.

The Army counts on all of us to be ready when called to defend the nation. Sustainable readiness must balance the needs of the Army with the needs of Army Reserve Soldiers in their family life and civilian employment. ARFORGEN, with its predictable five-year cycle, gives us that balance. Knowing where your unit is in the cycle will help you understand what you should be doing next and will give your family and employer predictability as you stand ready to answer our Nation's call.

Editors Note: Inside this issue of *The Falcon* you will find multiple articles detailing the many facets of Readiness. The Army is counting on availability of Army Reserve units filled by 24,000 Army Reserve Soldiers each year, which adds up to 120,000 Soldiers in units distributed evenly across the five years of the ARFORGEN cycle. As you read on in this issue, you will learn the USAR training Strategy, important changes affecting how Soldiers will be assigned, changes in equipment disposition, and several other critical pieces that fit together to complete the personnel readiness picture. No matter what your assignment - you have a part in readiness.



ARFORGEN FORCE POOLS

ARFORGEN is based on pools of forces progressing through three stages; Reset, Train/Ready, and Available. Army Reserve units spend one year in Reset, followed by three years in Train/Ready, and are Available for one year.

Reset (Year One)

In the Reset year, units are reintegrating into their civilian lives. Soldiers who are new to a position focus on Duty Military Occupational Specialty Qualification schooling as the unit aims to have 65% of its Soldiers duty-qualified. NCOs and officers take professional military education courses. Individual and squad level training is at a “practiced” level. During Reset, much unit equipment is not needed and some may be scheduled for refurbishment. As you exit Reset, your unit’s readiness is measured against Aim Point 1.

Train/Ready 1 (Year Two)

You and most of your fellow Soldiers are qualified in your position or completing your DMOSQ training. Squads are to be trained in individual and collective skills. This is your time to develop leadership skills and begin collective training at a functional exercise. Your unit is much closer to having the supply and equipment it requires. As your unit exits T/R1, your unit’s readiness is measured against Aim Point 2.

Train/Ready 2 (Year Three)

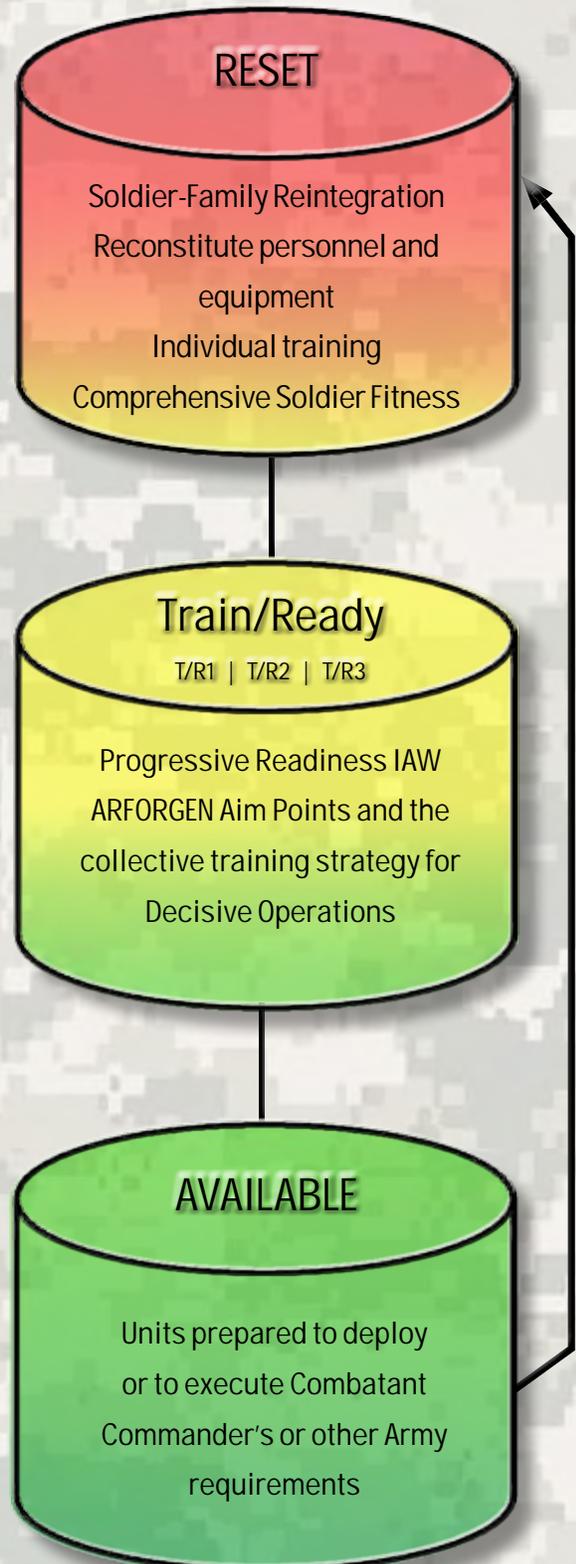
You are training as a platoon or company. Your battle staff is practicing its skills and you are participating in a collective exercise. The unit leadership team is set to remain constant through the Available year. During this year, the unit may be identified for a DEF mission. If not, the unit will likely be given a regional focus for training and possible contingencies. You conclude this year with most of the unit roster full of qualified personnel and you continue to gain and improve the equipment you have. Your unit progresses from Aim Point 2 to Aim Point 3.

Train/Ready 3 (Year Four)

You participate in a Warrior exercise or a combat support training exercise. Companies and staffs are trained. If your unit was given a DEF mission, you have a post-mobilization training plan, so you need to finish the year with a full battle roster but the unit does not need to be fully-trained before mobilization. On the other hand, if you did not receive a DEF mission, you are part of the Contingency Expeditionary Force, which means your unit must be ready to respond to an unknown challenge on very short notice. So, CEF units must have higher training readiness than DEF units as they exit T/R-3.

Available (Year 5)

The Available year is the year a unit joins the “Mission Force” and is ready for deployment to meet the Army’s CEF or DEF requirements. If you have a DEF mission, you join your Family for pre-mobilization Yellow Ribbon events. With 12 months of mobilization and nine months of boots on ground (BOG), your unit mobilizes, trains intensively at a mobilization station and deploys. If you are part of the CEF pool, you may participate in a major overseas exercise or train to respond to disaster in the United States.



Educate yourself more on Army Force Generation by reviewing Army Regulation 525-29: Army Force Generation, which can be viewed at http://www.apd.army.mil/pdffiles/r525_29.pdf.



USAR TRAINING STRATEGY: The Right Training at the Right Time

By Col. Clifford A. Brown, Assistant Chief of Staff - G7

The Army Reserve Training Strategy has been updated to support ARFORGEN and the operational Reserve. If you understand where your unit is in the ARFORGEN cycle, and what kind of unit you belong to, then you will know what kind of training you need to be doing now and what to plan for next year.

Planning has been simplified for the end-user; units will be assigned exercises and unit commanders can focus on mission preparation rather than seeking out the right exercise.

When you hear the acronyms and see a chart illustrating training under ARFORGEN, it seems complex, but the Army Reserve Training Strategy makes perfect sense when you think it through. The names given to each year in the ARFORGEN cycle cue you to training. RESET tips you that the unit is focused on something other than collective training. Train/Ready-1 through Train/Ready-3 tells you that units have three years to build up the level of training, culminating in an Available year, where you would expect to be at the highest training readiness.

Going beyond the basic ARFORGEN process, we need two concepts to make sense of the ARFORGEN training strategy. The first concept is "training level" and the second is the CEF/DEF training distinction.

Training Levels

More than ever, in these tough economic times, we must be wise stewards of the taxpayers' dollars. Some kinds of units are harder than others to train to the highest proficiency, so some kinds of units need more training days and some need less. All units start with the statutory 48 MUTAs (24 days of IDT) and 15 days of Annual Training, meaning that every unit starts with 39 days of unit training per year. The Army Reserve did an analysis of its units and broke them down into three categories, called Training Level 1, 2 and 3.

Training Level 1 includes the toughest units to train, such as a Sustainment Brigade or Expeditionary Sustainment Command. These units are programmed to receive an extra six days of annual training (ADT) in both Train/Ready-2 and Train/Ready-3. In T/R-2, the extra days go into a Warrior exercise (WAREX). In T/R-3, the extra days go into a CSTX.

Training Level 2 units are units like many battalion headquarters and large companies. These units are programmed for six extra days of training (ADT) in Train/Ready-3, when they will likely attend a WAREX, or possibly a CSTX.

Finally, there are units that should be able to train to proficiency over three years with the traditional one-weekend –a-month and two weeks of Annual Training. These are designated Training Level 3 units. The designations are not perfect, but represent a reasonable strategy to balance the risks of unprepared units on the one hand and unsustainable training budgets on the other.

CEF/DEF Training Distinction

If your unit is identified as a DEF unit, mobilizing in support of a current operation, you will enter the Available year at a lower training readiness level than if your unit is CEF, part of the force pool available to respond rapidly to contingencies. A decade of mobilization, with our heavy pre-deployment training schedules, makes this seem backwards, but think again and it makes sense.

If your unit already knows where it is going and when, and if you know you have time after mobilization for some concentrated collective training, then you do not need to fill the year before deployment with months of training. You just need to have all the right people assigned and trained enough so the post-mobilization will get the unit fully trained. DEF units mobilize for 12 months but deploy for nine months BOG.

In contrast to DEF units, a CEF unit enters the Available year as our nation's insurance against contingencies, security challenges or disasters that have not yet become real. So a CEF unit must be better trained, ready to respond effectively with little or no additional training.

Putting It All Together

Now that you know how your unit moves through the ARFORGEN cycle, and the way unit training exercises are set for you, you can see how you need to time military school attendance. Since you will either be deployed or on short notice for contingencies, the Available year is not good. Likewise, Train/Ready 3 will be critical for collective training, so you'll want to be the best prepared you can be before T/R-3, which leaves three other years.

Reset is the optimal time, from the Army's perspective, for us to get our professional schooling done. However, if you did deploy, you may have strong competing demands on you time, between civilian employment and family reintegration. Army Reserve leaders recognize these priorities, as you will see addressed in other articles in this issue. So, if you are a leader you need to talk with your subordinates about when they can go to school for DMOSQ or professional military education. If you have your schooling done, and if you deployed or

took part in some major exercise, your fresh expertise could be put to use as a trainer for units in T/R-2 or T/R-3.

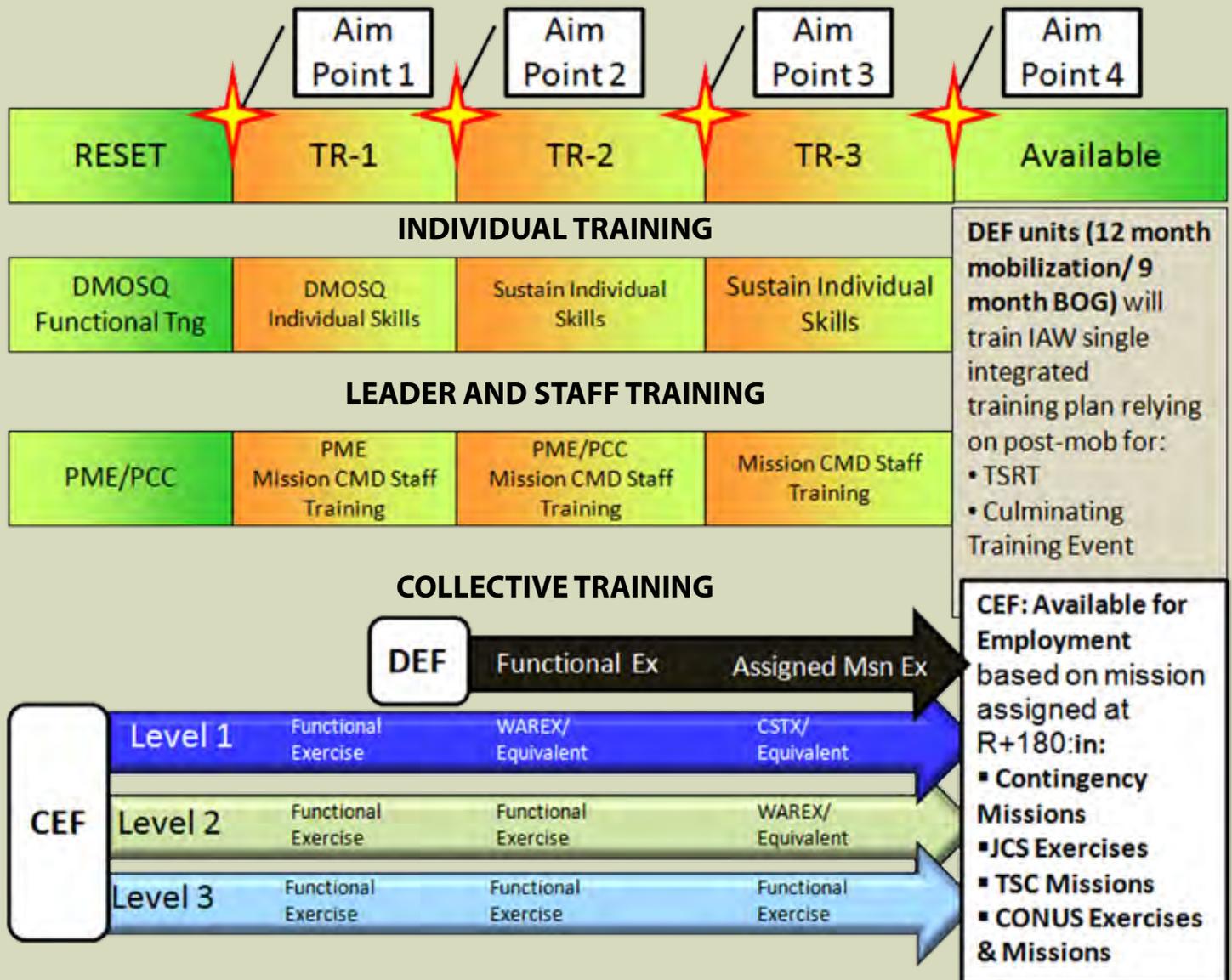
If a Soldier cannot complete DMOSQ or PME in Reset, the Soldier's AT for T/R-1 has to be that school. No matter how important a commander thinks Sgt. Smith is to the company's AT, it is in the Army's best interest to get Sgt. Smith best-equipped as an NCO with the Warrior Leader Course. Units start building competency at the squad and platoon level with unit training that focuses on functional core competencies.

As Soldiers transfer into a unit in T/R-2, they may still need schooling and that will be those Soldiers' priority for annual training. However, most members of the unit should be available for unit training, building proficiency at the platoon level or staff section level. As a new command team comes on board, they must quickly get through the Commanders' Safety Course and the Pre Command Course so they are best prepared to lead the

unit in its collective training events.

In Train/Ready 3, you should no longer see Soldiers transferring in who are not DMOSQ, so the primary focus is unit training, either to be ready for short-notice contingencies or to be ready to execute a post-mobilization training plan before deploying on a known mission.

Finally, in the Available year, you either deploy or you get the opportunity to participate in a significant exercise. For the past decade, commanders outside of CENT-COM have been starved of assets to support their own mission requirements. As we complete the logistical draw down from Kuwait and continue the draw down in Afghanistan, our units will be freed up to support a wider variety of missions around the world, from Africa to Central America to the Pacific Rim. Units will get a regional focus about two years out, and will get to participate in exercises that train up towards missions in the assigned region.



For further information on training under ARFORGEN, and for great tools to help you manage your own or your unit's training, check out the Army Training Network. You can log in from any computer on the internet, using your AKO username and password or using your CAC card. <https://atn.army.mil>



SUPPLY DISCIPLINE

ESSENTIAL TO UNIT READINESS

By Col. Andrea M. Breyton, Assistant Chief of Staff - G4

While this Country has been at war for the past decade, it is imperative we get back to the basics. For an Army to successfully operate on a rotational model, it is imperative we account for all of our property, including the recovery and reintegration of excess and ensure it is properly recorded in the supply system.

Units are equipped based on their position in the ARFORGEN process and their mission regardless of component. A unit takes five years to complete a full ARFORGEN rotation: Reset, Train/Ready 1, Train/Ready 2, Train/Ready 3, and Available. The Equipment Readiness levels increase as units move through ARFORGEN cycles.

Those units which are within the RESET phase will have a chance to reintegrate Soldiers and Families, then organize, man, equip and train as a unit. As units move to the Train/Ready phase, they will be resourced from 80% growing to 90%; once units enter the Available Phase, they are resourced to ensure 90% plus equipment readiness.

Over the next few years, the 79th Sustainment Support Command will aggressively pursue efforts to improve readiness through creating a culture of good supply discipline. The Command Supply Discipline Program brings together existing regulatory requirements for visibility purposes and is directed at standardizing supply discipline throughout the Army. CSDP is meant to simplify command, supervisory and managerial responsibilities. Simplification is accomplished by outlining the various requirements for responsible personnel, streamlining requirements and formalizing follow-up procedures. Command emphasis is vital to the success of any CSDP.

For the past 12 months, the 79th SSC has been heavily involved in a campaign on property accountability as directed by the Chief of Staff of the Army, Gen. George W. Casey Jr. The key tasks of this campaign are: (1) re-establish commanders' organization inspection programs, (2) mentor leaders at every level on good supply discipline and property accountability, (3) redistribute or turn in excess materiel and (4) establish mechanisms

to monitor compliance with good supply procedures.

The campaign on property accountability has elevated the visibility of supply discipline to ensure it is getting the attention it deserves and helping us meet our goal of 100% accountability. Gaining visibility of all equipment will ensure shortages are addressed in time

to meet ARFORGEN readiness requirements. Some shortages will be corrected through lateral transfers of excess inventory as identified in other units, saving the command the expense of buying new items.

Thus far, the 79th SSC has managed to convert \$24 million to \$13,000 of Organizational Clothing and Individual Equipment from our property books to the Central Issue Facility.

This means that Mission Table of Organization and Equipment units will no longer be responsible for issuing OCIE to Soldiers from a unit kept stockpile. However, commanders at the unit level will be responsible to maintain an account in the Institute for Supply Management for each of their Soldiers. It has been and continues to be the first-line leader's responsibility to insure Soldiers have the required OCIE and it is in serviceable condition.

Commanders at all levels must charge their leaders to execute this responsibility and schedule time for accomplishment. It is required for a clothing record be maintained for each assigned Soldier at the unit level. Commanders should ensure their leaders are conducting Pre-Combat Checks periodically and at a minimum before and after training exercises. These inspections are to determine two things: does the Soldier have his required OCIE and are they in serviceable condition?

The conduct of inspections to include CSDP must include validation of clothing records and accomplishment of inventories. Exercising command supply discipline in garrison is good training in itself and ensures the unit's equipment and maintenance status can be accurately reported, posturing the unit to successfully progress towards success in the Available year. 🇺🇸



www.quartermaster.army.mil

The Small Unit Leader's Guide to the Command Supply Discipline Program discusses the importance of CSDP to commanders and provides necessary tools to implement a CSDP.

FORCE VALIDATION

BUILDING A TRAINED, READY FORCE

By Maj. Anthony Blake, 79th SSC Force Development Officer

The Army Reserve ensures minimal readiness standards are met for newly activated or converted unit force structure in support of the Army Force Generation model using the Force Validation process.

Force Validation begins with the publishing of a permanent order from Headquarters, U.S. Army Reserve Command directing an Army Reserve unit be established (activated), changed to a different type of unit (converted), or disestablished (inactivated). It includes all the processes, tasks, information systems coordination, and Command and Staff integration required to successfully establish, change, or disestablish Army Reserve force structure after publication of the PO, but before the effective date of the action.

When a new unit is established, that period of time leading up to the effective date is often referred to as the 'Carrier' period."

Carrier Status

Activating units are in "carrier status" generally for one year or less prior to the effective date of the activation (the carrier period can be up to two years if approved by USARC for a large, complex unit). During this period, a unit gains personnel, new or displaced equipment and focuses on training and establishing processes and procedures. Some of the tasks a unit conducts during this time include recruiting key personnel, ensuring newly-assigned Soldiers are duty Military Occupational Specialty-qualified and coordinating new equipment training and facility issues.

Force Validation in the 79th SSC

Several of the Expeditionary Sustainment Command HQs in the 79th Sustainment Support Command have established formal Force Validation processes. The recent activation of the 451st Expeditionary Sustainment Command, a one-star Headquarters, is a successful example of how the Force Validation process works.

Monthly "Force Validation Updates" were led by the 79th SSC Force Development Office and later by the 451st ESC HQ, during the unit's carrier year. 79th SSC and 451st ESC Command and Staff reviewed the myriad actions required to successfully activate the unit and

validated completion of critical tasks and integration of critical information systems.

The process continues to be refined and will be used in conjunction with the Organizational Inspection Program to validate the 451st to take mission command, previously known as command-and-control or "C2," of over 4,000 Soldiers and 50 units Oct. 1, 2012. Similar processes at the brigade and battalion levels are encouraged and have proven effective with increased unit readiness levels, successfully preparing new units for Contingency Expeditionary Force or Deployment Expeditionary Force mission responsibilities.

Inactivating units can also be reviewed during the Force Validation process. The key is to "close" these units methodically, ensuring Soldier retention, property accountability and proper facility turnover if applicable. Ideally, the inactivation of an Army Reserve unit should increase another local unit's readiness.

USARC Force Validation

The 79th SSC and assigned ESCs participate in the monthly USARC Force Validation Committee video-teleconference where "units of interest" are briefed to the USARC G-3/5/7, a one-star general officer. A "unit of interest" is a newly activating or converting unit the

USARC G-3/5/7 has deemed important enough to review monthly to ensure readiness metrics are being met. These units are typically low-density (a low number available in the Army Reserve inventory) or scheduled to deploy soon after activating or converting.

End State

The historical goal for an activating unit has been Unit Status Reporting readiness level "C-3" by the effective date, typically Sept. 16 of a particular year. This goal will likely change soon to match newly established "Aim Point" readiness metrics which depend on a unit's Available Force Pool Date and Army Force Generation deployment cycle.

As with many things, the key to successful Force Validation can be summed up in up five words: "What gets checked gets done!"

"We will develop operations for the best Army within end strength... I expect [Army Force Managers] to assess capabilities and develop an affordable force, fully capable of supporting national objectives and Combatant Commander's operational Needs."

***John McHugh,
Secretary of the Army***

THE READINESS REALIGNMENT PROGRAM

By Col. Phyllis Knox, Assistant Chief of Staff - G1

This year, the United States Army Reserve has significantly changed the way we manage assignments so units have the right Soldiers in the right positions at the right time.

This change in practice was already authorized by Army regulation, but we had not done the hard work to build the web-based tools needed for commanders and human resource staff to properly match local Soldier resources with local unit requirements. Now we have the tools and need to move quickly to match Soldiers to positions for which they are already qualified.

Even with the projected draw-down, the Army Reserve authorized strength is expected to be 205,000. The Army is counting on 24,000 Army Reserve Soldiers being available for CEF or DEF missions in trained and well-led units every year. Since the ARFORGEN cycle has five years in it, that adds up to 120,000 Soldiers required in units in the ARFORGEN cycle. Yet, as we have all experienced, the Army Reserve has struggled to properly man our deployable formations. This is because of Military Occupational Specialty and grade mismatches; we have enough Soldiers, we just have not properly matched them to unit needs.

Approximately 25,000 USAR Soldiers must be "rebalanced" in order to attain our manning aim points. The USAR must reassign Soldiers based on the needs of the Army Reserve in accordance with Army Regulation 140-10, paragraphs 1-10

and 2-7, which authorizes the involuntary reassignment of Soldiers within 50 miles of their home zip code. The challenge is to overcome the stove-pipe effect of units close to each other but belonging to different chains-of-command. The answer is a new web-based program

**Approximately
25,000 USAR
Soldiers must be
"rebalanced" in
order to attain
our manning aim
points.**

that gives commanders visibility of Soldiers who could immediately fill a shortage, when those Soldiers are excess to another nearby unit.

Effective Jan. 31, 2012, the Army Reserve Readiness Realignment Program application finds excess Soldiers and attempts to match them to units within 50 miles of the Soldiers' home zip codes which are short Soldiers who match the same Military Occupational Specialty, skill level and/or Area of Concentration.

Soldiers meeting the criteria are listed for commanders of the unit with matching shortages. During the implementation of the pro-

gram, commanders will be able to review both donor (understrength/overstrength) lists to transfer Soldiers out of their units or they may review requests from neighboring over strength commands to transfer Soldiers into their units when they find themselves understrength in a particular MOS/AOC.

The losing and gaining commanders must concur, the Soldier must be notified and a sponsor designated. After this, Regional Level Application Software will be used to publish the reassignment order and move the Soldier. It is important for leaders to get the message out that Soldiers realigned/reassigned under ARRRP will retain all Selected Reserve Incentive Program entitlements, per the Soldier's contract.

The program is being initially executed in two phases over a three-month period. Phase I includes private to sergeant first class and warrant officer to chief warrant officer 3, by March 27, followed by Phase II, second lieutenant to major, no later than May 8, 2012.

This essential conversion will require command emphasis at every echelon to achieve the desired end state: re-balancing the USAR to meet Army Force Generation readiness requirements.

The ARRRP application and overview can be found at

<https://arg1web.usar.army.mil/Realignment/Realignment.htm>. USAR server access is required to view the application and overview. 

****For information on how the Army Reserve Careers Division is helping us shape the force, see the article in this issue "Manning the Force: Placing the Right Soldier in the Right Unit." *As we fill our formations with qualified Soldiers we must make room for a core of mid-grade officers and NCOs with timely retirement actions, doing right by the Soldier and the Army. Leaders and Soldiers approaching retirement should read the IG's article in this issue for important information about the retirement process.***

MANNING THE FORCE: PLACING THE RIGHT SOLDIERS IN THE RIGHT UNIT

Story by Sgt. Scott Akanewich, 79th SSC Public Affairs

Re-shaping the force is one of the biggest challenges the Army Reserve currently faces as it moves into the future of warfighting.

One of the primary factors in the success of this undertaking is matching up the correct personnel with the proper slots, said Master Sgt. Artis Williams, Army Reserve Careers Division. Williams is tasked with this re-organization of forces within the 79th Sustainment Support Command as a liaison between the 79th SSC and ARCD. The entire concept of a particular command having a liaison with ARCD is a revolutionary new way of streamlining the process of re-shaping the force, said Williams.

"It's a more efficient way to fill vacancies in a timely manner by breaking down barriers and reducing the amount of time it takes," he said. "We're excited about it because it's the first time a command has taken initiative to fill vacancies, which contributes to readiness."

The objective is to fill the right number of Military Occupational Specialty slots with the right personnel, said Williams.

"Our goal is to find the right people for the right jobs," said Williams. "We're trying to find the best Soldier for the job."

Currently, there are approximately 3,700 vacancies in the 79th SSC that need to be filled. As daunting a task as this may seem, many times the right candidate for a job is in-house, he said.

"Often, the right Soldier is already in our footprint, so it's just a question of how we can pull them in," said Williams.

However, the talent pool is growing as the Regular Army downsizes, providing already-trained and battle-tested Soldiers for the Reserve ranks. Despite the downsizing of the active component, the Reserve will remain at its current strength of approximately 200,000 Soldiers. In order to make room for qualified Soldiers, approximately the bottom 10 percent of the Reserve will be removed to make room for their better-qualified brethren. Currently, there are a total of approximately 9,000 Soldiers in the entire Army Re-

serve classified as "unsatisfactory participants." In the 79th SSC, this number stands at 7.6 percent.

"We don't want to be over-strength," said Williams. "We want to make sure units are equipped with highly-trained and experienced Soldiers."

However, one of the obstacles to overcome to achieve this goal is to clear slots for more qualified personnel by emptying jobs currently filled by unsatisfactory participants. "Double-slotting," or having more than one Soldier on the books for a particular slot is no longer an option.

The Reserve and its individual commands make every effort to provide the Soldier an opportunity to "recover."

One way to do this is to remove Soldiers who are classified as unsatisfactory participants through a systematic two-phase process. The first phase is to identify existing unsatisfactory participants. These are Soldiers who have nine or more no-shows to monthly Battle Assembly within 12 months. However, the Soldier in question is not just shown the door immediately. The Reserve and its individual commands make every effort to provide the Soldier an opportunity to "recover."

There are four possible outcomes for the Soldier under such a scenario. The Soldier can be restored to his or her unit, recommended for transfer to the Individual Ready Reserve and affiliated, recommended for transfer to another Troop Program Unit, or if all else fails, recommended for discharge.

Phase Two of the process involves identifying Soldiers who have accumulated four unsatisfactory participations and intervene to prevent him or her from reaching the point where their careers are in jeopardy and are subject to Phase One consequences.

"We go through an interview process with Soldiers during which we check evaluations, make sure they're medically-ready to deploy and are able to pass a PT test, among other things," said Williams. "Also, personal reasons for missing BAs is taken into consideration before any separation actions are taken against the Soldier."

Soldiers who may be concerned about their current status should contact their unit Army Career Counselor for more information. ♣

ARE YOU READY FOR RETIREMENT?

TEAM,

After all the long years of voluntary selfless service, personal sacrifice and dedication to our Nation, all Army Reserve Soldiers look forward to retirement. To set your expectations, retirement requests do take some time to process. Per the Army Reserve Troop Program Unit Personnel Action Guide, United States Army Reserve pamphlet 600-5 12 May 2010, Table B1 T-83), Soldiers need to initiate their Department of the Army Form 4651 nine months prior to their anticipated retirement date, with the chain-of-command following through fulfilling the numerous packet requirements, to include command and retention counseling and commanders' endorsements. Remember retirement awards and spousal recognition actions associated with the retirement packet should run parallel.

The Regional Support Command will issue orders 60 days prior to the effective date. Officer requests for retirement made less than nine months require approved exception to policy. The chain-

of-command should also recognize Soldiers approaching their Mandatory Retirement Date to initiate the retirement process accordingly. Plan ahead and remember to put in your request for retirement in nine to 12 months out from the date you actually expect to retire.

Retirement tracking is essential not only for the Soldier in question, but for the unit to which they belong. As a unit prepares any collective activity, whether it be Annual Training, a WAREX or unit mobilization, knowing who is truly available and who is not can have a large impact on the battle roster. Units should forecast retirements not only to recognize and award those Soldiers who have done their part, but in retaining and promoting or recruiting Soldiers to take their place. Every military career has a beginning, middle and end, but the unit endures. A retirement not only brings recognition, but the potential loss of years of valuable military experience. 🇺🇸

IGs WANTED

If you are an Officer (Senior CPT to LTC) or NCO (Senior SSG to MSG) who is looking for an opportunity to serve in one of the most challenging and rewarding career opportunities in the Army Reserve, the Inspector General Wants You! We are looking for Soldiers within all of the ESCs who would like the chance to serve in the 79th, 4th, 311th, 364th and 451st IG Offices. The qualifications are tough as we are looking for the best Soldiers; the process includes submission of an IG packet which is screened by the 79th SSC IG and Commanding General, MG Frink, the USARC IG, with a final review by LTG Vangjel, the Army Inspector General.

Your packet will consist of your current APFT (DA 705), height and weight if applicable (DA 5500), your last 10 years of OERs or NCOERs, a current DA Photo, and your ORB or ERB. If interested contact LTC Matt France or SFC(P) Hector Ocasio at (562) 795-2797 or at matthew.france@usar.army.mil or hector.ocasio@usar.army.mil. This is a great opportunity for those officers leaving or preparing for command and for those NCOs leaving or preparing for 1SG, SGM or CSM!

PROVIDED BY THE 79TH SSC INSPECTOR GENERAL

COMMAND MEDICAL ADVISORY OFFICE ON MEDICAL READINESS

By Lt. Col. Gerald Holleger, 79th SSC Nurse Staff Officer

Medical readiness is an important matter to commanders, first sergeants and the individual Soldier for health maintenance in garrison and in preparation for deployment.

Commanders are responsible for reporting medical readiness through the Unit Status Report. At the same time, Soldiers have an individual responsibility to check their AKO account for current medical readiness status.

To be medically ready, a Soldier

must annually receive a Periodic Health Assessment, vision screening, dental examination, and an influenza vaccination from Logistics Health Incorporated.

Staying current on medical exams is not just a responsibility; it is also a great opportunity! Soldiers get free dental and medical diagnostic examinations and get paid to go.

The Army Reserve is committed to Soldier medical readiness and

provides specific funding for medical and dental appointments. LHI contacts the Soldier and arranges for care near where the Soldier lives or works. So every Soldier can get paid for going and getting free care!

Unit administrators contact LHI, generating a voucher for the Soldier to take to a dentist or health care provider. When the voucher is signed by the Soldier and provider, the unit pays one medical RMA.

Medical Readiness Categories:

There are nine Individual Medical Readiness elements and they are grouped into four Medical Readiness Categories: MR 1, MR 2, MR 3, and MR 4. MR3 category has two parts, A & B. These categories are based on the length of time it may take for the deficient IMR requirement to be resolved and to get a Soldier medically ready.

Medical Readiness Category and Description	Deficiencies	Availability
MR 1: Meets all requirements	None	Available
MR 2: IMR requirements that can be resolved within 72 hours	Immunizations, DNA test, HIV test Dental Class 2, Medical warning tags	Available
MR 3A: IMR requirements that can be resolved within 30 days. Includes deficiencies that would be resourced for correction for alerted RC Soldiers	Dental Class 3, Temporary profile less than 30 days	Non-Available
MR 3B: IMR requirements that cannot be resolved in 30 days	Pregnancy, Permanent profile pending board action, Temporary profile greater than 30 days	Non-Available
MR 4: Current status is not known	Missing or incomplete current PHA or Dental Screening	Available

Soldiers can easily access My MEDPROS at <http://mymedpros.army.mil> from the readiness stoplights displayed on his or her AKO homepage. Soldiers can view and print copies of their Individual Medical Readiness, completed profiles and health assessments. Links provide information to the Soldier on how to change his/her status indicator to GREEN.

INFORMATION ASSURANCE “YOUR KEY TO STAYING CONNECTED”

By Lt. Col. Aretha Denard, 79th SSC - G6



Annual Information Assurance certification is required for everyone in the Army. Failure to comply with annual Information Assurance training and training requirements will prevent you from accessing all Army Reserve Network Information Systems. The operational impact of not being able to access the network is significant; especially for key leaders.

What is Information Assurance?

The Army Information Assurance Program is a unified approach to protect unclassified, sensitive or classified information stored, processed, accessed or transmitted by information systems and is established to consolidate and focus Army efforts in securing that information, including its associated systems and resources, to increase the level of trust of this information and the originating source.

The AIAP will secure information systems through Information Assurance requirements and does not extend access privileges to Special Access Programs, classified, or compartmentalized data; neither does it circumvent need-to-know requirements of the data or information transmitted.

Why is Information Assurance important?

The AIAP applies to information systems including, but not limited to, computers, processors, devices, or environments that store, process, access, or transmit data, including unclassified, sensitive and classified data, with or without handling codes and caveats.

Information systems used for teleworking, telecommuting, or similar initiatives; contractor-owned or operated information systems; ISs obtained with non-appropriated funds; automated tactical systems; automated weapons systems; distributed computing environments; and systems processing intelligence information are required to adhere to the provisions of this regulation. 



DOD Information Assurance Training can be accessed by visiting the Information Assurance Training Center Portal at <https://ia.signal.army.mil>.

After you log on with your Common Access Card, you can view your most current training information, as well as view additional news and training from the Information Assurance Division.

The Army Training and Certification Tracking System will notify you via email when your certification is about to expire; 90, 60 and 30 days prior. Don't wait to for your IA certificate to expire. Not completing the required training and examination before the expiration date will result in denied access for at least 72 hours after completion.

Appropriate Security Clearances are Non-Negotiable

By Jimmy Crisp, 79th SSC Security Manager

As an essential part of the operational force, the Army Reserve is involved with information and technology that is critical to the national security of the United States.

Unauthorized release of sensitive information can result in lost battles and wars, missions being compromised and worst case, death or injury to military and civilian personnel.

Part of protecting sensitive information is restricting who has access to it through classification and security clearances. Appropriate security clearances are a major readiness issue for any command. As of Feb. 2012, 688 personnel within the 79th Sustainment Support Command did not have the appropriate security clearance for their rank, grade, Military Occupation Specialty, position or Additional Skill Identifier. Lack of appropriate clearance both restricts the individual's ability to be productive and hurts personnel readiness rates, potentially jeopardizing the unit's progress through the ARFORGEN aim points.

In an effort to prevent the compromise of sensitive information and technology, personnel are not considered to be MOS-qualified unless they have obtained the appropriate security clearance for their rank, grade, MOS, position, or ASI. Department of the Army Pamphlet 611-21, Military Occupational Classification and Structure, defines which MOSs and Additional Skill Identifiers require a security clearance and at what level.

A security clearance investigation is an inquiry into an individual's character, trustworthiness, loyalty and reliability to ensure the individual is eligible for access to sensitive national security information. The investigation focuses on a person's character and conduct, looking particularly at such factors as financial responsibility, emotional stability and criminal activity.

Classified information in the Army is divided into one

of three categories, confidential, secret and top secret. Confidential is any information or material the unauthorized disclosure of could be reasonably expected to cause damage to national security.

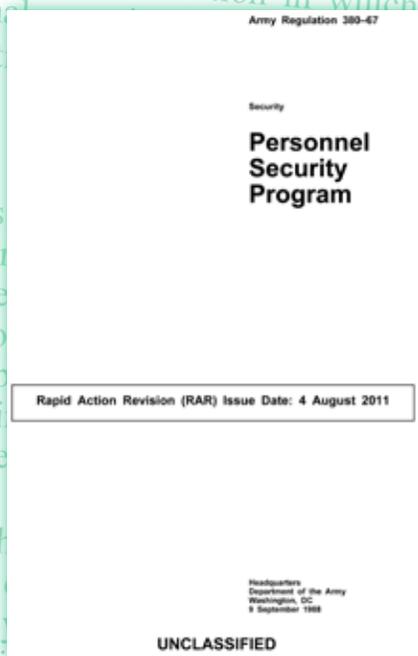
Secret is information or material the unauthorized disclosure of could reasonably be expected to cause serious damage to national security. Top secret is information or material the unauthorized disclosure of could reasonably be expected to cause exceptionally grave damage to national security.

Personnel with more than one MOS or ASI are required to maintain the highest clearance level required by any/all of their MOSs or ASIs. Failure to maintain the appropriate security clearance can result in reclassification, MOS/ASI removal or separation, and potential loss of MOS bonus incentives.

The granting or denying of security clearances is established in Army Regulation 380-67. Appendix I provides guidelines to assist in making determinations with respect to an individual's eligibility for employment or retention in sensitive duties or eligibility for access to classified information. Soldiers can familiarize themselves with the regulation and learn disqualifying factors which may impact them or their subordinates.

Commanders at all levels need to ensure their personnel have the appropriate security clearance. It is also everyone's individual responsibility to ensure they have the appropriate security clearance for their rank, grade, MOS, position or ASI. If you don't have the appropriate security clearance for your job, contact your unit or battalion security manager.

Security readiness is non-negotiable. There is nothing more non-negotiable than the unauthorized release of sensitive information compromising the safety of the Nation. 🇺🇸



AR 380-67 contains the policies and procedures for access to classified information and assignment in a sensitive position. It also prescribes the investigative scope and adjudicative standards and criteria that are necessary prerequisites for such access or employment.

PERSONAL FINANCIAL READINESS BASICS



By Col. Arthur F. Turnier, 79th SSC Assistant Chief of Staff - G8

As Soldiers, we are required to be proficient in our technical and Warrior Tasks in order to be ready to defend our Country when we are called. How financially prepared you and your Family are when the deployment order arrives depends on prior planning and preparation.

Any planning and preparation starts with the basics. It starts with understanding your pay. You and your Family understanding what you will be paid for both a Battle Training Assembly and your active duty pay if mobilized will go a long way in preparing a family budget, reducing a common source of personal and family stress.

BASIC PAY—EFFECTIVE JANUARY 1, 2012												
Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 5	Over 6	Over 7	Over 8	Over 9	Over 10	Over 11	Over 12
O-7	8,043.70	8,418.80	8,592.80	8,730.00	8,979.00	9,225.00	9,509.40	9,792.90	10,077.30	10,371.00	11,725.50	11,725.50
1 Drill	268.19	280.60	286.42	291.00	295.30	307.50	316.98	326.43	335.81	365.70	390.85	390.85
4 Drills	1,071.00	1,107.30	1,148.70	11,609.10	11,968.20	12,487.90	9,225.00	9,509.40	9,792.90	10,077.30	10,371.00	11,725.50
O-6	7,305.60	7,348.20	7,348.20	7,765.60	8,504.10	8,937.60	8,447.50	8,785.60	8,996.30	7,301.10	7,753.10	7,982.40
1 Drill	268.19	280.60	286.42	291.00	295.30	307.50	316.98	326.43	335.81	365.70	390.85	390.85
4 Drills	1,071.00	1,107.30	1,148.70	11,609.10	11,968.20	12,487.90	9,225.00	9,509.40	9,792.90	10,077.30	10,371.00	11,725.50
O-5	6,418.50	6,418.50	6,738.30	6,950.60	7,088.10	7,161.90	6,418.50	6,418.50	6,738.30	6,950.60	7,088.10	7,161.90
1 Drill	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96
4 Drills	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84

DRILL PAY—EFFECTIVE JANUARY 1, 2012												
Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 5	Over 6	Over 7	Over 8	Over 9	Over 10	Over 11	Over 12
O-7	4,708.80	4,815.60	4,950.00	5,108.10	5,267.70	5,523.60	156.96	160.52	165.00	170.27	175.59	184.12
1 Drill	156.96	160.52	165.00	170.27	175.59	184.12	156.96	160.52	165.00	170.27	175.59	184.12
4 Drills	627.84	642.08	660.00	681.08	702.36	736.48	627.84	642.08	660.00	681.08	702.36	736.48
O-6	3,854.70	4,025.10	4,130.70	4,257.30	4,394.40	4,641.60	128.49	134.17	137.69	141.91	146.48	154.72
1 Drill	128.49	134.17	137.69	141.91	146.48	154.72	128.49	134.17	137.69	141.91	146.48	154.72
4 Drills	513.96	536.68	550.76	567.64	585.92	618.88	513.96	536.68	550.76	567.64	585.92	618.88
O-5	2,679.60	2,924.70	3,036.60	3,185.10	3,300.90	3,499.80	89.32	97.49	101.22	106.17	110.03	116.66
1 Drill	89.32	97.49	101.22	106.17	110.03	116.66	89.32	97.49	101.22	106.17	110.03	116.66
4 Drills	357.28	369.96	404.88	424.68	440.12	466.64	357.28	369.96	404.88	424.68	440.12	466.64
O-4	2,317.80	2,550.30	2,662.80	2,772.30	2,886.30	3,143.10	77.26	85.01	88.76	92.41	96.21	104.77
1 Drill	77.26	85.01	88.76	92.41	96.21	104.77	77.26	85.01	88.76	92.41	96.21	104.77
4 Drills	309.04	340.04	355.04	369.64	384.84	419.08	309.04	340.04	355.04	369.64	384.84	419.08
O-3	2,123.40	2,265.90	2,375.40	2,487.60	2,662.20	2,845.20	70.78	75.53	79.18	82.92	88.74	94.84
1 Drill	70.78	75.53	79.18	82.92	88.74	94.84	70.78	75.53	79.18	82.92	88.74	94.84
4 Drills	283.12	302.12	316.72	331.68	354.96	379.36	283.12	302.12	316.72	331.68	354.96	379.36
O-2	1,946.70	2,046.30	2,157.30	2,266.50	2,363.10	2,363.10	64.89	68.21	71.91	75.55	78.77	78.77
1 Drill	64.89	68.21	71.91	75.55	78.77	78.77	64.89	68.21	71.91	75.55	78.77	78.77
4 Drills	259.56	272.84	287.64	302.20	315.08	315.08	259.56	272.84	287.64	302.20	315.08	315.08
O-1	1,757.40	1,868.10	1,981.20	1,981.20	1,981.20	1,981.20	58.58	62.27	66.04	66.04	66.04	66.04
1 Drill	58.58	62.27	66.04	66.04	66.04	66.04	58.58	62.27	66.04	66.04	66.04	66.04
4 Drills	234.32	249.08	264.16	264.16	264.16	264.16	234.32	249.08	264.16	264.16	264.16	264.16
E-7	1,671.30	1,671.30	1,671.30	1,671.30	1,671.30	1,671.30	55.71	55.71	55.71	55.71	55.71	55.71
1 Drill	55.71	55.71	55.71	55.71	55.71	55.71	55.71	55.71	55.71	55.71	55.71	55.71
4 Drills	222.84	222.84	222.84	222.84	222.84	222.84	222.84	222.84	222.84	222.84	222.84	222.84
E-6	1,491.00	1,491.00	1,491.00	1,491.00	1,491.00	1,491.00	49.70	49.70	49.70	49.70	49.70	49.70
1 Drill	49.70	49.70	49.70	49.70	49.70	49.70	49.70	49.70	49.70	49.70	49.70	49.70
4 Drills	198.80	198.80	198.80	198.80	198.80	198.80	198.80	198.80	198.80	198.80	198.80	198.80
E-5	1,378.80	1,378.80	1,378.80	1,378.80	1,378.80	1,378.80	45.96	45.96	45.96	45.96	45.96	45.96
1 Drill	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96	45.96
4 Drills	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84	183.84

Access the 2012 pay tables for Active duty and Reserve effective at:
<http://www.dfas.mil/dms/dfas/militarymembers/pdf/MilPayTable2012.pdf>

The 2012 pay tables for Active duty and Reserve are available at:
<http://www.dfas.mil/dms/dfas/militarymembers/pdf/MilPayTable2012.pdf>. These tables tell you what your basic pay is for a month, for a weekend battle assembly, and for a single MUTA. But that amount is not what you see on your bank statement, so you need to understand your Leave and Earnings Statement to make sure your pay and entitlements are correct.

LEAVE AND EARNINGS STATEMENT 101

You can access your Leave and Earnings Statement at any time by logging on to mypay.dfas.mil. If you have never accessed myPay before, you can follow the instructions on the main page and set up an account. You are able to make changes to your pay account through myPay, to include where you want your pay deposited. If you need someone to access your account to view your pay or tax information, you can create a Limited Access Account by selecting the "personal settings page" option on the myPay Main Menu. The person you grant limited access rights will be able to view your pay and tax statements, but not have the ability to make changes to your pay account.

ENTITLEMENTS. Displays names of all entitlements and allowances being paid in a columnar. Space is allocated for 15 entitlements and/or allowances. If more than 15 are present the overflow will be printed in the remarks block. Any retroactive entitlements and/or allowances will be added to like entitlements and/or allowances.

DEDUCTIONS. Description of the deductions is listed in columnar style. This includes items such as taxes, SGLI and dependent dental plan. Space is allocated for fifteen deductions. If more than fifteen are present the overflow will be printed in the remarks block. Any retroactive deductions will be added to like deductions.

ALLOTMENTS. Reservist and National Guard do not have allotments.

AMT FWD. Amount of all unpaid pay & allowances due from the prior LES.

TOT ENT. The figure from Field 20 that is the total of all entitlements and/or allowances listed.

TOT DED. The figure from Field 21 that is the total of all deductions.

TOT ALMT. Total in allotments.

NET AMT. Dollar value of all unpaid pay and allowances, plus entitlements and/or allowances, minus deductions due on the current LES.

CR FWD. Dollar value of all unpaid pay and allowances due to reflect on the next LES as the +AMT FWD.

EOM PAY. Actual amount to be paid on that specific payday.

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT															
ID	NAME (Last, First, MI)	SOC. SEC. NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED						
ENTITLEMENTS			DEDUCTIONS			ALLOTMENTS			SUMMARY						
Type	Amount	Type	Amount	Type	Amount										
A															
B															
C															
D															
E															
F															
G															
H															
I															
J															
K															
L															
M															
N															
O															
TOTAL															
LEAVE	Bf Bal	Ernd	Used	Cr Bal	ETS Bal	Lv Lost	Lv Paid	Use/Lose	FED TAXES	Wage Period	Wage YTD	M/S	Ex	Addl Tax	Tax YTD
FICA TAXES	Wage Period	Soc Wage YTD	Soc Tax YTD	Med Wage YTD	Med Tax YTD	STATE TAXES	SI	Wage Period	Wage YTD	M/S	Ex	Tax YTD			
PAY DATA	BAQ Type	BAQ Depn	VhA Zip	Rent Amt	Share	Stat	JFTR	Depns	2D JFTR	BAS Type	Charity YTD	TPC	PACIDN		
THRIFT SAVINGS PLAN (TSP)	Base Pay Rate	Base Pay Current	Spec Pay Rate	Spec Pay Current	Inc Pay Current	Inc Pay Current	Bonus Pay Rate	Bonus Pay Current							
TSP YTD Deductions					Deferred			Exempt							
REMARKS: YTD ENTITLE _____ YTD DEDUCT _____															

TOTAL. Total amounts for the entitlements and/or allowances, and deductions respectively.

BF BAL. The brought forward leave balance. Balance may be at the beginning of FY, when active duty began, or day after paid Lump Sum Leave.

ERND. Cumulative amount of leave earned in the current FY or current term of enlistment if the member reenlisted/extended since the beginning of the FY. Normally increases by 2.5 days each month.

USED. Cumulative amount of leave used in the current fiscal year or current term of enlistment if member reenlisted/extended since the beginning of the fiscal year.

CR BAL. Current leave balance as of the end of period covered by the LES.

ETS BAL. Projected leave balance to member's Expiration Term of Service.

LV LOST. Number of leave days lost.

LV PAID. Number of leave days paid.

USE/LOSE. Projected number of days of leave that will be lost if not taken in the current FY on a monthly basis. The number of days of leave in this block will decrease with any leave usage.

WAGE PERIOD. Amount of money earned this LES period that is subject to Federal Income Tax Withholding.

WAGE YTD. The money earned year-to-date that is subject to FITW.

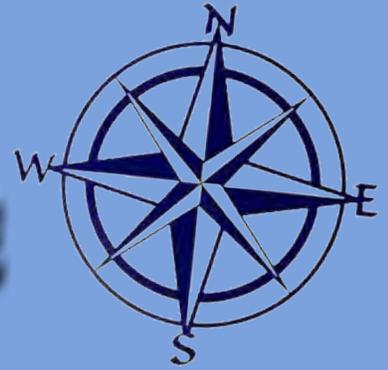
M/S. The marital status used to compute the FITW.

EX. The number of exemptions used to compute the FITW.

For more information on how to read an LES, visit: www.dfas.mil/dms/dfas/.../pdf/Army_reading_your_LES.pdf



MARINERS OF THE ARMY RESERVE



Story by Sgt. Scott Akanewich, 79th SSC Public Affairs

TOKYO – On the afternoon of March 11, 2011, at approximately 2:28 p.m. local time, a magnitude-nine earthquake rumbled roughly 40 miles off the Pacific coast of Japan, creating a tsunami with walls of water in excess of 130 feet striking as far as six miles inland. The devastation resulted in more than 15,000 dead and caused a meltdown in three reactors at a nuclear plant in the city of Fukushima. Thousands of displaced residents were left stranded without electricity or basic supplies such as food and water for days.

Since the 2011 disaster, the Japanese government has shown understandable concern regarding contingency plans should another such incident take place.

As a result, Operation Pacific Response was held Feb. 3, which was a joint effort coordinated by the Tokyo Metropolitan Government and involved participation from the Army, Navy, the Japanese Maritime Self-Defense Force and the Japanese Coast Guard.

At the forefront of this exercise stood Army Reserve Soldiers of the 481st Transportation Company (Heavy Boat), 311th Expedition-

ary Sustainment Command, based out of Vallejo, Calif. As part of the Army's waterborne force, they serve as Soldier-Mariners aboard the United States Army Vessel Fort McHenry. Once they arrived in country, they immediately began preparing the watercraft for action in a simulated evacuation operation on Tokyo Bay.

According to Staff Sgt. David Sublett, a boatswain in the 481st, most people are surprised when they see a ship manned with Soldiers.

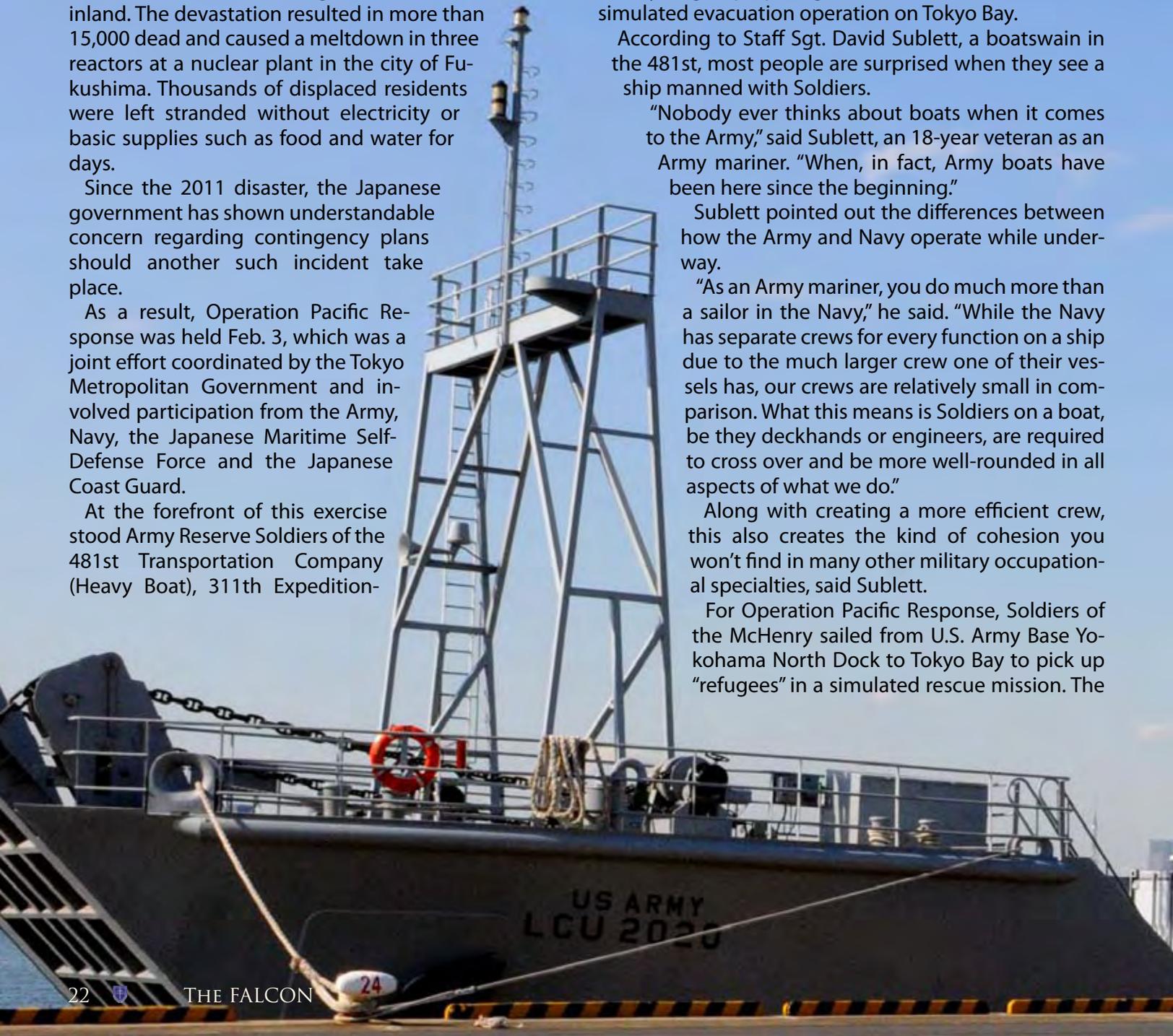
"Nobody ever thinks about boats when it comes to the Army," said Sublett, an 18-year veteran as an Army mariner. "When, in fact, Army boats have been here since the beginning."

Sublett pointed out the differences between how the Army and Navy operate while underway.

"As an Army mariner, you do much more than a sailor in the Navy," he said. "While the Navy has separate crews for every function on a ship due to the much larger crew one of their vessels has, our crews are relatively small in comparison. What this means is Soldiers on a boat, be they deckhands or engineers, are required to cross over and be more well-rounded in all aspects of what we do."

Along with creating a more efficient crew, this also creates the kind of cohesion you won't find in many other military occupational specialties, said Sublett.

For Operation Pacific Response, Soldiers of the McHenry sailed from U.S. Army Base Yokohama North Dock to Tokyo Bay to pick up "refugees" in a simulated rescue mission. The



refugees in this case were diplomats and journalists who were able to witness the Army's waterborne capabilities as a rapid responder.

The McHenry, a Landing Craft Utility vessel, is especially suited for evacuation missions such as these. It is capable of maneuvering through shallow and debris-filled waters, as well as capable of transporting as many as 250 people on the deck.

Having a fleet of vessels capable of carrying out missions such as this is critical to the Army, said Chief Warrant Officer 4 Tony Moschella, 481st Trans. Co., vessel master.

"For the Army to have organic water transportation capabilities is important because two-thirds of Earth's surface is covered by water and when there is a critical route to be navigated that is too small for a naval vessel, we can get in there and re-supply troops or carry out any other missions such as humanitarian aid and disaster relief," said Moschella. "It's also a lot less expensive than using air assets."

At the beginning of the operation in the early morning hours of Feb. 3, the McHenry sailed from Yokohama Bay on its 2 1/2-hour voyage to Tokyo, arriving on time and picking up officials from the Tokyo Metropolitan Government for their sealift back to Yokohama.

After arriving at the dock in downtown Tokyo, the gangplank was lowered and the crew met their passengers for the day. Before embarking on their journey, a dockside media conference took place where various U.S. military members were able to speak of the mission and their capabilities, including Moschella.

"There is such a close tie between the U.S and Japan, that when many of us heard about the earthquake and tsunami, we all wanted to rush out and come here to help and provide whatever assistance we could," said Moschella. "The Department of Defense wants to be able to demonstrate that we can use the assets located here to help the Japanese people."

Moschella also explained the capabilities of his vessel.

"We will demonstrate how many passengers the LCU can carry, how we can pick passengers up and show the craft's unique abilities, such as going

into shallow waters," he said. "During a tsunami, the water level will have a lot of debris, but we can push our way through that debris to get to people and get them onboard so we can take them to safety."

After the assembled diplomats and journalists boarded the McHenry, the crew untied the ropes securing the boat to the dock and began the return trip to Yokohama. It wasn't long before the crew and their passengers began to mingle on deck during the smooth sail back to "safety." Despite the language barrier between crew members and the Japanese contingent, there was a feeling of goodwill as the McHenry cut through the choppy waters.

Of course, no waterborne vessel can run without the troops behind the machines and Army boats are no exception. Engineers of the 481st remain below

deck to ensure the boat's myriad mechanical components run efficiently and effectively. Down here, the sounds and smells of the sea are replaced by the deafening din of the engines and stench of diesel fumes.

Staff Sgt. Daniel Salata, the crew's senior engineer, has been a "boatie" for 10 years and is accustomed to handling the various problems that arise.

Continued - page 24

"Not everybody can do this job. It's very demanding, but we put our hearts and souls into it because it's our lifeblood."

Staff Sgt. David Sublett,
481st Transportation Co.



Mariners - Continued from page 19

"Generally, electrical issues are what we deal with most often," said Salata. "There are a lot of components involved which are pretty frail."

This is when the the challenge begins, he said.

"I like electricity," said Salata. "So, when something goes wrong, to a degree, it can be enjoyable to figure out the problem and how to fix it."

Ironically, Salata became an Army mariner after passing on joining the Navy.

"I always knew I was going to be in the military," he said.

"But, I didn't want to be out on the water. Yet, here I am now in the Army's navy, instead."

Sublett said he takes a great deal of gratification from his duty on the high seas.

"Not everybody can do this job," he said. "It's very demanding, but we put our hearts and souls into it because it's our lifeblood."

Once the McHenry arrived safely back in Yokohama, the mission a success, there was a feeling of brotherhood amongst all involved and a sense of security that if another disaster of such proportions were to occur, the involved parties were properly equipped to handle it.

"We really appreciate the U.S. Army doing this disaster-relief exercise," said Akinori Muramatsu, senior director of the Tokyo Met-

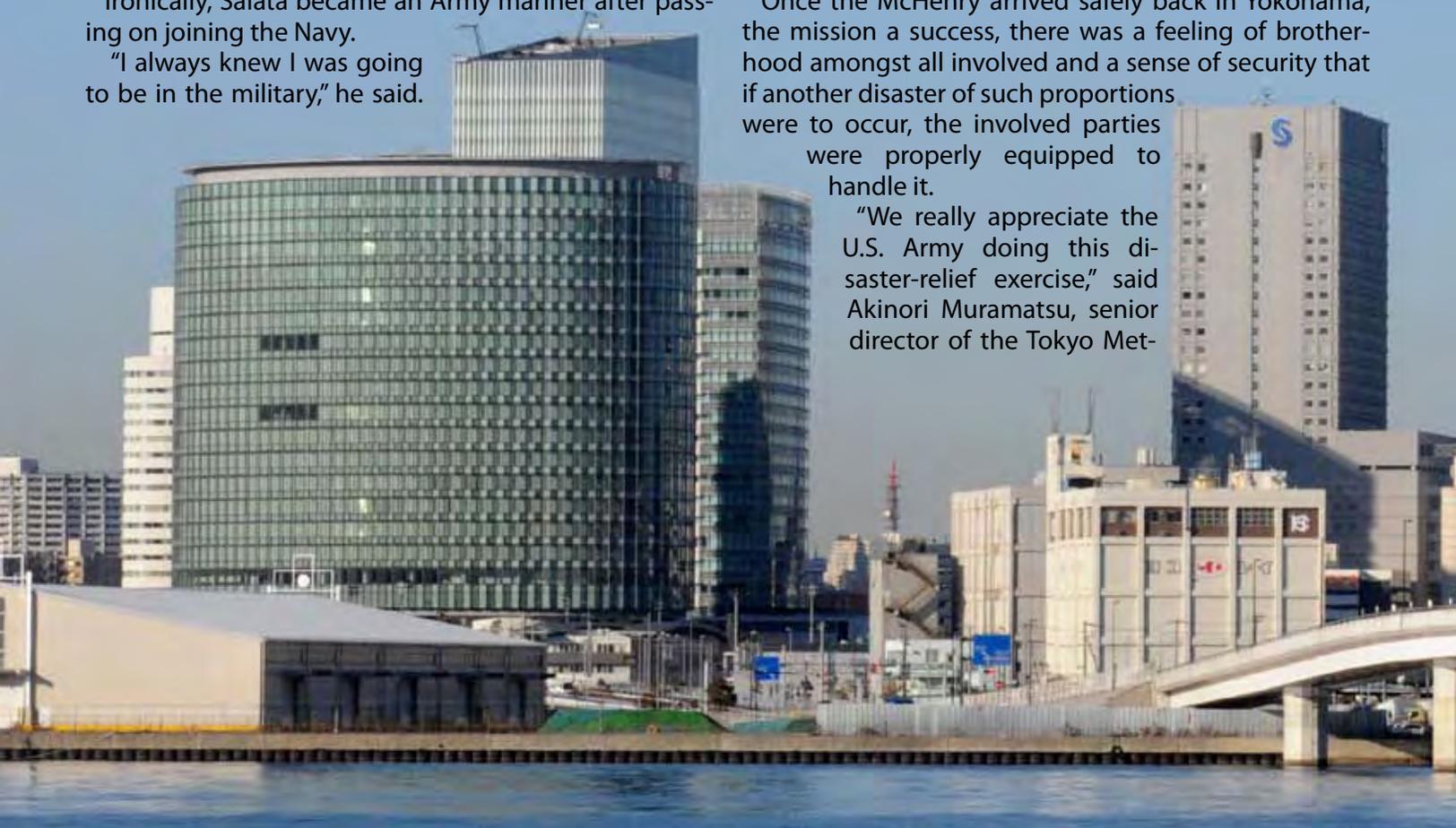


Photo Reel: (1) An Army Landing Craft Utility sits docked with its front loading ramp lowered. An LCU is capable of transporting as many as 250 people or up to six M1A1 Abrams tanks on its cargo deck. (2) Sgt. Preston McCullough (left) and Staff Sgt. Jimmy Ellison, 481st Trans. Co., look over equipment in the engine room of the United States Army Vessel Fort McHenry, at U.S. Army Base Yokohama North Dock Feb. 1.



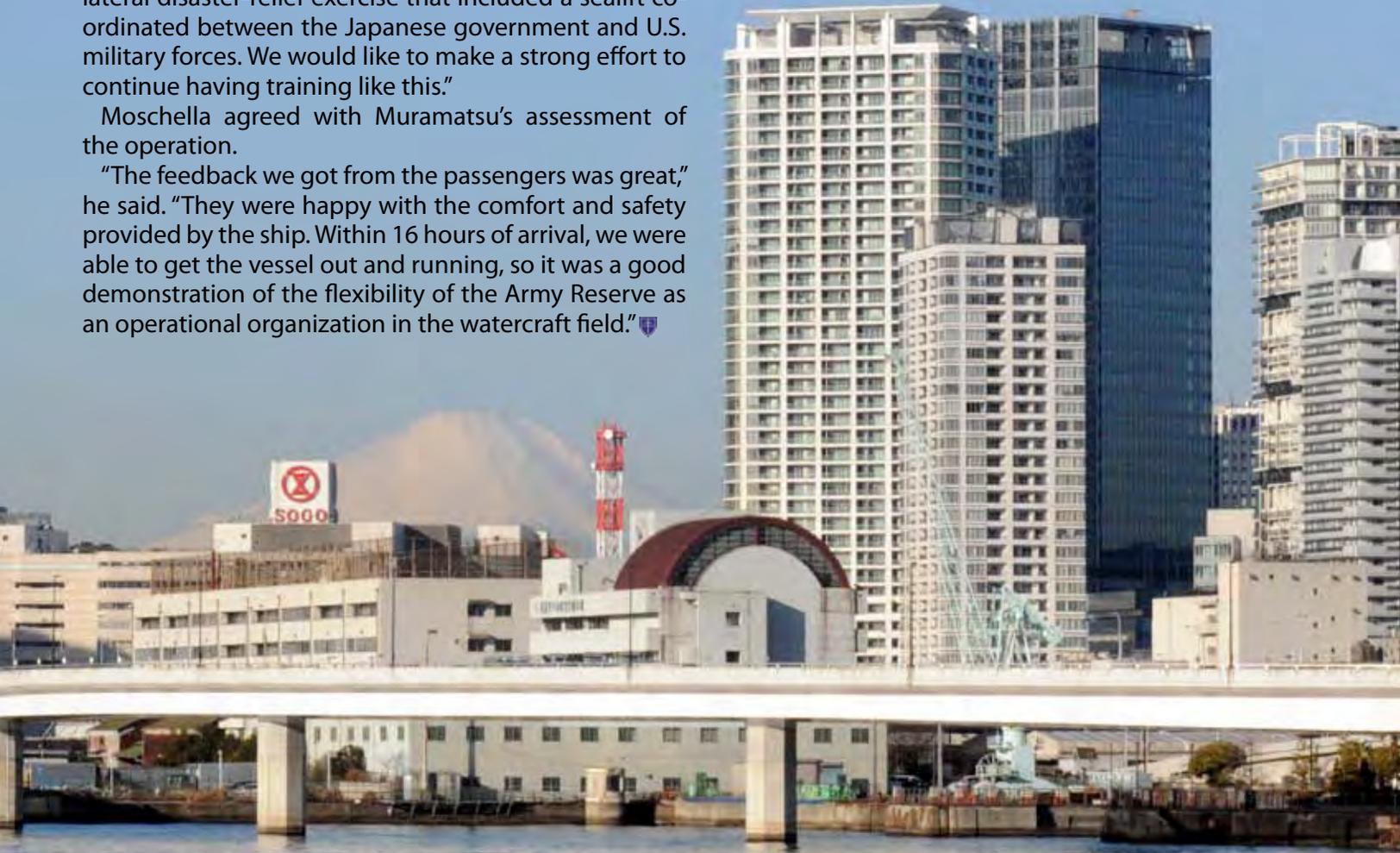
ropolitan Government's Disaster Prevention Bureau.

"We think that it is essential to have measures in place to support stranded commuters promptly after any type of disaster. This is the sixth time for us to have a bilateral disaster-relief exercise that included a sealift coordinated between the Japanese government and U.S. military forces. We would like to make a strong effort to continue having training like this."

Moschella agreed with Muramatsu's assessment of the operation.

"The feedback we got from the passengers was great," he said. "They were happy with the comfort and safety provided by the ship. Within 16 hours of arrival, we were able to get the vessel out and running, so it was a good demonstration of the flexibility of the Army Reserve as an operational organization in the watercraft field." ♣

**View more photos from Operation Pacific Response on the 79th SSC's Flickr Page:
www.flickr.com/79thSSC**



(3) Sgt. 1st Class Joseph Grasso throws a rope to Sgt. Ron Rumpfelt, 481st Trans. Co., in order to secure the USAV Fort McHenry to the dock while in Tokyo Bay Feb. 3. (4) Chief Warrant Officer 4 Tony Moschella, 481st Trans. Co., addresses the press during a media conference on a dock in Tokyo Bay Feb. 3. (5) Staff Sgt. David Sublett, 481st Trans. Co., directs vehicles onto the cargo deck of an Army LCU Jan 26.





FAMILIES IN THE FIGHT

FRGs: READINESS IS OUR MIDDLE NAME

Story by Terri Olson, 79th SSC Family Programs Coordinator

Readiness includes both Soldier and Family Readiness and subsequently creates a Quality of Life collaboration between the Soldier and the unit to sustain home front readiness during all phases of the deployment cycle.

One of the most significant recent changes has been the change to a broader definition of "Family" which includes immediate Family members and relatives as well as friends, neighbors, etc. The most effective FRGs are comprised of Soldiers and Family members that a Soldier has identified as a loved one(s) who provide military and Family connection and readiness to the Soldier.

An important factor in maintaining readiness is to ensure when Soldiers deploy, they do not need to be concerned whether or not their loved ones can properly sustain and grow during their absence.

This is where the Family Readiness Group comes in. The most critical ingredient to a successful FRG program at the unit level is to make sure everyone is communicating with one another. This is only achieved by assembling the right team. The 79th SSC has taken the lead when it comes to setting the standard Army-wide by establishing and maintaining successful FRGs.

The 79th SSC has capitalized on two major readiness enhancers at all Army levels, by supporting volunteers through training and recognition and conducting quality Family day events. A critical component of a successful FRG is to have volunteers who are trained and truly committed to the cause.

April 23-30 is Army Volunteer Appreciation Week.

"Presenting awards to volunteers stimulates enriched and re-energized service for the recipients," said Sherry Rallis, 79th SSC Community Outreach Assistant - contractor. "It also builds recruitment and engagement of

new volunteers."

Volunteers at all levels may receive awards and recognition from the Department of the Army, United States Army Reserve Command, along with those from their individual unit commanders that range from Certificates of Appreciation to higher levels of awards.

The volunteer is responsible for keeping his or her records up to date and submitting the appropriate documentation to their Family Programs team member in timely manner. New volunteers must complete the Volunteer Agreement DD-2793 and secure the signature of either the Family Readiness Liaison or the Commander of the unit and forward it to their Family Programs team member. Every day is a good day to turn in your volunteer records and it's never too late to start. Contact your Family Programs Staff representative if you need assistance with any forms. Commanders

and Family Readiness Liaisons are responsible for nominating volunteers who have served 50 or more hours by submitting the USAR 108-R, and/or DD1256 to the chain-of-command in a timely manner. The USAR Regulation 608-1, chapter five provides recognition guidance to include the forms and awards that can be submitted anytime throughout the year. When possible, commanders should award presentations during National Volunteer Week in April or during Military Family Appreciation Month in November.

Maj. Gen. William D. Frink, 79th SSC, commanding general, presented 24 volunteers with over 40 awards during a Volunteer Appreciation Ceremony and FRG Leadership Training in August 2011.

"Collectively, the awardees reported over 21,300 hours in 2010 and 2011," said Frink. "As far as types of programs

An important factor in maintaining readiness is to ensure when Soldiers deploy, they do not need to be concerned whether or not their loved ones can properly sustain and grow during their absence.

these volunteers represent - it runs the gambit! From, FRG leaders and treasurers to Army Family Team Building Instructors and Yellow Ribbon Instructors to Army Reserve Army Family Action Plan delegates who vote on potential legislative issues to be rolled forward. You all make change and growth a reality for the Army of One and the Army Reserve."

Frink broke it down into numbers.

"Army Community Service tracks our volunteer metrics and for the last 10 years, the average lifespan of a Family Programs volunteer has been 18 months," he said. "Yet, these volunteers have a history of service marked by years, not months! We have four of you with 10 years of documented service, half of you have more

than three years and the remainder are approaching your 18-month mark. Your commitment blows the metrics away!"

Many hours were documented in this combined training with the 79th SSC and 4th ESC while taking training on virtual FRG, AFTB Building Cohesive Teams, Leadership Styles, legal responsibilities and funding issues, with FRG activities planning and resources.

"As a complement to Volunteer Appreciation, another way to build ongoing readiness among Soldiers and Families is full participation in the Family Day activities, said Rallis."

"The 79th's Family Day model consists of two Family Day events per year, one summer and one December Holiday Family Day," she said. "Each consists of training with three hours of relevant briefing topics for Families and Soldiers followed by activities for children of all ages, morale building games and entertainment."

Since the 79th SSC's activation in Oct. 2010, the Headquarters, Headquarters Detachment has hosted three Family Day events, enjoying an unprecedented growth of Family Member participation for both attendance and relationship engagement. ♣



Maj. Gen. William D. Frink, Jr., 79th SSC commanding general, stands with Army Reserve Family volunteers during a Volunteer Awards Ceremony at Biola University, La Mirada, Calif., Aug. 13, 2011. This recognition took place as volunteers completed AFTB training: Concept Block -FRG FUNdamentals.

Sergeant Audie Murphy Club Membership is more than an Honor

By Staff Sgt. Gary L. Hawkins, 4th ESC PAO

SAN ANTONIO, TEXAS – The first Soldiers were selected to be inducted into The Alamo City Sergeant Audie Murphy Club when they appeared before the selection board at the 4th Expeditionary Sustainment Command headquarters building Dec. 9.

Honors went to: Sgt. 1st Class Julia Baumgartner, 300th Sustainment Brigade, Grande Prairie, Texas; Sgt. 1st Class Kenneth Dixon, 164th Quartermaster Group, Broken Arrow, Okla.; Sgt. 1st Class Juan Santiago, 373rd Combat Sustainment Support Battalion in Beaumont, Texas; and Staff Sgt. Matthew Lawson, 300th Sustainment Brigade.

The induction and membership into the SAMC is a reward for Noncommissioned Officers whose leadership achievements and performance merit special recognition. The SAMC is a means of recognizing those NCOs who have contributed significantly to the development of a professional NCO Corps and a combat ready Army.

Members exemplify leadership characterized by personal concern for the needs, training, development and welfare of Soldiers and their families.

Admittance to this exclusive group is a high honor and not easy to achieve, said Sgt. Maj. Victor Moreno, 319th Military Intelligence Battalion, command sergeant major and member of the Sergeant Audie Murphy Club.

"To be inducted as a member is an extremely high honor," said Moreno. "As a leader, it's important to set the example for all NCOs and junior-enlisted. You do this by leading from the front."

The benefits gained after achieving this honor are not only pride for the unit and the command they represent. It can elevate your status when promotion time comes around.

"NCOs should always strive to distinguish themselves from their peers, said Moreno. "Becoming a member of a highly prestigious club, like the Sergeant Audie Murphy Club, will unquestionably put you above-average."

This is an experience and leadership knowledge type evaluation. The subjects and questions can vary through the course of your appearance with a large volume of material at the panel's fingertips.

"The panel of sergeants major evaluates the candidates on a wide array of leadership topics," said Moreno. "Those not selected are usually because the panel feels

they need a bit more experience and/or leadership development."

Not all NCOs will earn the top honor and be inducted into the SAMC. But those who dare themselves is what the NCO corps is about.

"NCOs who take the challenge and decide to participate in the SAMC selection process will undergo intense pressure, long study sessions, and will have to demonstrate the mental and physical resilience that only a few distinct NCOs have ever achieved," said Moreno.

The induction ceremony is scheduled for the first week in April. The next SAMC evaluation board is scheduled to meet the last week of April.

The original club started at Fort Hood, Texas in 1986. There were several key leaders there including officers, enlisted members, civil servants, and a Killeen, Texas Civilian, who were instrumental in its origin.

Leading the effort was Lt. Gen. Crosbie Saint, the III Corps commander, Command Sgt. Maj. George L. Horvath, Jean Crisp, III Corps awards clerk and Don Moore, a Killeen, Texas artist who assist-

ed with designing the logo and club awards.

In 1991, Lt. Gen. Pete Taylor, III Corps commander and Command Sgt. Maj. Richard B. Cayton expanded the Fort Hood installation club to include all of III Corps. This expansion included Fort Riley, Kan., Fort Sill, Okla., Fort Bliss, Texas, Fort Polk, Louis. and Fort Carson, Col.

In 1993, Cayton was voted into the Sergeant Audie Murphy Club by honorary membership and then became the Forces Command sergeant major. Shortly thereafter, the club became FORSCOM-wide, including the Reserve and National Guard.

In 1994, at a Sergeant Major of the Army conference, the Sergeant Audie Murphy Club spread Army-wide, to all commands with installations retaining the selection process for their own NCOs. In 1998, it was estimated that the club membership ranged over 3,000 Soldiers and was steadily increasing.

All active Army component, Army Reserve and National Guard NCOs in the rank of corporal through sergeant first class, who directly supervise at least two Soldiers are eligible to compete for membership in the SAMC. Talk to your first sergeant or command sergeant major for your opportunity. ♣



PERSONAL READINESS STARTS RIGHT NOW



By Chaplain William E. Steen, Jr., 79th SSC Deputy Command Chaplain

The Army Reserve has been at war for a decade and is counted upon as an essential part of our Nation's security. As you progress through the Army Force Generation cycle, you know you will be available for deployment one of every five years.

Deployments are times of personal testing. We emerge from deployments for better or for worse. Joshua Chamberlain, the celebrated civil war hero of the Battle of Little Round Top and himself a Citizen-Soldier, observed, "War is for the participants a test of character: it makes bad men worse and good men better." Like fire, times of testing can refine, temper and strengthen; or times of testing can expose, consume and destroy.

What determines whether we emerge from a deployment for better or worse? To a large extent it is determined by the person we are going into the deployment. What kind of person are we, and what kind of person are we becoming?

There is an old adage that says, "A deployment will not make a bad marriage better." What we take into a deployment has a lot to do with what we bring out of a deployment. The person that we are determines much about the person that we will be when we emerge on the other side of a time of personal testing.

Given that, the time to address areas of need or concern in our personal lives is not when the deployment order goes out, or even less when the deployment is over. The time is now. Too often, deployments become convenient escapes from difficult situations at work or at home. The problem with that approach is at the end of the deployment

The person that we are determines much about the person that we will be when we emerge on the other side of a time of personal testing.

ment the problem is still there; and problems, like bad news, don't get better with time.

Life is full of significant challenges. To secure and nurture a good vocation, to sustain a growing marriage, to faithfully manage your financial resources and to raise responsible and respectful children are all enormous tasks.

None of these things is either easy or automatic. Add to that the call of

military service and the challenges at times can be quite overwhelming. But the good news is never have there been so many excellent resources so readily available to help us to learn how to effectively navigate these vital areas of our lives.

Programs like the Army Reserve Employer Partnership, the Strong Bonds relationship-enhancement program, marriage and family counseling and training resources and numerous financial planning classes and assistance are all available and can be accessed through either Army Family Programs or Military One Source. In addition, your Chaplain and/or Family Readiness Group can assist you with resources that are often available either online or right in your own community.

The greatest challenge might be just getting started. As Gen. Norman Schwarzkopf put it, "The truth of the matter is that you always know the right thing to do. The hard part is doing it". Anything worthwhile requires time and effort, determination and commitment. But the encouraging truth is that our lives can change for the better; and it's never too late or too soon to get started.

Then when times of testing come, as they inevitably will, the good lives that we're building will only become that much better and stronger. ♥



Strong Bonds is a chaplain-led program which builds relationship resiliency. The Strong Bonds mission is to increase Soldier and Family readiness through relationship education and skills training. Four Strong Bond programs exist and apply to the Army Force Generation cycle. They are designed to help Single-Soldiers, Couples and Families thrive in the turbulence of the military environment. Attendees voluntarily participate in an offsite retreat format designed to maximize relationship training impact. The retreat or "get away" provides an emotionally safe and secure training environment in which to address the effect of military lifestyle stressors. Learn more and sign up for Strong Bonds retreats at: www.strongbonds.org



Yellow Ribbon Events: The Ultimate in Readiness Programs

Story and photos by Capt. Michael N. Meyer, 364th ESC Public Affairs

Army Reserve families met in Denver, Colo. to share experiences and learn more about the resources available to assist them when their loved one returns. The event that has brought them all together, known as a Yellow Ribbon Reintegration Program, is available to provide Reserve Soldiers and their Families with sufficient information, services, referrals, and proactive outreach opportunities throughout the entire deployment cycle.

The goal of the program is to prepare Soldiers and their Families for mobilizations, sustain them during the mobilization, and assist them with reintegrating the Soldiers with their families, communities and employers upon re-deployment.

More than 550 Families from 30 states were in attendance this past January, representing several commands, including the 79th Sustainment Support Command, the 364th Expeditionary Sustainment Command, and the 4th Expeditionary Sustainment Command. The majority of the participants currently have a deployed family member.

Jena Villines is currently raising her two-year old son and attending nursing school while her husband Sgt. Joe Villines is deployed to Kuwait with the 364th ESC. "I

think my son is too young to understand why his Daddy isn't here and he can't really verbalize what he's thinking yet," Jena said. "This event has provided me some really useful information about how to talk to my child about deployments and they even provided some multi-media DVDs that I think put it in terms he will understand, if not now, then when he is a little older."

Villines, like many returning Soldiers and Family members, is concerned about finding employment when she graduates with her nursing degree. She found the scholarship and career information offered at the Yellow Ribbon Event to be very useful.

Mark Simonson represents the Employer Partnership for the Armed Forces supporting Colorado, Wyoming and

Montana. This partnership facilitates the transition that comes with a leave-of-absence from the civilian workplace to serve the nation.

"We help Soldiers and Family members from Vietnam era until now, find jobs. We have over 2,700 companies that have partnered with us and probably over 750,000 jobs listed on our website," Simonson explained. Lining the walls beside Simonson were booths for universities, trade colleges, and recruiters from various career fields as diverse as trucking companies, Information Technol-

"This event has provided me some really useful information about how to talk to my child about deployments..."

(Below) Photos from The Yellow Ribbon Reintegration Event in Denver, Colo. Yellow Ribbon Events provide information and assistance to Army Reserve Families coping with the deployment of a loved one, including career counseling, family life consulting, and many other specialties.



“There are so many resources for military families, that I don't know how we would even learn about it if there wasn't something like this to teach us.” *Joey Bolton, Army Reserve Spouse*

ogy, project management, and human resources.

“We have everything from positions that range from entry-level positions in service and sales to high-level executives,” said Simonson. “If one of our Soldiers or Family members applies for one of those jobs, then I will contact the employer so they can find them quicker. There is human contact with every resume, we do everything we can to establish one-on-one communication.”

Simonson encourages Soldiers to get registered on the site www.employerpartnership.org and says he has 750,000 jobs available, and only 30,000 Soldiers and family members registered today. But, he explains due to the volume of applications that his teams must sort through, it might take some time to respond to your resume. In addition, they post information about job fairs and events and work with Service members to refine their applications for employment, resume writing, and interviewing skills.

“There are so many resources for military Families I don't know how we would even learn about it if there wasn't something like this to teach us,” said Joey Bolton, a newlywed with an infant. “I just don't know a lot of these acronyms, programs and benefits. I think I've re-

ally learned a lot this weekend. I think the Army makes every effort to prepare families for the emotional stages of deployment.”

“There is a lot of sharing going on here today,” said Joey's mother, Sue Bolton. “There is really a lot of sharing going on here today. In the classrooms, many families are sharing information and websites and contributing to the presentations. It has been a very interactive experience.”

For these Families, the next Yellow Ribbon events they will attend will be after their loved ones have returned from deployment. The Army also offers the assistance of Military Family Life Consultants by telephone, email, or personal visits.

Through the MFLC Program, licensed clinical providers assist Service Members and their Families with issues they

may face through the cycle of deployment - from leaving their loved ones and possibly living and working in harm's way to reintegrating with their community and Family. The MFLC program provides support for a range of issues including: relationships, crisis intervention, stress management, grief, occupational and other individual and family issues. Visit www.mhngs.com for more information. ♡

FUTURE YELLOW RIBBON EVENTS:

20-22 April 2012 Minneapolis, MN

04-06 May 2012 Denver, CO

15-17 June 2012 Denver, CO

13-15 July 2012 Schaumburg, IL

10-12 August 2012 KC, MO

07-09 September 2012 KC, MO



A GUIDE TO FEMALE SOLDIER READINESS

"Every day women make significant contributions to the missions of today's military forces. Female Soldiers make up 21 percent of the Army Reserve supporting nearly every Area of Concentration and Military Occupational Specialty.

Just as the Army has always championed health promotion and prevention efforts for its male Soldiers, so it must also champion the unique health-care situations and considerations necessary to maintain the health and viability of its female Soldiers. When female Soldiers deploy to combat areas, they need to be prepared to maintain their optimal physical, emotional and spiritual health in ways that may differ from their male counterparts.

The responsibility for female readiness ultimately falls to the female Soldiers themselves. However, this technical guide and the resources referenced within provide strategies to effectively ensure female Soldier readiness with the least amount of impact on the day-to-day mission of the unit and to help female Soldiers stay healthy before, during and after deployment. The guide addresses areas such as pregnancy profiles, exercise during pregnancy, field needs of female Soldiers and preventive health measures for the barracks environment. The target audience includes female Soldiers, leaders of female Soldiers, and healthcare providers of female Soldiers.

Female Soldiers are encouraged to include the considerations found in the guide in their planning for field exercises and deployments. The goal is to have positive duty assignments, without the problems that frequently typify field and deploy-

ment assignments and be prepared to deal with the unique impact of the experience when they return from deployment.

Every military leader is a manager of time, resources and people. Effective military leadership demands the maximum use of each of these elements. The goal of this technical guide is to enable leaders to maximize the potential of the female Soldier. Specific leader tips are found throughout

the guide to give additional recommendations for leaders."

This 81-page guide is broken into four chapters: Female Soldiers in the Field; Reproductive Hazards, Pregnancy and Parenting; Mission Impactors; and Tools and Strategies. The appendix listing also contains fact sheets, checklists, sample forms and extensive resources, both military and civilian.

The 2012 Women's History Month theme "Women's Education – Women's Empowerment" is not limited to time spent in the classroom. It reflects the need for female Soldiers to educate themselves about their unique challenges while serving in the military. In a time of war, where deployment to conflict zones is a reoccurring part of military life, it is

especially essential for women to have the tools necessary to remain safe, fit and healthy. Prolonged limited access to adequate hygiene and health resources can not only negatively impact the mission but also lead to physical injury if not prepared for and mitigated by further education. The ability to maintain health as a female Soldier is in itself empowering, enhancing capability to perform at sustained high levels of readiness. ♣

A Guide to Female Soldier Readiness



USAPHC(Prov)
Technical Guide 281



June
2010

USAPHC Technical Guide 281 – June 2010 provides strategies to effectively ensure female Soldier readiness with the least amount of impact on the day-to-day mission of the unit and to help female Soldiers stay healthy before, during and after deployment. The guide addresses areas such as pregnancy profiles, exercise during pregnancy, field needs and preventive health measures.

Download your copy at: <http://phc.amedd.army.mil/topics/healthyliving/rsbwh/Pages/WomensHealth>

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ARMY RELEASES 2012 REPORT ON: GENERATING HEALTH AND DISCIPLINE IN THE FORCE

WASHINGTON, D.C. (Jan. 19, 2012) -- The Army released the Army 2020 Generating Health and Discipline in the Force, Report 2012, referred to as the Army Gold Book. The report serves as an update to the Army Red Book published in 2010.

It summarizes the progress made in enhancing the health, discipline and readiness of the force. It represents the next phase in the Army's ongoing campaign to counter the stress associated with more than a decade of war.

The Gold Book candidly addresses the challenges Soldiers and Families currently face, while providing leaders a thorough assessment of what the Army has learned with respect to physical and behavioral health conditions, disciplinary problems and the remaining gaps in Army policy.

The report will serve as an invaluable resource for leaders, policy-makers, commanders and service-providers, as they work together to address the unique and difficult challenges that lie ahead.

"While we have made tremendous strides over the past decade, there is still much work to be done," said Army Vice Chief of Staff Gen. Peter Chiarelli. "This war, as we often hear it described, is a marathon, not a sprint. And, as mentioned, many of our biggest challenges lie ahead after our Soldiers return home and begin the process of reintegrating back into their units, Families and communities."

Recommendations implemented since the publication of the Red Book have already had a significant, measureable impact on the force. Examples include improved mild Traumatic Brain Injury, screening, diagnosis and treatment; increases in outpatient behavioral health access and delivery; decreased incidents of Soldier drug and alcohol abuse; reduced accession waivers; and expanded pain-management care. The Gold Book represents the next phase of this ongoing campaign.

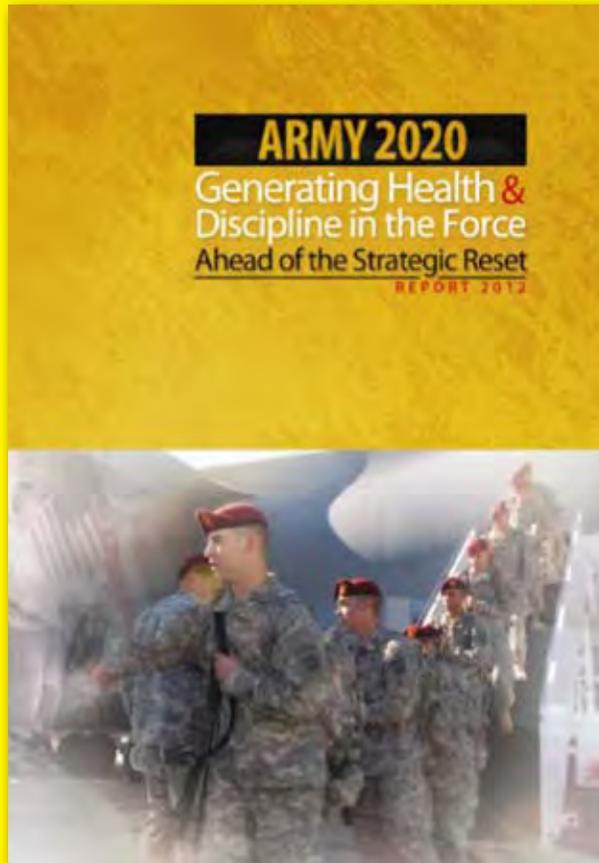
Secretary John M. McHugh has directed leaders at all levels become familiar with the report.

Chief of Staff of the Army Gen. Raymond T. Odierno has endorsed The Gold Book, emphasizing leaders understanding and effectively addressing the challenges Soldiers and Families face is absolutely essential.

"Trust is the bedrock of our honored profession -- trust between each other, trust between Soldiers and leaders, trust between Soldiers and their Families and the

Army and trust with the American people," said Odierno.

The lessons learned and recommendations provided in the Gold Book are meant to ensure the Army continues to best support the health, well-being and discipline of Soldiers and their Families while ensuring a fighting force able and ready to stand strong in defense of our Nation. ♣



Known as the Army Gold book, this 210-page report summarizes the progress made in enhancing the health, discipline and readiness of the force. It represents the next phase in the Army's ongoing campaign to counter issues associated with more than a decade of war.

The full report is located at <http://usarmy.vo.llnwd.net/e2/c/downloads/235822.pdf>

Soldier Fitness Tracker Expanded to include Military Families



Soldiers have been required to participate in the Comprehensive Soldier Fitness questionnaire program for several years. Family Members are now able to take advantage of their own version of this Army self-assessment tracker, as well.

The Family Global Assessment Tool will walk you through several segments of questions to gauge your emotional, social, family and spiritual fitness. Answering the questions is simple – selecting how strongly you agree or disagree with a particular statement or view – and the test only takes about 10 minutes.

Once you have completed the questionnaire, a diagnostic result will provide a detailed analysis of how you perceive challenges and hopefulness within your family, community and self. These Comprehensive Resiliency Modules offer training for better understanding of the assessment dimensions. To see your results in a broader context you may compare your percentage

in each of the four areas to those of others respondents of the same gender, marital status or age range.

When situations in your life evolve during various stages of the deployment cycle you are encouraged to retake the assessment. Comparing new results to previous answers will reflect changing areas of concern you may need to address. It can also show improvement in areas you have been working on. As part of your Army Family toolkit, the GAT is a source of support and validation for your proactive efforts in working through the challenges of military life.

All Army Family Members are permitted to take part in the GAT Fitness Tracker, Troop Program Unit or Active Duty, spouse or older child. As long as the individual has been registered with Defense Enrollment Eligibility Reporting System, they will be able to create a unique log-in name and password. An AKO log-in can also be used if you already have one.

To access the Global Assessment Tool visit:

<https://www.sft.army.mil/SFTFamily/Default.aspx>

TAKE ADVANTAGE OF SUPPLEMENTAL FOOD ASSISTANCE

By Rita Beal, 79th SSC, HHD FRG Leader

While serving on Troop Program Unit status, or during activation when Reserve Soldiers are not drawing a civilian paycheck, Military Families may qualify for benefits under the Special Supplemental Nutrition Program for Women, Infants and Children, commonly referred to as WIC.

Through WIC, mothers and young children receive nutritional basics including baby formula, cereal, milk, fresh fruits and vegetables, eggs and much more. The program also provides health-care referrals, nutrition education, breastfeeding support to low-income pregnant and postpartum women and to children up to age five. These services are all the more important when not qualifying for a high level of Tricare coverage.

Yet Army Reserve Soldiers do not commonly consider WIC, even if their monthly grocery budget is tight. This detrimental trend may be exacerbated by military pride and work ethic, but the San Diego American Red Cross confirms "many military families are eligible to receive WIC benefits but do not know it." In response, the ARC has expanded outreach to educate troops and leaders on WIC resources and remove any prejudice against the program.

The number of service members currently qualifying for and receiving food assistance is staggeringly high, nonetheless. A 2004 "Military Families Survey" conducted by The Washington Post found one in five Military Families have applied for WIC. Currently, in Washington State alone, "more than 15,300 WIC clients are women in the military, or women and children in a military family," according to the State Department of Health.

Approval for WIC aid is based primarily on household income and the number of family members. Military Families have the benefit of deducting housing allowance and select other pay when calculating eligibility. The Kansas De-

partment of Health has developed an excellent guide for assessing their military pay. [http://www.kansaswic.org/manual/Appendix_11_Military_Income_Guidance_for_KS.pdf] This can help Soldiers ask the right questions when they meet with a WIC counselor.

Maximum allowable income levels for WIC have also increased to keep pace with rising cost of living rates. According to Celeste Hernandez, manager of the Fort Hood WIC program, "recently revised income guidelines will allow a family of four to earn up to \$3,400 a month, \$131 more than previously allowed." Therefore, even if a Soldier was declined for WIC during a previous pregnancy, it is worth another look when expecting again.

The need WIC addresses is an essential one. As prices for basic commodities increase, more and more typically self-sufficient families, including Army Reserve Families, are finding it difficult to consistently provide healthy meals. "Studies show the proper nutrition WIC children receive helps them enter school ready to learn," said Colleen Pearce, North Dakota WIC director. "WIC is a cost-effective, sound investment that helps ensure the health of our children."

It is incumbent upon the entire Army Reserve family to not allow pride to prevent Soldiers from taking advantage of this program. New mothers and young children require and deserve the best support, education and nutrition available to them and Soldiers have the obligation to request assistance when it is needed. Knowing there is enough food on the table is at the core of Family Readiness. This stability will allow each Soldier to maximize their individual readiness and best contribute to mission accomplishment.

Visit the WIC website for general information. To learn about other government benefits that you may be eligible for, visit Benefits.gov. For WIC Overseas, go to www.tricare.mil. 

The WIC Prescreening Tool helps perspective applicants gauge their qualification for benefits in about 15 minutes.

This Prescreening Tool is not an application for WIC.

To apply for benefits, make an appointment at a local WIC office: <https://stars.fns.usda.gov/wps/pages/category.jsf>

Build Your Personal Savings



Military Saves is a social-marketing campaign to persuade, motivate and encourage Military Families to save money every month, and to convince leaders and organizations to be aggressive in promoting automatic savings. The campaign is a growing network of organizations and individuals committed to helping and supporting Military Members and their loved ones build personal savings arsenals to provide for their immediate and long term financial needs.

Military Saves was developed and tested by its non-profit sponsor, Consumer Federation of America and the military services from 2003 to 2006 and launched throughout the Department of Defense Feb. 25, 2007. It is part of two larger campaigns -- the DoD Financial Readiness Campaign and the national America Saves campaign.

The campaign's lifeblood is in its partners, organizations that see the value in working together to empower members, employees, customers and clients to become financially stable through saving, debt reduction, and wealth-building over time.

www.militarysaves.org

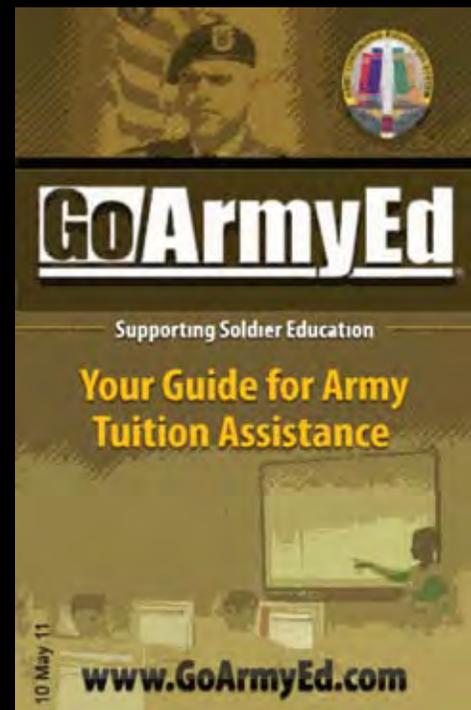
www.GoArmyEd.com

GoArmyEd is your one-stop location for managing your college education and using Tuition Assistance benefits. GoArmyEd gives you access to many regionally accredited colleges and universities and over 1,000 available degree plans.

GoArmyEd is used by:

- **Soldiers to pursue their postsecondary educational goals**
- **Army Education Counselors to provide educational guidance**
- **Schools to deliver degree and course offerings and to report Soldier progress**

For details on the programs covered by tuition assistance refer to Army Regulation 621-5 Army Continuing Education System: www.apd.army.mil/pdf/files/r621_5.pdf



POV/POM SAFETY

BY MR. RICKEY PAYNE, 79TH SSC SAFETY DIRECTOR

U.S. Army Combat Readiness/Safety Center data shows privately-owned vehicle accidents cause more fatalities than all other ground or aviation accidents across the Army. This includes not only privately-own autos, but motorcycles, as well. Safety while operating any kind of vehicle is paramount to overall force readiness.

According to the National Highway Traffic Administration, most auto accidents are caused by speeding, distracted driving, aggressive driving, fatigue, and alcohol.

It is easy to recognize the signs of a distracted driver (weaving in and out of their lane, talking on a cell phone, adjusting the radio), a tired driver (nodding off, speeding up, then slowing down) and especially an aggressive driver who zips in and out of traffic, tailgates, flashes lights, and does other obnoxious things that generally make us mad.

USACR/SC data shows excessive speed contributes significantly more to motorcycle accident fatalities than any other factor.

Failure to wear personal protective equipment such as a helmet, eye protection, gloves, jacket, long pants etc., is not only against Army regulations, but could be a life-threatening choice. Head injury is a leading cause of death in motorcycle crashes.

Riding a motorcycle requires a particular set of skills. Make sure you have the proper license and training before taking on the responsibility of riding a motorcycle. Many believe just because you

have a driver's license for an automobile you are licensed to operate a motorcycle. This is simply not true. Speed is one of the biggest killers of our Soldiers. It reduces a driver's ability to negotiate curves or maneuver around obstacles in the roadway.

Speed also extends the distance traveled before a vehicle is able to stop. In 2009, speeding was a cause in 34 percent of all fatal crashes and more than 10,000 lives were lost in speeding-related crashes.

Another preventive step that can be taken by Soldiers and their Families to ensure safety is to always wear seat belts.

According to the USACR/SC, 10,389 people were killed in alcohol-impaired-driving crashes in 2009. These accidents accounted for 34 percent of the total motor vehicle traffic fatalities in the U.S. The 10,839 fatalities represent an average of one alcohol-impaired driving fatality every 48 minutes.

Class A accidents/Soldiers killed as of Jan. 3, 2012

CAR	12/11
SUV/JEEP	6/6
TRUCK	2/2
MOTORCYCLE	6/5
PEDESTRIAN	1/1
OTHER*	0/0

*Includes: vans, ATVs, snowmobiles and bicycles

Three year average: **24**

Fiscal 2011: **21**



thru December 2011

27

TOTAL DEATHS

Car accidents are not the only thing killing our Soldiers.

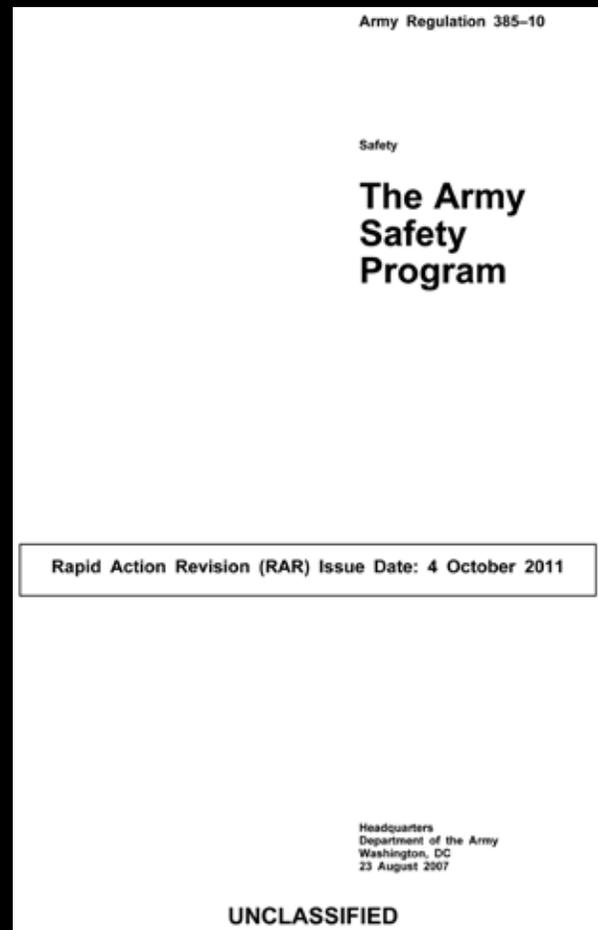
Believe it or not, there have been Soldiers killed from skateboard falls, chest-punching contests and trains. There have actually been six people hit and killed by trains within the past five years. Sounds impossible, but when you mix alcohol with some of these seemly fun and harmless activities, things can go really wrong, really fast.

Drowning claims the lives of nearly 3,000 people every year. Convince your Soldier to always swim with a buddy.

A pedestrian is injured in a traffic crash every seven minutes. Though anyone can be struck and killed by a vehicle, often times it is the young Soldiers who don't own a car or truck who are at most risk because they frequently walk from location to location.

Sports and recreation participation are also major causes of injuries in the Army.

Alcohol, loss of sleep, Post Traumatic Stress Disorder or related symptoms can cause problems for you, other Family members and your Soldier. Slowed reaction times, inability to concentrate, irritability and increased risk-taking can be related to any or all of these factors. Help keep your Family safe by knowing about these issues. To reduce the risk of your Soldier being involved in an accident, stay alert to his or her actions and reactions especially during redeployment periods.



Army Regulation 385-10, The Army Safety Program, prescribes Department of the Army policy, responsibilities and procedures to safeguard and preserve Army resources worldwide against accidental loss. It establishes composite risk management as the Army's principal risk reduction methodology and assures regulatory and statutory compliance.

GOT SAFETY QUESTIONS?

Visit the US Army Combat Readiness Safety Center for everything safety. At this site you can get current news, training, tools, statistics and more.

<https://Safety.army.mil>

ASSISTANCE IS AT YOUR FINGERTIPS

Provided by the 79th SSC Staff Judge Advocate

LEGAL ASSISTANCE: Staff Judge Advocate attorneys represent the command in personnel actions critical to readiness. Early consultation can speed successful completion of actions. If you as a Soldier, have had your rights read to you, or you have been notified that your Command will take some type of action against you, then contact your local United States Army Trial Defense Services via the 22nd Legal Support Organization/Legal Organization Detachment for Soldiers west of the Mississippi River at (972) 343-4263 or the 154th LSO/LOD at (703) 960-7397 ext. 7401 for Soldiers east of the Mississippi River.

The TDS mission is to provide a full-range of defense legal services to Soldiers to include:

- a) Representing Soldiers charged with violations of the Uniform Code of Military Justice at courts-martial and Article 32 pretrial investigations;
- b) Representing Soldiers during criminal investigations and before elimination or grade-reduction boards
- c) Counseling Soldiers regarding pre-trial restraint, non-judicial punishment, and various adverse administrative actions taken pursuant to military regulations.

ONLINE LEGAL SUPPORT: For requests for legal assistance to include Wills and Powers of Attorney go to the Legal Command's "Request for Legal Services" page:

<http://www.usar.army.mil/arweb/organization/commandstructure/USARC/OPS/USARJSTSC/Commands/Legal/Documents/Form%20LC%201%20draft%20v14%20p1.pdf>

TAX ASSISTANCE: Many legal assistance offices operate tax centers or provide income tax return preparation assistance during tax season. Contact your area legal assistance office for information on tax assistance.

The following tax assistance services are available to Service Members at no cost:

- a) Air Force Legal Assistance offices. Service members can use the following site: <http://legalassistance.law.af.mil/content/locator.php>, to locate the nearest free Military Tax Assistance locations.
- b) H&R Block when sourced through Military One Source: www.militaryonesource.mil
- c) 311th ESC Office of the Staff Judge Advocate Tax Assistance Center, 1250 Federal Ave, LA, CA 90025. Appointments can be made by contacting SGT William Myers at 310-235-4270.
- d) The IRS Volunteer Income Tax Assistance and the Tax Counseling for the Elderly Programs offer free tax help for taxpayers who qualify. Military service members do qualify and are not bound by the same income restrictions. www.irs.gov/individuals/article/0,,id=107626,00.html, can be used to locate the nearest facility and to obtain more information about the VITA program.

EQUAL OPPORTUNITY

Dignity and Respect are Essential to Mission Readiness

By Ms. Rita Cossio, 79th SSC Command Equal Opportunity Advisor

When it comes to readiness, Equal Opportunity compliance is a combat-multiplier that is critical to achieve teamwork and productivity within a unit. Commanders rely on the readiness and well-being of their leaders and Soldiers to maximize the unit's ability to achieve mission success.

Commanders can increase unit cohesion by promoting a command climate in which Soldiers feel everyone is treated fairly. Commanders are wise to carefully select and empower Equal Opportunity Leaders to assist them in carrying out their EO program. Commanders' personal commitment reinforced by EOL on-the-ground engagement adds up to enhanced unit readiness.

EO compliance enhances and sustains unit readiness:

Commanders must assess the command climate periodically to analyze the human dimension of combat readiness. A healthy leadership climate leads to unit cohesion as Soldiers and civilians serve together in an environment of mutual respect for each person's contributions.

EO compliance is more than just about Soldiers. Families must be considered in the readiness equation and must be cared for and given resources to help themselves and their military members without fear of being discriminated against or treated unfairly.

Army EO is based on five protected categories: race, gender, color, religion and national origin. The Army EO's five protected categories also apply to our civilian workforce.

In accordance with Army Regulation 600-20, Army Command Policy,

EO is a command program. It is the commander's responsibility to provide a command climate that promotes human dignity and respect through fair, respectful and nondiscriminatory treatment to Soldiers, Families and Civilians. The commander is also responsible for establishing the leadership climate of the unit and developing disciplined and cohesive units and leaders.

EO compliance is the means for us to achieve teamwork and productivity, which ultimately benefits the readiness of a unit. Leaders at all levels promote the individual readiness of their Soldiers by developing competence and confidence in their subordinates. In addition to being mentally, physically, tactically, and technically competent, Soldiers must have confidence in themselves, their peers and their leaders. A leadership climate in which all Soldiers are treated with fairness, justice and equality is crucial to development of this confidence within Soldiers.

Commanders are responsible for developing disciplined and cohesive units sustained at the highest readiness level possible. They are also responsible for everything their command does or fails to do. However, commanders have the option to subdivide responsibility and authority and to assign duties of both to various subordinate commanders and unit members.

EOLs as readiness multipliers:

Assigning someone to assist in EO is a means for the commanders to have designated personnel to address issues and concerns at the lowest level.

These Soldiers are a unit's Equal

Opportunity Leaders. EOLs are the commander's eyes and ears on-the-ground. Their responsibilities include assisting commanders at the battalion level or equivalent and below in carrying out the EO Program within their units.

Commanders must appoint EOLs in their units who are members of the chain-of-command in the rank of sergeant through first lieutenant. They should select Soldiers who have demonstrated outstanding personal qualities and traits -- Soldiers who uphold the Army Values and Warrior Ethos.

Once selected, Soldiers undergo a 60 hour-training course. The course encompasses topics that include values, attitudes and behaviors, effective and active listening, racism and sexism, conflict management, discrimination and power, extremism and extremist organizations and concepts of culture and other subjects that familiarize them with the diversity found in our military.

EOL courses are held each quarter for Soldiers in the 79th Sustainment Support Command. Approach your commander if you believe you have the motivation, qualities and traits needed in an EOL. Serving in this role will not only demonstrate your devotion to your fellow Soldiers, but also allow you to be part of creating a cohesive and ready command climate.

Understanding the diversity and challenges Soldiers, Civilians and Families face to improve readiness to achieve mission success is of the utmost importance. However, most important of all is to ensure everyone is treated with dignity and respect. 



ARMY RESERVE OFFICIALY CLOSES FORT LAWTON

By Sgt. Ruth Harvie

Soldiers, Veterans, and members of the community gathered on Fort Lawton, Wash. to be part of its official closure Feb. 25, 2012.



The Army post was closed in accordance with the Defense Base Closure and Realignment Act and was hosted by Soldiers of the 364th Expeditionary Sustainment Command and 79th Sustainment Support Command.

"We celebrated over 100 years of history," said Maj. Gen. William D.

Frink, Jr., commander of the 79th SSC.

More than 350 Soldiers and civilians filled the post's Daybreak Star Indian Cultural Center to attend the lowering of the flag ceremony, which marked 112 years of military activity.

Despite the chilling rain and gloomy weather, families and veterans traveled to the center to soak in years of memories and support the event. Rows and rows of seats included veterans who had a connection to the base—many sporting hats and jackets displaying their branch of service and rank when they were actively serving.

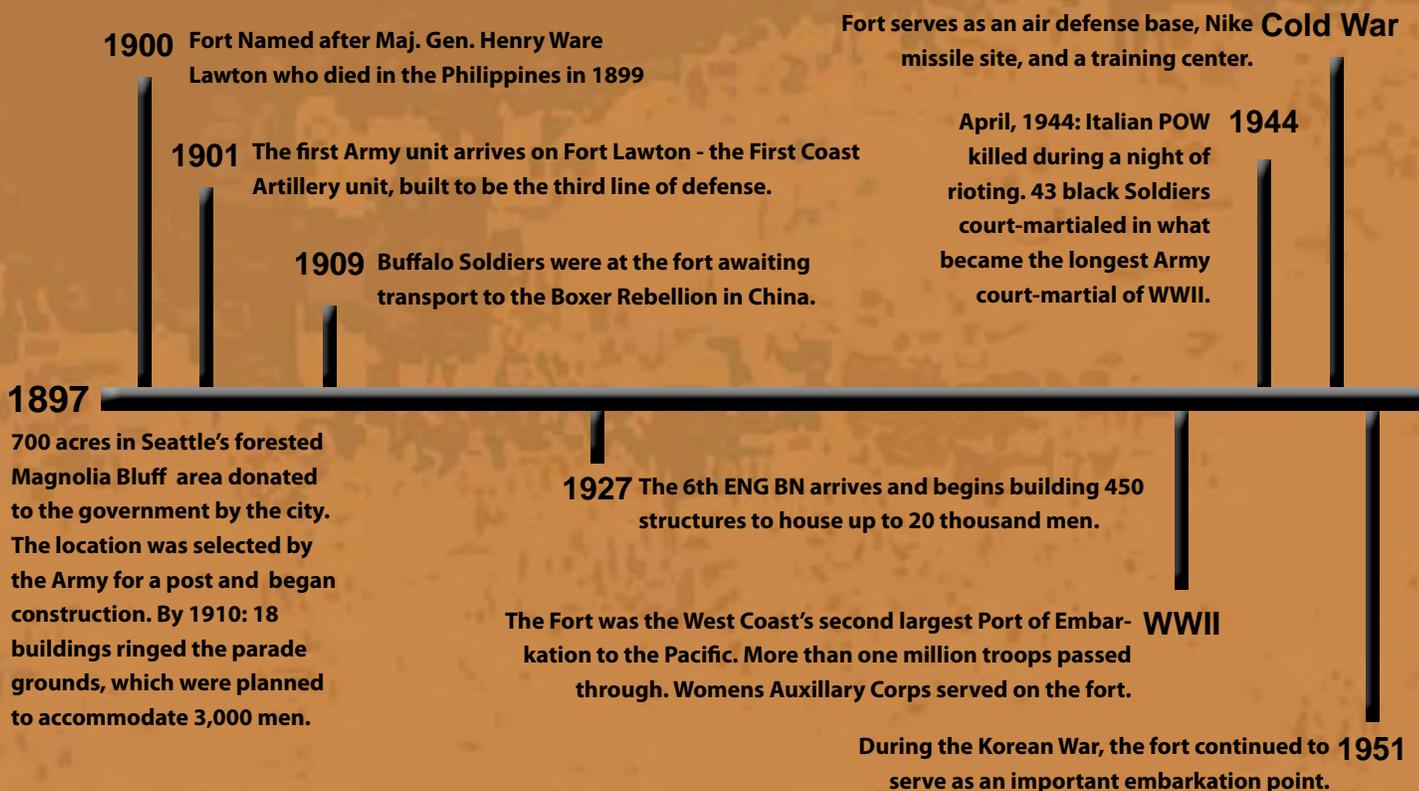
"They brought memorabilia with them and they brought stories with them," said Frink. The veterans shared rich stories about their ser-

vice to Fort Lawton with other veterans and Soldiers, one even telling a story dating back to the thirties. "It was like a reunion," said Frink.

The official party included Frink, Col. Phillip S. Jolly commander of the 364th ESC, Command Sgt. Maj. Vicki L. Briggs of the 364 ESC, and Command Sgt. Maj. Robert N. Roberson, Jr. of the 79th SSC. Guest speakers



included Congressman Jim McDermott, Washington's 7th Congressio-



nal District, Maj. Gen. (Ret.) James M. Collins, Jr., Civilian Aide to the Secretary of the Army, and Mayor Michael McGinn, city of Seattle.

Fort Lawton's closure began with a team of eight Soldiers who lowered the post flag at approximately 10:00 a.m. A battery of field artillery Soldiers performed a 21-gun salute as they took the flag down. During the ceremony Frink presented McGinn with a commemorative flag representing the honor and closure of the post for the City of Seattle.

"It's an act of remembrance," said Ryan Knicely, a second lieutenant with the Alpha 1/377 Field Artillery Regiment out of Fort Lewis. Knicely lead the 18 artillery Soldiers in rendering the cannon salute and said he was honored to take part in officially decommissioning Fort Lawton with his troops.

When looking at its history, Fort Lawton dates back to 1900, where it was originally used as a coastal defense outpost to protect Puget Sound. It was named in honor of Maj. Gen. Henry Ware Lawton, who

died during the Spanish-American War in the Philippines. More than one million troops passed through Fort Lawton during World War II when it was an important port of Embarkation to the Pacific theater.

The 364th ESC was the last unit to



leave the installation in Sept. 2011.

Although military activity will no longer be present, the Army will continue to retain jurisdiction of the cemetery. "It's a cemetery that veterans can still be buried in," said Collins.

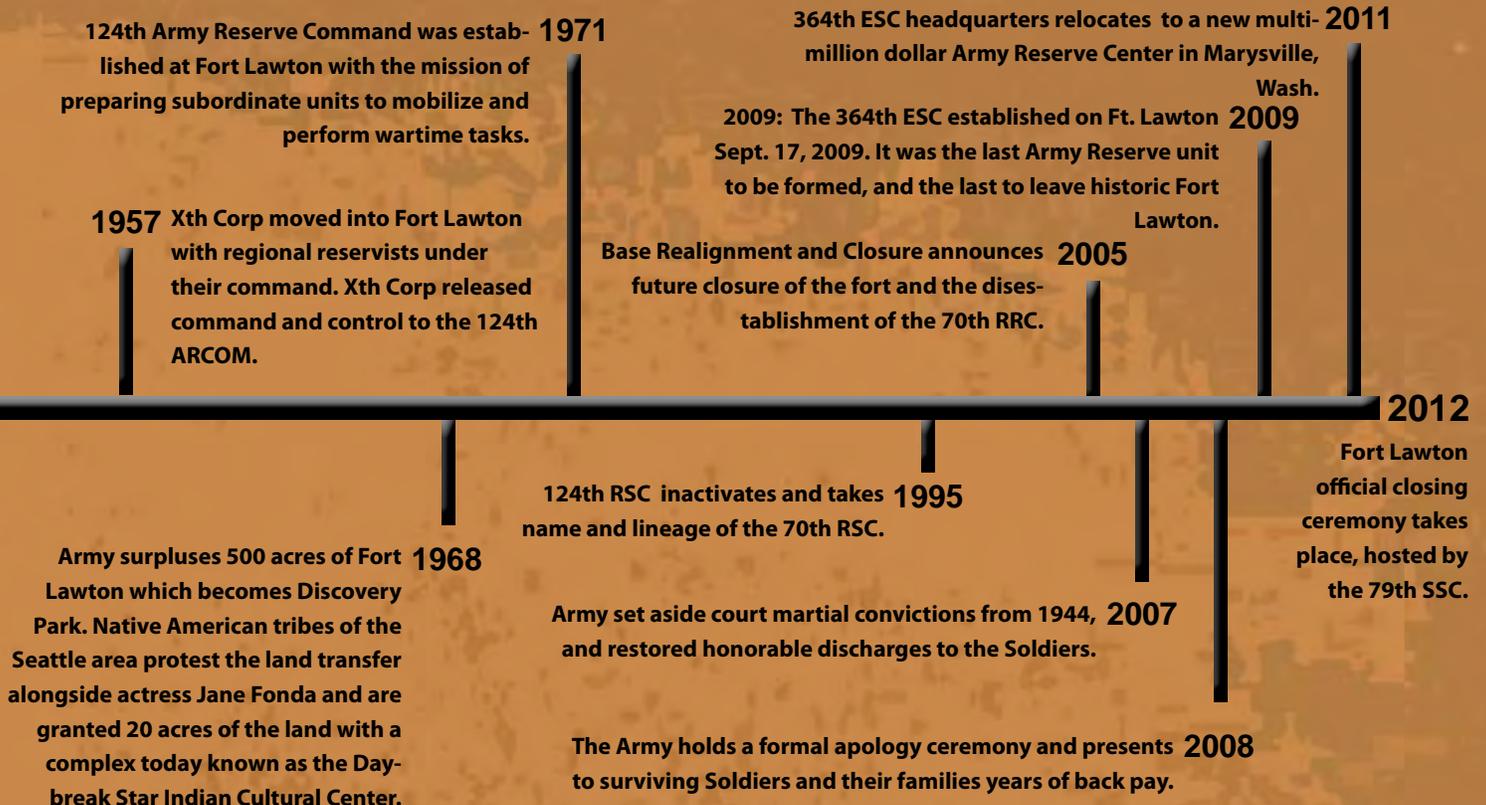
Frink didn't expect the ceremony to overflow with supporters - but every seat was filled, including the balconies overlooking the main floor.

"I think that really speaks to the significance of Fort Lawton to the U.S. Army Soldiers, veterans, and families," he said.

"It's an important opportunity for us to practice the Army value of honor and to pay tribute today to good work that was done - particularly to the Army Reserve," said Collins about the official closure.

"The strength of our nation is our Army. The strength of our Army is our Soldiers. The strength of our Army is our families—we could not do what we do without the support of our community and the American people," said Frink.

The post flag that served as a symbol of continuity and point of inspiration was lowered and folded for a final time. As it was lowered, artillery Soldiers fired 21 rounds in rendering the highest honor to those who served at the fort throughout its history. The public watched the flag as it was neatly folded into the arms of a Soldier and service members held their salute, knowing it would never be raised on Fort Lawton again. 🇺🇸



THE 79TH SSC

THE 79TH SUSTAINMENT SUPPORT COMMAND, HEADQUARTERED AT JOINT FORCES TRAINING BASE IN LOS ALAMITOS, CALIF., WAS OFFICIALLY ACTIVATED ON DECEMBER 1, 2009 WITH THE MISSION OF PROVIDING TRAINED, READY, COHESIVE, WELL-LED SUSTAINMENT UNITS FOR WORLD-WIDE DEPLOYMENT TO MEET THE U.S. ARMY'S ROTATIONAL AND CONTINGENCY MISSION REQUIREMENTS IN SUPPORT OF THE NATIONAL MILITARY STRATEGY.



UNDER THE COMMAND OF MAJOR GENERAL WILLIAM D. FRINK, JR. WITH A DAY TO DAY STAFF OF 61 SOLDIERS AND CIVILIANS AND 72 TROOP PROGRAM UNIT SOLDIERS, THE 79TH SSC EXECUTES COMMAND AND CONTROL OF THE 4TH, 311TH, 364TH, AND 451ST SUSTAINMENT COMMANDS (EXPEDITIONARY). AS OPERATIONAL COMMAND POSTS OF A THEATER SUSTAINMENT COMMAND – THE ESCS PLAN, COORDINATE, SYNCHRONIZE, MONITOR, AND CONTROL OPERATIONAL- LEVEL SUSTAINMENT OPERATIONS FOR ARMY SERVICE COMPONENT COMMANDS, JOINT TASK FORCES AND JOINT FORCES COMMANDS THROUGHOUT THE WORLD.