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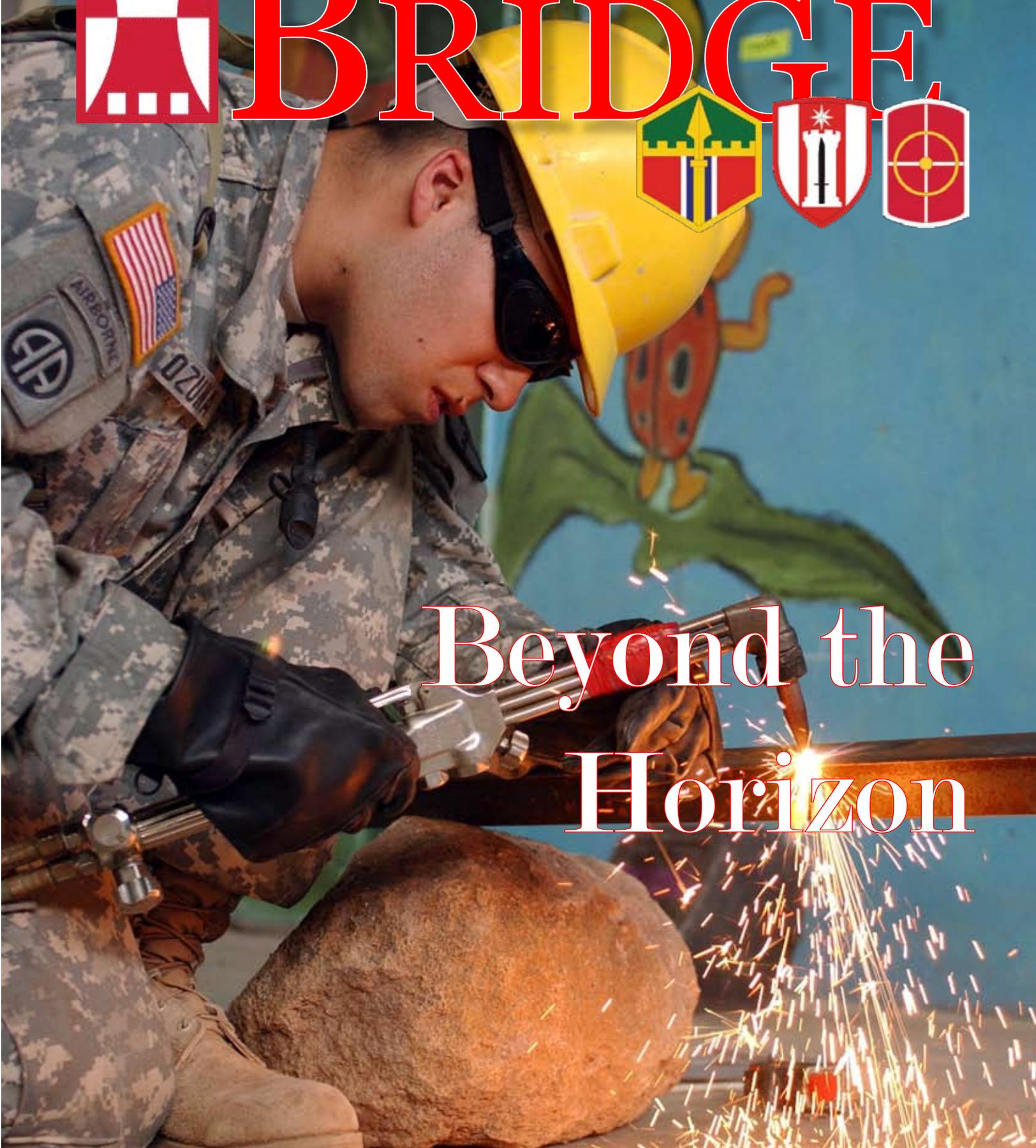
Produced for the 416th Theater Engineer Command

Summer 2008

BRIDGE



Beyond the
Horizon



Leader's Notes

THE FOUR C'S: COMMUNICATION

by Maj. Gen. Michael R. Eyre
Commander, 416th TEC

Coordination is critical to organizations as they strive to increase situations in which all parties can maximize gains by making mutually consistent decisions.

An example from business is the choice of a particular technology standard among competing firms, so as to optimize limited resources toward profit-generating activities. Another typical example used to illustrate the benefits of coordination is choosing the side of the road upon which to drive, a social standard that can save lives if it is widely adhered to. In this simplified example, assume that two drivers meet on a narrow dirt road. Both have to swerve in order to avoid a head-on collision.¹ If both swerve to their right (or both select their left), they will manage to pass each other, but if they choose different directions (or the same side of the road), they will collide.

According to Merriam-Webster, coordination is defined as 1) the act or action of coordinating; 2) The harmonious functioning of parts for effective results. So the act of bringing into a common action, movement, or condition, especially so as to as to act together in a smooth concerted way is the essence of coordination.

But how do leaders act together to bring about this harmony?

In coordination theory, coordination is defined as "managing dependencies among activities." [Malone & Crowston, 1991]. It is from this perspective that we can more fully analyze what it means to coordinate and how we can affect organizational improvements – by characterizing the different kinds of dependencies and how we can better manage them.

From the view of coordination theory, a process consists of three elements: resources, activities, and dependencies. A resource is produced and/or consumed during a process. For example, material used in a production process is a resource. Equivalently, specification documents,

COORDINATION

COOPERATION

COMPASSION

drawings, and mock-ups of a product are resources in a product design process. An activity is a partitioned action that produces and/or consumes resource(s); for example, "assembling material" is an activity. Activities are themselves processes and we use the two terms interchangeably. A dependency is a relation among activities mediated by producing or consuming resource(s); for example, there is a dependency between "procuring material" and "assembling material."

Unfortunately, leaders often assume that all processes can be thought of as a set of activities (e.g., "steps", "tasks", or "subprocesses"). Consequently, these process owners focus only on how to better manage the activities. However, if a critical dependency of a process is not managed well, the process's efficiency and effectiveness become low even if all activities in the process perform well. For this reason, coordination, or how we manage dependencies themselves, also has a significant impact on the overall efficiency and effectiveness of the process.

There are three basic types of dependencies: flow, sharing, and fit [Malone et al 1999]. A flow dependency occurs when one activity produces a resource that is used by another activity. A sharing dependency occurs when multiple activities all use (or could use) the same resource. A fit dependency occurs when multiple activities jointly produce a single resource. Using these three basic types of dependencies, any process can be decomposed into a structure of activities and dependencies.

Thus, leaders at all levels who fully understand the importance of coordination, or the management of resource dependencies and not just activities or tasks, are better able to optimize organizational effectiveness.

THE BRIDGE

Produced for the 416th Theater Engineer Command

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ON THE COVER:

Sgt Juan M. Ozuna of the 672nd Engineer Company constructs burglar bars for an elementary school in Las Mesas, Honduras, during during the joint forces training exercise Beyond the Horizon.

First Up

372nd Commander Promoted to Brig. Gen.



Maj. Gen. Michael Eyre, commander of the 416th Theater Engineer Command, and Command Sgt. Maj. John Werner, the senior enlisted Soldier of the 372nd Engineer Brigade unfurl the brigade's colors to be presented to newly promoted 372nd commander Brig. Gen. Charles D. Martin. (U.S. Army photo by Jason Braun)

by Sgt. Jason Braun

364th Press Camp Headquarters

On a beautiful Saturday afternoon in Little Rock, Ark., Col. Charles D. Martin was seeing stars. General's stars.

After over 29 years of service, Martin was promoted to brigadier general at Camp Robinson in North Little Rock, Ark., April 12 in front of friends, family, and fellow soldiers.

Martin, who is a native of Little Rock, Ark., started his career in 1978 when he joined the ROTC. From there he has served in many leadership positions including commander of the 353rd Engineer Group, 489th Engineer Battalion and Deputy Chief of Staff of Army Reserve Installation Management. In September he took command of the 372nd Engineer Brigade and began plans to prepare the brigade for its wartime mission.

"Martin is a very committed to his unit and their families," said Maj. Gen. Michael R. Eyre, commander of the 416th Theater Engineer Command. Eyre first met Martin during the Patriot Warrior Exercise in 2006. "He has been through many trials and tribulations. I have the highest level of trust and confidence in Brigadier General Martin," Eyre added.

"Nobody joins expecting to make general," said Martin, "I certainly did not."

When Martin joined he had only planned to complete his six year active and two year inactive commitment. After he joined he soon realized how much he enjoyed being a soldier. "The Reserve gives you the best of both worlds," Martin said. "You can live

where you want to live and pursue a civilian career."

During this long journey Martin has seen many changes in the Army. He joined soon after the end of the Vietnam War as the military was adopting a new air land doctrine. The advent of the M1 Abrams tank, Bradley tank, and Apache helicopter changed the way war was fought. It was at this time that Martin completed his first stint of company command time.

"The U.S. Army Reserve is the best kept secret there is," said Martin. This was some of the advice he had for other soldiers aspiring to reach high in their career. "There are so many job openings. You will learn leadership and management. They will also pay for schooling while you earn a retirement pension," he said. Martin went on to say that making friends and developing relationships is the key to success. "The Army is a special group of people that you won't find elsewhere."

Martin doesn't plan to leave the Army anytime soon. "When the Army is done with me they will let me know," he said. He went on to talk about how difficult it will be to leave the Army. "When retirement comes it will be difficult to leave the uniform in the closet," said Martin, "I have been extremely fortunate to have had my career and affiliate with some wonderful Americans."

Martin's awards and decorations include: the Meritorious Service Medal with Oak Leaf Cluster; Army Commendation Medal with two Oak Leaf Clusters; and the Army Achievement Medal.

Command Notes

Command Sergeant Major Larry E. Reeve was born on September 2nd, 1956, in Fairfield, Ill.

He began his military career on active duty when he enlisted in the Army on February 11th, 1977. He attended Basic Training and Air Defense Artillery School at Fort Bliss, Texas.

Command Sergeant Major Reeve left active duty in January of 1985, and enlisted in the U.S. Army Reserve several months later.

Reeve assumed the duties of Command Sergeant Major of the U.S. Army Facility Engineer Group in Darien, Ill., on April 1st, 2007, following his assignment as command sergeant major of the 303rd Ordinance Group in Springfield, Ill.

Command Sgt. Maj. Reeve has mobilized to a number of countries, including

Korea, the Philippines, Iraq, Kuwait, and Afghanistan.

He is a graduate of the Basic-Non Commissioned Officer Course, Advanced Non-Commissioned Officers Course, 8053rd USARF Infantry School, M60A3 Tank Crewman School, Track Maintenance School, Army Track Standards School, Nuclear, Biological, and Chemical School, Drill Sergeant School, Master Physical Fitness School, Command Sergeant Major Course, and is a graduate of the Sergeant's Major Academy.

Command Sergeant Major Reeve's awards include: Bronze Star Medal, Meritorious Service Medal with one oak leaf cluster, Army Commendation Medal with two oak leaf clusters, Army Achievement Medal with four oak leaf clusters, Good Conduct Medal, Global War on Terror-

ism Expeditionary Medal, Global War on Terrorism Service Medal, Korea Defense Service Medal, Army Reserve Components Achievement Medal with silver oak leaf cluster, Non Commissioned Officers Development Ribbon with numeral 4, and the Drill Sergeant Badge.

He is employed as a Lock and Dam Equipment Mechanic Foreman on a large navigational Lock and Dam on the upper Mississippi River with the U.S. Army Corp of Engineers, Rock Island District.



**Command Sgt. Maj.
Larry E. Reeve**

I wish to take this opportunity to recap the last 5 ½ years and to share some final thoughts as I turn the position of Command Sergeant Major of the 416th Theater Engineer Command over to CSM Larry Reeve.

Since my assignment in March 2003 the 416th has seen profound changes. I joined the headquarters already deployed in support of Operation Enduring Freedom and Operation Iraqi Freedom. This was the second time the 416th HQ had deployed to the Persian Gulf. The deployment led to a number of doctrine and structure changes for the Engineer Commands, many that we are implementing now. They include a more defined role for the Theater Engineer Command and development of Deployable Command Posts within the HQ.

Under Army Reserve Command and Control transformation, the 416th TEC has grown from a stand alone headquarters with one major subordinate unit to an Operation Command with nearly 10,000 Soldiers in 39 states and Puerto Rico. A significant undertaking and noteworthy achievement.

Along with Army Reserve Command and Control came Engineer Modularity, which had a significant impact on nearly every one of our newly assigned units. Modular structure changes brought a significant challenge in MOS reclassification not to mention equipment changes, unit re-designations, and command structure changes. Additionally many of our non-engineer units are also experiencing structure changes.

All this while continuing to deploy units in support of the Global War on Terrorism, Central and South American Theater engagement missions, and support to USAR exercises with no mission failure. Certainly something for leaders and Soldiers at every level to be proud of.

But this is no time for us to rest on our laurels. There is plenty to do ahead as we continue to transform from a strategic reserve to an operational reserve force. Now more than ever the Army Reserve is

a vital component of our national security. Around the world our Soldiers are recognized as top notch bringing skills to the fight only found in the Reserve Component or in the civilian sector. We are the Army Pentathletes.

It has truly been an honor for me to serve as the Command Sergeant Major of the 416th Theater Engineer Command. I have learned so much from my travels and from the professionals I've had the pleasure to serve with. There are so many who have mentored me and supported my endeavors that I can't possibly mention them all. But they know who they are. I thank each and every one from private to general officer who helped me grow as a Soldier and as a leader. I thank my Family for their support and I ask you to take a moment to thank yours because without them we couldn't do the job that we do.

In closing, I remind our Noncommissioned Officer corps to redouble their efforts in taking care of Sergeants business. It's our job to train, equip, lead, and mentor our Soldiers so we can successfully complete the mission. Remember your Army Values. Reflect upon them often as it only makes you a better Soldier, leader and person. Live by the Soldiers Creed and Warrior Ethos as our nation depends upon us to maintain our freedom and the American way of life. Always do the best you can at everything do for anything less is inexcusable.

This is not an end for me in my career but a new beginning as I move on to a new assignment. I look forward to the new challenges.

As always, be safe.

Army Strong and Engineer Ready.

ESSAYONS!



**Command Sgt. Maj.
LeRoy Haugland**

Summer Safer than Others ...



To find out more about the 101 Critical Days of Summer visit crc.army.mil and click on the 101 Critical Days of Summer Logo to keep you and your Soldiers informed, aware and ALIVE!

There are many resources available that provide good safety information and the Army's 101 Critical Days of Summer is but one. Instead of directing you to each resource, website, etc - we'd like to remind everyone that the best place to find safety information is **INSIDE YOUR OWN HEAD!!!**

Exercise a common sense approach and a heightened sense of situational awareness at all times.

Composite Risk Management is based on individuals thinking things through, determining the risks involved and taking the appropriate actions to reduce these risks – on or off duty!

There will never be an all-encompassing risk management worksheet for life, so think about safety and use your best available resource, your **BRAIN!**

Your Command Safety Office is here for you!
Contact the Command Safety Team at the numbers below 24/7:
Major Jon Johnson 630.729.4109
Mr. Richard Flanagan 630.729.4076

IG Has AGR and TPU Positions Available

What Does an IG Do?

IGs are an extension of the commander. They:

- Extend the commander's eyes and ears
- Extend the commander's voice
- Extend the conscience of the commander.

IGs act in four primary areas:

- Inspections
- Assistance
- Investigations
- Teaching and training

Inspectors General have been a part of our military since the Revolutionary War. Read about the history of the IG system at: <http://wwwpublic.ignet.army.mil>

How We Can Help You

To resolve a problem or answer a question, your Chain of Command should always be your first stop. Soldiers should work through the Chain of Command first, because:

- It's usually faster for the soldier
- It's more efficient for the commander
- It allows solutions to be implemented at the lowest possible level

However, IAW AR 20-1, para 1-11, ALL personnel are authorized, WITHOUT restrictions or reprisal, to make lawful communication with an IG.

How You Can Help Us

Because of the command's recent growth, the 416th has several openings for new IGs. If you are an E7 (or E6 promotable), E8, O3 or O4, you may qualify to serve as an IG. As representatives of the Commander, IGs should be experienced, discreet, and motivated to assist the Army and its Soldiers. All nominations for IG positions must first be recommended by the Commander and interviewed by the Command IG.

For further information on the education requirements to become an IG, visit: http://tigs-online.ignet.army.mil/tigu_online/index.htm

For further information, contact us at:

416ENCOM-IG@usar.army.mil

or
(800) 315-6327

Command IG

LTC Christopher Cummings
x-241

Assistant IG

SFC Julia Moore
x-287

CURRENT POSITIONS AVAILABLE

One AGR O-4

One AGR E-7

Several TPU O-4, E-8 and E-7 positions

Senior Spouse Seminar a Success

by Dawn D. Colar
416th TEC Family Programs Staff

On the morning of Saturday, May 3, 2008 at the beautiful Hyatt Lodge at the McDonald's Campus in Oak Brook, Illinois the 416th Family Programs Staff prepared themselves to conduct the first ever Senior Spouse Seminar for the command. Everyone was quite excited because so far every occurrence on this morning was already pointing toward success. 18 Senior Spouses signed up for the seminar and 18 Senior Spouses attended the seminar. Hooah!

The seminar, though only two days long, touched on several subjects important for FRG function and especially Family Readiness. The theme for the Senior Spouse Seminar was 'Ongoing Readiness' with the goal of helping Families plan now for all of life's challenges. The many topics briefed and discussed were The Impact of Mission on Family Life, Army Family Team Building, Tricare, Army Family Action Plan, Financial Readiness, Employment Readiness, Virtual Family Readiness Group and Family Readiness Group Overview just to name a few.

Recent ideas and suggestions have been brought to the Command's attention regarding Senior Spouses, their involvement with the FRG, their level of volunteerism and their basic awareness levels of programs that are available to them and the soldiers they support. The Family Programs division decided to hold a Senior Spouse Seminar during the Senior Leadership Conference to address these potential issues and promote volunteerism and Family Program support. The Spouses were very receptive and asked numerous questions. The result a great success! This success is attributed to the Command emphasis on Family Programs and also to the generosity and volunteerism of the spouses who attended. Their time and energy is greatly appreciated and will benefit the Soldiers and Families of the 416th TEC.



Attendees of the 416th Theater Engineer Command's Senior Spouse Seminar discuss family-related issues. (U.S. Army photo by Sgt. Anshu Pandeya)

After all briefings were presented and the spouses had the time to digest and discuss the topics that were placed in front of them, they were faced with the task of not only creating an action plan but also a timeline in which this action plan would be implemented. Quality assurance at it's best! They got together and worked hard on deciding "The way ahead". These wonderful spouses came up with a great action plan, elected a spouse to brief Major General Michael Eyre and CSM Haugland, and earned "two thumbs up" for their hard work! In addition to the action plan these Senior Spouses actually have the credit for coining a new motto for our FRG! Mrs. Sandy Rostan suggested that, "If Soldiers go away Family Ready; they will come back Family Strong." Major General Michael Eyre agreed with this statement and suggested we use it as our motto.

So let us all remember, 'If our soldiers go away Family Ready, they will come back Family Strong'

Army Reserve Teen Panel - Operation Purple

by Christine Jacobsen
416th TEC Family Member

Many people don't know how hard it can be to have a military parent. Many people don't realize that children of servicemembers face the possibility of having a parent deployed, having a parent re-stationed and having to move to a new place, and many other constant adjustments. To help solve some of these problems, an organization called the Army Reserve Teen Panel was formed.

The Army Reserve Teen Panel is comprised of teens from around the United States who have a parent in the Army Reserve. Its mission is to make life easier for military teens. ARTP members do this by getting together at conferences and coming up

with ideas to make life easier for military teens. They then put those ideas into action in their communities. The ARTP is currently working on projects aimed at helping military youth better communicate with each other. Our plans include a military teens web site and an e-mail program.

As an ARTP member, I will be working as a camp counselor with the Operation Purple Summer Camp Program in Salem, Ore., during the first two weeks in July. In the beginning of August, I will be giving a presentation on deployment at an Operation Purple Camp in Ellensburg, Wash., and I will be attending a special leadership Operation Purple Camp in North Carolina.



Beyond the Horizon

*by BTH 2008 - Honduras Public Affairs Office
forward by Cpt. Aaron S. Jenkins
318th Press Camp Headquarters*

Soldiers from 416th Theater Engineer Command played a key role in Beyond the Horizon 2008, the latest iteration of the annual humanitarian mission and training exercise that unites Honduran and American engineers, as well as medical personnel, to provide assistance to Honduran citizens.

The joint engineering operation took

place April 1st through June 15th. Troops from the U.S. Army Reserve, Army National Guard, and the Marine Corps Reserve renovated three schools and constructed two new ones; they also built four lavatories, four water towers, and a storage shed in various rural towns throughout the country.

Nearly 18,000 Hondurans received

medical treatment during the mission, including over 5,000 who received optometric or dental work from the healthcare personnel present at BTH 08. More than 2,000 animals received veterinary services from the joint teams.

The mission was an overall success and will continue next year in several other Central American countries.



Soldiers from both the U.S. and Honduran armies work together shoveling dirt to place against framing before cement can be poured for the foundation of a new school. (U.S. Army photo by Staff Sgt. Danny McCormick)



Specialist Stuart Vandeventer-Lotspeich with the 389th Engineer Company installs a new electrical box that will allow for improved lighting at a school in Las Mesas, Honduras, as part of Beyond the Horizons. Beyond the Horizons provides opportunities for U.S. personnel to refine engineering, medical, mobilization and deployment skills. (U.S. Army photo by 1st Lt. Ryan Hanna)



Sgt. Dustin L. Rebich of the 672nd Engineer Company from Missoula, Mont., places a cinder block in a partition wall during construction of a new stage and dressing rooms at the Escuela Jose Trinidad Cabaoas. (U.S. Army photo by Spc. Andrew A. Reagan)



Sgt. Mitzi L. Porter of the 993rd Medical Detachment (Veterinary Services) of Aurora, Colo., administers de-worming medication to a puppy. Army veterinarians provide basic medical and dental care to dogs, cats and livestock during BTH 2008. (U.S. Army photo by Sgt. Claude W. Flowers)



An Army engineer removes nails from salvaged wood from a billet deconstruction project. Deconstruction is a 'green' term used when the materials from the project are salvaged or recycled. 70% of the materials were recovered during this project. (U.S. Army photo by Staff Sgt. Danny McCormick)

Around the Command



Pfc. Margarita Segovia, a Heavy Equipment Operator from the 801st Engineer Co. (Heavy) in Vallejo, Calif., conducts training on a grader in preparation for the 801st's three-week rotation at Beyond the Horizon 2008 in Honduras.



Sgt. David C. Siskasalkin, a Soldier from the 396th Military Police Detachment, is awarded promotion orders by Gen. David H. Petraeus, Commander of Multi-National Force Iraq, at a ceremony in Baghdad's Green Zone July 1st. (U.S. Army photo)



The US flag waves in the breeze during services in remembrance of the sacrifices made by paratroopers during the D-day liberation of France on June 6, 1944. Many ceremonies were conducted throughout the Normandy region in France throughout the week preceding the 64th Anniversary of D-day. (U.S. Army photo by Sgt. 1st Class Scott D. Turner)

Enjoy taking pictures? The 416th TEC Public Affairs Office is always looking for Unit Public Affairs Representatives (UPAR) to submit photos for future editions of *Around the Command*. Please forward all submissions to Sgt. 1st Class Scott D. Turner, Assignment Editor, at scott.d.turner@us.army.mil, with "Around the Command" in the subject line.



Members of the Facilities Engineer Team 21 received a pre-deployment briefing from Capt. Becki L. Isler, 416th TEC medical officer, and 2nd Lt. Jason I. Kim of the 416th TEC G-8 section July 12th. FET 21 is slated to mobilize in early August. These briefings, which are facilitated by the 416th TEC Family Programs staff and conducted by representatives of several primary and special staff sections, provide essential information to Soldiers and their Families in advance of a unit's mobilization, including support services available to deployed Soldiers and their Families, financial matters, and TRICARE. (U.S. Army photo by Lt. Col. Edgar Montalvo)



Command Sgt. Maj. Larry E. Reeve, the newly appointed command sergeant major of the 416th Theater Engineer Command receives the TEC's guidon from 416th TEC commander Maj. Gen Michael R. Eyre in a change of responsibility ceremony at the Parkhurst Army Reserve Center in Darien, Ill., on July 12th. (U.S. Army photo by Spc. Jeremiah Richardson)



Sgt. 1st Class Ron Burke and Staff Sgt. Peter Ford of the 211th Mobile Public Affairs Detachment in Bryan, Texas, train in Krav Maga, a fighting system employed by the Israel Defense Forces, during a Combatives training session. The 211th has incorporated Combatives into their monthly physical fitness training. (Photos courtesy of Hope Quebec)

416th TEC Soldier Wins 88th RRC's 2008 Best Warrior Competition

by Maj. Dan Benson
364th Press Camp Headquarters

Four Soldiers from the 416th Theater Engineer Command recently participated in the Best Warrior Competition hosted by the 88th Regional Readiness Command at Ft. McCoy, Wis.

The Soldiers, two from Minnesota and two from Idaho, were selected to compete at the BWC by their units. They competed individually against four other Soldiers in seven different events: The Army Physical Fitness Test, land navigation, weapons qualification, Army Warrior Tasks, a written essay, a written examination, and an oral board.

The Best Warrior Competition is held at various command levels each year. Soldiers who fared well at the 88th RRC Best Warrior competition will go on to compete in the U.S. Army Reserve Command level competition, also to be held at Ft. McCoy in July.

The selection process for competing at Best Warrior can be tough, but any willing Soldier may request their unit to consider them. Competitors and their units must be willing to devote the needed time, effort and resources to prepare. Once a Soldier is selected, their unit assigns them a sponsor with whom to work in assembling a study and training plan, and from whom they will receive guidance, tutoring, and of course, encouragement. During the event, it's not hard to see the benefits of this sponsor to competitor mentorship. "He was totally involved in my preparation – he was instrumental to my success," said Sgt. Brian Touchstone from the 391st Engineer Company in Boise, Idaho, of his sponsor, Staff Sgt. Shane Jensen.

Sponsors are involved to the very end, even becoming gofers for their competitors when needed. They fill canteens, retrieve equipment, or even clean competitors' weapons. Spc. David Obray of the 492nd Engineer Company was sponsored by his brother, Sgt. Chris Obray.

"While you're focused on performing well, having them there for [that kind of] support is as important as the training part," said Spc. Obray.

The Best Warrior Competition is challenging, and despite intense preparations for this particular event, Soldiers occasionally found themselves excelling unexpectedly in weak areas, or floundering a bit in areas where they expected to excel.

In true Soldierly fashion, they adapted accordingly, even when qualifying with a weapon they'd never used before. Sgt. May Squibb of the 492nd Engineer Company in Mankato, Minn., had been an M-249 Squad Automatic Weapon gunner in Iraq.

"I had no real experience using the M-4 rifle, so things didn't go too well there," she said.

Obray, the highest overall scorer of all the competitors agreed. "This was the first time I'd ever even held an M-4. In fact, most of us only fire a weapon once every six months as it is – when it's time to qualify," he laughed.

Squibb went on later to get the highest score among the non-commissioned officers on the written examination. Obray, challenged himself to run both day and night phases of land navigation. He found all his points, and became the only competitor to get a perfect score in that event.

Best Warrior can be pretty unforgiving at times. It is worth remembering that each of the seven BWC events have subtasks that call for both performance on test day and disciplined months of training prior to the event. The APFT includes push-ups, sit-ups, and a two-mile run. Army Warrior Tasks consist of many events such as evaluating and evacuating casualties, and basic operations and corrective actions of three different weapons. Land navigation requires skills like matching a topographical map to real terrain, use of a protractor and compass. Land nav is also physically demanding, with steep traverses, tangle foot foliage, felled logs, mosquitoes, and ticks.

What's more, this event was held just after the APFT.

Each Soldier had their favorite or strongest moments. Touchstone, a counter-mobility team leader, liked the AWT because it measures overall Soldier skills. While Touchstone achieved the highest AWT score of all competitors, even for him, Best Warrior was no walk in the park.

"You never really understand how much you don't know about a thing until someone sits you down and starts drilling you with questions, or evaluating your skill at a particular task," he said as he smiled. "It's an outstanding learning experience."

Pfc. Jake Barrow, from the same unit as Touchstone, got the highest score for junior Soldiers on the written essay event. With less than two years in service, this was his first such event. He too characterized it as an experience from which to learn and which will add to the foundation of a career. Barrow is a student at Boise State University, working toward a Bachelor of Science in Mechanical Engineering. His goals are to mobilize with his unit, become a non-commissioned officer, and finish his degree by 2010.

Best Warrior is especially challenging for citizen/Soldiers who must dedicate personal hours otherwise devoted to family or work.

You may be thinking 'Best Warrior is supposed to be tough.' And it was.

"They didn't quit. Not everything always goes perfectly smooth when you do this kind of thing, and every one of these Soldiers kept on driving through it all," said Sgt. Maj. Mike Erath, the event's main planner. "They know you can't just show up on test day. You have to be ready."

In fact, BWC event evaluators and staff made strongly favorable comments about the participants. "We were impressed with their seriousness – their military bearing," said Master Sgt. Mike Kreinbring. "They were very professional."

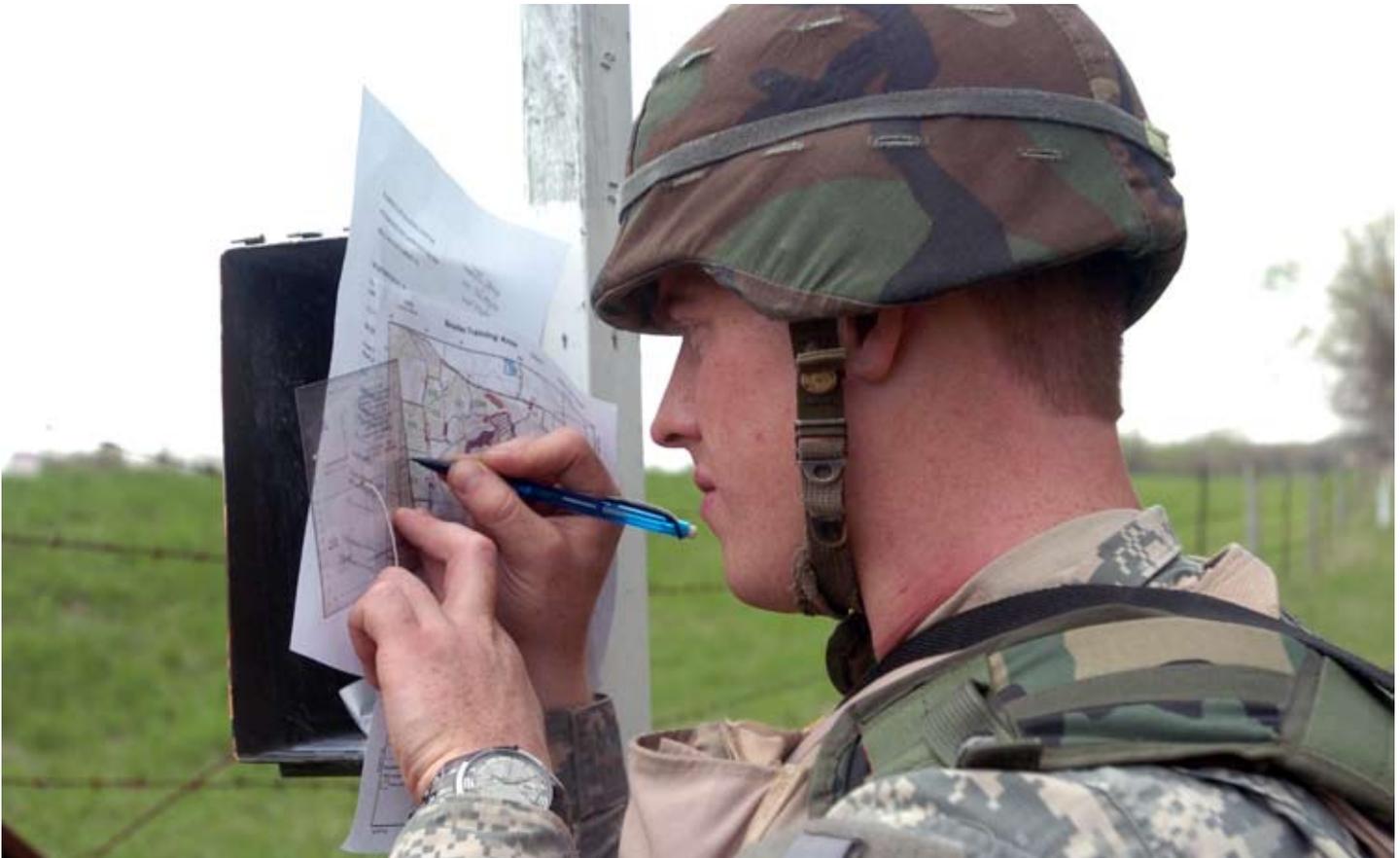
The Best Warrior Competition is a challenging and arduous event. The Soldiers of the 416th TEC not only appreciated that fact, they thrived on it.



Pfc. Jake Barrow collects ammunition for the weapons qualification portion of the 416th TEC's 2008 Best Warrior Competition, which was held at Marseilles Training Area in Marseilles, Ill., March 30th-April 1st. (U.S. Army photo by Spc. Darius R. Kirkwood)



Staff Sgt. David R. Fittanto, a finance specialist at Headquarters and Headquarters Company, 416th Theater Engineer Command, is evaluated on leading drill and ceremony during the Army Warrior Task event of the 416th's 2008 Best Warrior Competition. (U.S. Army photo by Sgt. Melvin Navarro)



Spc. David R. Obray, winner of the 416th TEC's 2008 Best Warrior Competition, plots grid locations on a map during the land navigation event of the BWC, which was held at Marseilles Training Area in Marseilles, Ill. Obray, a heavy equipment operator from the 492nd Engineer Company in Mancotta, Minn., was also the highest overall scorer in the 88th Regional Readiness Command's Best Warrior Competition. (U.S. Army photo by Spc. Darius R. Kirkwood)

Family of Engineers Awarded Prestigious de Fleury Medal

by 2nd Lt. Olivia Cobiskey
318th Press Camp Headquarters

OAK BROOK, Ill. – Hard work and determination must run in the family.

At the 416th Theater Engineer Command's 2008 Engineer Ball, a father and his two sons received the Army Engineer Association's Bronze de Fleury Medal. The medals were presented on behalf of the Association by Maj. Gen. Michael R. Eyre, commander of the 416th.

Command Sgt. Maj. William C. Yingst Sr. distinguished himself throughout his 35-year career by demonstrating an exceptionally high degree of professional competence and commitment to the Army Values, according to his nomination for the award.

"He is highly regarded for his expert knowledge not only within the Engineer Regiment but the Army as a whole," said Command Sgt. Maj. LeRoy Haugland, who nominated the family. "He is recognized by his seniors, peers and subordinates as a Soldier, leader, trainer and mentor of the highest caliber."

The senior Yingst joined the Army Reserve in 1968 and is the former command sergeant major of the 646th Area Support Group in Madison, Wis.

His sons weren't far behind him. His oldest, Command Sgt. Maj. William C. Yingst Jr., joined the Army Reserve in 1985. His command assignments include tours as command sergeant major of the 376th Finance Battalion and the 367th Engineer Battalion.

"During his 13-month tour to Operation Enduring Freedom in Afghanistan, Command Sgt. Maj. Yingst was a driving force in the battalion, ensuring all safety and training SOPs were developed and enforced," wrote Haugland, the 416th Theater Engineer Command's top enlisted man. "This attention to detail helped ensure that all 545 Soldiers of the 367th Engineer Battalion, several of whom were engaged in landmine clearing operations, returned home safely."

The 367th Engineer Battalion success-



Command Sgts. Maj. William C. Yingst Jr. and Sr. and Master Sgt Paul Yingst display the Bronze de Fleury Medal, awarded for their commitment to the Engineer Regiment. (U.S. Army photo by Sgt. Melvin Navarro)

fully cleared nearly 5 million square meters of land mines, served in 38 different Forward Operating Bases and provinces, and completed over 1,000 construction missions while he served as command sergeant major.

Both the elder and younger Command Sgt. Maj. Yingst are now retired from the armed forces.

Master Sgt. Paul Yingst followed his father and older brother into the Reserve in January 1988.

In 1994, he was selected to be an instructor with the 84th Division (Institutional Training) at Ft. McCoy, Wis. There he taught both combat engineers and masonry specialists and was selected as Instructor of the Year two years in a row.

In 2003, Master Sgt. Yingst was assigned to the Engineer section of Headquarters and Headquarters Company, 416th Engineer Command in Darien, Ill., as a construction engineer supervisor.

"He has served as a quality assurance NCO (non-commissioned officer) and deployed throughout the USSOUTHCOM AOR (U.S. Southern Command area of responsibility) in support of the Joint Chiefs of Staff-sponsored humani-

tarian civil assistance missions New Horizons and Tradewinds," wrote Haugland in his nomination. "His performance in the AOR was nothing less than stellar and he was regularly sought out for his professionalism and construction expertise."

In 2006, he was selected by name to deploy to the U.S. Central Command AOR in support of the U.S. Army Corps of Engineers as a quality assurance non-commissioned officer. Currently Yingst is assigned to the Training and Operations section of the 416th TEC as the assistant operations sergeant.

"[He has] been instrumental in the modular conversion of USAR Engineer units and the transformation of the 416th ENCOM from a EAC headquarters to an Operational Command of the Army Reserve," Haugland wrote.

The de Fleury Medal is awarded by the Army Engineer Association to Army Engineers who demonstrate professional excellence in positions of increasing responsibility. For detailed nomination instructions, please visit the Army Engineer Association's website, armyengineer.com/aea_awards.

Final AT is Icing on the Cake for 58-Year Old Soldier



Master Sgt. Paul Purvis examines a pre-engineered building with Sgt. John Deline during annual training at Fort Irwin, Calif. Purvis will retire from the Army Reserve in 2009. (U.S. Army photo by Maj. Dan Benson)

by Maj. Dan Benson
364th Press Camp Headquarters

FORT IRWIN, Calif. – He won't miss the early morning wakeup calls at annual training, but when Master Sgt. Paul Purvis retires sometime in the next year after a 30-year military career, it will be with mixed feelings.

"I'm going to miss the guys and miss the camaraderie and challenges," said Purvis, a construction inspector for Headquarters and Headquarters Company of the 983rd Engineer Battalion, a 416th TEC unit in Monclova, Ohio.

His fellow soldiers and the challenges were what prompted Purvis to join the Army Reserve in the early 1980s after an eight-year break in service. He had already served a two-year stint in the active Army after being drafted in 1970, but he eventually left the military in the mid-1970s to pursue his civilian career. It didn't take much to get Purvis back in.

"One of my friends was in, and back then you could come in for a year trial, and he talked me into coming in, and I have been in ever since," said Purvis, who started his military career in 1970, when he was

drafted and spent two years on active duty.

Despite qualifying for an Army Reserve retirement a decade ago, Purvis chose to stay in and even deployed to Iraq for 12 months with his unit in 2004 and 2005.

Purvis, who in civilian life works for a door manufacturer and does industrial maintenance, turns 59 in August. He now faces a mandatory Army Reserve retirement date in 2009.

As he reflected on his career while on his two-week annual training at Fort Irwin, Calif., in May, Purvis discussed what has motivated him to stay in the Army Reserve for as long as he possibly could.

"I think it is the people and the challenge, and the fact that everything is constantly changing," Purvis said. "You get new troops, younger troops, and it's just always a challenge to see how people act and react and how a group can be molded together.

"Like here (at annual training) we have got five battalions and we have got a couple different companies working together.

"You like to see how people come together. The first few days it's a little hectic, then after that it keeps getting better and better, and I think it's the sat-

isfaction when we get this AT over with, the completion of the mission, and the self-gratification to know that you came out here, you had a mission to do and you accomplished it."

Purvis's can-do approach has not gone unnoticed by other soldiers.

Cpl. Jeff Turner, a member of the 304th Engineer Company, said seeing Purvis out at the annual training job site working under a hot sun was a positive example to younger soldiers.

"It gives us a little motivation to keep working hard when you see somebody that has been in so long," Turner said, "and still doing the same job you are, still out here with the gear on and working – it gives us a little extra drive to keep driving on with the mission."

Purvis is equally impressed with today's younger soldiers.

"I think today's soldiers are a lot more intelligent than in the '70s when I came in," Purvis said, "and they use their intelligence to figure things out. I think it helps them. It's just a much more intelligent Army right now."

Purvis said the intelligence of the younger soldiers leads to him listening to their suggestions in addition to offering his own.

"Sometimes I explain to them my way, which I think might be easier, and sometimes they want to try their way and we will try it, and we will see whose is the best," Purvis explained.

"Mine is not always the best – theirs is not always the best."

That easy-going approach allows Purvis to share some lighter moments with his colleagues as well.

"We joke around that I've got more time in the Army than a lot of these kids have been on earth, and we laugh about it," Purvis said. "I think it makes a good mix, me being an older troop with the young kids. I have kids older than some of them. It works real well together."

Turner couldn't agree more.

"It shows a lot of dedication to the Army, and to the country, and to our unit – a lot of dedication to be able to keep going for that long," he said of Purvis's 30-year career.

Although retirement is near, Purvis is still answering those early morning wakeup calls.

Soldiers get Realistic Training at Operation Sandcastle

by Maj. Dan Benson
364th Press Camp Headquarters

FORT IRWIN, Calif. – More than 400 Army Reserve Soldiers from seven 372nd Engineer Brigade units participated in the Operation Sandcastle exercise during 25 days of annual training (AT) at the National Training Center (NTC) in May and June.

The intent of the exercise was to prepare units for deployment in current operations.

While at the NTC, units received tactical training in an environment that replicates conditions in Iraq and Afghanistan. Operation Sandcastle featured realistic scenario training in the form of combat service support operations, combat logistic patrols, personnel recovery, live fire exercises and negotiation training.

Units also practiced engineer-specific technical skills in construction, road maintenance, and bridge building.

Brig. Gen. Charles D. Martin, commander of the 372nd Engineer Brigade (headquartered at Fort Snelling, Minn.), said the exercise provided an outstanding training opportunity for Army Reserve soldiers.

“Our units—whatever year in the ARFORGEN cycle they might be in—are going to benefit from coming here, not only living in this environment, but training in this environment, operating in this environment, and getting acclimated to what they can expect when they go to theater,” Martin said.

The 372nd Engineer Brigade soldiers were among more than 2,400 Soldiers who served under the 301st Maneuver Enhancement Brigade during Operation Sandcastle.

One of the 372nd Engineer Brigade units, the 983rd Engineer Battalion (based in Monclova, Ohio), had command and control of several of its own organic units – including the 961st Engineer Co., the 304th Engineer Co., and the 486th Engineer Co.

Also under OPCON to the 365th Engineer Battalion at Operation Sandcastle was the 652nd Engineer Company (Bridge), a 372nd Engineer Brigade unit based in Ellsworth, Wis.

One objective of Operation Sandcastle was to provide each participating unit the



Pvt. Ryan Faber (kneeling left) and Spc. Jon Northcutt from HHC, 983rd Engineer Battalion, prepare C-4 explosives at the demolition range. C-4 preparation includes priming charges, tying wires and detonation.

opportunity to train on its mission essential task list (METL).

Units were able to do more than just that, though, said Lt. Col. Patrick Whitehead, commander of the 983rd, who was pleased with the training his battalion and subordinate units received throughout AT.

“This is providing the best training available,” Whitehead said. “We are going to leave here with better trained and smarter Soldiers than when we came.”

The 372nd soldiers hosted or participated in ranges for a number of weapon systems, including the M249, M203, M16, M9 and M2, as well as fragmentation grenade and demolition ranges.

“There is not a weapons system that we own that’s organic to any of our units that we didn’t get a chance to fire here at the National Training Center,” said Whitehead.

The primary construction projects on which soldiers worked were concrete masonry units (CMUs) and pre-engineered buildings (PEBs). The buildings were additions to a small town that has been constructed for use in military operations in urban terrain (MOUT) training.

Most of the soldiers working at the construction site were either carpentry/masonry specialists, plumbers or electricians, and many were working on such

projects for the first time, according to Sgt. 1st Class Charles Collard, a platoon sergeant with the 304th Engineer Company.

Experienced Soldiers, such as Sgt. John Deline, described by Collard as an “attention-to-detail guy,” were given supervisory responsibilities. Deline, who works as a civilian for a nationwide building firm that constructs buildings similar to the PEBs, was the non-commissioned officer assigned to oversee that project.

“Knowing how to manage your people is important,” Deline said. “The younger Soldiers just need a little guidance, and they have responded well.”

1st Lt. Kimberly Josephson, a platoon leader with the 961st Engineer Company (Horizontal Construction), was responsible for overseeing her platoon’s training, whether equipment familiarization or road improvement. She said younger Soldiers were able to gain confidence in operating equipment and that leaders also gained valuable experience.

“We have a lot of inexperienced operators, and they are learning the equipment,” Josephson said. “This is a good place for them to learn. It’s also been a good learning experience from a leadership point of view, learning the convoys, setting up security. This is my first project like this.”

While some Soldiers worked on



Soldiers from the 304th Engineer Company distribute rock that will serve as flooring for a pre-engineered building during Operation Sand Castle.

buildings or roads, members of the 652nd Engineer Company (a multi-role bridge company) trained on putting up and taking down a dry support bridge (DSB). The 652nd, which has a detachment in Marquette, Mich., in addition to its headquarters in Ellsworth, Wis., is capable of assembling the DSB, MGB (medium girder bridge), float bridges and Bailey bridges.

The DSB was fielded to the 652nd just a year ago, and until Operation Sandcastle the unit had not been able to assemble the 40-foot bridge in its entirety because of the size of local training areas at its home station.

2nd Lt. Kyle Lundequam, the company commander of the 652nd, said that the experiences gained at Operation Sandcastle were crucial for his unit because of where it was in the five-year ARFORGEN training cycle.

Lundequam said, "We need to get as much training on this as possible because we are relatively well-trained on the float bridge, but (the dry support bridge) would be something that might be utilized much more in situations (if we deployed)."

Staff Sgt. Joe Torkildson, one of the team leaders involved in assembling the bridge, said the bridge crew team responded well to its assignment.

"It has actually been pretty sweet, because it was our first actual mission on it," Torkildson said. "We did a lot of training out in the yard, just putting it on the ground and taking it up. Training like that—it was okay—but actually having a mission where everybody was pumped up...it just went really good, and so it was kind of an uplifting experience to be able to not only take part in the first mission, but have it be successful, do it fast, without anybody getting hurt."

372nd Commander, Command Sergeant Major Visit Soldiers During Operation Sandcastle

by Maj. Dan Benson

364th Press Camp Headquarters

Soldiers from the 372nd Engineer Brigade had an opportunity to meet the brigade commander, Brig. Gen. Charles D. Martin, and Command Sgt. Maj. John S. Werner, while at annual training at Operation Sandcastle.

Both Martin and Werner, who visited the troops on May 30th, were impressed.

"The units seemed motivated, and the leaders were doing a good job," Martin said. "Things were pointed out, I believe, where they could improve. Obviously when you go to a collective training event like a Sandcastle, a warrior training event, you are going to be better when you leave than when you started, and that's the whole idea. You should be. But they are doing the right things, and both the 983rd Engineer Battalion and the 652nd Engineer Company along with the companies that came with the 983rd were doing good work."

Werner pointed out that the soldiers had a positive attitude and adapted well to the exercise.

"They are accomplishing their missions, and they are doing a great job," Werner said. "The three units we visited, including the battalion headquarters and three line companies, are executing and doing a great job."

A number of soldiers were presented with brigade coins by the general and command sergeant major, whose visits were appreciated by the troops, said Spc. Shawn Driskell of the 304th Engineer Company.

Driskell, who had re-enlisted three months earlier, visited with Martin and received a coin from the general.

"It was good—motivation to move up in the ranks," Driskell said, adding that he was a bit overwhelmed by the experience.

"You don't know how to act, how to stand," he said.

Martin said he appreciated the commitment of the Soldiers, their families and their employers.

"I personally cannot expect anymore out of them than what they are giving to us," Martin said, "and the spirit in which they are devoting that time and duty—it is a tremendous commitment they are making ... they are not doing it to get rich, they are doing it for patriotic reasons, the opportunity to wear a uniform, the opportunity to be with their friends and the opportunity to do something that is a huge challenge."

652nd Eng. Co. Bridge Display Steals the Show at SAME Conference

by SFC L. Maurice Miller
364th Press Camp Headquarters

MINNEAPOLIS – Soldiers from the 397th Engineer Battalion participated in the 2008 Society for American Military Engineers Joint Engineer Education and Training Conference and Expo held here in May at the Minneapolis Convention Center.

In an effort to show off new equipment and to connect with their industry-wide civilian counterparts, members of the 652nd Engineer Company Multi-Role Bridge Detachment 1, based out of Ellsworth, Wis., and Detachment 2, from Marquette, Mich., erected a dry support bridge, taking up a huge space in the exhibitor's hall.

"The Army fielded the first dry support bridge in 2003," said Command Sgt. Maj. LeRoy Haugland, command sergeant major of the 416th Theater Engineer Command.

Conference attendees, engineer industry employees whose companies work together with Army engineer organizations and military installations, displayed a relish for technical data and could be seen conversing with Soldiers about the DSB. Some attendees were veterans.

Pfc. Colin Carney talked with a veteran. "He was interested in the technical aspects of the DSB because he worked with the Bailey bridge in Vietnam," Carney said.

Spc. Travis Bradbury fielded other technical questions about the DSB. "What is the maximum capacity this bridge can hold?" one man asked. "100 tons for wheeled vehicles and 80 tons for tracked vehicles," Bradbury said. When asked

about the maximum length the bridge could span, Bradbury said, "40 meters."

Technical details aside, Army engineering appears to be just plain fun. "Love it, love, love being an engineer," Bradbury said. It's fun, it's hands on."

"I also like playing video games and that's about all this bridge is here," Bradbury laughed as he referred to the joystick on the control box which is crucial to the construction of the bridge.

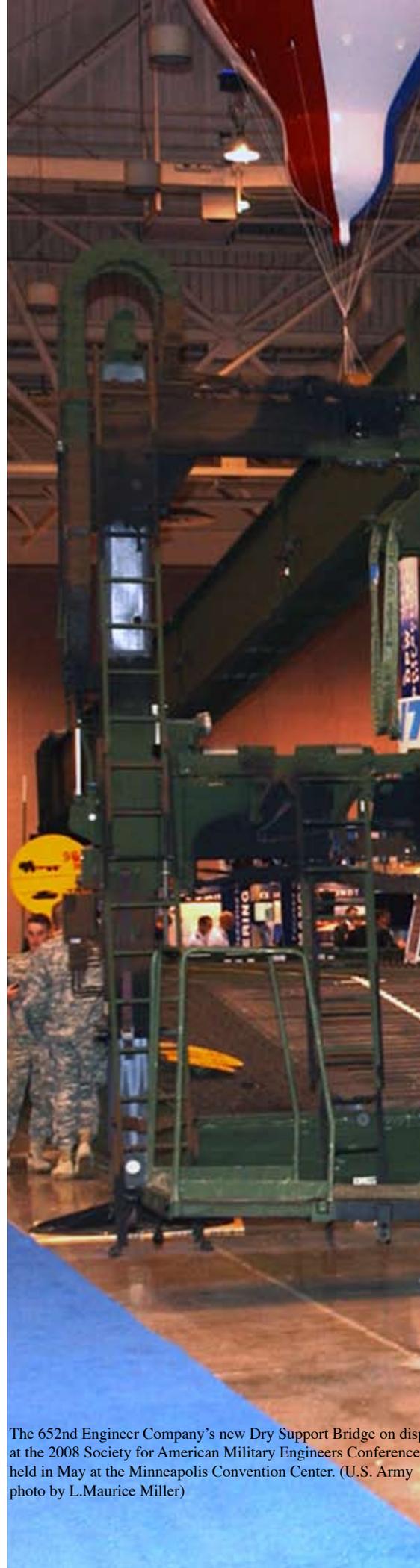
Sgt. 1st Class Daniel Maxwell, who now works in the G-3 section at the 372nd Engineer Brigade, spent 11 years with the 652nd at Ellsworth. He was the bridge commander and the one who actually used the control box, correctly called, the chest pack, for the erection of the bridge.

"We're getting a lot of attention here," said Maxwell. With the truck that hauls the bridge, the crane, and sections of the bridge itself, it is not hard to see why. "We got the biggest booth," he said.

Maxwell went on to explain that an eight-person crew, could setup the DSB across a gap within 90 minutes.

According to specification literature, this reduces time and manpower needs and supports the momentum of attack when combat units are faced with water and dry-gap obstacles.

This new bridge reflects the role of the Army Reserve as an operational force and a crucial element in Iraq and Afghanistan. "We're not in the legacy, hand-me-down mode anymore," Haugland, said, referring to obtaining the new equipment relatively quickly.



The 652nd Engineer Company's new Dry Support Bridge on display at the 2008 Society for American Military Engineers Conference held in May at the Minneapolis Convention Center. (U.S. Army photo by L.Maurice Miller)



Parting Shot

