

## Personnel Recovery Council meets to discuss current and future operations

Story and photos by Spc. Britney Bodner  
United States Forces-Iraq Public Affairs

Leaders from across Iraq who work to rescue or recover missing personnel met at Al Faw Palace on Camp Victory, July

19 to discuss current and future recovery operations.

The Personnel Recovery Council is a semi-annual two-day event that brings together individuals involved in the recovery of isolated, missing, detained, or captured personnel. Representatives

from the Department of State, the FBI, and United States Divisions were on hand to discuss their efforts to find and recover isolated service members or contractors.

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## U.S. governors spend day with service members



*Photo by Staff Sgt. Dan Yarnall*

Governor Tim Pawlenty of Minnesota, speaks with Soldiers during a barbecue at the Joint Visitors Bureau, Camp Victory, July 21. Pawlenty and four other U.S. governors met with Lt. Gen. Bob Cone, United States Forces-Iraq deputy commanding general for operations, and Lt. Gen. Kenneth Hunzeker, deputy commanding general for support, and spent the day visiting with service members from their home states.

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## Success in marriage is spelled T-E-A-M-W-O-R-K

By Chaplain (Lt.) Arthur Wiggins, Jr.  
Chaplains Corps, U.S. Navy

The marriages once seen in such shows as “Father Knows Best,” “Leave it to Beaver” and “The Brady Bunch” are few and far between in modern times.

Women were once taught to find a “good man” – a good provider for the family. Likewise, men were raised to find a woman who mastered the three c’s: cooking, cleaning and caring for children.

But these are no longer the teachings of concerned parents nor the standard for a potential spouse.

The increase in women earning college degrees and entering the workforce has changed the way we define roles within the family. As a result, stressors have also changed.

According to the U.S. Department of Labor, 60 percent of women above the age of 16 work outside the home and make up 46 percent of the nation’s total workforce.

The image of the woman who has fresh cookies baked for her children when they return from school and dinner waiting on the table for her husband is shattered.

The divorce rate in our country is the highest in the world. Fifty percent of all first marriages and 60 percent of all second marriages end in divorce. Thus, the majority of the current generation entering the military has divorced parents.

When children of divorce later marry, they are trying to learn a behavior their parents failed to model – how to be successful in marriage.

Stressors such as youth, low income, financial debt, and pregnancy can also stifle the success of marriage.

Yet having a lasting marriage that is both loving and

fulfilling is possible. It simply takes work.

While roles have changed between spouses, expectations have not. Women are still expected to do the majority of cooking and child rearing and men are expected to earn and manage the bulk of the household income.

The key is not the roles – but the teamwork. Roles should compliment each other and support the mission of the household.

In the christian scripture, it states “... that a man will leave his mother and father and be united to his wife, and they will become one flesh,” (Genesis 2:24). One flesh denotes a union that is indivisible in every sense.

If the man gets a raise the marriage gets a raise. If the woman gains an education the marriage gains education.

A Marine fire team is tailored to maximize the skills of its members. Each carries specific gear and fulfills a specific role.

Likewise each spouse must tailor their contributions to the home upon skill sets rather than gender.

Today, the husband is just as likely to be the best cook in the house as the wife.

In some families, the men are staying home to raise children so the wives may work outside the home.

Other families work under a dual-income model where every member contributes to the maintenance of the home.

There is no right or wrong, only success and failure.

No two marriages look alike; yet all successful marriages have one thing in common – teamwork.

The USF-I command has pre-marriage, post-marriage, and financial programs to assist in marital success. Please contact your local Religious Support Team or Chaplain Larry VanHook at 485-2788 for more information.



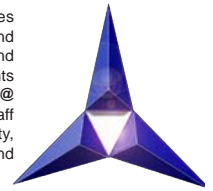
Courtesy photo



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## Council, from Page 1

Members of the U.S. Division-North, 3rd Infantry Division, personnel recovery section gave an overview of their experiences with rescue and recovery in their area of operations in the past months, and to learn is been happening in USD-South and Center, said Lt. Col. Marvin Chavous, the USD-N personnel recovery officer.

Chavous said they also wanted to learn more about personnel recovery and establish contacts with other components and agencies like the FBI.

“Attending the council also ensures that all of our personnel recovery officers are trained, has support for their programs, and allows everybody the opportunity to make contacts that we can use when all available forces and resources are needed in order to recover an isolated person,” said Air Force Lt. Col. Scott Pierce, director of the United States Forces-Iraq Personnel Recovery Coordination Cell.

Coming to the council provides an opportunity to establish relationships within the personnel recovery community, said Kevin O’Connor, a DoS special agent at the U.S. Embassy regional security office. It provides the ability to find mutual solutions to issues they may be facing.

Sergeant Maj. Mike Masson, the Asymmetric Warfare Group sergeant major, said he came to let council members know how his section contributes to rescue missions and to take away a better understanding of operational level assets and systems.

“Personnel recovery is a relatively new concept for the Army,” said Chavous. “I see it becoming more important, especially if we include the asymmetrical warfare that we’ve seen in the past few years; it will have great significance in the future of military operations.”

“Its important to be familiar with the systems that we’ve set



*Brig. Gen. John Rossi, United States Forces-Iraq J33, speaks to the members of the Personnel Recovery Council at Al Faw Palace, July 19. The council meets semi-annually to discuss rescue and recovery operations and to share ideas to improve personnel recovery efforts.*

in place to respond to a capture and what we do to get isolated persons back,” Masson said.

The council was also a chance for agencies like the FBI to interact with service members, learn what works for military personnel recovery sections and to explain the FBI’s capabilities and limitations, said Joe Clark, a personnel recovery specialist for the FBI personnel recovery coordination group.

As the Department of Defense presence in Iraq draws down, the State Department will be increasing its role in personnel recovery. The FBI will also be directly involved in helping and assisting DoS, Clark said. It’s very important that the FBI understands how DoD operates and the lessons they’ve learned from the operational environment.

“Operation New Dawn and the drawdown is going to change the organization,” Pierce said. “We need to make sure that the personnel recovery program can adapt to those changes and is sufficient enough to respond to continuing threats that are out there.”



*Service members and contractors, part of the Personnel Recovery Council, discuss scenarios for rescue and recovery missions.*

# Equal opportunity provides answers for Soldiers

Story and graphic by Staff Sgt. Dan Yarnall  
United States Forces-Iraq Public Affairs

When a service member has questions concerning equal opportunity or sexual assault, they can turn to the United States Forces-Iraq, III Corps Equal Opportunity office for answers, said Lt. Col. Steven Hines the equal opportunity office commander.

“We’re the proponent for ensuring that Soldiers receive fair treatment,” he said. “We’re kind of the watchdogs in respect to discrimination. Making sure it isn’t happening in the workplace,”

Sergeant Maj. Robert Squires, USF-I EO sergeant major, said they are always available when a service member has a question concerning discrimination.

However, instead of simply reacting to EO incidents, their goal is to be proactive and work to prevent issues before they happen. They do this by educating and training service members.

One training course Hines’ office provides is a quarterly equal opportunity leader certification, a six-day class that qualifies EOLs at brigade, battalion, or company levels.

“We plan, coordinate and conduct EOL courses where we train and mentor equal opportunity leaders to go out and act as the eyes and ears for the commanders at their levels,” said Sgt. 1st Class Stanley Holcombe, USF-I EO advisor.

Staff Sgt. Jessica Ibarra, deployed with the 15th Financial Company on Camp Liberty, graduated from the class July 17. She said she volunteered to become an EOL to have a positive impact on her unit and feels it is something her Soldiers need.

She said she wants to be there for the Soldiers who feel they are being discriminated against, whether it comes from their seniors or their peers.

“I noticed young Soldiers don’t have a lot of places they can turn to, as far as being able to talk about their problems,” said Ibarra “I felt like I can make a difference in my unit by getting this training.

Discrimination can affect a Soldier through things such as missed promotion opportunities or in the form of racial stereotyping or joking around by peers.

In Iraq, the EO office is the prime point of contact for sexual assault, and has taken on the responsibility for the Sexual Assault Prevention and Response Program.

“At Fort Hood and most installations, SAPR is managed by the installation, the garrison commander,” said Hines.

“It’s a rather large mission being deployed. This can involve anything that is considered to be of a sexual nature,” said Holcombe.

They make sure the entire program is working for service members through oversight, policy development, and training, said Hines.

Squires said equal opportunity is ultimately the commander’s program at every level, but it is the

USF-I EO office that assists commanders.

“Commanders are busy, so we’re the ones who want to catch things before they become problems,” Squires said. “If we see a trend, we address it right then and there so we can take care of it before it degrades mission accomplishment.”

“The best part about this job is in knowing that we make a difference. A difference that’s measurable,” said Holcombe.

For more information about equal opportunity or sexual assault, contact your equal opportunity leader at the unit level or call the USF-I EO office at 435-2231.



# Army air support relies on 368th Airmen

Story by Maj. Trevor Smith  
368th Expeditionary Air Support Operations Group

Airmen scattered throughout the Army divisions and brigades of United States Forces-Iraq provide the information necessary for effective airpower to support U.S. and Iraqi Security Forces across the theater of operations.

Members of the 82nd Expeditionary Air Support Operations Squadron work to coordinate airpower with forces operating on the ground, while the Airmen of the 22nd Expeditionary Weather Squadron provide detailed weather forecasts for operations and conduct training with their Iraqi counterparts at Camp Victory.

Both squadrons comprise the 368th Expeditionary Air Support Operations Group, and over two-thirds of the personnel assigned to the unit are dispersed throughout Iraq, according to Col. Jeffrey Staha, 368th EASOG commander.

“Our Airmen are tactically dispersed across the IJOA (Iraq Joint Operations Area) to provide that critical air to ground integration crucial to the success of the ground force commanders operations” he said.

The 82nd EASOS has three detachments, each led by an officer who fills the role of division air liaison officer for each of the Army divisions in Iraq.

“I integrate completely with the division staff,” said Maj. Matt Kenton, Detachment 3 commander. “I follow their battle rhythm through the planning process and advise where Air Force fighter assets should be integrated into the ground scheme of maneuver.”

The Division ALO is teamed with officers and enlisted Joint Terminal Attack Controllers who work directly with each brigade. The ALOs and JTACs help brigades and divisions understand the best way to employ airpower to meet mission requirements and ultimately protect Soldiers’ lives on the ground.

Whether manning a Tactical Operations Center or out with Soldiers and Iraqi Security Forces conducting a raid on a high value target, the JTACs provide the crucial execution piece needed to control an aircraft engaging the enemy precisely where and when needed.

While integration of airpower makes sense, many may not realize that a reliable weather forecast is also required in order to have this air support. From supporting a convoy movement on the ground to helicopter missions, the 22nd Expeditionary Weather Squadron provides this service.

Like the 82nd EASOS detachments, the 22nd EWXS personnel are spread throughout the Iraqi theater in eight different forward operating bases. These battlefield weather Airmen work in the division and brigade TOCs, providing mission execution forecasts, observations and resource

protection to the commanders. From the time a convoy, rotary or fixed wing aircraft departs the FOB until it returns, a weather forecaster will be there providing support.

The 22nd EWXS also plays a large role in providing training and assistance to their Iraqi counterparts at Camp Victory, Tikrit, and Basrah.

“While it’s important for our Airmen to ensure we provide accurate and timely weather information to U.S. Forces, it’s equally important to work side-by-side with our Iraqi counterparts to re-establish themselves as a valuable contributor to the global meteorological network, while enabling their military to execute operations in a climate that is sometime unforgiving,” said Lt. Col. Gene Wall, 22nd EWXS commander.

The Airmen of the 368th EASOG, whether they are making sure the skies are clear, providing air support or partnering with their Iraqi counterparts, all work toward the goal of helping secure the future of Iraq.



Photo by Staff Sgt. Mike Alberts

Senior Airman Deonta Brooks, a weather forecaster, with the 22nd Expeditionary Weather Squadron supporting Task Force Wings, at Contingency Operating Base Speicher, Tikrit performs preventative maintenance on a TMQ-53 Tactical Meteorological Observing System. The TMQ-53 is used to obtain pressure, wind speed and direction, temperature, dew point, relative humidity, precipitation, surface visibility, cloud height and lightning detection.

# Leader checks critical to mission accomplishment

Story by Sgt. 1st Class Roger Dey  
United States Forces-Iraq Public Affairs

As United States Forces-Iraq continues to carry on its mission of advising and assisting the Iraqi security forces, first line leaders need to ensure that their troops are informed, know their mission and that they meet the standards set down by the Army and USF-I.

Command Sgt. Maj. Arthur L. Coleman, Jr., senior enlisted advisor for the USF-I deputy commanding general for operations and III Corps command sergeant major, says it's critical that leaders set standards and enforce discipline by ensuring that their Soldiers are doing the right things.

It's important that leaders don't simply assume everyone in their units know what they need to do, he said. Instead, leaders should expect their troops to show what they know.

"Until you do that, then I'm going to assume that you don't know, and it's my job, it's my responsibility to make sure that you are trained before you go out of the wire," Coleman said.

As an NCO in charge of 28 Soldiers, Sergeant 1st Class Joe Huffman with 1st Battalion, 38th Infantry Regiment, puts a lot of emphasis on leader checks to make sure his Soldiers' gear is squared away and that they know the mission.

"You never know what a Soldier knows," he said. "I always have them ask questions about the mission (to) make sure they understand the mission."

Huffman relies on his squad leaders to do the in-depth checks on their Soldier's equipment and knowledge.

"They check everybody thoroughly and make sure they have all their stuff, and I make spot checks ... before and after missions," he said.

Although many service members think of leader checks in terms of pre-combat checks and inspections, they are just

as important for day-to-day missions that don't take service members outside the wire.

Sgt. Robert Harter, a motor sergeant with Headquarters and Headquarters Battery, 5th Battalion, 5th Air Defense Artillery, is on his third deployment to Iraq is responsible for keeping the Counter-Rocket, Artillery and Mortar units' vehicles and power generation equipment running.

In Harter's experience, leader checks are key during a deployment and says he starts by knowing his Soldiers.

"You have to get into a Soldier's head, you have to know where they're at mentally," he said. "But you also have to make sure that they're not becoming complacent. Leader checks are

one way of doing that; enforcing the standard, that's another way."

The battle against complacency also drives Staff Sgt. James Wolfe, assistant shift leader for the USF-I chief of staff personal security detachment, to check his Soldiers' weapons and gear and their understanding of their responsibilities and tasks, even if the mission seems to be routine.

"It's crucial because, as everybody knows, 'Joe' gets complacent and they get into a routine

and they'll start to forget little things," he said. "And sometimes those little things can really come back to haunt you when you really need it most."

The little things are also a big deal to Coleman.

"When you talk about little things, when you talk about eye protection, when you're talking about wearing your proper seat belts, wearing seatbelts in general, when you're talking about carrying your weapon in the ready, when you talk about those things that we call little sometimes it adds up," he said. "It adds up to life or death, it adds up to being able to defend yourself or not, it adds up to being able to be ready at all times or not."

The bottom line for Coleman is that leaders have to check the small things to make sure their troops get the big thing right.



Photo by 2nd Lt. Nathan Lavy

*Soldiers from the 224th Sustainment Brigade's Personal Security Detachment, Headquarters and Headquarters Company, 103rd Sustainment Command (Expeditionary), perform pre-combat checks and inspections before leaving on their first convoy security escort mission July 2 at Contingency Operating Base, Adder.*

# Electrical Fire Safety

**Routinely check your electrical appliances and wiring.**

**Never overload extension cords or wall sockets.**

**Do not place cords and wires under rugs, over nails or in high traffic areas.**

**Immediately shut off light switches that are hot to the touch or lights that flicker and have them replaced.**

**Frayed wires can cause fires. Replace all worn, old, or damaged appliance cords immediately.**

**Keep electrical appliances away from wet floor and counters.**

**Look for products that meet the UL standard for safety when buying electrical appliances.**

**Do not trap electric cords against walls where heat can build up.**

**If an appliance has a three-prong plug, use it only in a three-slot outlet. Never force it to fit into a two slot outlet or extension cord.**

**Check your electrical equipment regularly for signs of wear. If the cords are frayed or cracked, replace them. Replace any tool if it causes even small electrical shocks, overheats, shorts out or gives off smoke or sparks.**

Ref: <http://www.pep-c.org/electricalfires/>

## VBC Facility Operating Hours

**Sports Oasis DFAC**  
Breakfast 5:00 - 8:30 a.m.  
Lunch 11:30 a.m. - 2:30 p.m.  
Dinner 5 - 8:30 p.m.  
Midnight chow 11:00 p.m. - 1:00 a.m.  
Sandwich Bar open 24 hours

**Education Center**  
8 a.m. - 8 p.m.

**Camp Liberty Post Exchange**  
8 a.m. - 10 p.m.

**Camp Victory Post Exchange**  
8 a.m. - 10 p.m.

**Paul Smith Gym**  
Open 24 Hours

**Victory Main Post Office**  
Monday - Friday 7:30 a.m. - 5:30 p.m.  
Saturday 8 a.m. - 5 p.m.  
Sunday 9 a.m. - 3 p.m.

**USF-I Unit Mail Room  
Customer Services/Mail Call:**  
Daily 3 - 6 p.m.

**Al Faw Palace Post Office**  
Wednesday and Sunday  
12:30 - 5:30 p.m.

**Golby TMC Sick Call**  
Monday - Friday 7:30 - 11:30 a.m.  
Saturday & Sunday 9 - 11:30 a.m.

**Mental Health Clinic**  
Monday - Friday 9 a.m. - 4 p.m.  
Saturday 9 a.m. - noon

**Pharmacy**  
Monday - Friday 7:30 a.m. - noon;  
1 - 4:30 p.m.  
Saturday & Sunday 9 a.m. - noon

## Websites

Check it out:

**USF-I Web pages**  
[www.usf-iraq.com](http://www.usf-iraq.com)  
[www.flickr.com/photos/mnfiraq](http://www.flickr.com/photos/mnfiraq)  
[www.twitter.com/USF\\_Iraq](http://www.twitter.com/USF_Iraq)

**Facebook -**  
United States Forces-Iraq  
U.S. Army III Corps  
Phantom Battalion  
III Corps Fort Hood

## SARC Smarts



Sexual Assault Affects Mission Readiness!

Mission readiness is negatively impacted in three ways:

- 1.) The alleged perpetrators are often placed on administrative hold and may not redeploy with their units.
- 2.) Victims may not be able to fulfill their duties or may otherwise have their ability to perform the mission compromised as a result of the traumatic events.
- 3.) The attention of the unit leadership shifts from the normal duties involved in maintaining readiness to addressing a victim's needs, investigating the alleged perpetration, and restoring the unit's cohesion and trust.

Call the USF-I Deployed Sexual Assault Response Coordinator (DSARC) at

485-5085 or 435-2235 for help. Army members should seek assistance with their Unit Victim Advocate (UVA) or DSARC.

# Conference addresses changes to CERP funding

Story and photo by Staff Sgt. Dan Yarnall  
United States Forces-Iraq Public Affairs

Military and civilian personnel gathered to discuss upcoming changes to the Civil Capacity Commander's Emergency Response Program during a conference at Camp Victory July 7-8.

The CERP conference, hosted by United States Forces-Iraq, looked to strengthen the teamwork between military and civilian agencies as Operation New Dawn and the changes it will bring to CERP funding draw near.

As the U.S. mission changes, funding and military personnel are drawing down and the reconstruction mission has shifted away from military control more to civilian agencies, said Bob Cassilly, senior strategic planner for the Office of Provincial Affairs at the U.S. Embassy in Baghdad.

The military and civilian agencies are working together to bridge some of the CERP missions and conduct more long-lasting projects for the Iraqi people.

"We refer to this as a whole-government approach; bringing all of the Interagency together with USF-I to really work that big-picture approach in stability operations for Iraq," said Cassilly.

Getting to know the different agencies and the people involved is the first step in building an effective team, stated Cassilly.

He said the next step is to make sure that everyone at the top level, both civilian and the military, come together to figure out the best ways to conduct operations.

"This type of meeting is something that many people have really wanted to see," said Cassilly, "On both the civilian and on the military side - so that everyone can sit down and really discuss how to best utilize CERP funds."

CERP funds give commanders the authority to make a wide variety of purchases and provide grants to help the local economies, win over hearts and minds, and ultimately set up the nation of Iraq for continued success.

The CERP program was designed to let local commanders in Iraq respond to urgent humanitarian relief and reconstruction requirements and has been an important tool for U.S. forces, said Col. Thomas James, 3rd

Infantry Division chief of staff.

Micro-grants are one example of the way CERP funds can be used by commanders. Leaders in the field can grant a given amount of money to a vendor in a marketplace to help kick start that particular business.

Assisting local businesses helps the U.S. build those individual relationships, said James. It provides us information and helps to boost the economy and employment.

In the past, assets have been focused on physically building up the nation of Iraq. Applying funding toward such things as healthcare buildings, and water and sewage facilities, said Brig. Gen. Bob Ranck, chief of strategic effects and USF-I Deputy J-9, commander.

Ranck pointed out that one challenge faced with those projects was that they could not be advertised, since they would become targets for insurgents. Therefore, the general public has been left uninformed as to how much the U.S. has helped out their country.

"The goal now is to spend more of our effort in the next eighteen months on skills and building local leaders who can do planning and project management," said Ranck.

This will allow the Iraqi people to continue to improve their country.



*Brig. Gen. Bob Ranck, chief of strategic effects and United States Forces-Iraq deputy J-9 operations and planning, attends the Civil Capacity Commander's Emergency Response Program conference, July 7. Service members from the three U.S. divisions along with representatives from the Office of Provincial Affairs, U.S. Agency for International Development, and Provincial Reconstruction Teams gathered in the ballroom of the Al Faw Palace on Camp Victory, for the conference.*