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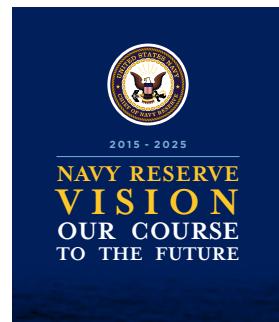
Leading By Example:
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◀ Front cover photo:
Yeoman 1st Class Amy Gregory
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(U.S. Navy photo by Chief Mass
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▲ **Master-at-Arms 3rd Class Vince Nicholford**, assigned to Camp Lemonnier, Djibouti security forces, trains Bery, his military working dog (MWD). (*U.S. Navy photo by Mass Communication Specialist 1st Class Julia A. Casper*)

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Commander, Navy Reserve Force

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TNR is always looking for action photos of Navy Reserve Sailors (minimum 300 dpi) that tell a story of Reserve Sailor support to the fleet. Please provide full identification of all individuals in the photograph, including their respective rating, rank and command. Photos should also include a visual information record identification number or VIRIN. Information about VIRINs is available online at www.navy.mil/photo_submit.asp. Submissions should be received eight weeks prior to publication month (i.e. Sept. 1st for the Nov. issue).

NEWS ONLINE: TNR current and past issues, and Navy Reserve news and social media sites, can be accessed online at www.navyreserve.navy.mil. Navy Reserve News Stand, a website featuring Navy Reserve news and photos, plus links to Navy fleet pages, can be viewed at: www.news.navy.mil/local/nrf

CHANGE OF ADDRESS: Selected Reserve and Full-Time Support Sailors must submit address changes through NSIPS (Navy Standard Integrated Personnel System) via their Navy Operational Support Center (NOSC) personnel office. If you are not a Reserve Sailor, but would like to be added to the TNR mailing list, please forward your name and address to cnrfc1@gmail.com.



FOCUS ON THE FORCE

**Vice Adm.
Robin R. Braun**

Chief of Navy Reserve Vice Adm. Robin R. Braun congratulates Navy Reserve recruiters of the year.
*(U.S. Navy photo by Mass Communication Specialist
2nd Class Julian R. Moorefield III)*



"The men and women of our Navy Reserve willingly put civilian careers on hold in order to operate forward, providing critical support to Fleet and Combatant Commanders... As future fiscal and operational challenges present Navy leaders with difficult decisions, our increased utilization of the Navy Reserve will help us hedge against uncertainty as we continue meeting operational demands."

—Adm. Jonathan W. Greenert, Chief of Naval Operations

Shipmates,

March 3, 2015 marks the Centennial of the Navy Reserve. We look forward to celebrating this milestone and recognizing the service and sacrifice of Navy Reserve Sailors and their families over the past 100 years. While we are proud of and will highlight the many contributions to America's defense throughout 2015, we must also plan ahead.

With this in mind, we recently released the Navy Reserve Vision for 2015 – 2025. Beginning on page 8 you'll find the blueprint that will shape our actions, enabling us to adapt to the ever changing security needs of our Nation. For 100 years, Reserve Sailors have answered the call to serve when and where needed. So it is fitting, that as we begin our second century of service, we build on our past accomplishments by preparing for our future.

To effectively meet the opportunities and challenges that lie ahead, it will require our best efforts in the preparation for and performance of our mission. Over the next ten years the Navy will not only look to Reserve Sailors for their military training and experience, it will capitalize on our Sailors' civilian skillsets to more effectively meet emerging needs and missions. In light of this, it is imperative that the Reserve Force keeps pace with technology to enable our Sailors to stay mobilization ready and sustain America's hard-won advantages on all battlefields.

Military Commanders continue to praise the work done by the Navy Reserve Force around the world. On page 18, you'll find an outstanding example of how Reserve Sailors are making a difference. More than 25% of Combined Joint Task Force - Horn of Africa (CJTF-HOA) billets are filled by Navy Reserve Sailors. These valued members of CJTF-HOA, whose mission is to protect and defend U.S. interests throughout East Africa, are operating in a complex environment where mission accomplishment hinges on well-trained, professional, forward-thinking leaders – attributes that this multinational team relies on and that these Citizen-Sailors demonstrate every day!

As Admiral George Anderson said, "The Navy has both a tradition and a future – and we look with pride and confidence in both directions." This vision embodies the spirit of these words by recognizing our past success and charting a course for the future, in which the Navy Reserve will remain a key component of our country's defense strategy. I look forward to seeing you in the Fleet – and working with you as we pursue new opportunities to make this vision a reality.

A handwritten signature in black ink, appearing to read "R.R.Braun".

Vice Admiral Robin R. Braun,
Chief of Navy Reserve

Force Master Chief (AW/SW) CJ Mitchell

Navy Reserve Force Master Chief CJ Mitchell leans into a high-five with a Sailor during a visit at Navy Operational Support Center (NOSC) Indianapolis.
(U.S. Navy photo)



Shipmates,

This is truly an exciting time to be in the Navy Reserve. Our 100 year anniversary is March 3, 2015. In this issue, our Chief of Navy Reserve has published the 2015-2025 Navy Reserve Vision. This document will drive our course over the next decade. The Vision is very important as it outlines our values and our strategic goals. Hopefully, you will not just read this document but also discuss it with your shipmates. Allow me to add something to your dialogue:

"We are a team, disciplined and well-prepared, committed to mission accomplishment." *Navy Ethos*

The Navy Reserve Vision articulates that YOU and YOUR readiness are our future. As stated throughout the vision, YOUR military skills, unique talents, and dedication to service provide value and are needed in the future of the Navy and the Navy Reserve. Our business is to be well-prepared and READY because the Navy needs you. The vision and associated strategic initiatives are firmly seated in enabling your service so that you can be READY for the next contingency, exercise, civil relief effort, or natural disaster.

As we look forward, this year we will celebrate and commemorate our 100th anniversary. I know your commands have put in a lot of effort in planning and raising awareness for the Centennial. Please take the time to celebrate our legacy of Citizen-Sailor service with your family, employers, and your community. From the national kick-off celebrations in Washington, D.C. and New York City in March, and local events from Charleston, S.C. to Moreno Valley, Calif., we will be all over the nation throughout the year to celebrate with you. Come find me and maybe, just maybe, I will have something special for you.

Highlights in this issue are examples of YOUR readiness in action. Some of your shipmates are currently deployed and operating as part of Combined Joint Task Force - Horn of Africa (CJTF-HOA). These Reserve Sailors, both enlisted and officer, make up more than 25 percent of the service members conducting this anti-terrorism mission which is also our nation's only, enduring military presence on the African continent.

YOUR readiness is in YOUR hands. February is advancement exam month. Your studying and preparation are critical for you to be in a position, to be READY, to be advanced. It is more important than ever that chains of command and CPO Messes proactively engage with Sailors directly, early and often to explore the variety of options for service in our Navy. From RC to AC to RC and RC rating conversions, to pursuing a commission, there are lots of opportunities to serve.

As you can tell from this issue, from our year-long Centennial celebration to the Navy Reserve Vision, your service is valued, mission essential and will be needed in the future. We celebrate OUR and YOUR contributions to the Total Force. I am very proud to be YOUR Force Master Chief and I look forward to seeing you this year.

Force 15

FORCM CJ Mitchell

FOCUS
ON
THE
FORCE



African-American History In The Navy Reserve

By Master Chief Information Systems Technician James L. Leuci, Naval History and Heritage Command



During the Civil War one in five Sailors was of African-American decent. They worked in various ratings and were not limited to being cooks or stewards. Many young African-Americans worked alongside other Sailors in engine rooms as firemen and coal passers or on deck as seamen. African-Americans who were not cooks or stewards berthed with the other members of their division. This trend continued through the first decade of the twentieth century.

In the years prior to World War I, the Navy began the transition from coal powered ships to fuel oil powered ships. The increased use of fuel oil decreased the number of coal passers and firemen required to operate engine rooms. Even though enlisted ratings were open to all men, African-American men were primarily recruited to be mess attendants and stewards. One exception was Chief Gunner's Mate John Henry "Dick" Turpin who became the first African-American chief petty officer in 1917.

When the U.S. entered World War II, there were no chief ratings for cooks or stewards – the highest rate was first class. The Officers' Chief Cook and Officers' Chief Steward ratings were created in April 1942. Initially, Officers' Chief Cooks and Stewards began wearing chief petty officer uniforms, rating badges, gold buttons, and CPO cap devices. This action created controversy and anxiety for some white Sailors in the fleet and lasted for about six months.

In November 1942, the Navy "clarified" uniform regulations for Officers' Chief Cooks and Stewards stating they would "wear the uniform prescribed for Officers' Cooks and Stewards (below chief). The specialty mark will consist of a crescent with four horizontal stripes below it." Furthermore, Officers' Chief Cooks and Stewards only had military authority over men in the Messman Branch. This action drew complaints and criticism from various civil rights groups and organizations but to no immediate avail.

In February 1944, the Navy commissioned the first African-

American men. In November, the first African-American women were commissioned and the Navy began accepting African-American women as enlisted Sailors. Earlier in April 1944, Secretary of the Navy Frank Knox died suddenly and James Forrestal became Secretary. Two months later, modified Navy Uniform Regulations stated, "The uniform for chief cooks and chief stewards shall be the same in all respects as for chief petty officers." However, chief cooks and stewards were still not classified as genuine chief petty officers even though they were paid as such. It wasn't until July 1949 that the status of Chief Stewards, (the cook rating had been abolished in 1948), changed from "non-rated" men to "genuine" chief petty officer.

During the post-war years conditions slowly improved as more African-Americans became officers and chief petty officers. By the early 1970s, the U.S. Armed Forces began the transition to an all-volunteer force. The Navy began to seriously focus on quality of life and equal opportunity issues.

In July 1970, Adm. Elmo R. Zumwalt, Jr. became the Chief of Naval Operations. Z-Gram 66, of December 1970, expressed his views on equal opportunity in the Navy – or lack thereof. His first step was to open avenues of communications to recognize and highlight issues that minority Sailors faced. He recognized that, "Much remains to be done." Over the next four years Zumwalt implemented policies and programs that fundamentally changed the way minority Sailors were treated. Many programs taken for granted today, including equal opportunity, ombudsman, and command sponsors, began during his tenure. Zumwalt recognized change was necessary when he stated, "Ours must be a Navy family that recognizes no artificial barriers of race, color, or religion. There is no Black Navy, no White Navy – just one Navy – the United States Navy."



We have many talented people in our Navy Reserve. Each month we highlight our stellar Sailors and some of the unique careers, skills and services they provide to the fleet.

Yeoman Seaman

Taylor Milliken

Hometown:
Westminster,
Colo.

Command: Navy
Region Southwest
Reserve Component
Command
San Diego



Brief description of your Navy job:

I work in the administration office of Navy Region Southwest Reserve Component Command. We are a headquarters staff for 11,000 Sailors assigned to 19 geographically dispersed Navy Operational Support Centers across the Southwest region. It is my pleasure to provide operational support, training and mentorship to enable mobilization readiness even in the smallest capacity.

What has been your greatest Navy achievement?

My greatest Navy achievement thus far has been simply to learn and excel at my job as a Yeoman. I also take pride in my two main collateral duties as MWR Treasurer and the Diversity Committee Secretary. The Navy has really taught me to have pride in everything I do.

Who has been your biggest influence since joining the Navy? I have had several positive influences throughout my time in the Navy. For starters my parents, who are retired Navy, have helped me through so many day-to-day decisions that have helped me excel and put things into perspective. I am at my first command in my Navy career and I have learned a lot about effective and aspiring leadership. Nearly every single Sailor has brought something to the table that I admire and have learned from.

What do you enjoy most about the Navy?

The Navy instills a true sense of camaraderie and friendship. This is honestly what I appreciate most about serving; one team, one fight.

Most interesting place visited since joining the Navy:

I am currently in my first tour and stationed in beautiful San Diego, Calif. I could not have asked for a better place to be as there are endless amounts of things to do here. I am looking forward to seeing where else the Navy sends me.

Current hobbies:



Hospital Corpsman

2nd Class

Jonathan P. Kwong

Hometown:
Sacramento, Calif.
Command: Navy
Operational Support
Center Tucson, Ariz.

Brief description of your Navy job:

I am part of the medical department, in charge of medical and dental readiness for over 200 Reserve Sailors. My job duties include; verifying records, administering immunizations, conducting PHAs, while also training and supervising two medical Reserve units on Basic Lifesaving and other medical procedures. I am also currently the Command CFL.

What has been your greatest Navy achievement?

I was part of Operation Tomodachi from March-April 2011, forward deployed on USS McCampbell (DDG 85) off the coast of Japan providing humanitarian assistance to Japanese civilians with both Japanese maritime defense and other U.S. Navy ships. I was also selected for NOSC Tucson Junior Sailor of the Year for FY 2013.

Who has been your biggest influence since joining the Navy?

My biggest influences have been OSCM Travis Biswell, OSCS Tyson Taplin, OSC Michael Mefford, OSC Andrew Steiner, and OSC Barry Fredericks. They were my chain of command on USS McCampbell (DDG 85). They taught me something different throughout my tour there and have influenced me with their different leadership styles, motivation, and ability to take care of their junior Sailors.

What do you enjoy most about the Navy?

What I enjoy most is the amount of travel I have done in the past six years, and the chance to start school again.

Most interesting place visited since joining the Navy:

I have been to many parts of Southeast Asia, but my favorite is definitely Japan.

Current hobbies:

I enjoy lifting weights, traveling, trying new food and adventures. I am working towards my Bachelors of Arts in Health Services.

To nominate a Sailor, send an email to cnrfc1@gmail.com for a submission form. Please include a high-resolution (300 dpi) 5" x 7" digital photo of the candidate.





HIGH YEAR TENURE POLICY: What The 2015 Update Means For You

The update to MILPERSMAN 1160-120 on Nov. 5, 2014 introduced significant changes to High Year Tenure (HYT) policy. The policy changes directly affect our Reserve Force and require a thorough reading of the article. Pay particular attention to Length of Service (LOS) gates, Total Years of Qualifying Service (TYQS) gates, and the impact on Selected Reserve (SELRES) personnel transferring to the Individual Ready Reserve (IRR), both the Voluntary Training Unit (VTU) and the Active Status Pool (ASP). Two of the most significant changes are the application of HYT gates to personnel in the VTU and the ASP, as well as elimination of the Reserve Sailor's ability to reenlist or extend beyond their established HYT gate.

The HYT LOS gates from the previous guidance are unchanged; with the exception of an additional gate of 32 years for Master Chief Petty Officers assigned as Command Master Chief (CMC) or Senior Enlisted Leader (SEL) to a Flag or General Officer (O-7 to O-10).

Ready Reserve personnel who executed an extension or reenlisted prior to Nov. 5, 2014, and who now have an Expiration of Obligated Service (EOS) beyond their HYT date, are eligible to receive an automatic HYT waiver to serve in the IRR (VTU or ASP) until their current EOS, unless precluded by other policies or laws.

The table below provides an overview of the new policy and the LOS and TYQS gates now in effect.

Approved waivers and exceptions to policy allow participation beyond established HYT limits. Personnel shall submit a waiver

request using a properly endorsed NAVPERS 1306/7, which must arrive at BUPERS-32 (SELRES) or PERS-913 (VTU) 10 months prior to member's HYT date. Policy limits personnel in the ASP to two-year reenlistments, not to exceed their HYT date.



▲ Electronics Technician 2nd Class James Harvey stands at parade rest while manning the rails on the flight deck of the aircraft carrier USS John C. Stennis (CVN 74). (U.S. Navy photo by Mass Communication Specialist 3rd Class Walter W. Wayman)

Ready Reserve (SELRES, VTU, AND ASP)

Grade	Years	Remarks
E-1/E-2	6	Not eligible for a HYT waiver
E-3	10	Not eligible for a HYT waiver
E-4	12	Eligible for a HYT waiver to serve in the VTU not to exceed (NTE) 20 TYQS
E-5	20	Eligible for a HYT waiver to serve in the SELRES or VTU NTE 20 TYQS
E-6	22	Eligible for a HYT waiver to serve in the SELRES or VTU NTE 20 TYQS (*)
E-7	24	Automatic waiver to serve in the VTU until 30 years LOS of 20 TYQS, whichever is earlier. Eligible for waiver to serve in the SELRES or VTU NTE 20 TYQS.
E-8	26	
E-9	30	
CMDCM CMC CSEL	32	CMDCM (9580/9578) or CMC/SEL selected for a Flag/General Officer assignment to complete a 3-year tour of duty. Eligible for waiver to serve in the SELRES or VTU NTE 32 TYQS or their tour of duty, whichever occurs first.

(*) The E-6 HYT waiver to serve in the SELRES or VTU not to exceed 20 TYQS only applies to those personnel with over 22 years of total service (i.e. multiple non-qualifying years contributing to LOS, but not counted toward TYQS).



Navy COOL: A credentialing program for Sailors

Navy Credentialing Opportunities On-Line (COOL) provides opportunities to all Navy enlisted, active and Reserve (less Individual Ready Reserve), and select Navy officers. Navy COOL helps Sailors find information on certifications and licenses related to enlisted ratings, officer designators, collateral duties, and out of rate assignments.

Some jobs have specific professional and technical standards. Credentials – certifications and licenses – show that you meet these standards. For example, a welder can show his welding certifications to an employer to document that he has specific skills and knowledge.

For a Sailor, civilian credentials are beneficial for two reasons:

1. When you transition back to civilian employment, credentials help you translate your military training and experience into something civilian employers can easily recognize. This can help you get hired, get a better job, or be promoted sooner.
2. The Navy believes that earning credentials improves Sailor professionalism. In fact, if a credential is related to your duties, the Navy will pay for the credentialing exams.



COOL is a resource for:

- ✓ Sailors (enlisted and officers) who want to know which civilian credentials relate to their ratings, designators, and collateral duties/out of rate assignments and how to obtain the credentials.
- ✓ Education, Career and Transition Counselors providing guidance on education, professional growth, and career requirements and opportunities.
- ✓ Navy Recruiters who want to show potential recruits the opportunities for professional growth and civilian career preparation available through Navy service.
- ✓ Employers and Credentialing Boards interested in how military training and experience prepares Navy service members for civilian credentials and jobs.

What can I find on COOL?

COOL contains a variety of information about credentialing and licensing. COOL can be used to:

- ★ Get background information about civilian licensure and certification in general, and specific information on individual credentials including eligibility requirements and resources to prepare for an exam.
- ★ Identify licenses and certifications relevant to Navy ratings, designators, and collateral duties/out of rate assignments.
- ★ Learn how to fill gaps between Navy training and experience, and civilian credentialing requirements.
- ★ Learn about resources available to Navy service members that can help them gain civilian job credentials.

www.cool.navy.mil



▲ Coastal Riverine Squadron (CORIVRON) 11 returns to Joint Base Pearl Harbor-Hickam after escorting Japan Maritime Self Defense Force Hyuga-class helicopter destroyer JDS Ise (DDH 182) during Rim of the Pacific (RIMPAC) Exercise 2014. (U.S. Navy photo by Mass Communication Specialist 1st Class Christopher Blachly)

OUR COURSE TO THE FUTURE

By Cmdr. Michael Mineo, Director, Strategic Planning Division, Office of the Chief of Navy Reserve

For 100 years, the citizen Sailors of our Navy Reserve have answered the nation's call to service. Together, we have helped defend freedom across the globe during two World Wars, in Korea, in Vietnam, in Iraq and Afghanistan, and countless other crises. We have supported humanitarian efforts across numerous continents, to include earthquake relief for Pakistan, Japan, and Haiti. Many have been mobilized and several for multiple times throughout their naval career. We recognize that service in the Navy Reserve can be demanding and we thank you for your commitment. From more than 3 million Navy Reserve Sailors who served during World War II, to the 58,000 plus who currently serve; the men and women of the Navy Reserve have been, and will always be, an essential element of America's Navy.

to achieve the future Force we want to become – an elite team superbly ready to meet the nation's call. Think of the "Vision" as a new destination, and the Strategic Imperatives as the bread crumbs along the path to it. With our destination and the path to it clearly articulated, we must next decide on the specific actions we need to take to reach our destination and achieve our Vision.

We all have a role to play in achieving our Vision, but your individual part may be unclear. You may ask, "How can I impact the entire Navy Reserve?" That's a fair question. The quick answer is that you already do, through your selfless sacrifice of service to your military and civilian careers bound within the balance of your personal and family lives. Through each drill period and during each day on active duty, Navy Reserve Sailors – you – deliver a unique set of military and civilian skills that add tremendous strength and

For 100 years, the citizen Sailors of our Navy Reserve have answered the nation's call to service.

Last month, Chief of Navy Reserve, Vice Adm. Robin R. Braun released her vision for our future, Navy Reserve Vision (2015-2025). This document sets our course and provides a first step on our journey through our next 100 years. Navy Reserve Vision (2015-2025) lays out the direction we will take to ensure the Navy Reserve remains a ready, agile and highly capable Force in the maritime defense of our nation; and it does it through "guidelines" called "Strategic Imperatives." These are broad principles we must follow

capability to our Navy. Your role in the future of the Navy Reserve is equally as important. The steps that we take to reach our Vision are developed with your help. The thoughts and suggestions each of you have on what needs to be fixed, implemented, or changed to provide the Navy the most efficiently run and most capable Reserve Force possible are critical to our future success.

Many of you have already had a significant impact, as strategic initiatives developed in years past all started with Reserve Sailor

inputs, resulting in many improvements across the Force. More recently, the release of new NROWS updates, CMS/ID changes, and the Enhancement for Drill Management (EDM) implementation in NSIPS also came through inputs from you, our Sailors.

This year is no exception. The newly released 2015 Navy Reserve Strategic Initiatives (shown in the inset) came directly from your overwhelming input on what we need to do to improve our Force, and they are in complete alignment with the direction Vice Adm. Braun has set in our new Vision.

On the following pages, you'll see the main components of our new Navy Reserve Vision (the entire document is available online at https://navyreserve.navy.mil/Documents/NR_Vision_2015.pdf). We encourage you to remove the center two page fold-out, post it on your read boards, and discuss it amongst your unit and command. You are also encouraged to recommend actions that will drive us to achieve our Vision, but while your suggestions for change are important to improving the Navy Reserve as an organization, there is another element to the actions we must all take in achieving our Vision, and it's very personal. Each of us is responsible for holding ourselves to the highest possible standards. As a Force, our mandate for every Reserve Sailor is to:

- **BE READY – we must be personally and professionally ready to serve when and where the Navy needs us;**
- **PROVIDE OPERATIONAL SUPPORT – ensuring every SELRES Sailor completes Annual Training;**
- **DEVELOP AND LEAD – by continually seeking professional development and training opportunities, living by our Core Values, and mentoring the next generation of leaders.**

Quoting Vice Adm. Braun, "This Vision is our future, and through it we will achieve the Navy Reserve's full potential: a Force that increases operational readiness and strengthens the maritime defense of our nation."

This is exactly how we'll become the future Force described in our new Vision. As you read the components of our Vision on the next pages and reflect on the 2015 Strategic Initiatives, consider what additional steps we need to take. Talk to your active component supported commands and ask them what they need from you and/or your Reserve unit to help them meet tomorrow's missions. Are there new platforms or new capabilities coming that you need to train for? Will they need you and your unit to support them in more flexible ways? We must begin preparing now for future challenges.

In closing, I want to paraphrase Vice Adm. Braun; we have much work to do and we look forward to working together to make this Vision a reality. ○



▲ A C-40A Clipper assigned to Fleet Logistics Support Squadron (VR) 57 makes its final approach for landing at Naval Base Coronado. (U.S. Navy photo by Mass Communication Specialist 2nd Class Daniel M. Young)

2015 Strategic Initiatives

★ NOSC STAFF PQS PROGRAM

This initiative will develop a standardized NOSC PQS program that provides training to each NOSC staff member on the mission of the NOSC, Reserve management functions and tasks, each staff member's specific role(s), and expectations of each staff member's performance. Final products will reference the latest processes and procedures through which staff members will best support Navy Reserve units and personnel to ensure standardization across the Force. The Office of Primary Responsibility (OPR) for this initiative is Capt. Laedlein, RCC Great Lakes and Capt. Pierce, Deputy RCC Great Lakes. The Flag Champion is Rear Adm. Young.

★ IT RESOURCES-REQUIREMENTS AND OPTIMIZATION

This initiative will determine the IT resources required for SELRES to plan and execute their duties; identify gaps between required resources and those that are actually available to SELRES in the field; identify improvements to minimize multiple websites and log on requirements; and provide guidance to SELRES on how to optimize current equipment and applications to perform their mission. Based on the results of this initiative, required resources (equipment and/or IT expertise) will be procured and distributed across the Force. The OPR for this initiative is Capt. Howard, CNRFC N6 and the Flag Champion is Rear Adm. Coetzee.

★ NAVY RESERVE MOBILE APPLICATION

Through a business case analysis that includes an Analysis of Alternatives (AoA) and Certification and Accreditation (C&A) challenges, this initiative seeks to provide Reserve Sailors with an integrated mobile application that enables them to submit orders, report for duty across the globe, and return to their home of record using only the functionality of an approved mobile device. The OPR for this initiative is Capt. Herschel, OCNR N0956 and the Flag Champion is Rear Adm. Sommer-Weddington.

★ DEVELOPING NAVY RESERVE LEADERS

This initiative is being carried forward from our 2014 Strategic Plan and will continue to work towards instituting Navy Reserve leadership development to support the CNO's Navy Leadership Development Strategy. Emphasis will remain on process and policy to ensure Navy Reserve leaders possess the knowledge and skills needed for unit management and command. The OPR for this initiative is Capt. McGuinness, CNRFC N7 and the Flag Champion is Rear Adm. McCollum.



2015 - 2025

NAVY RESERVE VISION OUR COURSE TO THE FUTURE

COMMANDER'S INTENT

Navy Reserve Sailors have answered the nation's call for 100 years. Ours is a proud legacy forged by dedicated men and women willing to put civilian careers on hold and serve in defense of the country. The story of the Navy Reserve is etched on countless monuments across the land, attesting to the faithful service and sacrifice of Citizen Sailors throughout American history.

While proud of our past accomplishments, we must always look to the future. Our mission to provide strategic depth and operational capabilities will endure. However, as global challenges evolve, demands on our Navy to keep pace with change will require creative solutions. The Navy Reserve will rise to meet that challenge. We recognize that our greatest value is defined not only by our ability to support Navy's mission with military expertise at a lower cost, but also our ability to enhance it with the civilian skills of our Sailors. This powerful combination of tremendous value and targeted use of unique Sailor capabilities will be the foundation of our future Force.

Tomorrow's Navy Reserve will be part of an elite team of highly experienced Sailors prepared to deliver the capabilities required for Navy to succeed. Through an optimal Active and Reserve Force mix, success will be achieved by employing

Reserve Sailors in ways that maximize their impact on the mission, matching their diverse skillsets to future requirements.

Fleet and Combatant Commanders value the professional expertise and diversity the Navy Reserve brings to the fight today, but the future demands that we harness and employ our military and civilian capabilities with greater precision. We must be ready for whatever future environment we find ourselves in. Therefore, I challenge each Sailor to recommend actions that will drive us to achieve this vision. Be Bold! We must develop skills that match missions to come, implement technologies that improve our business processes, and deliver a training continuum that enhances leadership and professional development. This is an "All Hands" effort, and I am confident we will succeed together.

A stylized signature in gold ink that reads "Robin R. Braun".

Vice Admiral Robin R. Braun,
Chief of Navy Reserve

THE NAVY RESERVE PAST AND PRESENT

A Proud History

For 100 years Reserve Sailors have answered the nation's call to duty, serving in peace and war. Therefore, it is fitting that we begin by reflecting on our legacy of honorable service.

Navy Reserve Sailors served in every crisis confronting our nation, including World Wars I and II, the Berlin Airlift, Korea, Vietnam, Operation Desert Storm and more recently in Iraq and Afghanistan. During World War I, more than 300,000 Reserve Sailors served, including 12,000 women.

Three million Navy Reserve Sailors, comprising 84% of the Navy at that time, served in World War II. Since the terrorist attacks of September 11, 2001, the Navy Reserve has mobilized over 70,000 Reserve Sailors, providing tens of thousands of "boots on the ground" in Iraq, Kuwait, Afghanistan, and the Horn of Africa; all in support of the CNO's tenet of "Warfighting First."

Finally, Navy Reserve Sailors routinely carry their legacy of service into civilian life; five of the last seventeen U.S. Presidents have come from the ranks of the Navy Reserve – the most of any service.

Since its establishment in 1915, the Navy Reserve has transitioned numerous times to meet the needs of the nation. First, as a war mobilization Force in support of World War I and World War II, and then as a standby Force working to contain communism in Korea and Vietnam. From the first Gulf War in 1991, to the present, the Navy Reserve has operated with the Active Component as a continuously integrated Force in missions around the globe.

A ready and agile Force, whose military and civilian skills are deliberately leveraged to support mission accomplishment.

Today's Navy Reserve

Today's Navy Reserve is the most combat and operationally experienced Force in decades. In any given week, more than 20,000 Navy Reserve Sailors – one-third of the Force – are providing support to the Fleet.

The mission of the Navy Reserve is to deliver strategic depth and operational capability to the Navy, Marine Corps, and Joint Force. To accomplish our mission, we draw upon the extensive military skills and abilities embodied in each Reserve Sailor. More recently, emergent Navy requirements have offered opportunities to directly tap the civilian skills of the Force as well.

This combination forms the richness of the Navy Reserve and adds value to their service in strategic and operational capacities. For example, during Operation TOMADACHI in 2011, the Navy Reserve was able to mobilize Sailors who had civilian nuclear engineering expertise and Japanese language proficiency. This type of opportunity is becoming more common in the ever-changing global environment where the need to rapidly deliver specific skills

may exceed the active component's inherent capabilities. The Navy Reserve's value is maximized when the tremendous military and civilian expertise of our Sailors can be employed together. This is how we reach full potential and how we will make the greatest impact on the future; leveraging the total capability of our Sailors and capacity of the Reserve Force to meet Navy's mission.

THE NAVY RESERVE 2025

The service of our Sailors, especially in the last decade, brought tremendous benefit to Fleet and Combatant Commanders, securing our position on the Total Force team; but we cannot rest on our legacy.

As the Navy transforms to meet future demands, so too will the Navy Reserve, as we remain fully integrated with the Navy of tomorrow. In alignment with CNO's guidance, A Cooperative Strategy for 21st Century Seapower, we will build on the operational proficiency we have gained to remain ready to respond to emerging missions. We will expand our ability to draw on the civilian skills of our highly diverse and multi-talented personnel, where every Reserve Sailor treats each drill and each active duty period as a chance to improve themselves and the Navy; reaping every ounce of benefit and building an elite team for the future.

Our course forward requires that we accept some honest truths: [1] the maritime battle-space of the future will be dramatically different than today; [2] Reserve Sailors' private sector technological skills will expand at ever increasing rates; [3] we must replace our current business processes with technologically advanced solutions; and [4] we need to advance our professional development and leadership training programs to grow officer and enlisted leaders of tomorrow. Embracing these truths over the next decade will help us focus on building the Reserve Force of 2025.



▲ Cmdr. Kendall Lee and Army Lt. Col. Brett Freedman work together to remove a bullet from a patient's spine at Landstuhl Regional Medical Center, Germany.
(U.S. Navy Photo by Command Master Chief Ron Naida)

Navy Reserve Strategic Imperatives

Our Force will navigate forward guided by five Strategic Imperatives which set our course to future mission success. To achieve our Vision, we must:

1

KEEP PACE WITH NAVY'S FUTURE CAPABILITIES:

We will be integrated with the Navy's newest platforms, capabilities and missions.

Navy Reserve Sailors will continue to play a critical role as part of the Navy's operational Total Force, with opportunities for careers using the latest technology, while supporting the newest platforms. As the Navy transitions to future capabilities, so will the Navy Reserve.

Whether the future requires our Force to house capabilities such as Unmanned Systems and Cyber Operators, or support them, we will be trained and ready.

2

MAINTAIN A READY FORCE FOR TOMORROW:

We will remain operationally proficient, ensuring a ready, highly trained, and surge-capable Force.

In the past decade, the Navy Reserve's high state of readiness has enabled our Sailors to have a tremendous impact on Fleet and Combatant Commander operations around the globe. However, fiscal constraints, combined with reductions in mobilization opportunities, will challenge our ability to maintain optimum proficiency. As Navy Reserve readiness helps to maintain Fleet readiness, it will become increasingly important for our Force to remain focused, and aggressively seek opportunities to conduct and support missions with our Fleet and Joint commanders.

The relationship between Navy Reserve leaders and Operational Support Officers is critical to our future success. Together, they must seek creative and innovative training opportunities for Sailors, prioritizing Sailor efforts in order to sustain our readiness. We must be determined in our actions to develop and enhance Sailors' operational capabilities, while nurturing their personal and professional skills. To accomplish this, our Sailors must take advantage of every Inactive Duty Training (IDT) and Annual Training (AT) period to the maximum possible extent. Additionally, Continuum of Service opportunities utilizing Active Duty Training (ADT), Active Duty for Special Work (ADSW), and Definite Recalls - where Sailors transition on and off active duty - will be crucial to maintaining our readiness and ensuring continued development of our capabilities to execute the next mission, where it matters, when it matters.



3

ACTIVELY EMPLOY EACH SAILOR'S UNIQUE CAPABILITIES:

We will align and employ our Sailors' military and civilian skills with future requirements.

To be successful tomorrow, we must leverage the strength of the Navy Reserve today – our Citizen Sailors – and develop and deliver their talents in the most flexible and efficient manner possible to Fleet and Combatant Commanders.

Our Sailors have unique capabilities derived from a combination of military and diverse civilian skills. Whether a tradesman, first responder, executive, or licensed professional, the Navy has long benefitted from the civilian experiences of our Sailors. Although we have sought specific civilian skills in support of specialized missions in the past, we have yet to leverage their full potential.

When in uniform, Reserve Sailors blend with their Active Component counterparts, seamlessly operating as one team. When out of uniform, these Sailors return to the civilian sector, learning and honing skills that provide an asymmetric advantage to their military training. The powerful combination of the two is an asset our Sailors have had all along, but as a Force we haven't deliberately employed its benefits. In tomorrow's Navy Reserve, we will.

To harness and channel the tremendous asset civilian experience can bring to the Navy, we will catalogue the specific skills of our Sailors and provide opportunities to support missions they may not otherwise have. Furthermore, we will seek opportunities to align our future capabilities where there is an increased likelihood that civilian skills can be maximized. Targeted use of our Sailor's unique talents will be a force multiplier, a hallmark of tomorrow's Navy Reserve.



▲ The littoral combat ship USS Freedom (LCS 1) makes its way into Apra Harbor at U.S. Naval Base Guam. Freedom is on a deployment to the Indo-Asia-Pacific region conducting maritime security operations. (U.S. Navy photo by JoAnna Delfin)

5

DEVELOP TRANSFORMATIONAL LEADERS:

We will train and retain the best of our nation; inspirational leaders of all paygrades, with diverse skillsets, who will deliver tomorrow's Navy Reserve.

Our people, Sailors and civilians alike, are what make our Navy Reserve strong. To prepare our Force for tomorrow's challenges, we will deliver expanded officer and enlisted professional development opportunities focused on enhancing and maturing leadership skills. We will cultivate confidence, persistence in exceeding expectations, and an energetic passion for mission success and for mentoring Sailor achievement. Through application of knowledge, skills and abilities, and using their unique portfolio of military and civilian experience, our leaders will excel in tomorrow's missions.

Critical to developing future leaders is our ability to access and retain high-performing, knowledgeable Sailors and civilians who are innovative and desire to continuously learn. To this end, we will expand and communicate Continuum of Service options that enable transitioning active duty Sailors to bring their valued experience to the Reserve Force. Finally, we will promote Quality of Service and Quality of Life initiatives in support of our Sailors and their families.

4

DELIVER TECHNOLOGICALLY ADVANCED SOLUTIONS:

We must consolidate and modernize the systems used to enable and manage Sailor readiness, while improving Sailor access to those systems.

Tomorrow's Reserve Sailor will conduct Navy business using the best possible technologies, utilizing single log-in, integrated mobile and cloud-based solutions which reduce the time and effort required to meet readiness and training requirements. A Sailor's time, and more importantly our nation's use of it, must be focused to the greatest possible extent on the mission and not on administrative overhead.

A day is coming when Reserve Sailors will receive their orders, travel itinerary, and tickets on their mobile device and will apply for advance travel pay with a click of a button. As they do now, those Sailors – who every day live our core values of honor, courage, and commitment – will go forward and perform brilliantly at their supported commands. They will return home, and then upload their electronic travel claim via their mobile device. Mission complete.

For those systems we manage, we will ensure future investments align with this vision. We will be strong advocates to improve Joint systems in the same way, for the benefit of all. Where leadership is required in this arena, the Navy Reserve will lead. To retain our nation's best talent, and to assure financial efficiency, we will deliver technologically advanced administrative solutions.

Conclusion

Tomorrow's Navy Reserve will deliver the total capability of our Sailors – their tremendous military experience and unique civilian skills – with rapid agility and to great effect in support of Navy's latest platforms, capabilities, and missions. Our administrative systems will match our highly networked Sailors' needs for dynamic and mobile platforms; thereby ensuring time spent in uniform is maximized on the mission and not in preparation for it. Leaders of all ranks will successfully employ a well-developed toolkit of skills, resulting from our dedicated investment in their development. Our Sailors will be empowered to make the most out of every moment serving their nation; from drill weekends to deployment, each being recognized as an opportunity to enhance mission success, to develop and improve their operational proficiency and to build an elite Navy Reserve team.

This Vision is our future. I expect every command, every unit, and every Sailor to take the necessary actions for us to be successful. All communities must help lead the way by defining the steps aligned to this vision and developing core capabilities to serve tomorrow's Fleet.

In achieving this Vision, we will realize our full potential; a Navy Reserve whose exceptional value is an irreplaceable asset in the maritime defense of our nation. The course has been set. It's time to throttle up and move ahead! ○

link

Go to the following links to download a copy of the Navy Reserve Vision document and video:

- https://navyreserve.navy.mil/Documents/NR_vision_2015.pdf
- https://www.dropbox.com/s/kqq1l6s4ulmvbyt/USNR_Vision.mp4?dl=0



READY THEN. READY NOW. READY ALWAYS.

MORE THAN A CENTURY OF SERVICE BY CITIZEN-SAILORS

Reserve Sailors Support Centennial Commemoration

By Cmdr. David Russell, Office of the Chief of Navy Reserve

"Ready Then. Ready Now. Ready Always." is the theme of the upcoming Navy Reserve Centennial Commemoration (NRCC) that kicks off on March 3, 2015. At that time, the Navy Reserve will celebrate a century of service with events and exhibits all year long across the country. Each event will highlight Navy Reserve Sailors and their contributions to our Navy and our nation, both today and throughout history.

Historical exhibits will be on display in Washington D.C. at the Navy Memorial, National Navy Museum at the Washington Navy Yard, and at the Pentagon. Videos about the rich, diverse history of the Navy Reserve and its contributions to the defense of our nation will be shown throughout the force at events and through social media.

The entire celebration is the culmination of hundreds of hours

of work by current, retired, and former Navy Reserve Sailors who have volunteered their resources and expertise to support these and other projects. Their goal: to educate our Reserve Sailors, the general public, and the active component on the rich history and heritage of the Navy Reserve.

Reserve Sailors Lt. Cheryl Collins, a public affairs officer from Navy Operational Support Center (NOSC) Atlanta, Ga. and Lt. j.g. Russ Chilcoat, a public affairs officer from NOSC Denver, Colo. were amongst many Sailors who have worked tirelessly on the many visual projects that will be displayed throughout the year.

Collins was invaluable in the visual capture of Navy Reserve history through her centennial videos which can be found on the Centennial website: navyreservecentennial.com. She was also tasked with photographing 100 years of uniforms and artifacts at

the Hampton Roads Naval Museum Annex, Naval Station Norfolk, over several months. Much of the photography found throughout centennial projects was taken by Collins specifically for the centennial.

From the beginning, Chilcoat led the creation of all of the exhibits, displays, posters and other visual media being used in the centennial commemoration. His branding guidance throughout the planning of the Navy Reserve Centennial, and especially throughout the new illustrated Navy Reserve history book, ensured instant visual recognition between it and all projects related to the Navy Reserve Centennial Commemoration.

The new illustrated book on the history of the Navy Reserve, "Ready Then. Ready Now. Ready Always." by David F. Winkler, is a visual culmination of endless hours of research by Navy Reserve Sailors, both past and present.

Winkler, who volunteered to author the book, is a retired Navy Reserve commander who brings to life our history from the State Naval Militias of the 1890s through the present day.

The "coffee table" type book is based on previous efforts by the Naval War College and the Naval History and Heritage Command (NHHC) and is rich with photographs, illustrations, and graphics that tell the story of the Navy Reserve.

These presentations are but many of the works that will be displayed throughout the centennial year. Much of the raw history was provided by indispensable contributors such as Master Chief Information Systems Technician James L. Leuci and Capt. John Lynn Shanton, USN (Ret.).

Leuci, senior enlisted leader at NHHC Voluntary Training Unit 0615, and his unit support the Navy's photo archives branch. Over the years, Leuci has digitized thousands of photographs in the Navy's collection. He is the contributor of a monthly history article for TNR magazine and continues to provide articles, photographs and knowledge to Navy Reserve Forces Command on a regular basis to include most of the photographs, artifacts, and graphics found in the Navy Reserve history book. His articles "Naval Railway Batteries in WWI" and "Establishment of the Navy Seabees" appear as sidebars alongside captivating historical pictures that he researched and compiled.

Other Navy Reserve Sailors that have volunteered their expertise for the centennial include Capt. Laurie Wesely, and Master Chief Hospital Corpsman Ron Nadia at Navy Expeditionary Medical Unit (NEMU) 14 in Landstuhl, Germany, who were instrumental in covering Navy Expeditionary Medical Units over the last decade.

Another important contributor was Cmdr. J. Travis Moger, commanding officer of Navy Reserve Marine Expeditionary Forces Religious 106 at NOSC Washington D.C. nicknamed "Pastor and Commander" by his family because of his civilian ministry and current rank, Moger taught history at the Naval Academy for three years and continues to write about chaplaincy in the Navy Reserve, most notably in the new Navy Reserve history book.

These are but some of the many Reserve Sailors that answered the call to honor our Navy Reserve as we celebrate 100 years of history. These Sailors have not only contributed to the story of the Navy Reserve, but the Navy itself by honoring the service of Navy Reserve Sailors, both past and present. ◎



Master Chief Information Systems Technician James Leuci, Naval History and Heritage Command, shares the story of the USS Ward (DD 139), the Seabees, the Naval Reserves and the roles they played during and as a result of the attack on Pearl Harbor during a remembrance ceremony at Navy Expeditionary Logistics Support Group.
(U.S. Navy photo by Chief Mass Communication Specialist Edward Kessler)



Lt. Cheryl Collins, a public affairs officer attached to Navy Operational Support Center (NOSC) Atlanta, Ga. captures video footage during a Navy Employer Recognition Event for a Navy Reserve Centennial Commemoration video.
(U.S. Navy Photo)



Cmdr. J. Travis Moger, commanding officer of Marine Expeditionary Forces Religious 106 at Navy Operational Support Center (NOSC) Washington D.C., preaches a sermon to Sailors.
(U.S. Navy Photo)



Lt. j.g. Russ Chilcoat, a public affairs officer attached to Navy Operational Support Center (NOSC) Denver, Colo. stands in front of the Navy Reserve history timeline that was placed in the Pentagon in commemoration of the Navy Reserve Centennial.
(U.S. Navy photo)



2015 - 2025

NAVY RESERVE VISION OUR COURSE TO THE FUTURE

“It is fitting that this new Vision not only celebrates a century of Reserve Sailors serving our Nation, but also builds on our history and heritage to set a course for the future. Navy Reserve Sailors will continue to be valued for their readiness, innovation and agility in whatever task or mission the Navy or our nation requires. This will be an ‘All Hands’ effort and there are great opportunities ahead.”

Vice Admiral R.R. Braun, USN, Chief of Navy Reserve

Mission

Deliver strategic depth and operational capability to the Navy, Marine Corps, and Joint Force.

Vision

A ready and agile Force, whose military and civilian skills are deliberately leveraged to support mission accomplishment.

Strategic Imperatives

KEEP PACE WITH NAVY'S FUTURE CAPABILITIES:

We will be integrated with the Navy's newest platforms, capabilities and missions.

MAINTAIN A READY FORCE FOR TOMORROW:

We will remain operationally proficient, ensuring a ready, highly trained, and surge-capable Force.

ACTIVELY EMPLOY EACH SAILOR'S UNIQUE CAPABILITIES:

We will align and employ our Sailors' military and civilian skills with future requirements.

DELIVER TECHNOLOGICALLY ADVANCED SOLUTIONS:

We must consolidate and modernize the systems used to enable and manage Sailor readiness, while improving Sailor access to those systems.

DEVELOP TRANSFORMATIONAL LEADERS:

We will train and retain the best of our nation; inspirational leaders of all paygrades, with diverse skillsets, who will deliver tomorrow's Navy Reserve.

Annual Strategic Initiatives will enable us to focus efforts on those issues that have the biggest impact on Reserve Sailors, driving progress to achieve our vision.





CJTF-HOA Mission

Navy Reserve Plays Vital Role

By Tech. Sgt. Ian Dean, Combined Joint Task Force – Horn of Africa Public Affairs

The U.S. military continues to battle violent extremist organizations in an effort to provide peace and stability throughout the world. Service members from all service branches, including Reserve Sailors, remain engaged in multiple operations to eliminate such threats. One of these operations is Operation Enduring Freedom - Horn of Africa.

Leading the operation is Combined Joint Task Force - Horn of Africa (CJTF-HOA). Located on strategically important terrain in Djibouti, CJTF-HOA is a unit at the seams. CJTF-HOA partners daily with its joint, interagency, intergovernmental, and multinational teammates to protect and defend United States interests and support aligned regional efforts across East Africa.

The operational environment is extremely complex, and its challenges demand creative solutions in light of limited resources and authorities. Within this context, traditional military knowledge, skills, and experience play an important role, but less conventional attributes and training fill a critical niche – qualities that may be more readily acquired and developed outside of the military. Qualities found within the citizen Sailors of the Navy Reserve.

CJTF-HOA is fortunate to have more than 25% of its billets filled by the U.S. Navy Reserve, making it the command's largest contributing component. Drawn from across various industries and backgrounds, Reserve Sailors deployed to CJTF-HOA have consistently stepped forward and volunteered their unique talents to help the command.

"Navy Reservists are a vital part of our team," said U.S. Army



▲ **Master-at-Arms 3rd Class Vince Nicholford**, assigned to Camp Lemonnier, Djibouti security forces, takes a moment to let Bery, his military working dog rest. (U.S. Navy photo by Mass Communication Specialist 1st Class Julia A. Casper)

Maj. Gen. Wayne Grigsby, CJTF-HOA commander. "From the junior enlisted members to the senior officers on my staff, each citizen Sailor demonstrates the highest levels of leadership, competence and teamwork."

The complexities of African operations provide the perfect opportunity for Reserve Sailors to leverage their diverse experience and skill sets. They staff many key positions as directors, deputy directors and senior enlisted leaders of multiple directorate agencies. Additionally, Reserve Sailors of all ranks and rates work in a variety of logistical, operational and support functions. The additional element Reserve Sailors bring to the mission is their multi-faceted backgrounds. The combination of military and civilian experience results in a unique perspective to problem solving and accomplishing the mission.

"The skills you acquire in the civilian sector make you a more diverse and versatile Sailor," says Legalman 1st Class Rebekah Dailey. "You are able to bring new and improved techniques and insight to group projects and unit operations. Even if you are not utilizing all your civilian skills, your area of expertise assists fellow service members in completing tasks and improving their work products."

Dailey, stationed at Navy Reserve Region Legal Service Office Southwest in San Diego, Calif. is assigned to the CJTF-HOA Staff Judge Advocate. Dailey is well qualified for her position, as she works as a paralegal in her civilian career. Additionally, while deployed to Afghanistan in 2013, Dailey completed a Masters in Business Administration, adding management acumen to her skill set. With roughly 2,000 service members on staff, Dailey's ability to

efficiently and effectively execute her duties is a welcome combat multiplier.

Another example of how civilian experience contributes to the CJTF-HOA mission is Cmdr. Scott Ruston of Maritime Partnership Program Detachment 118 in Denver, Colo. Outside of the military, Ruston is an assistant research professor with Arizona

and commitment to the mission.

Master-at-Arms 2nd Class Alejandrina Rosser, stationed at Navy Security Forces Atsugi, was challenged with such a task. A corrections officer for the Federal Transfer Center, Rosser's stateside Reserve position meshes perfectly with her civilian job. Nonetheless, upon her assignment to CJTF-HOA, it was

"Navy Reservists are a vital part of our team."

State University's Hugh Downs School of Human Communication, where he specializes in strategic communication and mobile media. In today's highly connected and media driven world, such expertise is invaluable, not only commercially but also militarily. Accordingly, upon Ruston's arrival to CJTF-HOA, the command took advantage of his talent and assigned him to challenging billets where he could utilize his skills. Ruston is currently serving as the officer-in-charge for CJTF-HOA's Theater Security Division Fusion Cell, an organization charged with managing, cataloging, and analyzing the command's information.

Oftentimes, mission requirements place Sailors outside of their areas of military and civilian expertise. These circumstances can push an individual's flexibility to the limit. Reserve Sailors consistently step up to the challenge and capitalize on the opportunity to showcase their adaptability

immediately apparent that Rosser was a truly outstanding young Sailor with tremendous potential. Accordingly, she was selected from amongst her highly qualified peers to serve as the executive assistant for CJTF-HOA's senior enlisted leader, Marine Corps Sgt. Maj. Bonnie Skinner.

"The experience has been eye-opening," acknowledged Rosser. "The knowledge I've gained in an administrative role has made me a more well-rounded Sailor. As a master-at-arms, my main administrative task was writing police reports. After working in



my current position I now have a better understanding of mission statements and writing about future operations. This will help me write better evaluations, which will help junior Sailors advance."

CJTF-HOA is a joint service organization staffed with Sailors, Soldiers, Airmen and Marines from active duty, Guard and Reserve units. Operating in a joint mobilization environment presents new challenges. Each service has its own unique protocols and rank structures that Sailors must learn.

"Each branch of service has its unique culture to include the variation amongst members who essentially perform the same job,"

Dailey stated. "I have learned a great deal from paralegals in the Army and Air Force.

In addition, it is nice to have someone else to reach out to if I need a fresh look at something."

Sailors across the rank spectrum in the Navy Reserve provide CJTF-HOA with highly skilled, dedicated personnel. These individuals make invaluable contributions to our nation's only enduring military presence on the African continent. CJTF-HOA is proud to count the Navy Reserve among its ranks and looks forward to maintaining its strong partnership well into the future.

"The experiences of Navy Reservists in both military and civilian professions are essential to overcoming the complex challenges of operating on the African continent," Grigsby noted. "I am proud to serve with each of them as we practice the profession of arms." ◉



▲ Hospital Corpsman 1st Class Joshua Bishop and Master-at-Arms 2nd Class Michael Toci assigned to Coastal Riverine Squadron (CRS) 1, stand guard during a training exercise at Camp Lemonnier, Djibouti, Oct. 24, 2014. (U.S. Navy photo by Mass Communication Specialist 1st Class Julia A. Casper)

LCS Mission Readiness: Reserve Sailors Play Pivotal Role

By Mass Communication Specialist 1st Class Trevor Welsh, Naval Surface Force U.S. Pacific Fleet, Public Affairs



▲ The littoral combat ship USS Freedom (LCS 1) arrives at Joint Base Pearl Harbor-Hickam for a scheduled port visit during a deployment to the Asia Pacific region. (U.S. Navy photo by Mass Communication Specialist 2nd Class Sean Furey)

The littoral combat ship (LCS) is one of the Navy's newest, most technologically advanced and capable tools of sea power projection, distributed lethality, security, and stability in waters around the world. A fast, agile, and focused-mission platform, it is designed for operation in near-shore environments, yet capable of open-ocean operation independently or with a strike group. LCS fulfills a crucial role in the six core areas of the Navy's Maritime Defense Strategy; forward presence, deterrence, sea control, power projection, maritime security, humanitarian assistance/disaster response (HA/DR).

These versatile platforms are designed to employ a "minimal manning" concept. A core crew usually consists of 40-50 highly qualified, screened and selected Sailors who operate the systems, stand watch and conduct maintenance all in support of the ship's mission. With half of the LCS fleet deployed at all times, the LCS 3:2:1 (3 rotational crews: 2 rotational ships: 1 ship deployed) rotational crewing concept provides twice the forward presence than other surface combatants, at a fraction of the cost of other platforms.

"According to this concept, every four months one of three crews is either at sea, in port conducting upkeep and maintenance, or in the schoolhouse receiving training and maintaining currency on the most advanced shipboard engineering, navigational, RADAR and weapons systems in the fleet," said Lt. Cmdr. Ed Giron, operational support officer for Littoral Combat Ship Squadron (LCSRON) ONE.

With an operational schedule this demanding, the LCS program calls on their Reserve Component (RC) Sailors to "lighten the load" and support key duties and responsibilities while the ships are not deployed.

"Our Reserve Sailors are here to help," said Giron.

"They augment the crew and integrate into the workflow by taking over responsibilities such as anti-terrorism force protection (ATFP), watch standing, and planned maintenance and upkeep."

Giron says the RC plays such a pivotal role in the LCS program, their contribution saves the Navy money and man hours. "With the size of the core crew aboard an LCS, and the amount of periodic maintenance and upkeep that is required, it sometimes isn't possible for the crew to complete it all without some extra support," said Giron. "The Navy could hire contractors to come to the ships and do the maintenance and upkeep, but we'd rather leverage our fully qualified Reserve Sailors, who provide an incredible value to the fleet every time they arrive on the waterfront."

While work such as planned maintenance and in port watchstanding may not be glamorous, the time and effort these Sailors contribute is invaluable. Currently operating at the LCSRON ONE headquarters at Naval Base San Diego, Senior Chief Mineman Timothy Kelly, senior enlisted leader of LCS Mine Countermeasure



▲ Sailors assigned to Mine Countermeasure (MCM) Mission Module Fort Worth Reserve Component inventory and conduct maintenance on lifesaving equipment in the hangar bay of the littoral combat ship USS Freedom (LCS) 1.
(U.S. Navy photo by Mass Communication Specialist 1st Class Trevor Welsh)

(MCM) Mission Module Fort Worth, Texas, says his Sailors are capable of incredible things.

"I often hear the term 'force multiplier' used a lot about the Reserve," said Kelly. "While we are out here though, I get to actually see it in action."

Recently, USS Independence (LCS 2) needed help with a maintenance availability in preparation for a lengthy voyage to the Gulf of Mexico. The work list included hundreds of maintenance checks – an enormous burden on the small crew. Sailors from multiple LCS Reserve units pitched in, completing nearly 150 of the checks, and allowing the ship's force to focus on other critical predeployment requirements.

"I'm most excited and proud about my seven Sailors that qualified Officer of the Deck (OOD) and Petty Officer of the Watch (POOW) in port. These folks were able to take a huge burden off of the duty sections," said Kelly. "In terms of operational support, it was one of the most productive ATs that I've been a part of in the last 23 years."

RC Sailors are able to work seamlessly side-by-side with their active duty counterparts to complete the mission. "It's really wonderful to see the Sailors integrate," said Kelly. "You can't tell the difference between active and Reserve; a Sailor is a Sailor."

Today the LCS RC enterprise employs 13 units, with 450 Sailors at Navy Operational Support Centers in cities across the country ready to assist any of the four commissioned LCSs. Both the number of ships, and the number of Reserve billets and units is growing. The RC Sailors' contributions are divided into categories to assist in meeting the AC's most pressing requirements: 5% in the training pipeline, 15% stand ATFP watches, 60% conduct ship maintenance, 10% support LCSRON ONE staff, and 10% augment mission modules.

According to Giron, the future looks even brighter with more units and more Sailors.

"By the end of fiscal year 18, we will have 20 units and 1,000 Reserve Sailors," he said. "It's only natural that with more LCS being built, the program will need more support and that's why we are here." To learn more about the LCS variants, visit http://www.navy.mil/ah_online/lcs/index.html. ◉

Leading By Example: *Inspiring Teamwork & Professionalism*



Rear Adm. Linda R. Wackerman
Reserve Deputy Director
Assessment Division, OPNAV N81R



By Chief Mass Communication Specialist Sarah Langdon,
Commander, Navy Reserve Forces Command Public Affairs

Many little girls dream of being a princess or a ballerina when they grow up, but not Linda Wackerman. “I’ve always known I wanted to be a pilot since the day my brother, a Navy pilot, gave me my first flying lesson when I was 13. I just fell in love with it.”

Fast forward to 2015 and Wackerman is a rear admiral with 29 years of service as a naval aviator, who has served in the active component, Training and Administration of Reserves (TAR), Full-Time Support (FTS) and Selected Reserve communities.

She and her husband, Dean, a Reserve commander and fellow aviator, have four children ages 10 to 23. In addition to her naval career, Wackerman has been a commercial pilot with American Airlines for 16 years.

A seasoned pilot and instructor on multiple aircraft platforms from H-46D helicopters, to C-9 transport aircraft, she was the first female commanding officer of Fleet Logistics Support Squadron (VR-52), and recently completed a successful tour as the commanding officer, Navy Emergency Preparedness Liaison Officer Program, in Washington, D.C. After her flag selection last year, she was named the Reserve Deputy Director, Assessment Division, OPNAV N81R.

While juggling family life with two demanding careers is challenging, Wackerman finds a way to get the job done.

“I’d like to think I bring a lot of energy to what I do, and I want to motivate people and inspire teamwork and professionalism,”

Wackerman said. “I think it’s important to have fun in what you do and still be professional even when doing the hard jobs.”

According to Capt. Rob Powers, a fellow aviator, mentor and friend, that attitude is part of the reason why Wackerman is a respected leader.

“Linda is very gregarious and leads from the front,” Powers said. “One of the reasons she’s such an effective leader is because she is very up front, optimistic and has a contagious attitude. I first met her back in 1988. We were in the same battle group and we had landed on her ship after doing [landing exercises]. She gave us a tour, got us some chow and we’ve been friends ever since.”

“She really cares about her troops and the people she works with,” he said. “She always made sure that the troops were taken care of, and then that’s when she would eat and sleep. I can honestly say that she has earned everything she’s accomplished. I flew with her in some lousy situations and some tough missions. She sets the example for junior Sailors, and she’s the kind of officer who never asks anyone to do something she wouldn’t do. She is the epitome of ‘can-do.’”

That “can-do” attitude is to be a driving force in all that Wackerman sets her mind to. Between that first flying lesson and the stories of travel her brother told, her mind was made up to join the Navy. She attended Metropolitan State College in Denver, Colo., where she majored in Aerospace Science and started on her path to



▲ Cmdr. Linda R. Wackerman and Cmdr. Robert Powers smile for a photo during a Make-A-Wish event. (U.S. Navy Photo)

becoming a Navy pilot.

"Back then, most people thought women were still only flight attendants, so of course I had to prove them wrong. I always wanted to give back so I decided to go straight into the Navy instead."

Although the number of women in aviation was still small, Wackerman said she never had any issues, partly because of her

He told me to be a 'bull dog,' he really advocated for me and I think, taught me how to belong."

"When she started it was still a 'men's club,' but she was a darn fine pilot, well respected by her peers, and people came to her to learn how to do things right," Powers said. "She's operated in many different parts of the world and taught a lot of guys who fly multi-

"I'd like to think I bring a lot of energy to what I do, and I want to motivate people and inspire teamwork and professionalism, I think it's important to have fun in what you do and still be professional even when doing the hard jobs."

candor, and partly because of great mentoring.

"There were few women at the time, but I felt like I belonged [with her fellow aviators] as much as anybody," she said. "I was always up front with people. It's okay to confront people, if you do it with a sense of humor. You make your point and move on," Wackerman said. "But, I also had the best mentor in Capt. [Robert] Powers. He's like John Wayne – an amazing leader with amazing character.

engine aircraft. She's a great teacher who gets the job done and gets it done right."

"We used to fly in Baghdad, and if Linda was on my wing, I'd be thinking, hot damn let's go get some. She's just that kind of officer. She's a warrior. That's the best way to describe her."

Wackerman completed several tours to include Helicopter Combat Support Squadron (HC-3) and HC-11 at North Island in



▲ Cmdr. Linda R. Wackerman at a crewmember's final flight with Fleet Logistics Support Squadron Five Two (VR-52). (U.S. Navy Photo)

California where she flew and instructed in the H-46D and completed a western pacific (WESTPAC) deployment. In 1991 she applied and was accepted into the Navy's Training and Administration of the Reserve (TAR) program. She instructed on flight training in the T-34C Mentor with Instructor Training Unit, Training Squadron SIX (VT-6), in Florida until 1994 when she transferred to Naval Air Station - Joint Reserve Base Willow Grove, Penn. She served as the Assistant Reserve Program director for more than 2,300 Reserve Sailors where she flew and instructed on the UC-12B; and reported to VR-52 in 1996, again flying and instructing, this time in the C-9B/DC-9.

commanding officer of VR-52.

"Being a leader is a lot like being a parent," Wackerman said. "There has to be mutual trust and respect, and good communication. I think the hardest thing about leadership for most people is being up front with people. There are times you need to explain why you are making a decision, and other times you don't. But [your people] need to be able to trust you and do what needs to be done even when you don't explain why. It's challenging at times but nothing that's ever worth it is easy. I also think good leadership involves listening to your intuition. It's also important to ask yourself, as a leader, am I sending the right message?"

"She sets the example for junior Sailors, and she's the kind of officer who never asks anyone to do something she wouldn't do. She is the epitome of 'can-do.'"

"The VR community is different than being with a regular squadron," Wackerman said. "The command is made up of a third active duty and half [Full-Time Support] personnel, so as a result they really rely on the SELRES to ensure the schedule gets covered."

Wackerman decided in 1999 to transfer to the Navy Reserve to spend more time with her family and to put down "roots." She continued on with VR-56 as a Selected Reservist (SELRES), where she continued flying, serving in several department head roles and as the executive officer.

In 2005, Wackerman was selected as the first female

For Wackerman, part of that message is being the example for your team.

"A leader should be an expert in everything they do. The CO of a unit should get qualified in everything, just like their people. We should all strive to be the best qualified Sailor we can be because the more you train, the better you get to know them."

Wackerman said there are many officers and Sailors who have motivated and inspired her throughout her career, and stated her biggest inspiration was Vice Adm. Robin Braun. But for her success and ability to pursue her dreams, Wackerman gives the credit to God and her family.

"I couldn't be here without my husband who's been my always biggest supporter," she said. "Family support is so important and it's very important to find balance in life. I put God first, and then family and then everything else falls into place. Every time there was a challenge or decision to make, I'd pray about it, and I'd be honest with the facts for my family. They always listened when there were things I wanted to do and I wouldn't be here without them."

Wackerman said she is excited to continue on in her career and still has a lot more she wants to do. She plans to focus on the Reducing Administrative Distractions (RAD) initiative with an emphasis on improving mobility for the younger generation of Sailors, and wants to continue to push Sailors to achieve everything they want to achieve.

"We have too many processes," Wackerman explained. "We need to reduce the number and make sense of the ones we have. Today's youth are so innovative and smart on technology. We need to get on board with that, and at the same time, teach them to be smart with social media and to be careful about what they put out and how to operate in today's world."

"I meet a lot of young Sailors and young people who say they want to make a lot of money. My advice to them is to, 'find your passion and build on that. If you do that, you will end up being successful no matter where you are. Always work hard and although you may not have the answers on what you want to do, pick something and go with it. Stay motivated and make a difference. I am so humbled by the great Sailors I've met and worked with and couldn't get here without them.' O

▲ **Cmdr. Linda R. Wackerman and family** on the lawn of Mt. Vernon, George Washington's home. (U.S. Navy Photo)

► **Chief of Navy Reserve Vice Adm. Robin R. Braun** prepares to pin rear admiral on Capt. Linda R. Wackerman on the lawn of Mt. Vernon, George Washington's home. (U.S. Navy Photo)



Reducing Administrative Distractions (RAD)

The CNO directed Reducing Administrative Distractions (RAD) project is intended to understand and streamline or eliminate fleet wide administrative processes to allow increased time and focus on mission readiness. Fleet inputs offering ways to eliminate inefficient or unnecessary administrative and/or training burdens are binned into appropriate working groups and analyzed, with proposals made to the owner(s) of the program(s) identified for automation, elimination, reduction, or other efficiencies.

For more information on how you can help reduce administrative distractions go to:

<http://navyrad.ideascale.com/>

NAVRESFOR 001/15: FY15 NAVY RESERVE ENLISTED FORCE MANAGEMENT POLICY

By Lt. Calvin White, Navy Operational Support Center Billings

Between Fiscal Year (FY) 12 and FY14, Selected Reserve (SELRES) enlisted strength experienced a 19% reduction. This followed an overall Reserve Personnel Navy (RPN) strength reduction of 25% from FY03-FY12. The Reserve Force managed these reductions through voluntary and traditional management methods, such as natural attrition, High Year Tenure (HYT), and reduced accessions. However, these methods have not resolved overmanning in many ratings, resulting in reduced advancement opportunity, as well as difficulty supporting emerging capabilities in the currently constrained fiscal environment. Therefore, it is necessary for the Reserve Component to maximize additional voluntary measures for members in over-manned ratings to convert to under-manned ratings, apply for indefinite recall to the active component or Full-Time Support (FTS), or transfer to the Individual Ready Reserve-Voluntary Training Unit (IRR-VTU), or Individual Ready Reserve-Active Status Pool (IRR-ASP).

In addition to voluntary force management methods, Commander, Navy Reserve Forces Command (CNRFC) N1 will initiate involuntary assignments for Sailors in an In Assignment Processing (IAP) status,

to billets that support "fit," beginning Apr. 1, 2015.

CNRFc N1 will direct involuntary transfer to the IRR-ASP or VTU with recoupment of any unearned bonus payments, if applicable, effective immediately in the following cases per reference (b):

- (1) Sailors in an IAP status for greater than 120 days, or with an expired Projected Rotation Date (PRD), who fail to participate in quarterly Career Management System-Interactive Detailing (CMS -ID) cycles, when billets are advertised that support an exact match or Reserve Functional Areas and Sex (RFAS) codes, "fit" will be transferred to the IRR-VTU beginning July 1, 2015 per reference (b);
- (2) Sailors who refuse orders to any assignment directed by CNRFC N1, per reference (b), will be transferred to the IRR -ASP.

These voluntary options will help improve enlisted career progression and community health. These actions will also help to create stability within the Force, and will further enable and enhance the service of Reserve Component Sailors throughout the Navy.

SELRES Over-manned Ratings	NCF,NCHB,AV Over-manned Ratings	SELRES Under-manned Ratings	AC openings for SELRES	FTS openings for SELRES	SELRES that are IAP	MRR, LOD, TNPQ, TNDQ
ABE, AC, AO, AS, BU, CE, IC, GSE, GSM, LS, MA, SH, STG*	ABE, AC, AO, AS, CE, LS	AWS, AWO, CTI, CTN, EN, FC, GM, MC, MM, ND, QM, SB, SO, STS*	ABE, ABF, ABH, AE, AG, AME, AO, AT, AWO, BM, CS, CTN, CTT, EM, ET, ETR, ETV, FC, FT, EN, GSE, GSM, HM, HT, IS, CTR, ITS, MA, MMW, MN, MT, NC, OS, PS, STG, STS, YN	BM, LS	CNRFc will begin involuntarily assignment of IAP personnel into billets starting 01APR2015	SELRES who do not comply with all medical and administrative requirements to resolve medical issues in the prescribed timelines will be ADSEP'd.
	<i>SELRES with drilling obligation that expires NLT 30SEP2015 are eligible to voluntarily transfer to IRR-ASP or VTU without losing bonus.</i>		<i>SELRES in over-manned ratings can apply for indefinite recall to Active Duty using the C-Way conversion module.</i>	<i>SELRES in over-manned ratings can apply for recall to Full Time Support (considered Active Duty) using the C-Way conversion module.</i>	<i>SELRES in IAP status over 120 days or with an expired PRD who do not participate in CMS-ID will be involuntarily moved to IRR-VTU beginning 01JUL2015</i>	<i>SELRES identified as not Physically Qualified (NPQ), with a case before the Physical Evaluation Board (PEB) will be retained in a pay status (APU) until a final determination is made.</i>
	<i>*SELRES with a drilling obligation after 30SEP2015 can transfer to IRR. But will lose bonus.</i>				<i>SELRES who refuse orders will be involuntarily transferred to the IRR-ASP</i>	

Information from message R 062058Z JAN 15

*The identified over-manned and under-manned ratings in this message do not constitute all potentially available conversion opportunities. Sailors interested in conversion are highly encouraged to utilize the C-WAY conversion module.

JDA | Joint Duty Assignment:

By Cmdr. Steven G. Rodriguez, PERS-911

The first step in acquiring non-JDAL joint credit begins with understanding what the decision panel is looking for.

The John Warner National Defense Authorization Act (NDAA) 2007 gave authority to The Secretary of Defense to establish different levels of joint qualification, as well as the criteria for qualification at each level. This is known as the Joint Qualification System (JQS). Although most officers will continue to receive their joint tour credit via a standard Joint Duty Assignment List (JDAL) billet (aka S-JDA), the JQS provides an alternative path for accruing joint tour credit. Officers are able to self-nominate their non-JDAL joint tour experiences (aka E-JDA), having direct relevance to the Title 10 definition of "Joint Matters," for accrued joint tour credit.

Reserve Component officers may receive joint credit for qualifying joint assignments designated under Title 10 U.S. Code Chapter 38 going back to 1986 and for joint experiences on or after September 11, 2001 under the experience-based provisions of the JQS.

Qualifying joint assignments going back to 1986 include service in billets on the JDAL or a qualifying organization (e.g., service on the Joint Staff, the Office of the Secretary of Defense, combatant command headquarters or defense agency headquarters only). RC officers who perform periodic duty while assigned to a billet on the JDAL may accrue joint credit in accordance with the criteria prescribed in DoDI 1300.19, enclosure (13).

Starting in September 2013, RC officers have one year from the end date of their joint experience to self-nominate for E-JDA credit.

For additional information regarding Joint Officer Management, please visit:

<http://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/JOINTOFFICER/Pages/default.aspx>

LESSONS LEARNED FROM THE MOST RECENT JOINT DUTY ASSIGNMENT EXPERIENCE PANEL TO ASSIST WITH FUTURE REQUESTS.

- 1 Failure to substantiate experience in joint matters:** Some submissions simply indicated service-specific duties conducted alongside members of other services or in other cases described strictly tactical-level experience. Valid experience in joint matters must be related to the achievement of unified action across domains at the strategic or highest operational levels. This experience can include duty with other services, government agencies, non-government agencies, or partners and allies.
- 2 Incomplete nomination forms:** Some submissions contained only some administrative data and a duty description with the remaining fields left blank. Even if panel members were familiar with the duty position, or even the individual's duty performance, it was impossible to approve the nomination without substantiation. Every piece of available supporting information is valuable including awards, performance evaluations and Joint Manning Document numbers if available. Clearly, if some of the data omissions came from members concerned about spilling classified information, broad summations of duties and generalizations are sufficient.
- 3 Overstated or misstated periods of joint duty:** A few nominations attempted to claim credit for the entire period of an assignment even though the actual joint experience was limited to a number of exercises conducted over the course of that assignment. In these cases, it is appropriate to break the nomination down into several submissions, one for each exercise. It is also important that the dates of the experience claimed correspond with the dates of the actual exercise. Officers should include TDY claims or DD214s with nomination requests to substantiate periods of duty performed.
- 4 Typing, spelling, and grammatical errors:** Although no nominations were disapproved solely due to administrative errors, it was clear to panel members that little effort was put into a few of the nominations. For those packets on the margin, this may have been enough to prevent approval.

CITIZEN Patriot

Nathaniel "Nate" Millsap

Navy League, Greater Green Bay Area Council President

A retired U.S. Navy Sailor, Nathaniel "Nate" Millsap continues to provide support to the Navy years after turning in his uniform. As the Facility Security Officer (FSO) at Marinette Marine Corporation, a major shipbuilder and one of the homes of the Navy's Littoral Combat Ship (LCS) program, Millsap coordinates and hosts opportunities for Reserve Sailors to tour ships and shipyards to familiarize themselves with Navy assets and receive a first-hand look behind the scenes. As president of the Greater Green Bay Area Council of the Navy League, Millsap spearheads Navy League participation in the STEM (Science, Technology, Engineering, and Mathematics) Institute.



"I came to Marinette because I still wanted to serve. I knew that I could still support the Navy."

Faces of the Force



Reserve Component Command Great Lakes

Information Systems Technician 2nd Class Charlotte M. Weller. IT2 Weller is NOSC Cincinnati, Ohio, Reserve Component Blue Jacket Sailor of the Year. Recently gained into the SURGEMAIN unit, Weller has been appointed regional IT representative for SURGEMAIN Central NE. An outstanding volunteer in support of NOSC Cincinnati's funeral Honor Guard, Weller has performed over 100 funeral ceremonies and volunteered for numerous color guards supporting the Cincinnati, Ohio community. She is completing her final semester at Northern Kentucky University seeking a bachelor's degree in information technology.



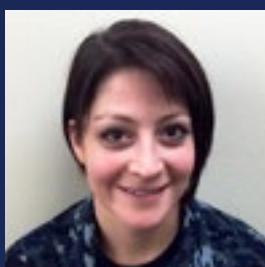
Reserve Component Command Great Lakes

Hospital Corpsman 2nd Class Edwin Gomez. HM2 Gomez is the medical department representative for NOSC Detroit, Mich. He processed over 30 line of duty cases, manages a supply inventory of over \$4K and is the Reserve health readiness program coordinator liaising with local contractors in maintaining a 98% medical readiness rate. As an ADAMS facilitator, he has facilitated eight classes impacting over 60 Sailors. As an ambassador to the community, he has volunteered over 20 hours for various military and community organizations such as YMCA Haunted Halloween and Adopt-A-Highway clean up.



Reserve Component Command San Diego

Aviation Ordnanceman 1st Class Marco Pumayugra. AO1 Pumayugra earned NOSC North Island, Calif., Full-Time Support Sailor of the Year after being recognized as the Sailor of the Quarter for two consecutive quarters. He has become a valuable asset to the command since reporting in 2010. As an assistant command fitness leader, Pumayugra has reduced SELRES PFA failures by 20% while achieving a 100% pass rate for NOSC North Island staff. He is the only person at NOSC North Island that works in two departments, processing travel orders in the Operations/Training Departments while assisting Sailors with computer issues within the Automated Information System Department.



Reserve Component Command Great Lakes

Gunner's Mate 3rd Class Stacy Mortimer. GM3 Mortimer was recognized as Navy Operational Support Center (NOSC) Madison, Wis., Selected Reserve Blue Jacket of the Year for FY14. As president of NOSC Madison's White Hat Association, Mortimer has led numerous fundraising and volunteer endeavors. She also functions as a NOSC assistant command fitness leader, a command assessment team member, and an events committee member. She is currently executing active duty orders to support NOSC Madison as the funeral honors coordinator, and is using her vast skills to assist and improve many other areas.



Reserve Component Command San Diego

Aviation Electronics Technician 3rd Class Tracy Lea. AT3 Lea serves NOSC Phoenix, Ariz., OSU as the training department leading petty officer, safety petty officer and assistant command fitness leader for 100+ Sailors. Lea was selected as BJOQ, quarter's 1 & 3 FY14. As a civilian, Lea is a venture manager in Arizona State University's Office of Entrepreneurship and Innovation, leading student entrepreneur initiatives and supporting 50 high-potential student startup companies from ASU. Lea also led the successful launch of ASU's Alexandria Co-working Network, helping develop a network of collaboration spaces in public libraries across Arizona.



Reserve Component Command Great Lakes

Master-at-Arms 1st Class April Townsend. MA1 Townsend is the leading petty officer of 110 personnel in Operational Support Unit Louisville, Ky., assistant command CEMO, awards board chairman, and an active member of the Navy Ball Committee. Townsend stepped up and spent over 30 hours of her off duty time coordinating a food and clothing drive for Way Side Christian Mission collecting over \$2000 in clothing and canned goods. She has also given over 20 hours to the Volunteers of America raising HIV/AIDS awareness.

Navy Reserve Force Phone Directory



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COMMANDER, NAVAL AIR FORCE RESERVE

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Black History Month 2015

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★ LITTLE ROCK NINE ★ JOHN LEWIS ★ CHARLAYNE HUNTER-GAULT
★ OPRAH WINFREY ★ LANGSTON HUGHES ★ JOHN COLTRANE
★ ANDREW YOUNG ★ TUSKEGEE AIRMEN ★ DENZEL WASHINGTON
★ DR. MARTIN LUTHER KING JR. ★ MORDECAI WYATT JOHNSON
★ ALAIN LOCKE ★ ADMIRAL MICHELLE HOWARD ★ LEONA HORNE
★ GEORGIA DOUGLAS JOHNSON ★ REGINA ANDREWS
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★ MARIAN WRIGHT EDELMAN ★ NANCY ELIZABETH PROPHET
★ THURGOOD MARSHALL ★ ALTHEA GIBSON ★ CHUCK BERRY
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