

Naval
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NEWS

May 2004, Volume 51, No. 5

Special Feature:

Integration of the Active and Reserve Navy A Case for Transformational Change

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The Premier Professional Organization for Naval Reservists,
Committed to Supporting a Strong Navy and National Defense,
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NRA NEWS May 2004, Volume 51, No. 5

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11 INTEGRATION OF THE ACTIVE AND RESERVE NAVY A CASE FOR TRANSFORMATIONAL CHANGE

"The only way that we will be able to optimize our investments in technology, weapon systems, infrastructure, and logistics is to ensure that we are able to align fully and maximize the energies and ingenuity of our people in support of Naval Power 21. The Navy's Reserve force is a vital part of our strategy to fulfill our naval vision; and we need your support, creativity, and energy to help the Navy achieve its ambitious goals."

— The Honorable William A. Navas, Jr.

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ON THE COVER

Reservists operate a 20-foot small boat used by Inshore Boat Unit Two Seven (IBU-27) patrolling the harbor facility at Naval Station Rota, Spain. The unit, comprised entirely of U.S. Navy Reservists, is providing force protection to ships in port and anchored off the coast of Spain. (U.S. Navy photo by Journalist 3rd Class Amanda Hotz.)

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From the *Editor*

Early this year, I met with Secretary Bill Navas (Assistant Secretary of the Navy for Manpower and Reserve Affairs) to discuss the transformation of the Naval Reserve. In that meeting, he told me that soon after taking office he was briefed by VADM John Ryan, then Chief of Naval Personnel. Admiral Ryan told him that after mobilizing over 12,000 Naval Reservists he was running out of personnel to mobilize. Knowing that there were 87,000 Reservists in the force, it surprised him. This meeting turned out to be a seminal event that set him on the path to balance and to integrate better the Naval Reserve into the Navy.

In his meeting with Admiral Ryan, Secretary Navas realized that the problem was that the Naval Reserve was not structured properly for the realities of the present. I suspect that he also knew from his experience in OSD that the Navy had never embraced its Reserve. So, he approached the VCNO with the idea of a study on active – reserve integration, got approval and put up the money to contract it out. The recommendations of that uniformed and civilian effort are what you are seeing or hearing about of late – the transformation of the Navy's Reserve.

I invited Secretary Navas to write a piece for this magazine. He accepted and has presented us with a brilliant primer on transformation. This is a "must read" for all members, and it starts on page 11. Thank you, Mr. Secretary!

This is a politically charged election year with the war in Iraq being slung around. Parallels are being drawn to the war in Vietnam, and that is disturbing. One thing that is different is that our military today is an all-volunteer force. One thing that is the same is that military personnel are dying every day. Resist any temptation to let politics diminish your admiration and respect for those who serve in uniform. This is a great time for many of us to stand up and pat a returning Soldier on the back for what he/she has sacrificed. And, don't overlook the sacrifices and contributions of the families. Press on!

Have you made your plans for Memorial Day? Even if you have, you must read our President's column on the subject. In addition to that, CAPT McAtee tells us on page 27 about the dedication of the long overdue World War II Memorial here in Washington on that weekend. We have two guest columnists this month (LCDR Alejandro Garcia writes in the "Junior Officer Country" column; and CAPT Robert Wray, the "Professional Development" column) and a new contributor (LCDR Michael Wegman) who writes on investing. We appreciate their interest and efforts and those of our regular contributors.

As always, enjoy the read. And, let us know what's on your mind.

Best regards,



Steve Keith

Looking Ahead

June. We will wrap up the Spring Conference and include our special pullout feature on "Entitlements for Reservists" by CAPT Tom McAtee.

July. We will feature RADM John P. Debbout, USNR, Commander, Naval Reserve Forces Command and our special pullout feature on the Reserve Component Survivor Benefit Plan (RCSBP) by CAPT Tom McAtee.

August. Our feature will be the new Naval Reserve Flag Officers and a special feature on our 50th Anniversary Fall National Conference Agenda in Washington, DC. We will also include the Scholarship Winners for 2004-2005.

Naval Reserve Association NEWS

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Death, Taxes, and Grateful Remembrance

Who said that nothing is certain but death and taxes? Ben Franklin, I think. As a practicing CPA, I am up to my ears in tax work as I write this in early April. Next week, the tax marathon will be over; and Maureen and I head out to San Francisco for our Spring Conference. While there, we will, as we always do, remember those in the Association who have passed on.

As individuals, and as a nation, we take time in May to remember gratefully those who have died in our nation's service. This year, we are a nation at war. We are reminded of the consequences of that daily, often in graphic detail by the media. The cost of protecting ourselves from terrorists is great with over 600 young men and women having paid the ultimate sacrifice in Iraq. This makes Memorial Day 2004 all the more significant.

I find that most Americans nowadays have forgotten the meaning and traditions of Memorial Day. Many equate it to a three-day holiday weekend and little more. Memorial Day had its origins in the Civil War and was called Decoration Day because ladies decorated the graves of Union soldiers. Memorial Day was officially proclaimed on 5 May 1868 by General John Logan, national commander of the Grand Army of the Republic, and was first observed on 30 May 1868, when flowers were placed on the graves of Union and Confederate soldiers at Arlington National Cemetery.

Since the late '50's, on the Thursday before Memorial Day, the 1,200 soldiers of the 3d U.S. Infantry place small American flags at each of the more than 260,000 gravestones at Arlington National Cemetery. They then patrol 24 hours a day during the weekend to ensure that each flag remains standing.

To help Americans reeducate and to remind Americans of the true meaning of Memorial Day, in 2000, the President signed a "National Moment of Remembrance" proclamation that asked that at 3 p.m. local time. For all Americans "To voluntarily and informally observe in their own way a Moment of remembrance and respect, pausing from whatever they are doing for a moment of silence or listening to 'Taps.'"



In Flanders Fields

by John McCrae

In Flanders Fields the poppies blow,
 Between the crosses, row on row,
 That mark our place; and in the sky,
 The larks, still bravely singing, fly,
 Scarce heard amid the guns below.
 We are the dead.
 Short days ago,
 We lived, felt dawn, saw sunset glow,
 Loved and were loved and now we lie,
 In Flanders Fields.
 Take up our quarrel with the foe
 To you, from failing hands, we throw,
 The torch, be yours to hold it high.
 If ye break faith with us, who die,
 We shall not sleep, though poppies grow,
 In Flanders Fields.

The instruction here is obvious – take time on Memorial Day 2004 to honor those who have died in uniform protecting the freedoms that you and I enjoy. Also, seek out a returning veteran from this conflict and express your gratitude for their service to you and our country.

John Eric Lindell



CAPT Ike Puzon, USNR (Ret)
Director of Legislation

There are several extraordinary issues that can be taken away from recent Congressional hearings specifically directed toward Guard and Reserve issues. We thank Congress for holding these hearings and inserting Guard and Reserve current issues in the minds of Congressional members and the departments.

It was extremely clear during these hearings that those providing the testimony from within the structure of DoD and for the Department of the Navy appeared to be out of touch. These are observer's words. The testimony provided by the departments was eloquently provided as "plans" to transform the Guard and Reserve in order to relieve the stress or to address the issues. DoD and OPNAV testimony appeared to be staged until certain Congressional members pressed questions about what service members in the Guard and Reserve really saw as important issues. Most importantly, certain Congressional members were exposing what they are hearing from members in Iraq and in the field. What is said by service members was different than the testimony being provided.

With the pending force structure institutional changes and cultural changes that are in play for our Naval Reserve and the Naval Reserve' Navy, I believe it is time to take a detailed look at where we are going. These recent strategic and tactical efforts appear to be in areas that have no real strategic mission requirement basis. The stated changes, as is always the case, are more in the area of what the programmers desire. Is this the way to run a railroad: We can't afford the tracks, but let's build the new train anyway?

The United States military is undoubtedly at new heights of military respect and national pride. We all should feel pride and professionalism in arriving at this time in our history. The involvement of the Reserve Components service members has never been more required by our National Military Strategy, than it is today. Involvement by our Guard and Reserve forces

Time for Detailed Review

is somewhat different today than it has been in the past. Never in past mobilizations has our Reserve Component been used in the rotation of forces for nation building or post conflict resolution, nor has it been used for war fighting or homeland security in these ways.

It is very clear that the Naval Reserve needs to change, but so do all the services and components. I believe the Naval Reserve has changed and if willing to change (transform). Our Reserve Component has always been made up of those citizen sailors who are more Sailors than they are citizen. But, most of all, they are dedicated citizens who are part of the business world and already understand the best business practices that are currently being utilized in our society. We have recalled 360,000 of these citizens at latest count, and there is no end in sight for utilization of our most dedicated citizens. As we change the construct of their organization, are we listening to them, or are we changing for "transformation-programming's" sake?

One of the most interesting points that appeared to be missed by our leaders during recent hearings is that members of the Reserve Components know there has been a change in the utilization. Why do they know? They are living it. Their families are living it. Their employers are living it. Most importantly, they know they have trained and have always wanted to serve – or they wouldn't have been volunteers – just like their active member counterparts. So, it is very hard to understand why leaders do not see that there needs to be something different in our National Military strategy, and National Security Strategy that transcends just programming for high-tech improvements. People understand the issue much faster than given credit.

Instead of DoD and OPNAV pressing Congress for improvements in the Selective Reserve MGIB, or finding a way to improve health care for our Reserve members, the departments have decided it is more important to find a way to reduce end strength during increased utilization. I am no rocket scientist, but this certainly does not make sense to most people. Currently, the Navy is conducting a zero-based review (conducted by the same offices that did the last bottom-up review, the QDR, and recent Reserve force studies) which is supposed to restructure and realign the Naval

Reserve into what our country needs to what threat? Instead of providing more quality in training, the Navy has implemented a new "cost-saving" Fleet Response Program. To date, no one has identified the resources that will be available to provide minimum, much less existing, training for our Reserve forces that will be "aligned" by decommissioning and integration.

All Reserve forces – especially the Naval Reserve – should be and must be integrated and aligned, but not at the expense of providing effective, efficient, cost-savings forces – those of the Reserve Components. If our Reserve forces have not been the cost-savings, efficient, surging force, why are we using them? If they are not already aligned and integrated, why do they make up a large percent of those forces returning to Iraq? The answers to these questions have already been answered. They have been answered by those members of the Guard and Reserve forces who are in Iraq, on the way to Iraq, have gone to the multiple war on terrorist actions, or are on recall to go to the next conflict. So, why do we need these people to leave their civilian employment, and "cushy" positions, to go complete our national security strategy?

The main reason we need them is because they are effective, they are efficient, they are cost-effective, and they are surging! Does the department see this and understand that more could be used in the Navy?

There are always better ways to do things, and we as a country usually find those ways. We have and find the technologies to make things happen. We are training great people to do little jobs, and training great people to do the hard jobs, and to do them right. Our strength is and always will be in the people, and the leadership that goes with them. What is hard to explain today is why departmental leaders cannot see that the Reserve Component is a cost-effective force.

It is time for our departmental leaders to address retention and recruiting issues, health care, and improved MGIB. It is also time for our leaders to understand that the members of the Reserve forces are trained as a unit, with a unit, and for a unit that is dedicated to the U.S. military ideals.

So, instead of changing totally how a Reserve service member is aligned for doing his/her

Cont'd. on page 21



CDR Sharon K. Kleinschmidt, USNR (Ret)
National VP for Retired Personnel

"Congratulations! You've been selected to receive five magazines, free of charge, for five years. All we ask is that you send us a small fee for shipping and handling."

"Pack your bags! You've won a free round-trip airline ticket to Hawaii! Just make your hotel reservations through our travel agency, and you'll be on your way."

Do these offers sound familiar? Sound too good to be true! In the case of the magazines, the shipping and handling fee probably exceeds the regular cost of the subscriptions; and you're locked into a five-year contract with magazines you might not even want. For the "free" plane ticket, the lodging costs are likely inflated to cover the ticket.

The common thread in these scams is the telephone. Telemarketing fraud results in an estimated loss of \$40 billion each year, according to Congress. AARP reports that over half of the people targeted by telemarketers are 50 or older.

How common is fraudulent telemarketing? The FBI estimates there are at least 14,000 illegal sales operations robbing U.S. consumers every day. The Federal Trade Commission (FTC) says con artists often follow the headlines and, then, tailor their offers to prey on the fears and vulnerabilities of consumers (for instance, selling phony antibiotics after the anthrax scare, or pitching unneeded credit card loss protection during an economic slump).

Why are people over 50 prime targets? According to the National Consumers League, seniors tend to trust strangers more readily than younger adults; and they're also more likely to cave in to the high-pressure pitches. Some older people are lonely and appreciate friendly phone calls. In addition, retired people have often built substantial savings from decades of work to serve as their "nest egg."

How to Protect Yourself Against Telemarketing Fraud

Criminals are drawn to those retirement savings like bees to honey.

What should you do? Be prepared for criminal calls. These smooth-talking thieves want to keep you on the phone. The longer you stay on the line, the greater your chances of being scammed. Plan ahead to say quickly, "No thanks" or "not interested." Don't worry about appearing to be rude. Ask telemarketers for their company's name, address, and phone number, and a clear explanation of the offer they are making. Ask about the company's refund policies. Even if the policy sounds good, the company may close down and leave town before you have a chance to get a refund, or maybe even before your merchandise ever arrives. Call your state's attorney general's office or the consumer protection agency in your area and in the area where the business is located. Ask the caller to send you written information to read before you agree to a purchase. Talk to family members, friends, and your attorney, accountant, or banker to ask their advice before making any large investments or purchases. Be wary of making even small purchases from telemarketers. You could land on a so-called "mooch list" (a list of most likely victims) used by fraudsters. Be skeptical of too-good-to-be-true sales pitches. If you're told you're a "guaranteed" winner or there's "no risk involved," move on. Tell the callers to remove your name from their lists if you don't want to be called again. By law, they're required to obey your request. If they call again, report this illegal activity to the police.

What should you not do? Don't ever pay for a prize or send any money to improve your chances of winning a contest. It's illegal to make you pay to enter a sweepstakes or claim a prize. Don't allow telemarketers to intimidate or bull you into a purchase. If the caller says you need to act "right now" or "we must have your money today," it's probably a scam. Don't give any caller your bank account number or personal identification number. Some con artists get bank account information

from their victims for "verification" and withdraw money without permission. Unless you made the call, don't give out your credit card numbers. Never write money or send money to overnight delivery as a result of a phone sales pitch. Never give out personal information about yourself or your family over the phone or computer. This includes your driver's license number, your social security number, your telephone calling card number, insurance information, or any other personal information.

What if you're a victim? Being conned can be so embarrassing for the victim that such crimes are often never reported to the authorities. It's humiliating to admit you've been "had." You may say to yourself, "I don't want anyone to know I could be so naive to fall for a trick like this." But we all are at risk unless fraudsters are reported and stopped. In addition to calling your local police, report fraudulent or suspicious calls to your state attorney general, who is listed in your local telephone book and on the National Association of Attorneys General Web site <www.naag.org>. You may also contact the FTC for a complaint form <www.ftc.gov> and click on the box marked, "file a complaint online," or call 1-877-FTC-HELP (1-877-382-4357).

Keeping calls away. The FTC recently created a national "do not call" registry. You can request (via the phone or Internet) to be placed on a "do not call" list. Telemarketers are required to search the registry and honor the wishes of consumers who don't want to be called. Violators face stiff penalties. For more information, visit the Web site <www.donotcall.gov> or call 1-888-382-1222.

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CAPT Robert O. Wray, USNR
Deputy for Mission Effectiveness
Naval Reserve Readiness Command
Region Northeast

A Blueprint for a Regional Professional Development Program

Naval Reserve Readiness Command Region Northeast (RCNE) has developed a blueprint for a large-scale Professional Development (PD) program. Even though it is a work in progress, this article may help others develop similar programs and elicit suggestions for improvement.

RCNE has identified four major components of PD: new business practices, officer professional development, enlisted professional development, and nonprior service.

New Business Practices help advance the program in every area, emphasizing innovation and use of technology to reach and teach. The region has a goal of four days per year of PD for each Reservist. Using Web sites, conference calls, e-mails, and instant messaging, we're building a region-wide mentoring program in every officer designator group and in our top 25 most populous enlisted rates. Navy Knowledge Online (NKO) is emphasized at every opportunity, both as a source of information and to promote communications and community building. The Navy and Marine Corps Internet (NMCI) provides video-teleconferencing to hold professional development meetings and training. The RCNE NKO Web site lists and describes all training opportunities in a single region-wide consolidated training schedule (CTS). The new five-vector model (5VM) will revolutionize advancement. Through study and mobile training teams, we are working hard to study and master the new method to help our Sailors. Finally, the creative use of no-cost TAD orders allows selected talent from around the region (often VTU) to augment the RCNE staff. These additional mentors help to extend staff capabilities to reach a larger number of Sailors throughout the region.

The RCNE **Officer Professional Development** effort begins with Career Blueprints for each officer designator and

program, detailing what successful officers should accomplish at each successive step of their careers. The region sponsors three primary in-house courses: Reserve Officer Leadership Course (ROLC), the Prospective Commanding Officer (PCO) course, and the Joint 101 Course. Chiefs are invited to attend the ROLC, which is a requirement for all officers. The PCO course is offered to all officers, with a new special September session for those about to take command. Joint 101 is a one-day overview of the four major services and how they interact, taught by instructors from multiple services. In addition to in-house courses, we promote attendance at courses imported from outside the REDCOM, including the joint operations course from the National Defense University (NDU) and tactical courses from Tactical Training Group Atlantic (TACTRA-GRULANT). RCNE uses the nearby Naval War College (NWC) facilities for training exercises (e.g., Island Guard), as well as for program-specific exercises (e.g., Korea United, a war game conducted simultaneously with Army and Navy forces on the Korean peninsula.) The final element of officer PD includes off-site courses from NDU, NWC, and Joint Professional Military Education (JPME). These are included in the Career Blueprints and are publicized through designator-specific mentors and the NKO-based CTS.

In **Enlisted Professional Development**, the key word is "advancement." RCNE's goal is for every Sailor to attend a formal Career Development Board at least once a year. This board establishes an individualized blueprint for how each Sailor can better work toward advancement. Statistically, one of the biggest impediments to advancement is missing or incomplete evaluations. The regional staff now tracks evaluations from all units to ensure timely submission. Innovative advancement efforts include the Who Wants to Be a Master Chief professional military knowledge game, and RCNE permits Unit COs to award flexible drill credit for hours spent studying in-rate training at home on the computer. The Merchant Marine Academy at Kings Point

provides world-class in-rate training courses, although many quotas (over 1,000 last year alone!) go unfilled. See www.usmma.edu/gmats/courseindex.asp for more information. RCNE is using technology to build regional in-rate training programs by designating rate-specific Guildmasters, who are the senior and most experienced E-8's and E-9's in the top 25 rates in the region. The machinist mate Guildmaster, for example, connects with the 80+ younger machinist mates across the region through teleconferences, NKO chat rooms, NKO message boards, and video-teleconferences to guide them through their 5VM requirements, teach them their craft, and help them advance to the next step of their Career Blueprint. The RCNE goal is to use new technology to put all young Sailors in touch with a motivated and dedicated "old salt" who can help them advance.

The fourth pillar of the regional PD program is the Naval Reserve Accession Course (NRAC) for **NonPrior Service** (NPS) Sailors, and the continued training and development of those who have graduated from the course and entered the mainstream Reserve population. RCNE recently held a national teleconference connecting Reserve Centers, the Great Lakes NRAC staff, and New Orleans N7 together to share best practices. Innovative efforts include nonclassroom training opportunities such as overnight visits on Navy ships, including museum ships in New England such as the battleship *USS MASSACHUSETTS*. With NPS Sailors, a mentor relationship with veteran Sailors is more important than ever to help provide the expertise and experience that once came only from active duty service.

Finally, RCNE is working hard to provide one-stop shopping for the professional development needs of its 6,500 members at the RCNE site on NKO. To see what we have to offer, go to www.nko.navy.mil, then "Reserves," then "REDCOM Northeast." We welcome suggestions and comments as we strive to build the Professional Development efforts necessary to align our Naval Reserve with the fleet. ⚓

Integration of the Active and Reserve Navy A Case for Transformational Change

By



The Honorable William A. Navas, Jr.
Assistant Secretary of the Navy for
Manpower and Reserve Affairs

“The Navy is transforming the Naval Reserve so that it is fully integrated with active forces. Reservists are shifting away from thinking of ‘Naval Reserve requirements’ to ‘Navy requirements’ – a shift that includes goals, capabilities, and equipment. The Navy mission is the Naval Reserve mission. One Navy, one team is the message.”

Secretary of the Navy Gordon England
Testimony before Congress, March 2004

The Department of the Navy is transforming to meet tomorrow’s national security challenges while simultaneously fighting the Global War on Terrorism. We are fundamentally changing the way that we do business—the manner in which we employ our forces and fight wars; how we plan and program our capital resources; the means by which we build and modernize the fleet; and the way we manage our personnel.



As part of this effort, the Department of the Navy is implementing a comprehensive strategy for modernizing and enhancing human capital management for all Navy and Marine Corps personnel. Our vision is to grow and develop a true Total Workforce that is integrated, optimized, capable, and effective at meeting the naval challenges of the 21st century. The work conducted by our military (active and Reserve), civilian, and contractor personnel should be fully aligned with our strategic priorities as articulated in our naval vision, Naval Power 21. The

Navy and the Marine Corps should be able to support their Service strategies, Sea Power 21 and Marine Corps Strategy 21, by rapidly calling on the right people—with the right skills and experiences—in response to dynamic and often unpredictable military requirements. To facilitate this, active duty military personnel systems are being modernized, a new civilian personnel management approach implemented, and our Reserve and active forces are being integrated and balanced.

“The hallmark of the Navy/Marine Corps team has been the ability to change, adapt, and transform to meet new threats to America.”

Naval Power 21
October 2002

The Navy’s Reserve force is doing its share to transform by integrating and balancing its personnel mix with the active Navy, and its efforts are vital to the success of the Navy’s strategic vision for building the Total Navy Force. This transformational challenge is a tall order for the Navy’s Reserve, requiring a fundamental change in the way we manage, employ, and even think about Reserve personnel and their units. Navy Reservists are focused on the priorities of the operational Fleet, and the active component of the Navy is assuming responsibility—and ownership—of their training, recruiting, equipping, and readiness as part of the seamless integration. Surge capability is being optimized, and the skills mix of our personnel in the active and Reserve components appropriately balanced to meet changing requirements.

Most Reserve personnel, perhaps with the exception of our newest members, understand the significance of the changes that the Navy is undertaking. Few were ever satisfied to spend their weekends, and sometimes their two weeks of annual training, doing support functions that had little relevance to operational requirements. Our people are excited to see that the Navy is indeed committed to the full integration of active and Reserve personnel. They want to make a meaningful contribution to the Navy mission and their nation. We want your service in the Navy—whether on active or Reserve status—to be national service to which you can dedicate yourself and be proud. Through integration, and with your help, the Navy will become a more capable fighting force to meet the contemporary challenges of the 21st century.

A World Characterized by Globalization and the Information Age

Since the fall of the Berlin Wall, operational tempo has increased with today's naval forces deployed longer, more often, and to more places. Globalization and the Information Age have made the benefits of modern technology, as well as conventional and unconventional weaponry, more accessible to more people around the world, including those who pose a threat to U.S. national security. As 11 September demonstrated in no



uncertain terms, those who wish to threaten the safety of Americans have the ability to strike with speed, stealth, and lethality. The forces fighting against them in this Global War on Terrorism are finding that the military environment continues to grow tactically, operationally, and strategically more dynamic and uncertain. As a result, Naval personnel are expected to master a wider range of competencies and exercise keener situational awareness and judgment than ever before. Our force management systems also are expected to respond with much greater speed and efficiency, identifying Sailors with the proper skills, experience, and motivation where and when they are needed.

These new challenges have placed considerable burden on Naval personnel management systems, which were designed and built for the Cold War era using Industrial Age business processes. Defense workforce management had been governed by principles that favored stability over flexibility; risk avoidance over efficiency; and mass over agility. People were managed as often-indistinguishable workers in large cohorts rather than specific individuals whose skills and experience can be greatly leveraged if properly placed.

Complicating matters, we found that the layers of bureaucratic processes, statutory requirements, and regulatory policies developed during the 20th century were constraining, rather than aiding, the efforts by the services and the Department of the Navy to respond rapidly to current, 21st century personnel requirements. Separate human resource management systems, authorized by different chapters and sections of the United States Code had been developed to manage active duty, Reserve, and civilian personnel. In today's high-change environment, the policies, practices, and systems that have grown from these codified roots have become anachronistic, unable to flex efficiently to modern demands.



In response, the Department of the Navy and our two services have developed a human capital strategy for modernizing our policies and practices to enable greater agility, flexibility, and integration of our personnel management systems. We want the right people with the appropriate skills and experiences, assigned to validated work requirements, when and where they are needed. To achieve this, our human resource systems must manage our personnel as a total, integrated force—active duty, Reserve, civilians, and contractors—and our people must be ready to meet the challenge. The Chief of Naval Operation's Sea Warrior initiative, as part of the transformational vision of Sea Power 21, guides the Navy on this path to change.

For the Navy's Reserve force, this means a fundamental reshaping of the way business will be done – moving from the Naval Reserve of the Cold War era to a fully integrated Navy Reserve force for the 21st century. We are balancing our active and Reserve forces, ensuring that the right capabilities reside in the proper component; and we are integrating the two forces so that

each will work in ways that are fully complementary. In order to do this, the Navy has had to engage in a process of Active Reserve Integration (ARI), the redesigning of the Reserve force with a virtual bottom-up review of the force and a plan for changing the force in a way that will enhance the Navy's warfighting capability. All Reserve personnel must be engaged in the ARI process in order to adapt successfully to the new paradigm and expectations.

To learn more about the Department of the Navy's human capital transformation strategy, Naval Power 21, the CNO's Sea Power 21 vision, and the Sea Warrior initiative, please visit: <<http://www.hq.navy.mil/mra/>>.

Changing Throughout Our History

The unique challenges of the 21st century dictate a new approach to Reserve support that provides opportunities for personnel to prepare successfully for, and contribute to, the Navy's current and future mission. History has shown that changes were made to ensure that Reserve personnel were given opportunities to serve the Navy when and where they were needed, and today we wish to do the same. Even before the official establishment of the Naval Reserve in 1915, hundreds of Americans volunteered in service to our nation in the best tradition of the "citizen soldier," as members of various local and state naval militias, clubs, and Reserve battalions. Like the Army National Guard model, members generally trained for various naval and coastal protection functions, often sacrificing their own time and money to do so. These individuals took pride and interest in participating in military exercises, experiencing the camaraderie associated with service and patriotism. By the time of the Spanish-American War, nearly twenty states were able to contribute naval militia units to federal service for the war.

At the turn of the 20th century, as our nation sailed into its present superpower status, the role of the Navy changed to one of globally protecting our national interests. The Navy's mission evolved from its coastal defense origins to one focused on providing forward-deployed overseas presence and intervention in control of the high seas—the "Blue Water" Navy. This, and the impracticality of states being able to meet fully the Reserve needs of the nation in time of national emergency, necessitated that the naval militia model be changed.

Congress then passed the Naval Militia Act in 1914, beginning the series of statutory and administrative actions that shifted the naval militias under the control of the Navy Department, culminated with passage of legislation in 1915 that authorized a larger Navy and the early version of the Naval Reserve. The Navy sought to retain those men who were honorably discharged from the Regular Navy in the Reserve to augment its capabilities. World War I necessitated the recruitment of large numbers of personnel to serve as Reservists to serve alongside Regular Navy personnel;

and many naval militiamen, as well, also served to protect our coastlines. The Naval Act of 1920 established the Naval and Marine Corps Reserves, and the Naval Reserve Act of 1938 comprehensively reorganized the Naval Reserve program. By the end of World War II, three quarters of all Naval officers and enlisted personnel serving on active duty for the war were Reservists.

“. . . Beyond a few men on the retired list, for the most part too old to render effective service, we have no other Reserve than the officers and the men of the Naval Militia of the several States These small groups, while enthusiastic and generally efficient, are not under central control and training. The formation of a national naval militia, on the lines of the land militia, is a necessity and legislation is required to accomplish this.”

George von Lengerke Meyer
Former Secretary of the Navy
(1909 to 1913)

During the Cold War era, Naval Reserve personnel saw action in Korea, the Berlin crisis, and Vietnam. Naval Reservists were called up in large numbers to respond to Operation Desert Shield/Desert Storm in the early 1990s, with more than 20,000 mobilized for service. After the war, the Navy's Reserve force was reduced by more than a third in the post-Cold War drawdown to less than 100,000; and many Naval Reserve Centers were closed down. Since then, Reserve personnel have provided a wide array of ongoing support through a variety of active duty and drill work; however, the underlying structure of the organization had changed little to adapt to post-Cold War realities.

Continuing Contributions of the Naval Reserve Force

Identifying the need to transform the Reserve force is not an indictment of the people who serve, but rather an opportunity to enhance the force so that it can continue to make a vital contribution to the mission of the Navy. The long, proud history of contributions made by Naval Reserve personnel is culminating with the remarkable work that modern-day Reservists are performing in Iraq, Afghanistan, and elsewhere around the globe, making major personal and professional sacrifices in service to our nation. Many of our members deployed on very short notice, and some of them with skills that are in high demand and low availability are on their second consecutive mobilization.



Reservists are filling essential roles, forward deployed, indistinguishable from their counterparts in the active component. Several examples of their activities are listed in Figure 1 on page 16. The contributions of these dedicated personnel are shining examples of Active Reserve Integration at work. It is because of their remarkable success that the Department of the Navy is confident that integration is the right answer and that it will work.

“The purpose of each Reserve component is to provide trained units and qualified persons available for active duty in the armed forces, in times of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever, during and after the period needed to procure and train additional units and qualified persons to achieve the planned mobilization, more units and persons are needed than are in the regular components.”

10 U.S.C. 10102

Recent Lessons Learned During the GWOT

Military operations in support of our efforts to fight the Global War on Terrorism, during the two-and-a-half-year period post-11 September 2001, have tested the Navy’s ability to respond to emergent requirements. Large-scale mobilization of Reserve personnel has forced us to review our policies and processes for recalling and integrating our Reserve personnel into the operational force. Cumbersome, inefficient, and ineffective systems were eliminated; and numerous aspects of our processes have been streamlined and automated. It has also provided us an opportunity to assess how well our Reserve forces are configured for likely current and future operational requirements, and whether or not we are properly balanced between the active and Reserve forces.

“What’s different today is our sense of urgency – the need to build this future force while fighting a present war. It’s like overhauling an engine while you’re going at 80 miles an hour. Yet we have no other choice.”

President George W. Bush
The Citadel, December 2001

More than 23,000 Naval Reserve personnel were mobilized at various times to support a wide variety of functions during Operations Iraqi Freedom I and II, Enduring Freedom, and Noble Eagle. Combined, they constituted approximately 23 percent of the Navy’s Reserve force of 87,000. Despite the fact that our nation is in the midst of a major period of mobilization, approximately 77 percent of the Navy’s Reserve force has not been mobilized. This is due in part to the fact that the Navy has managed its Reserve personnel resources in a prudent and judicious manner, mobilizing personnel only when absolutely necessary and using volunteerism to the maximum extent possible. Some personnel not mobilized are contributing to the Global War on Terrorism effort through innovative use of drills and shorter active duty stints, such as ADSW and ADT. However, shortages in personnel within certain specialties, such as intelligence and security/force protection highlight the fact that a good portion of our force was out of balance with current needs. The Marine Corps, on the other hand, mobilized over 59 percent of its Reserve personnel post-11 September and are mobilizing many more Marines for Operation Iraqi Freedom II. They, too, have been balancing their Reserve force to gain greater synergy and integration between the Reserve and active components.

Today fewer than 3,000 Naval Reserve personnel—or less than four percent of the drilling force—are currently mobilized to provide additional necessary capability to the Navy; and in the absence of major changes, mobilization for most is unlikely. Some of those mobilized have been on multiple mobilization orders because their skill sets are in such high demand. For those who have not been mobilized, the functions they perform may already be covered in the active component or no longer needed or relevant as a surge capability for today’s operational Navy. Nevertheless, Naval Reserve personnel continue to make a much larger contribution to the operational Navy than is sometimes

How the Naval Reserve Provides Operational Support to the Fleet

- AT – Annual Training
- ADT – Additional Duty for Training
- IDT – Inactive Duty Training
- PRC – Presidential Reserve Call-up
- ADSW – Active Duty for Special Work
- MOB – Mobilization
- FTS – Full Time Support

understood. In fact, as of March 2004, 24 percent of the force provided operational support to the fleet through active or inactive duty participation. Clearly, the right metric is not necessarily how many are mobilized but rather how many are providing operational support to the fleet.

The Department of the Navy's Human Capital Strategy

The Department's human capital transformation strategy is all-encompassing and affects every Navy military and civilian person. It reflects our commitment to our people whom we value as our most treasured assets, and it reflects our desire to ensure that each individual is given the opportunity to contribute to the mission of the Navy. We will fully leverage the ingenuity and capabilities of our people in support of Sea Power 21 by growing the most capable force to meet 21st century challenges.

The human capital management approach we have implemented is anchored in the premise that people want to be trained for meaningful work and be given opportunities to serve where they are needed the most. We want to employ our personnel wisely and appropriately, with military personnel generally assigned only to those functions and activities that are inherently military and core to our mission. Civilian personnel would do most of the nonmilitary core governmental functions, and the rest would be outsourced when it is cost-effective to do so. To accomplish this, we need to reallocate our personnel staffing to validated work requirements and transform our personnel systems to enable integrated management of our people.

The Department's implementation strategy for 2004 is focused on three programmatic areas:

- (1) Implementation of the newly authorized National Security Personnel System that establishes a new civilian personnel management approach, which places greater emphasis on job performance.
- (2) Transformation of the active duty personnel system in support of the Sea Warrior process, enabling individualized matching of knowledge, skills, and abilities to validated jobs and enhanced opportunities for productive career development.
- (3) Active Reserve Integration through the balancing of capabilities, skills, and experiences, and organizational alignment to facilitate Active ownership of the Navy's Reserve training, readiness, and operational support.

These three major initiatives will significantly improve personnel management by enabling more flexible and responsive allocation of human capital to meet mission requirements. Some functions currently being performed by military personnel will be converted to civilian positions, freeing up military billets for assignment to military-essential functions. Navy end strength is being reduced

A Lesson on Defense Transformation *Unification of the Armed Forces*

After World War II, our national leaders sought to address the systemic faults that prevented our military from averting the Pearl Harbor attack. After heated debate among the Services over who would retain control over certain roles and missions, the solution was codified in the National Security Act of 1947, signed into law by President Harry S. Truman. The law reorganized our nation's armed forces and foreign policy apparatus, merging the Department of War and the Department of the Navy into a single Department of Defense, and creating a separate Department of the Air Force. The debate raged on for several more years and was so contentious that it touched off a period of great discontent among Naval leaders, prompting what was then called "the revolt of the admirals." In the end, the unification and reorganization of the military turned out to be a success and served as the basic organization guiding the military through the Cold War years.

as technology allows the elimination of manpower-intensive and redundant processes. As the active force reduces its size, the Reserve will balance accordingly. Balancing the Reserve and active mix is easing the stress placed on personnel assigned to duties in high demand, low availability occupations. Personnel will find that they are able to move through more flexible career paths along a virtual "continuum of service"—transitioning to and from active, Reserve, and civilian service in accordance with individual availability and preferences in support of valid operational Navy requirements. For Reservists, these transformational force management practices will bring about greater predictability and smoother transitions to active duty status when mobilizing for surge operations.

Active Reserve Integration has several key facets, all of which, when taken together, work to enhance substantially the capabilities that the Reserve force provides to the operational Navy. The first step was taken two years ago when then-Vice Chief of Naval Operations, Admiral William Fallon, and the current Deputy Assistant Secretary of the Navy for Reserve Affairs, Harvey "Barney" Barnum, collaborated on a year-long "Naval Reserve Redesign" study. The purpose of the study was to develop a plan of action for aligning the Reserve force to complement the active force in support of Sea Power 21, making the Reserve force relevant for current and future operational missions. Fourteen specific action steps—called the "Top Fourteen"—covering areas related to Naval Reserve Force personnel management,

Figure 1. **Examples of Recent Integrated Reserve Contributions to the Navy Mission**

Naval Coastal Warfare Personnel Forward Deployed Providing Force Protection/Harbor Security

Inshore Boat Unit 13 (IBU-13) of Portland, OR

Activated 33 Reservists in December 2002 for 8 months

Mobile Inshore Undersea Warfare Unit 109 (MIUWU-109) of Fort Worth, TX

Activated 95 Reservists in December 2002 for 8 months

- Both units provided force protection at Camp Patriot, Kuwait.
- Inshore Boat Unit (IBU-13) personnel provided waterborne force protection with specially configured patrol craft to protect harbor areas and vessels, such as maritime pre-positioning ships.
- Mobile Inshore Undersea Warfare Unit (MIUWU-109) personnel utilized various coastal surveillance equipment, voice and data communications equipment, and information systems to detect potential threats and coordinate the appropriate response with ground and seaward security forces.

Religious Program Specialist Awarded Bronze Star for Service with 1st Marine Expeditionary Force

Religious Program Specialist First Class Robert J. Page of Livermore, CA

Activated from May 2003 to August 2003

- Awarded the Bronze Star with Combat "V" while serving as the assistant to the Marine Expeditionary Force Chaplain, the only active duty Rabbi stationed with Marines.
- Risked his life on numerous occasions to protect the Chaplain during combat engagements.
- Ensured ministry services were provided to troops and local citizenry during 1st MEF's drive to Baghdad.

Helicopter Combat Support Squadrons Forward Deployed for Operation Iraqi Freedom (OIF)

Helicopter Combat Support Squadron 4 (HCS-4) of Norfolk, VA

Activated 61 Reservists in March 2003 for 5 months

Helicopter Combat Support Squadron 5 (HCS-5) of San Diego, CA

Activated 80 Reservists in March 2003 for 12 months

- HCS-4 deployed with to the Eastern Mediterranean and HCS-5 to Kuwait both in support of OIF.
- In July 2003, HCS-5 moved into Iraq to support Central Command's Special Operations tasking and is due to be relieved by HCS-4.
- Since the conclusion of major combat operations, HCS-5 crews have flown over 800 sorties conducting various missions, including special operations insertions and extractions, photo reconnaissance, combat search and rescue, armed escort, and medevac.
- Both squadrons are the only Navy squadrons that perform both Special Warfare Support (SPECWAR) and Combat Search and Rescue (CSAR) missions.

Airlift Support Operations Providing the Navy's Organic Airlift Capability

Fleet Logistics Support Squadron (VR) 1, 48, and 53 of Washington, DC; VR-46 of Marietta, GA; VR-51 of Kaneohe Bay, HI; VR-52 of Willow Grove, PA; VR-54 of New Orleans, LA; VR-55 of Point Mugu, CA; VR-56 of Norfolk, VA; VR-57 of San Diego, CA; VR-58 of Jacksonville, FL; the Fleet Logistics Support Wing and VR-59 of Fort Worth, TX; VR-61 of Oak Harbor, WA; VR-62 of Brunswick, ME

Activated 352 Reservists to support OIF. Navy airlift mission met by combination of drilling, mobilized, and FTS Reservists, with only a fifteen percent increase in active duty manpower through mobilization during Operation Iraqi Freedom.

- Surge capability derived through the use of detachments instead of mobilizing entire squadrons, with mobilizations targeted to specific undermanned skill sets throughout the airwing.
- Continuously deployed worldwide to support the Navy and Joint Service operational requirements, logging over 60,000 flying hours, ferrying 51,000 passengers, and carrying 39 million pounds of cargo.

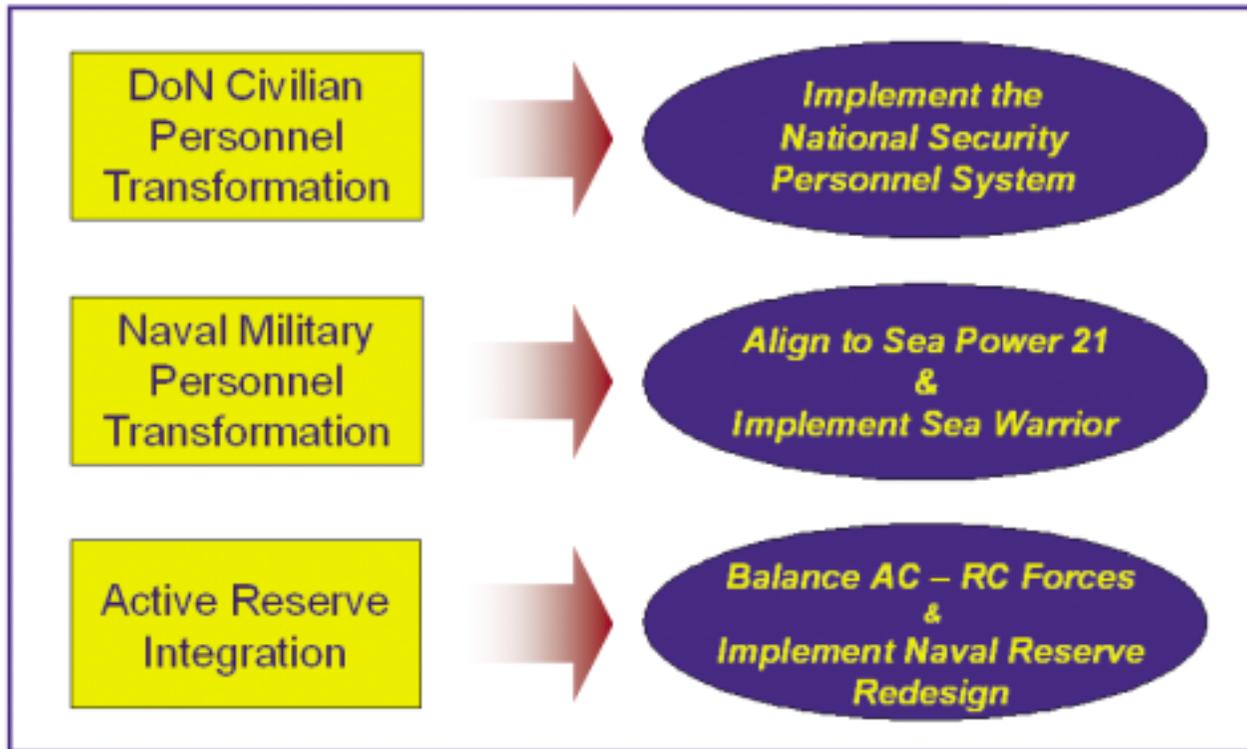
Expeditionary Logistics Support Forces to Support Operation Iraqi Freedom II

Navy Cargo Handling Battalions (NCHB) 9, 11, 14 of Columbus, OH; Jacksonville, FL; Port Hueneme, CA; Service Support Battalion 1 of Phoenix, AZ; Navy Air Cargo Handling Company 14 of Omaha, NE

Activated 556 Reservists this year to support Army and Joint operations involved with OIF II

- Cargo handlers are supporting cargo deployment and redeployment moving through Port of Ash Shu'aybah, Kuwait.
- Eighty-three fuels group personnel of SSB-1 are operating in direct support of Army forces in Iraq, and a team of 24 from Navy Air Cargo Handling Company 14 is being structured into a new Mobile Air Cargo Handling Team.
- All members received one month of combat skills, weapons qualification, and Army specific equipment training.

ASN (M&RA) 2004 Priorities for Implementation *Department of the Navy Human Capital Objectives*



training, and readiness are being implemented. They are addressed in a CNO message of 28 August 2003 (Subject: Redesign of the Naval Reserve). A summary of the action steps and status is shown in Figure 2 on page 18.

One of the most critical elements that has already been implemented—which all Reserve personnel should be aware of—is that a new working relationship has been established between the Commander, Fleet Forces Command, now Admiral William Fallon; the Chief of Naval Reserve (CNR), Vice Admiral John Cotton; and Commander, Naval Reserve Forces Command (CNRFC), Rear Admiral John Debbout. Fleet Forces Command now has the responsibility for identifying, validating, and communicating to CNR and CNRFC those activities and functions in the operational Navy that require Reserve support. The active Navy will now have the responsibility for training, equipping, and maintaining readiness of Reserve personnel and units. This is a sea change for the Reserve force. Never before have Reservists been valued and fully folded into the active mission as now. But as the active Navy assumes these new responsibilities, along with them come new responsibilities for the Reserve force.

Taking Responsibility for the Navy's Future

Defense transformation is about change. At its heart, it is about changing from “what was” to “what we are working to become”—a more effective force with greater operational capabilities at the highest state of readiness to meet all current and future threats to U.S. national security. In the Department of the Navy, we place special emphasis on the word “we” because transformation must occur at all functional levels of our organization, among all personnel—active duty, Reserve, civilian, and contractor—and with the support of all of our stakeholders. We are in this together, and we share the ultimate goal of successfully transforming our Navy into that more effective force we are working to achieve. Abraham Lincoln may have captured our moment in history well when he said, “The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.”

Figure 2. Summary of Naval Reserve Redesign Study Implementation Plan

Tasks	Status
1. Flexible contracts to give personnel and commands more drill options.	Complete
2. Expand Reserve recruitment base.	Complete
3. Execute Reserve integration into Sea Warrior model.	Complete
4. Establish Reserve tours as part of Active Duty Career track.	Complete
5. Program for Full Time Support (FTS) personnel to perform fleet tours.	Complete
6. Fleet assume responsibility for Reserve Readiness and Training.	Scheduled for completion in Oct 2004
7. Assessment of Reserve Readiness.	Scheduled for completion in Oct 2004
8. Validation of Naval Reserve Requirements–Zero Base Review (ZBR).	Spring 2004
9. Identify Naval Reserve readiness and training issues.	Evaluation is ongoing and runs parallel with ZBR
10. Naval Reserve knowledge modules in Active Knowledge continuum.	Scheduled for completion in May 2004
11. Establish formal relationship between CFFC and CNRF.	Complete
12. Identify Naval Reserve role in supporting Sea Power 21.	Evaluation is ongoing and runs parallel with ZBR
13. Increase OPNAV N095 integration with OPNAV staff.	Complete
14. Align Reserve NPS Training and USN training under one organization.	Complete

“There’s no more Naval Reserve requirements; there are only Navy requirements. And every one of our Reservists realizes that the vision is: Support to the Fleet, ready and fully integrated.”

**VADM John Cotton, 6 March 2004
Navy Marine Corps News**

As the transformational initiatives of Redesign and Active Reserve Integration become fully implemented, many Reserve personnel will see major changes in how they and their units will be employed. We must all think and act anew. It is critical that unit commanding officers ensure that their people are fully included and aligned with the active Navy, and all Reserve personnel must stay abreast of what is happening and where the needs are. The focus must be on making the greatest contribution possible in support of the overall Navy mission. This may mean retooling and adapting to a new operating environment, exposure to new issues and activities, and being prepared to step up to the plate when you are needed.

Naval personnel—active, Reserve, civilian, and contractors—are the most valuable enablers of our success. The only way that we will be able to optimize our investments in technology, weapon systems, infrastructure, and logistics is to ensure that we are able to align fully and maximize the energies and ingenuity of our people in support of Naval Power 21. The Naval Reserve Force is a vital part of our strategy to fulfill our naval vision, and we need your support, creativity, and energy to help the Navy achieve its ambitious goals. We are counting on it.

“By seizing the transformation opportunities, we are seizing the opportunity to create our own future.”

VADM (Ret) Arthur Cebrowski
Director, Force Transformation

The Mission of The Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To assist the Secretary of the Navy in providing a total naval force capable of supporting the National Military Strategy by providing civilian oversight through –

- Developing integrated military and civilian human resources policies and programs
- Representing the DON position to the services, DOD, Congress, and other governmental and nongovernmental organizations
- Advocating for DON policies, programs, and resources to support the total force
- Advising DON senior leaders on the implications of policy decisions impacting DON personnel
- Evaluating and analyzing the impact of policy and delivery of programs
- Adjudicating personnel decisions on behalf of the Secretary



The Honorable
William A. Navas, Jr.
Assistant Secretary of the Navy
(Manpower & Reserve Affairs)

Mr. Navas was nominated on 6 June 2001 by President George W. Bush to serve as the Assistant Secretary of the Navy (Manpower and Reserve Affairs) and was sworn in on 17 July 2001. In this capacity, he acts on matters pertaining to manpower and personnel policy within the Department of the Navy. His purview also includes personnel readiness, quality of life and health care programs and issues affecting active duty and Reserve Sailors, Marines, and Department of the Navy civilians.

Mr. Navas retired as a major general; and his last active duty assignment was as the Director, Army National Guard. As Director from 1995 to 1998, he managed a \$6 billion budget and was responsible for over 362,000 citizen-soldiers across 54 states and territories.

Prior to this assignment, Mr. Navas served in a variety of senior level positions in the Department of Defense, such as the Deputy Director Army National Guard, Vice Chief of the National Guard Bureau, Military Executive of the Reserve Forces Policy Board, and as the Deputy Assistant Secretary of Defense/Chief of Staff for Reserve Affairs.

Mr. Navas is a native of Mayaguez, Puerto Rico, and was commissioned as a Regular Army officer in 1965. Lieutenant Navas first served with U.S. forces in the Federal Republic of Germany. He later commanded a Combat Engineer company in Vietnam. Captain Navas left active duty in 1970 and joined the Puerto Rico Army National Guard. In the Guard, he commanded a Combat Engineer Company; and Military Police and Infantry Battalions.

His military decorations include the Defense Distinguished Service Medal, Army Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (two awards), Bronze Star Medal, Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Air Medal, and Army Commendation Medal (three awards), and numerous state awards.

In addition to an undergraduate degree in civil engineering, Mr. Navas holds a Master of Science in Management Engineering from the University of Bridgeport in Connecticut. He has attended numerous military schools, including the Command and General Staff College, and the Inter-American Defense College. In addition, Mr. Navas attended the program for Senior Managers in Government at Harvard University.

Mr. Navas has served as a member of numerous organizations including the American Veterans for Puerto Rico Self Determination, Minuteman Institute for National Defense Studies, and the Army Engineer Association.



LCDR Phan Phan, USNR
National VP for Junior Officers

Success through Diversity: The Sailor, Unit, and Naval Reserve All Win!

By LCDR Alejandro J. Garcia, USNR

Over the past several months, I've had the pleasure and encouragement from communicating with many fellow JO's out there in the fleet. Some of you have exchanged e-mail messages with me on your questions and concerns. Some of you have shared with me in person your ideas, thoughts, and observations about our Navy and Naval Reserve. Some of you have even gone the extra mile and have sent me contributing articles to be published in our column. Last month's was by LT Charlene Inouye; and this month's is an article by LCDR Alejandro J. Garcia, Commanding Officer of NR COMDESRON Six DET Bravo, which, by the way, very much resonates in line with my experience and belief. I do appreciate all of our contacts and input; keep them coming; and keep our forum alive, robust, and relevant. I look forward to hearing more from you.

After assuming command last October, I learned that many of my unit's Sailors had significant tenure within my command. Indeed, many personnel assignments dated back

between four and twelve years!

I mentored my Sailors to take stock in their careers with a view toward change – change away from the comfort zone they were in. Although I felt one particular Sailor was somewhat skeptical of my advice, I received his unit transfer request not long after briefings on career management. That Sailor transferred from my unit in February of this year; and, in March, he was assigned as the XO of his new unit! How's that for a good career move? If that Sailor had remained in my unit, such a promotion in duties would not have been likely as my unit has two excellent and senior CPOs.

This immediacy of the result will of course not be the case for all, but it does provide a powerful example that career diversity does work. The active component has detailers to help manage their careers, as does the Naval Reserve. The difference is that all active duty detailers are at BUPERS whereas each Sailor in the Naval Reserve is his/her own detailer. As a general rule, I recommend that no Sailor stay in one billet more than (2) two years within the same unit and that no Sailor remain in the same unit for more than (4) four years.

As unit CO, you hold the power to effect billet changes within your command and

considerable influence in encouraging diversity in unit assignments.

For some Sailors, a transfer out of their "comfort zone" may be an uneasy proposition. Not to worry, we can help our Sailors in this endeavor. Example: In my case, I spoke with the Senior Enlisted Advisor and explained my unit's situation. He offered to help in reassigning my people to other NRC units. In case I needed more options outside the NRC, I also spoke with Command Master Chief, at our last CO's conference in Orlando, for support. She, too, was onboard to help. My advice, mentor your Sailors and leverage resources available to you – a winning strategy!

These internal billet moves and unit transfers will come at the cost of losing good Sailors proficient in your command's assignments, but we owe it to our Sailors and wardrooms to mentor and advance their professional development and peer competitiveness.

These new assignments will keep your Sailors learning and competitive. Unit transfers will ensure that junior personnel have room to move up within your command's organization, and the overall impact of those benefits will keep the Naval Reserve diverse and ready for new challenges. In summary, the Sailor, unit, and Naval Reserve all win! 🏆

TAP INTO A VALUABLE MEMBER SERVICE:

SURVIVOR ASSISTANCE

Unfortunately, not a month goes by without the Association being informed of the passing of several members. Although addressing the loss of a loved one is not an easy or light subject, the Association has prepared itself to assist surviving family members. We are proud of the assistance we provide. In such difficult times, the last thing a family member needs is confusing or conflicting information about benefits or entitlements.

Dear Admiral Keith,

Having just finished the February 2004 *NRA News*, I wanted to offer my compliments to your organization on another job well-done. Once again, I found myself tearing out articles for future reference or for general interest to put out at drill. In this particular edition, you helped me settle a bet with a colleague about the often misunderstood lineal/register number (Get in Line by CAPT Hardy), as well as your annual "gouge" to put out concerning taxes. Over the years, I have often found myself referring to my file of torn out NRA articles to obtain answers to questions of promotion, general leadership, professional development, and retirement issues.

I have no doubt that the NRA has had a large impact on my Naval Reserve career and that of my fellow Sailors. Please keep up the good work on all of our behalf.

Steve Maronick
Commander, USNR

Roger L. Boostrom
Captain, USNR (Ret)

Dear Editor,

I appreciate all the "things" that the Naval Reserve Association looks into and goes after for its members. Yesterday, I received a letter from CAPT McAtee related to application for retirement pay and benefits. The letter was to the point and professional. More importantly, it reminded me that the association and its leadership do care and are looking out for its members.

Luckily, I had already contacted NRPC, received my packet, returned it and have received acknowledgement of its receipt. Unfortunately, I had to call and request the packet. What was received was very unprofessional, incomplete and contained a number of errors: misspellings, grammatical errors, directions referring to the wrong box numbers, references to direction on the back of blank pages, etc. Most glaring was the cover page. It was obviously a multi-generation copy with numerous staple marks. I wasn't sure if the last line was a typed signature or the closing: Than You.

It appears our Navy hasn't made much improvement in its process of dealing with those qualifying for or applying for retirement. When I completed my twenty years, I received a packet that was also incomplete (lacking all tables for calculating

the various options). Since I haven't as yet received a reply back from NRPC, I'm not certain what their reasons will be for sending out such unprofessional packages for critical monuments in our professional lives. I expect the answer will be similar to what I received seventeen years ago: it's really not in our control – it's caused by Cleveland, but not to worry because we are working on it and converting to computers. It is no wonder there are mistakes by applicants. Simple system changes could improve timeliness, reduce errors, be more responsive to the customer and likely reduce the staff required (save money). My Army and Air Force friends say their retirement packages were received on time and were clear, concise and easy to complete.

Again, thank you for caring and your professional help in watching out for the benefits all have earned.

Dear Admiral Keith,

Thank you for the notification and listing of my promotion to Lieutenant. My wife is quite excited, as am I. We look forward to serving the needs of our country and the Navy/USMC team now and in the future. My mission is for my service to our Navy to be exemplary in effort and quality; whenever and wherever.

Michael Couvillon
Lieutenant, USNR

Dear Captain McAtee,

Thank you for your assistance. I truly appreciate it and just want to comment on how important it is for Reservists to be members of organizations such as the Naval Reserve Association. If I was not a member, I would never have known about the issues and changes involving O1E - O3E pay. Joining a professional organization such as the NRA is one of the most important things a Reservist can do for their career. Thank you once again.

Tim Nosal
Lieutenant, USNR

Legislative Update - Cont'd. from page 7

services, perhaps it is better to look at the pyramid upside down. What does it take to make sure we have a reserve total force that really is aligned with the active force to the most efficient, best business practice? I suggest it might be: what does it cost and how well do they fight in battle or provide service to those who are fighting.

These Congressional hearings asked the question – what can we do to relieve the stress on our Reserve and Guard forces? The answers provided were never to provide a continuum of benefits for the members and their families. Instead, the answers provided were that we are transforming the Guard and Reserve forces because we must transform the Guard and Reserve forces. The answers provided were not those that the E-5 or O-4 or their families might provide. The answers were more those of a plan. It may be time for the actionable answers, like: raise the Selected Reserve MGIB, or improve the health care for service members, or (something really transformational) improve the benefits for the employers of Guard and Reserve forces!

How do we really get to these new changes that we all want too much? Can DoD or Department of the Navy make the changes along with all the DoD Research Centers? If they could, why haven't they figured it out by now? The departments and research centers of excellence have certainly had time and money on their sides to figure out the changes.

I strongly suggest that Congress must act and Congress must act soon, on what our reserve structure should be for the next 20 years. We still do not understand the real or emerging threats to our National Security or Homeland Security. A Congressionally mandated commission can and would address key issues important to members and their families, even if others are overlooking them. If we fail to address the needs and requirements correctly, then we will certainly lose structure, people, equipment, and surge capabilities for a long time. Some would say we need to lose it. However, more importantly, why would we need to lose it, if they are surging now to provide for our national security? We have to review these changes from outside the department, to get the transformation correct. 



RADM Peter L. Andrus, MC, USNR
National VP for Health Programs

On-line Continuing Education for Medical Department Naval Reservists

Introduction

Medical department Naval Reservists are performing on-line continuing medical education and continuing education unit (CME/CEU) courses at an exponentially increasing rate as a result of innovations undertaken during the past two and one-half years. The history of this on-line CME/CEU explosion is an instructive one. In October 2001, RADM William Lynch asked this month's guest author, LCDR Eddie Oestreicher (then Director, Marketing and Training, Bureau of Medicine and Surgery [BUMED] Reserve Affairs) to explore how medical department Naval Reservists could better use on-line training to meet licensure, certification and credentialing requirements while eliminating unnecessary expenditure of funds for enrollment in and travel to CME/CEU courses that might be available on-line. After initial research, the SWANK Healthcare organization was identified as a potential source for such course work.

In May 2002, SWANK Healthcare and BUMED Reserve Affairs signed a first contract for service that allowed over 7800 medical personnel the ability to use the more than 450 CME/CEU Courses offered by SWANK. In addition, many SWANK Healthcare Courses were offered that focus on important topics pertinent to all branches of our military services. These latter courses included militarily relevant topics such as CBR, health promotions, smallpox, and dental courses, as well as many others. Each of these courses completed by a Reservist may be eligible toward the fulfillment of CME/CEU requirements necessary to maintain accreditation and licensure for physicians, dentists, Medical Service Corps officers, nurses, and enlisted medical department personnel.

The original BUMED Reserve Affairs contract allows personnel in Claimancy 18 (Programs 32 and 46 and many VTU members) the ability to receive beneficial military information along with pertinent medical information. In addition, to enhance participation and utilization of the service provided by SWANK Healthcare, various Reserve systems were changed or adapted to allow drill credit and drill pay for the performance of the on-line course work. Information on the applicability to each individual can be found on Naval Medicine Online (NMO). First, you will need to register for NMO at: <https://nmo.med.navy.mil/>. Once registered, please proceed to "Facilities" on the tool bar and click on it. Then, go to "Bureau of Medicine and Surgery," click on the link, and proceed to "Reserve Affairs (M10)" on the left side of the page. Click on "M10, Reserve Affairs" and proceed to "M10-6," and click on it. The SWANK on-line training link will now be visible; and from here, you can access valuable information and the Web site.

How to get credit for your work

Reservists who are drilling in medically oriented units are eligible to complete on-line courses and receive CME/CEU credit. All completed courses will need to be "bundled" in three-hour increments to receive one retirement point. Courses that have been performed through the SWANK Healthcare Program are generally one hour in length, and each course that is completed will provide the user with a printable certificate of completion that is also recorded in the individual's electronic training jacket. Certificates of completion and a printable copy of the SWANK transcript verify the name of the course and the particular Sailor completing individual course work. As directed by commanding officers, officers in charge, and other designated leaders, courses are eligible for nonpaid retirement points if

bundled in three-hour increments (with certificates of completion and transcript) up to the maximum amount allowed by instruction. Such inactive duty retirement points, when combined with other drills, would be subject to a maximum of 90 inactive duty retirement points earnable per anniversary year. In some instances, drill pay credit may be allowed for individuals completing on-line courses. The maximum allowable drill pay credit is four drills per year. Again, the individual Reservist would be required to bundle his/her CME/CEU into packages with a minimum of three certificates of completion and a maximum of 12 completed courses bundled in three-hour increments to obtain up to the four paid drills. The exact applicability of paid drills will vary with each Sailor's Reserve unit and guidance with his/her own command should be sought.

Increasing Command Emphasis

Each of the Claimancy 18 major Naval Reserve commands in Programs 32 and 46 have increased their awareness of this program during recent months. An electronic dashboard (see below) has been developed on NMO that provides a snapshot of performance on a monthly basis. This snapshot allows leadership within the command to monitor the progress of CME/CEU use by individuals, detachments, and the overall command. Additionally, various commands are employing numerous promotional strategies to increase participation and awareness, such as prizes (e.g., CDs, movie promotions).

Overall Performance

BUMED has devised a wonderful instrument, that can be used by any command to depict performance, called the electronic dashboard. The dashboard shows various specified criteria and illustrates various performance levels using color-coded displays. This tool was

Cont'd. on page 24

MORE JOBS MADE AVAILABLE TO THE SPOUSES OF RESERVISTS

Reserve officials recently signed an agreement with Adecco, a staffing and human resources company, to expand the number and types of jobs available to spouses of Reservists.

The program is unique because it is not just for spouses of activated Reservists; it is aimed at all Reserve personnel. There are currently pilot versions of the new program operating in San Diego and Annapolis. Adecco's services are available at branches worldwide at no charge to military families.

For more information, contact Erin Walerko, Program Director for the Adecco Career Accelerator Program at 732-676-0261 or <erin.walerko@adeccona.com>.

CIGARETTE SMOKING, HEAVY DRINKING IS ON THE RISE IN THE MILITARY

Cigarette smoking and heavy drinking are on the rise in the military, particularly among younger troops; and many in the armed forces report feeling stress in their work, a Pentagon health survey reports.

Drug use, however, is holding steady, far below the rate for civilians.

Heavy drinking was most acute among men and younger service members, officials said.

Of the 12,756 troops who responded to the Pentagon's 2002 survey, conducted at 30 military installations worldwide, about one third said they felt a lot of stress in their military duties.

The most frequently cited sources of stress for men were deployment (18.9 percent) and separation from family (18.7 percent); the women cited changes in personal life (21.4 percent), separation from family (21.2 percent), and deployment (19.6). Injuries, illnesses, and workplace accidents were twice as common among those who described themselves as stressed.

GUARD AND RESERVE JOIN LOCAL CHAMBERS OF COMMERCE TO SALUTE EMPLOYERS

The National Committee for Employer Support of the Guard and Reserve (ESGR) is teaming up with local Chambers of Commerce to salute local employers who have demonstrated exceptional support for their employees who serve in the Guard and Reserve.

Officials say the move is part of a broad

outreach program to provide information and assistance to employers, local professional business organizations, local government officials, and members of the Guard and Reserve.

According to Bob Hollingsworth, ESGR Executive Director, the move marks a shift for the DoD agency, which has generally been considered a resource for members of the Reserve Components.

"Saluting America's employers is the right thing to do, and this is the right time to do it," Mr. Hollingsworth said. "During this time of unprecedented mobilizations of the brave men and women who serve in the National Guard and Reserve, the mission of ESGR has evolved from an emphasis on individual Reservists to their employers."

LEAVE, LEARNING STATEMENTS CHANGED TO HELP REDUCE IDENTITY THEFT

Leave and Earning Statements (LES) for all service members will soon have more protection against identity theft. The Defense Finance and Accounting Service will drop the first five digits of a person's social security number from all hard copy pay statements and checks to guard against identity theft.

Reports of identity theft have substantially increased in recent years according to the Federal Trade Commission, which monitors the issue.

Five years ago, the number of complaints to the FTC was roughly 23,400. By 2001, the rate had more than tripled to about 86,200. Based on figures released last January, the number of complaints of identity theft nearly topped 215,000 for 2003. The Social Security Administration also has taken the same step of eliminating the first five social security numbers on the millions of checks it issues.

NEW AUTHORIZATION PROVIDES LARGEST EXPANSION OF NATIONAL CEMETERIES

The Department of Veterans Affairs has begun the largest expansion of national cemeteries since the Civil War, with the authorization to establish six new sites by 2008.

"Under President Bush's leadership, VA is on the path to meet the burial needs of America's aging veterans," said Secretary of Veterans Affairs Anthony J. Principi. "VA will continue to provide America's veterans

with a dignified and respectful final resting place, now and in the future."

The National Cemetery Act of 2003 authorizes VA to establish new national cemeteries to serve veterans in the areas of Bakersfield, CA; Birmingham, AL; Jacksonville, FL; Sarasota County, FL; Southeastern Pennsylvania; and Columbia-Greenville, SC.

DOD ANNOUNCES CRITERIA FOR NEW GLOBAL WAR ON TERRORISM MEDALS

The Defense Department has announced final approval of the Global War on Terrorism Medals. These awards recognize the significant contributions that members of the armed forces bring to bear in combating terrorism in all forms throughout the world – for both current and future operations.

The medals come in expeditionary and service versions. The expeditionary medal is for those who deploy to designated combat areas, and the service medal is for those who serve in support of operations to combat terrorism.

Military members can receive and wear both medals as long as they meet the criteria; but only one award of each may be authorized for any individual, so no multiple-award devices will be prescribed.

Moreover, members can't use a single qualifying period of service to justify both awards. They need to establish a unique deployment period for each medal.

Battle stars for both medals may be applicable for personnel who were engaged in actual combat against the enemy "and under circumstances involving grave danger of death or serious bodily injury from enemy action," the criteria say.

But battle stars can be requested only by a combatant commander, and must be approved by the Chairman of the Joint Chiefs of Staff. In terms of wear, the Global War on Terrorism Expeditionary Medal will be positioned above the Global War on Terrorism Service Medal in precedence. Both medals directly follow the Kosovo Campaign Medal when worn, according to the regulations.

FORE AND AFT:

Chief Journalist Kevin Elliott, USNR, has been named the 2003 Naval Reserve Photographer of the Year and Photographer's Mate First Class Darin Russell, USNR, is the Videographer of the Year. 📷

We are pleased to welcome the following individuals as our newest Life Members:

LCDR Howard W. Abbott, JAGC, USNR (Ret)
 LCDR Robert P. Agnew, USNR
 CAPT Douglas J. Anderson, USNR
 CAPT Timothy E. Annin, USNR (Ret)
 CAPT James A. Barnett, Jr., USNR
 CDR Robert J. Barton III, USNR
 CDR Bruce A. Bell, USNR (Ret)
 CAPT James D. Berens, USNR (Ret)
 CAPT Robert C. Blake, JAGC, USNR
 CDR Larry C. Boyd, MC, USNR
 CDR James B. Bridge, USNR
 LCDR Alexander S. Brough, MC, USNR
 CDR Thomas D. Bruder, CEC, USNR
 LCDR Eugene A. Burcher, USNR
 LCDR James C. Castano, USNR
 LCDR Brett T. Cooke, USNR
 LCDR Barry A. Cruikshank, USNR (Ret)
 ENS Timothy S. Determan, USNR
 CAPT David E. Dodrill, DC, USNR (Ret)
 LCDR James W. Dowds, CHC, USNR
 CDR Matthew S. Doyle, USNR
 LCDR William R. Elder II, USNR (Ret)
 CAPT David S. Elliott, USNR
 CDR James R. Facinelli, USNR
 CAPT Genevieve M. Faherty, JAGC, USNR

CAPT Edward B. Ferrer, MC, USNR
 CAPT Daniel C. Fink, USNR
 CAPT Richard E. Forman, USNR (Ret)
 LCDR Alejandro Garcia, USNR
 CAPT James K. Gardner, JAGC, USNR (Ret)
 CDR Arthur W. Glynn, USNR
 CAPT James L. Gorman, USNR (Ret)
 CAPT Marcellus N. Grace, MSC, USNR
 CDR William P. Haberlach, JAGC, USNR (Ret)
 CAPT Kim S. Hamelberg, MC, USNR
 LCDR John D. Heiden, USNR
 CAPT William W. Holmes, USNR
 CDR Christopher J. Hoshko, USNR
 CAPT Charles P. Johnstone, USNR (Ret)
 LCDR Michael F. Joia, USNR
 CWO4 James P. Klein, USNR (Ret)
 CDR Jeffrey J. Lance, USNR
 LT Jimmy T. Landrom, Sr., USNR
 CAPT Robert W. Lindner, USNR
 CAPT Andrew E. Lindsey, USNR
 LCDR Donald E. Llewellyn, USNR
 CDR Bruce L. Marra, USNR (Ret)
 LCDR John H. McLean, USNR
 LCDR Michael J. McManus, USNR
 LCDR Elizabeth R. Morlock, USNR

CAPT Donald S. Muehlbach, Jr., USNR
 CDR Mary E. Nolan, NC, USNR
 CAPT George M. Oki, USNR (Ret)
 LCDR Sandra L. Ondrus, NC, USNR
 LCDR Katherine T. Ormsbee, MSC, USNR
 CDR Paul I. Parsons, USNR (Ret)
 CAPT Dean W. Pedersen, CHC, USNR (Ret)
 LCDR Jeffrey D. Peterson, USNR
 CAPT Michael J. Price, CEC, USNR
 CDR Kevin M. Prise, USNR
 CDR James E. Prochnow, USNR (Ret)
 CDR Dan S. Schindler, USNR
 CDR Martha J. Shafer, NC, USNR
 CAPT Eugene Shelar, Jr., USNR (Ret)
 LCDR Nelson Showalter, USNR (Ret)
 Mrs. Mary Helen Spradlin
 LCDR Kimberly A. Szymanski, NC, USNR
 BMI Arthur P. Taylor, USNR
 CAPT John H. Vogt, USNR (Ret)
 CAPT Terry O. Warner, USNR (Ret)
 CAPT Bobby R. Webster, USNR
 CDR Jeffrey B. Whiting, USNR
 CDR Timothy R. Yackle, SC, USNR
 CAPT Robert E. York, USNR (Ret)

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Health Affairs – Cont'd. from page 22

devised by National Naval Medical Information Command and LCDR Eddie Oestreicher and placed on NMO so all Naval medical department personnel could see their levels of performance. Currently, each Command has certain numbers of courses to complete in order to demonstrate high levels of performance. The electronic dashboard tool has already demonstrated its value: In 2004, it is estimated that over three million dollars worth of savings will be realized due to the high levels of CME/CEU that will be completed on-line.

In closing, Naval Reserve Medicine can be extremely proud of its innovation in initiating and performance in completing on-line training. The Bureau of Medicine and Surgery can clearly demonstrate that Naval Medicine is moving in the right direction by utilizing available resources on-line to enhance training in a cost-effective manner.

I wish to thank LCDR Eddie Oestreicher, MSC, USNR, for his authorship of this month's fascinating article. LCDR Oestreicher currently serves as Director, Manpower and Personnel, Reserve Affairs (M-10.1), Bureau of Medicine and Surgery.

Investing & the Art of Waxing Proverbial

By LCDR Michael Wegman, USNR

“Don’t put all your eggs in one basket” is one of many sayings I heard Grandmother repeat throughout my formative years growing up in North Carolina. Little did I know that I would one day rely on such simple ideals to guide my professional career. After a decade of helping people build and maintain investment and retirement portfolios, I have come to fully understand the value of what Grandma meant when she referred to those eggs and baskets. In the world of investing, it’s called “asset allocation;” and in my mind, it remains the Holy Grail of financial planning concepts.

After the irrationally exuberant 1990’s and bear market of 2000-2002, many investors are still licking their wounds and wondering what to do next. If you desire to make money this year and beyond and perhaps manage your risk a bit better than in previous years, it would help to set a goal of finding the right asset allocation for you. Here are my three specific rules to consider:

1. **Spread your risk around:** Regardless of your age, you should own a combination of stocks, bonds, money-market funds, and real estate. Your goals and your ability to stomach market fluctuations will determine the percentage of each of these assets you own. The extent to which you mix investment types within your portfolio is your “asset allocation,” and that mixture needs to consider the risks associated with each type of investment.

Equity (stock) investments are less stable in the short-term, as their value fluctuates daily because of the dynamic nature of share trading and supply and demand for shares. Statistics have shown, however, that over longer periods of time, quality stock investments outperform nearly every other type of investment out there. But remember, past performance cannot guarantee future results.

While investments in bonds and cash equivalents such as money-market shares generally maintain more stable values in the short-term, they, too, come with their own risks brought about by inflation, currency exchange rates, and changes in interest rates.

Younger investors with longer time horizons to accumulate wealth may want to consider greater allocations in stocks and stock mutual funds. Older investors approaching retirement may want to consider a strategy of asset protection with higher percentages of bonds and money-market funds.

In nonretirement accounts where annual dividends and capital gains may create unwanted tax liabilities, a strategy of investing in municipal bonds and tax-deferred annuities or tax-efficient mutual funds may help considerably.

In IRAs and company sponsored retirement plans where tax-efficiency is not an issue, you can consider leaning more toward investments such as sector funds, high-yield junk bond funds, real estate investment trusts, and international stock funds.

To better understand asset allocation, consider a generic example: investor Smith allocates 60 percent of his 401(k) plan assets into stocks and 40 percent into bonds and fixed income investments. Provided his plan offers such diversity, the 60 percent

stock portion should be divided between “growth” and “value” styles of small cap, mid cap, large cap, and international stock mutual funds. For the remaining 40 percent, a mixture of U.S. Government Treasury Bond funds, corporate bond funds, and money-market funds would be reasonable. A portfolio that contains a healthy mix of several different types of investments is less risky by design, spreading your money around in many different places (“eggs” and “baskets”).

So why could this strategy work? Well, a diversified portfolio of many different types of investments generally represents a cross section of industry sectors of both domestic and international economies. In layman’s terms, noncorrelated investments respond independently of each other, so only a portion of your money is subjected to the possible negative effects of changes within domestic and international stock & bond markets, currency rates, and short- & long-term interest rates.

The trick to insulating a portfolio from too much risk is to ensure that no single investment becomes the primary driving force within the portfolio. Most asset classes produce decent returns over time; but be patient, and “don’t count your chicks before they’re hatched.” Asset allocation simply helps manage your risk in the meantime.

2. **Rebalance annually:** Once you have allocated your portfolio assets according to your age and risk tolerance, you should rebalance once each year back to the original allocation percentages. For example, returning to the fictitious Mr. Smith again: Suppose his 60/40 mix is now 71 percent stocks and 29 percent bonds following a year of decent stock market performance. While reviewing his portfolio, he notes that the small cap fund has grown from a 10 percent slice of his portfolio to 19 percent. To rebalance, Smith sells 9 percent of this fund to bring it back to the original 10 percent target value. As he reviews the other funds, Smith notices that two other funds are down slightly from their original percentage amounts, so he buys more of each until they are once again at the previous year’s original allocation percentages.

Rebalancing causes good performing shares to be sold at higher share prices in order to purchase shares of poorer performing assets—selling high and buying low. Rebalancing has been a favorite tool of institutional money managers for many years, and its success is based on the premise that eventually every asset has its day in the sun. Owning as many shares as possible increases your return when that asset class has a good year.

3. **Forget market timing:** I recently read that if you were fully invested in the S&P 500 stock index every day for the past ten years (2600 days), EXCEPT for the twenty-five top performing days of market gains, your total return would be 3.0 percent instead of 13.0 percent. Short of having a crystal ball, nobody can pick when to get in and out of the markets based on odds like those, yet investors continue trying. There’s a saying in the brokerage business: It’s not TIMING the markets that’s important, but rather time IN the markets!

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I agree. Long-term investors need to get in and stay in. Staying invested is a bit like learning to “roll with the punches.”

The stock market research agency of Ibbotson and Associates recently reported a sad truth about investors and the markets since 1999. That year—the peak of the U.S. Stock Market climb—net dollars flowing INTO the markets hit a historical record high. Interestingly, just three years later at the 2002 market low, those same markets experienced record cash outflows! At record high levels of stock market performance, a record number of investors wanted in. When the markets cycled out-of-favor, investors threw in the towel and divested. That’s historically how most investors behave: buying high and selling low.

“Don’t throw the baby out with the bath water,” was another of Grandma’s favorite metaphors, and it’s another one with a decent application on the subject of investing. All too often, investors, anxious to rid their portfolios of the bad that has occurred in recent years, will make radical sweeping changes that unfortunately also rid them of the potential good that is often right around the corner. After three dreadful years of poor domestic stock market performance, 2003 was a breath of fresh air; yet many disgusted investors missed it while sitting on the sidelines with their previously invested capital now sitting safely in a low-interest money-market account.

Now that the markets are once again in favor and approaching previous high levels, many of these investors are considering going back in. Don’t “stay off the beaten path, when your chips are down.” Instead, learn to leverage market volatility to your advantage by investing a small amount each month over a one- or two-year period until you are once again fully invested. Over time, as you buy shares all along the pricing curve, you may end up with an average share cost that will make your holdings much more valuable when it is time to sell.

Whether you choose to go it alone or with guidance from a professional, learn the discipline of risk management through asset allocation, and “seize the bull by the horns” by getting busy socking away funds for retirement, college, or that second home at the beach. You of all people have a vested interest in understanding that with wealth accumulation, your greatest resource remains time, and as Grandma also used to say—“it waits for no man.”

Mutual Funds and Variable Annuities are sold by a prospectus. Please consider the investment objectives, risks, charges, and expenses carefully before investing. The prospectus, which contains this and other information, can be obtained by calling your Financial Advisor. Read it carefully before you invest.

Asset allocation/investment timing does not eliminate the risk of fluctuating prices or uncertain returns. Stocks offer long-term growth potential but may fluctuate more and provide less current income than other investments. The value of small company stocks is generally more volatile than those of large company stocks. Investing in foreign securities presents certain unique risks not associated with domestic investments such as currency fluctuation and political and economic changes. This may result in greater share price volatility.

LCDR Michael Wegman is officer in charge of the Wilmington, NC, Detachment of the Military Sealift Command 107 Unit where he also serves as Command Financial Specialist. He is Vice President of Investments and a Financial Advisor at Wachovia Securities in Goldsboro, NC; and he holds professional designations from the College of Financial Planning as a Chartered Mutual Fund Counselor and Chartered Retirement Planning Counselor. Wegman has been a financial professional for over a decade.

CAN I BE FROCKED?

By CAPT Tom McAtee, USNR (Ret)

Soon, results of FY-05 promotion selection boards will start being approved and released. Upon the public release of selectees, the most frequently asked question is, “Can I be frocked?” Let’s examine the current Navy frocking policy for Reservists.

MILPERSMAN 1420-020 spells out the Navy’s policy on Reserve officer frocking. Prerequisites include:

1. Selection announced by ALNAV.
2. Senate confirmation announced by ALNAV for O-6 and above.
3. Serving in or ordered to a billet for the higher grade.
4. Meeting one or more of the following billet criteria (listed by priority):
 - Billet with title of CO.
 - Billet with title of XO, where XO fleets up to CO.
 - Billet in direct support of the President or Vice President.
 - Defense Attaché.
 - Formal school where higher grade is needed for admission.
 - Billets on the joint duty list.

- Billet on staff of OSD.
- Billet on staff of SECNAV.
- Acquisition professional major program manager.
- Billet with title of XO.
- Billet with title of Officer in Charge.

If an officer meets the above prerequisites, then, the command may submit a letter of request to PERS-492 via the ECHELON 4 command to Navy Personnel Command, PERS-492; 5720 Integrity Drive; Millington, TN 38055. The request must include the following information:

1. Name/SSN/designator of officer to be frocked.
2. Grade to which frocking is desired.
3. Date Time Group (DTG) of ALNAV which announced the officer’s selection for promotion.
4. DTG of ALNAV/NAVADMIN which announced Senate confirmation of the officer’s selection (required only for O-6 and above).
5. Command name, UIC, and mailing address.
6. Billet for the higher grade, which the officer occupies or ordered to. Include the title and Billet Sequence Code (BSC).

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- 7. Date frocking is requested to begin.
- 8. Brief justification paragraph.
- 9. Point of contact, telephone/name.

Frocking quotas are extremely limited and will be assigned based on relative merit. For further information, contact PERS-492 at (901) 874-4514. ↵

National World War II Memorial Dedication – Sold Out Event

For those who will be in Washington over Memorial Day Weekend without tickets for the dedication, there will be a non-ticketed viewing area on the Mall that should accommodate about 10,000 individuals in seats and another 30,000 standing room attendees. This area will be located between 10th and 14th Streets, adjacent to the Smithsonian's WWII Reunion described in the opposite column of this page.

Live Televised Coverage

The History Channel and C-SPAN have both agreed to carry the dedication ceremony live from start to finish beginning at 2:00 p.m. EDT on Saturday, 29 May 2004.

Other Options for Those Without Tickets

The memorial should open to the public in mid-April 2004 and remain open through Friday, 28 May, so visitors may enjoy an early visit to the new memorial prior to the dedication weekend events.

Smithsonian WWII Reunion, May 27-30, 2004

Coinciding with the dedication ceremony will be the "Tribute to a Generation: National World War II Reunion," a major four-day event produced by the Smithsonian Institution's Center for Folklife and Cultural Heritage. Admission is free and tickets are not required. The Reunion will take place on the National Mall between 3rd and 7th Streets.

For more information on the National WWII Reunion, please visit: <<http://www.folklife.si.edu/CFCH/wwwiioverview.htm>>.

Science, Technology & Engineering (STE) Workshop 2004

The upcoming STE Conference in San Diego, CA, 20-22 May 2004, will be sponsored by the Naval Air Systems Command. The Naval Reserve Association is a co-sponsor on this conference. *For more details about this conference, please visit: <www.navair.navy.mil/ste/>.*



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Take Care of the Home Team

CAPT Drew Peake, National VP for Surface Reserve Programs

The Navy awards program recognizes exceptional performance. Everyone in uniform is familiar with military decorations, service medals, and ribbons. Many of us have been recognized for meritorious service or special achievement and know what a morale booster this can be.

The Awards Manual we use as a reference only covers military decorations and awards. This is all most officers have to know. However, I think we would all benefit from a general sense of the broader awards program sponsored by the Navy. It is good leadership to recognize exceptional performance by all who make a significant contribution to our Navy.

Awards for Public Service are perhaps least understood. The Navy Meritorious, Superior, or Distinguished Public Service Awards are bronze, silver, and gold medals suspended from ribbons and come with a lapel pin. They are presented with a Citation signed by the Secretary of the Navy or a commander of a major command.

Mrs. Robin R. Reininger was recently awarded the Meritorious Public Service Award by Vice Admiral John M. Cotton for her outstanding meritorious service as Ombudsman for Naval and Marine Corps Reserve Center Rochester, NY, from October 2000



to September 2003. She made a significant difference in the lives of families left behind when fifty-two Reservists were mobilized. Mrs. Reininger, at the podium, is pictured receiving the award. Her husband, SKC David Reininger is the SELRES RESCEN Command Chief Petty Officer. CDR Lynn Petersen, CO Portsmouth Naval Shipyard Det 501 is in the background facing the camera.

There are probably others in our extended Navy family who deserve similar recognition. The Meritorious Public Service

Award is the third highest public service recognition and is awarded for significant contribution with substantial impact upon a specific activity or geographical location. Information on other Public Service Awards can be found at <www.donhr.navy.mil/Employees/SES_DARP_Guide.asp>.

In Mrs. Reininger's case, one of the Reserve unit commanding officers worked with the Reserve Center commanding officer to originate and navigate the award package through the several echelons to Vice Admiral Cotton for his consideration. Having done so should make it easier for others to do the same for exceptional performers who, while they may not wear the uniform, make important contributions to our Navy. ♪



LCDR Kenneth L. Georgevits, USNR, has been designated as the Naval Air Systems Command (NAVAIR) Air Systems Program (ASP) Deputy Director, Strategic Communications.

LCDR Georgevits Assigned as Deputy Director for Strategic Communications

By LT Mike Randazzo, USNR, Air Systems Program Public Affairs Officer

Naval Reservist and NRA member LCDR Kenneth L. Georgevits has been designated the next Deputy Director, Strategic Communications for the Naval Air Systems Command (NAVAIR) Air Systems Program (ASP).

An ASP member for nearly 16 years, LCDR Georgevits is currently assigned to NAVAIRSYSCOM 0897, based at Naval Station Newport, RI, which provides engineering and technical program management support to NAVAIR's Acquisition and Operations competency organization, located in Naval Air Station Patuxent River, MD. In this capacity, LCDR Georgevits will support the development and execution of the annual STRATCOMM plan in concert with the ASP's 31 Unit Information Representatives and other program personnel.

"The Strategic Communications program has proven to be a worthwhile and indispensable component in improving our operational effectiveness and mission accomplishment," said RADM Mark M. Hazara, Air Systems Program Director. "Since its inception 18 months ago, the ASP STRATCOMM team has produced many relevant internal and external communications, all of which effectively supported the ongoing development of positive and mutually beneficial relationships throughout NAVAIR and the Fleet." ♪



Navy Cargo Handlers Deploy Overseas

Naval Expeditionary Logistics Support Force Mobilizes Reservists

By CDR Tom Gresback, USNR

In early January, over 550 Naval Reservists of the Naval Expeditionary Logistics Support Force (NAVELSF) were recalled to active duty in support of Operation Iraqi Freedom II. They are now serving in Iraq and Kuwait providing cargo handling, fuel handling, mail operations, and air logistics support. This was one of the larger single Naval Reserve Force mobilizations to date in support of OIF. Significant about this mobilization was the fact that SKs, BMs and Supply Corps officers relieved an Army Battalion which was scheduled to rotate as part of the DoD force rotation plan. Navy Expeditionary Logistics is fulfilling a critical combat support mission previously filled by the Army – that’s a paradigm shift.

In December, CENTCOM, through the Chief of Naval Operations, ordered this Naval Reserve mobilization to fulfill a portion of the cargo handling requirements in the AOR. “The reason we have been able to put a quality group together on relatively short notice is due to the fact this force is made up of battalions who are trained and ready to deploy,” said NAVELSF Commander, RADM Robert Percy III, USNR, Supply Corps.

DoD has changed the way they access the Reserve Component. They are talking among the services to maximize force structure and review common capabilities throughout the services. NAVELSF is thinking outside the box to support the mission of today’s war fighter.

“As a combat support force, it’s critical that we continually transform our expeditionary logistics capability to the changing dynamics facing today’s combatant commander. Our ability to work and train with the Army in Port Operations, with the Air Force in Fuels Operations, and the Marine Corps in Air Cargo Logistics, is just the beginning of how we are adapting to provide forces to the joint war fighter in a new environment.” said RADM Percy.

“Joint forces capability underlies the tremendous war fighting capability of the United States military,” said CDR Stephan Oliver, NAVELSF Readiness Project Officer. “The Navy’s ability to replace Army logistic forces in theater and perform the same function is a perfect example of the flexibility of joint forces doctrine. This force rotation marks the first time the NAVELSF has been tasked to this magnitude in a joint environment.” Oliver, a drilling Reservist from McGaheysville, VA, was mobilized to active duty supporting NAVELSF for OIF II.

CDR Deborah Haven, Commanding Officer, Naval Cargo Handling Battalion 9 Columbus, OH, said, “I’m very excited about participating in this mission to provide freedom to the people of Iraq. It is a significant event and a fabulous opportunity to represent the United States Navy.

“As a commanding officer, I’ve been overwhelmed by the enthusiasm and energy each member of my battalion has put forth to participate in this mobilization. I’ve also been extremely impressed by the families and the support we’ve received from employers. Naval Reservists cannot perform and be committed without support from their families and employers.”

LCDR Mike Krall, Executive Officer, NCHB 14, Port Hueneme, CA, said, “This mobilization has given us an incredible opportunity to put what we have learned to good use in support of our country. Our group comprises team members from across the United States, and it has not taken long for this professional team of men and women to build a strong organization. Veterans and nonprior service members have integrated and trained together to meet the challenges ahead — there is incredible heart in this organization. We are ready to integrate and relieve the Army and execute this mission with pride. The Joint Service environment is our future, giving the United States the ability to team our resources to support continuous contingencies with a flexible force.”

Mobilized Battalions and Companies

■ Navy Supply Support Battalion 1 Phoenix, AZ.

Commanded by Captain Ray English, Supply Corps, USNR.
- With companies in: Phoenix, AZ; Encino, CA; Ft. Worth, TX; Lubbock, TX; San Diego, CA; Tucson, AZ; Sacramento, CA.

■ Navy Cargo Handling Battalion 14 Port Hueneme, CA.

Commanded by Commander Millard Lewis, Jr., Supply Corps, USNR.
- With companies in: Port Hueneme, CA; Las Vegas, NV; Los Angeles, CA.

■ Navy Cargo Handling Battalion 11 Jacksonville, FL.

Commanded by Commander Fred Boyles, Supply Corps, USNR.
- With companies in: Jacksonville, FL; St Petersburg, FL; Tampa, FL.

■ Navy Cargo Handling Battalion 9 Columbus, OH.

Commanded by Commander Deborah Haven, Supply Corps, USNR.
- With companies in: Columbus, OH; Cincinnati, OH; Huntington, WV; Youngstown, OH.

The Naval Reserve Expeditionary Logistics Support Force (NAVELSF) delivers expeditionary logistics support using Naval Reserve Force capabilities. NAVELSF’s mission includes operational support of national military strategy, including routine peacetime support, crisis response, humanitarian operations, and combat service support missions throughout the world.

CDR Tom Gresback is the Public Affairs Officer for the Naval Expeditionary Logistics Support Force in Williamsburg, VA, and is on a one-year recall.

Editor's Note: *The following is a list of the known names of members of the Naval Reserve Association who have passed away. These names have been accumulated from 1 November 2003 to 31 March 2004, from surviving spouses, newspapers, obituaries, etc. Any NRA members aware of any other member deceased, and not previously published in NRA NEWS, please notify us. May they rest in peace.*

ENS Barbara V. Abendroth, NC, USNR (Ret) (TX)
 CAPT David R. Bath, USNR (Ret) (WA)
 LCDR William J. Beatty, USNR (Ret) (VA)
 LT E. G. Booth, Jr., USNR (Ret) (IA)
 CAPT Richard L. Bourn, USNR (Ret) (OH)
 CDR Jack Boyd, USNR (Ret) (MO)
 CAPT Donald G. Brazier, USNR (Ret) (WA)
 CDR Thomas P. Buckley, MC, USNR (Ret) (TX)
 CDR Henry C. Burgess, USNR (Ret) (HI)
 CDR Harry C. Burchichter, USNR (Ret) (PA)
 CAPT Edward W. Clements, USNR (Ret) (CA)
 CDR Malachy J. Collet, USNR (Ret) (SC)
 RADM Donald T. Corrigan, USNR (Ret) (MA)
 LT Wayland K. Coston, USNR (Ret) (MD)
 CAPT Wesley P. Craig, USNR (Ret) (CA)
 CDR Arnold J. Dahlquist, CHC, USNR (Ret) (CT)
 LCDR Gordon L. Dawber, USNR (Ret) (CA)
 CAPT J. Edmund De Castro, USNR (Ret) (NY)
 LCDR Marvin W. Devoll, USNR (Ret) (RI)
 LCDR Arthur G. Doege, USN (Ret) (MD)
 CDR Frederick G. Durfee, USNR (Ret) (PA)
 LCDR Lemuel R. Earl, USNR (Ret) (UT)
 CDR Norman M. Edwards, USNR (OK)
 CDR George G. Ellis, Jr., USNR (Ret) (CA)
 CAPT James D. Ferguson, USNR (Ret) (CA)
 CDR John E. Flanagan, JAGC, USNR (Ret) (RI)
 LCDR Joseph A. Flores, USNR (Ret) (OH)
 LCDR Howard P. Foltz, JAGC, USNR (Ret) (OK)
 LCDR William E. Ford, USNR (Ret) (CA)
 CDR Nancy M. Fortna, NC, USNR (Ret) (NJ)
 ENS Charles G. French, USNR (Ret) (MD)
 LCDR Robert S. Friedman, SC, USNR (Ret) (IL)
 CWO4 Norman F. Fulton, USNR (Ret) (MN)
 CAPT Charles E. Gosnell, Sr., USNR (Ret) (DE)
 CDR Stanley S. Graham, USNR (Ret) (KS)
 LCDR Clarion B. Haney, USNR (Ret) (ID)
 LT Hugh G. Hanson, USNR (Ret) (MI)
 CWO4 Albert C. Harrell, USNR (Ret) (TX)
 CDR Jones V. Howell, USNR (Ret) (CA)
 CAPT Mary K. Hoyem, NC, USNR (Ret) (WA)
 LT Warren C. Hunt, Jr., SC, USNR (Ret) (SC)
 CAPT Clarence E. Johnson, Jr., USNR (Ret) (NV)
 LCDR Ellsworth L. Johnson, USNR (Ret) (VA)
 CDR Robert P. Jones, USNR (Ret) (NC)
 CAPT T. Phil Kierl, USNR (Ret) (OK)
 LT John M. Lamson, USNR (Ret) (CA)
 LT Vivian H. Langworthy, USNR (Ret) (WA)
 CDR Robert L. Laskey, USNR (Ret) (RI)
 Mrs. Ellen N. Lindeman (FL)
 Mrs. Agnus A. Love (CT)
 LCDR Peggy A. Maass, USNR (MD)
 CAPT John C. Manning, USNR (Ret) (KS)
 LCDR Robert J. Marcin, USNR (FL)
 CDR William R. Martin, MSC, USNR (MO)
 CDR Charles W. Martin, Sr., SC, USNR (Ret) (NJ)
 CDR Thomas C. Matthews, USNR (Ret) (OR)
 CDR Frank G. Mattison, USNR (Ret) (MD)
 CDR Clifford J. May, Jr., USNR (Ret) (FL)
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 LT John H. Selby, USNR (Ret) (CA)
 CAPT Vincent J. Shanahan, Sr., USNR (Ret) (FL)
 CAPT Esler L. Shuart, CHC, USNR (Ret) (MI)
 LCDR Curtis D. Sides, USNR (Ret) (KS)
 CDR Chester A. Siver, USNR (Ret) (FL)
 CDR Gerard A. Smith, SC, USNR (Ret) (CA)
 RADM Jack S. Smith, USNR (Ret) (FL)
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 CAPT James M. Sweeney, DC, USNR (Ret) (KS)
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 CAPT Zachary T. Wakefield, USNR (Ret) (AL)
 CAPT William D. Wales, USNR (Ret) (MA)
 CAPT Ernest E. Weiss, DC, USNR (Ret) (FL)
 CDR Clarence J. Wheeler, Jr., MC, USNR (Ret) (TX)
 CAPT Bertrand R. Worsham, MC, USNR (Ret) (OK)
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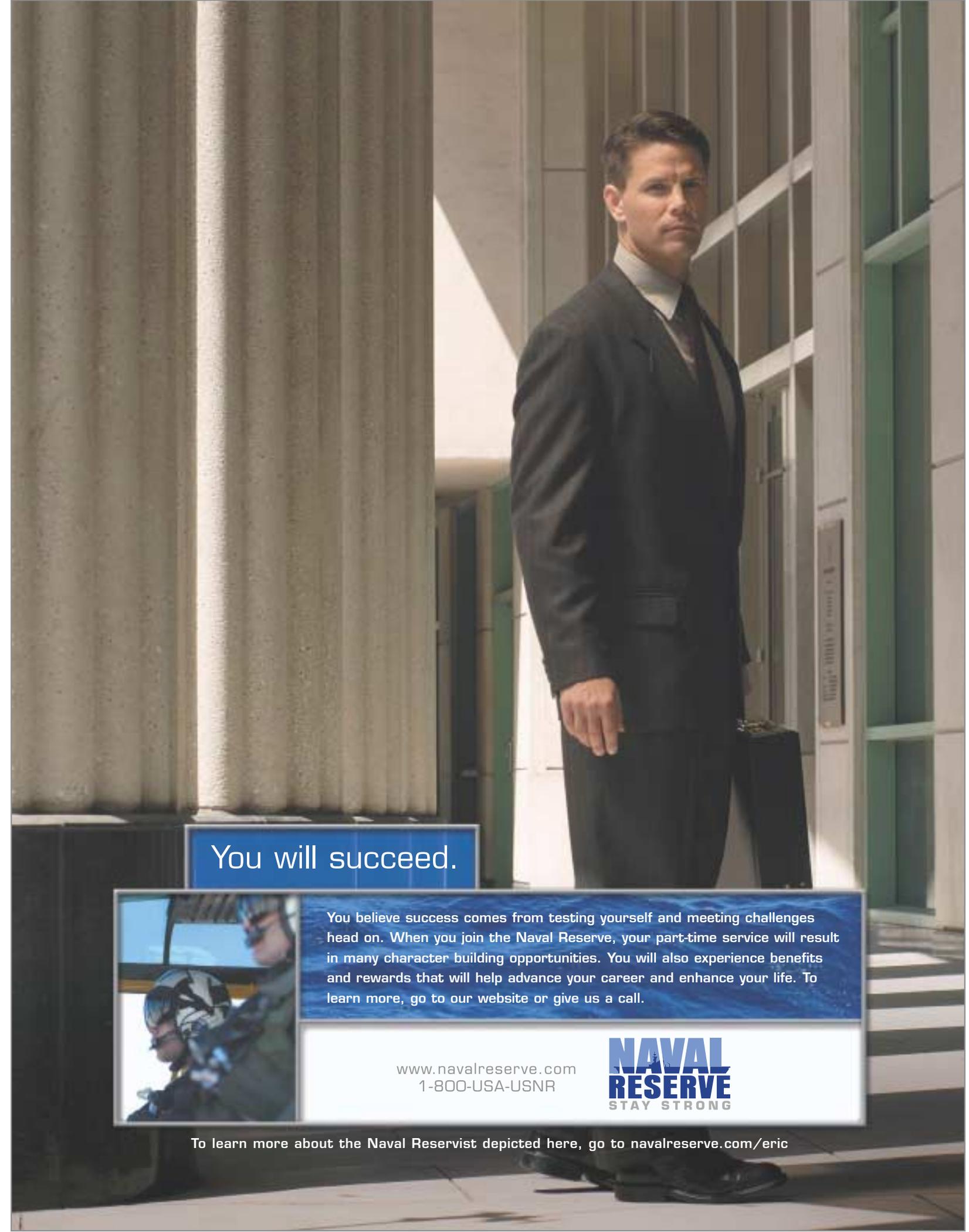
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