



ARCTIC TRAILBLAZER

“PUT’EM ACROSS!”

Issue 1 — May 2014



NEWSLETTER OF THE 2^D ENGINEER BRIGADE

JOINT BASE ELMENDORF-RICHARDSON AND FORT WAINWRIGHT, ALASKA



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Message from the Commander

Colonel Pete Andrysiak, Trailblazer 6

The 2^D Engineer Brigade is a diverse organization that is the busiest in U.S. Army Alaska and may be the busiest brigade in the Pacific.



The purpose of this quarterly newsletter is to communicate with Soldiers and Families by sharing the many

accomplishments across the brigade and also putting out pertinent information to keep the Trailblazer team informed.

Over the past two quarters the brigade has gone through leadership change and organizational change while also meeting deployment requirements.

We’ve welcomed CSM Brad Houston and his wife Kim to the team, reorganized the brigade to better enable us to meet the Army’s force reorganization/reduction mandates and welcomed home 2^D EN BDE Soldiers from deployments to Kuwait, Afghanistan, Jordan and missions

across the Pacific.

If that were not challenging enough, we also prepared the brigade headquarters, the 17th CSSB’s headquarters and the 23^d Sapper Company for deployments to Afghanistan.

As we deploy these units to Afghanistan for the final chapter of the ISAF combat mission, we leave behind great leadership to manage transition and change here in Alaska.

LTC Kirt Boston and CSM Lynch will represent the 2^D Engineer Brigade (Rear) while also commanding the 17th CSSB units now realigned under the 532D En Bn (Provisional).

The 6th En Bn (Combat) (Airborne) and 793d MP Bn will continue their conversion/inactivation tasks which are required to be complete by Oct ‘15.

This has been a significant effort that requires the turning-in of equipment, moving Soldiers out of inactivating units and making sure that leaders are engaged

with addressing the needs of Soldiers and Families.

Both battalions have been very professional and have done a tremendous job meeting the Army’s needs while also taking care of Families.

Before closing I want to publicly recognize LTC Conde and his wife Lynne for all that they have done for the 6th En Bn and the 2d En Bde.

They have provided exceptional leadership and genuine care and we are going to miss them; we wish them well as they depart for their next assignment at Carlisle, PA.

I am extremely proud to lead this brigade. I hope each of you share that same pride in how unique our organization truly is. I ask that each of you give your best as professionals to take care of your piece of the Army; I promise to do the same.

PUT’EM ACROSS!



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U.S. Army courtesy photo

A 109th Transportation Company vehicle in Afghanistan.

Muleskinners in Afghanistan

By Pvt. 1st Class Jacob Wilson
109th Transportation Company

The 109th Transportation Company left Alaska for Afghanistan in June 2013. The company arrived during a new phase of Operation Enduring Freedom—one of transition.

The war had shifted to retrograde operations and over the course of the deployment, the 109th would need to change with it.

When the Muleskinners left Joint Base Elmendorf-Richardson they were a traditional M915

company, transporting supplies to Fort Wainwright on the “Polar Express” mission.

Accustomed to the challenges of driving in harsh winters, the environment of the southern Afghan desert was a polar shift for the Soldiers.

In Camp Leatherneck the unit traded arctic temperatures for the scorched desert, the ice for sand and the snow for dust. Their surroundings changed and so did their vehicle systems. Their 915 line-haul tractors were left to thaw in the Alaskan spring and a fleet of dusty palletized load sys-

tem trucks awaited their arrival.

Their mission was providing support operations for U.S. Forces and Coalition Forces in Regional Commands South, West, and Southwest. The Muleskinners arrived and the mission began.

The 109th took over managing and transporting commodities for the convoys. But units left and weren’t replaced. Operating only the PLSs was no longer an option; self-contained operations became paramount. A multi-functional company was now vital to the mission. It was this shift that defined

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Command Sergeant Major's Corner Command Sgt. Maj. Brad Houston, "Trailblazer 7"

Greetings! First I would like to say thank you to everyone in the Brigade for the warm reception shown to my family



and I as we arrived into the Brigade. The move was tough given a number of other circumstances but the

thing that left the greatest impression on me was just how great the people are that we have the opportunity to serve with.

Thanks to everyone for their assistance during this time — it was well received and appreciated. I have to say how honored I am to be a part of such a great team.

We have units moving in every direction within the brigade but the commitment of our Soldiers and families remains steadfast.

I ask that we continue to keep the lines of communication

open during these times of turmoil within the organization.

We can never communicate too much especially during times of uncertainty.

To those units preparing to deploy (HHC, 2d EN BDE; HHC, 17th CSSB and the 23d Sapper Company) I wish you all a safe deployment and a speedy return.

To the families that will remain behind I ask that you stay connected to your units through social media and the unit Family Readiness Group. Be confident that the Soldiers of the brigade are trained and ready to deploy and conduct our missions.

Lastly, I am proud to have the opportunity to serve alongside of you each and every day. We continue to make significant contributions across USARAK and the Army and your efforts do not go unnoticed.

**TRAILBLAZERS—
PUT'EM ACROSS!**



Photo by Pvt. 1st Class Samantha Smith, 6th EN BN

Capt. Michael P. Carvelli with his Soldiers during the 84th Engineer Company redeployment ceremony Oct. 18, 2013.

The Lost Art of Rehearsals

By Capt. Michael P. Carvelli
Former 84th Engineer Company
Commander

A rehearsal is the most effective synchronization tool available to commanders. Rehearsals validate subordinates' understanding of an assigned mission and the higher commander's intent.

They should consist of scheduled blocks of uninterrupted time when a unit can practice a specific event, standing operating procedure (SOP), or series of occurrences to en-

sure that the unit achieves the commander's intent within the stated mission.

An effective rehearsal reveals weaknesses, integrates actions, confirms coordination, and improves understanding at all levels. An interactive rehearsal includes a variety of roles such as leaders, drivers, gunners, medics, and fire support and logistics personnel.

Engaging Soldiers at all levels to discuss, act or explain their part confirms their knowledge of assigned tasks. It also identifies unanswered questions and knowledge gaps and establishes coordination measures that may not have been revealed earlier.

Considerations for conducting a rehearsal include time available, space required/available, classes of supply (including live ammunition), and levels of leader and Soldier involvement.

Units should conduct the most involved rehearsals possible. Whatever their level of detail, rehearsals must be well planned and involve up-to-date intelligence.

The types of rehearsals available to commanders are—

- Confirmation brief
- Backbrief
- Combined arms
- Support
- Battle drill or SOP

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For questions, comments, or submissions please contact the Brigade PAO, Capt. Richard Packer, at:

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Send us photos, stories, and ideas for future coverage and see your unit's accomplishments highlighted on our Facebook page and in future editions of the Arctic Trailblazer!

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Win-win School Partnerships

By Chief Warrant Officer 2 Shawna Culberson
17th Combat Sustainment Support Battalion

The 17th Combat Sustainment Support Battalion and Ursa Major Elementary School on Joint Base Elmendorf-Richardson were recognized by the 673rd Air Base Wing for developing the most successful Army partnership in Anchorage.

The Anchorage School District School Partnership Program began in 2009 as an agreement between the commanding general of U.S. Army Alaska and the superintendent of ASD with three pilot partnerships, one of which was 17th CSSB and Ursa Major.

Since then the program has grown to include Air Force units and schools on and around Fort Wainwright. The partnerships are an opportunity for service members to volunteer as tutors, mentors and participants in partner-

ship activities.

The first year of partnerships was a learning period as schools and Army battalions figured out what they had to offer each other. Since then most partnerships have matured into reciprocal relationships where service members and students enrich each other's lives.

"It was a learning time for the school and the battalion," said Ben Hardwick, principal of Ursa Major, speaking of the first year of partnerships. "After a few false starts, we were able to hit on a winning combination."

The diversity of activities 17th CSSB volunteers participated in contributed to the record success of this partnership. Soldiers assisted the Ursa Major students academically by tutoring in math, reading and sci-

ences proficiency, supporting a school spelling bee and volunteering as escorts during field trips.

The 17th CSSB also provided team-building opportunities for the Ursa Major staff by organizing a Leadership Reaction Course where Soldiers led teacher teams through various

obstacles and giving feedback on their performance after each event.

The activity was intended to enhance communication and cohesion amongst the school faculty. The LRC, a familiar event for Soldiers, is a unique opportunity for professional educators.

"The LRC was a cap stone event for our partnership," Hardwick said. "It really allowed us to trust each other at a much higher level."

Lt. Col. Brian Formy-Duval and Command Sgt. Maj. Jacqu-

eline Williams, the command team of 17th CSSB, have both been dedicated to growing this partnership and enjoyed participating in school activities with the children and Soldiers.

"Our partnership with Ursa Major has been an excellent opportunity to show our professionalism and commitment to the JBER community," said Williams. "The partnership has given our Soldiers and the students a way to showcase their talents and creativity."

Both of the battalion's senior leaders attested to how much the partnership has allowed Soldiers the opportunity to volunteer where they learned new ways to be productive citizens in the local community.

"Partnering with Ursa Major has been a great experience for Soldiers and the students," said Formy-Duval. "This has been a win-win for our Soldiers and the school."

"After a few false starts, we were able to hit on a winning combination."



U.S. Army courtesy photo

The 17th Combat Sustainment Support Battalion command team, Lt. Col. Brian Formy-Duval and Command Sgt. Maj. Jacqueline Williams, with Ursa Major Elementary School Principal Ben Hardwick and some of his students.



The Plight of Afghan Women

A Soldier's view from the front lines

Spec. Allison Epstein
109th Transportation Company

My call to service in Afghanistan began with a simple question- would I sacrifice everything for something bigger than myself?

It was a straightforward question, but I knew I had a complex answer. The Army was fighting the longest war in the nation's history and they were looking for ways to adapt to the changing environment in Afghanistan.

Throughout much of the war, Afghan women had been overlooked by coalition forces and the Army saw them as a possible solution to winning over the hearts and minds of the Afghan people.

The Army decided to deploy female engagement teams and my command saw it as an opportunity to test me and serve on the frontlines. I have to admit, when I first thought of deploying to Afghanistan I was a little fearful. I wasn't scared of combat; I just had a thousand questions running through my mind.

What purpose would I serve for the Army? How is this going

to affect me as a Soldier and as a woman? How was I going to prove myself and my worth to the infantry Soldiers I was deploying with?

Over the next few weeks, I silently answered each question and came to a simple conclusion- I wouldn't fail, I wouldn't let my emotions get the best of me and I wouldn't quit out on patrol.

I knew I would be putting myself in danger but I wasn't going to let that stop me. I wanted to help the women of Afghanistan and I promised myself I would do whatever it takes to

provide support to these women.

When I landed in Afghanistan in 2011, I still knew very little about the cultural role of women. Growing up in the United States, I had the freedom to do whatever I wanted. I knew women in Afghanistan weren't afforded that right. For many of the women, they lived their lives behind closed doors and were hidden in silence.

I often wondered why women in Afghanistan didn't have the same rights as other women throughout the world,

I knew I would be putting myself in danger but I wasn't going to let that stop me



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Photo courtesy of Spec. Allison Epstein

Spec. Allison Epstein deployed to Afghanistan with 4th Brigade Combat Team (Airborne), 25th Infantry Division during 2011-12 .

but it wasn't until I witnessed the relationship between men and women firsthand that I truly understood the issue.

I was on a patrol in Spera with my engagement team when we entered a home full of teenage girls and women. Our job was to talk with the women, so we sat down without a female linguist, began drinking chai tea and started to ask about their families.

We were in the middle of a conversation with the women when I noticed a male enter

the home. The women immediately stopped talking. I didn't know what was wrong. I thought maybe they needed to pray or had somewhere to be. But as I visited other homes I realized the men simply demanded silence amongst the women.

During the deployment I learned the role of women in

Afghan society had been eroded by the Taliban and women continued to face an increasing amount of hurdles from their primitive laws.

Many of the women were denied education and health care, weren't allowed to work or leave their homes and were required to wear a burqa at all times.

Women constantly lived in fear: fear of being beaten, fear of being raped and fear of being killed. I could see the fear and pain in the eyes of every woman I met.

As I listened to each one talk I could hear their cries for help. I realized they just wanted someone to listen to their story and I was there: to listen, to cry and even hold their hand as they talked about their suffering.

The Taliban had caused nightmares for these women and

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...I realized the men simply demanded silence amongst the women



Muleskinners in Afghanistan



Photo from the 109th TC Facebook page

109th Transportation Company Soldiers painted remembrance rocks and placed them at a Sept. 11, 2001, memorial in Afghanistan.

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their deployment.

The 109th evolved, transitioning from a single-system transportation company into a multi-compositional force. They took the opportunity to build on the transportation companies of the past and lead the way to the future of Army transportation.

"The knowledge of diverse set of systems increases the flexibility and adaptability of the company and each platoon," said Sgt. 1st Class George Trevino. "Never before have [Army truck drivers] been technically proficient in 3-4 platforms; through the deployment our Soldiers' skills evolved, and, unlike the past, the skills developed over the course of the deployment allow the unit to deploy anywhere in theater and be self-sufficient. And that is critical in today's contemporary operating environment."

Soldiers entering a transportation company can expect to hear one question: "Are you a driver or an operator?" A driver fastens their seat belt, shifts into gear, and drives. An operator knows his vehicle inside and out. The strengths. The weaknesses. An operator knows what is required to maintain their truck. To

always be mission capable. For the new mission the 109th needed operators. Not for just one system, but for multiple systems: the PLS; the MaxxPro gun truck; the heavy equipment transport truck; and the MaxxPro recovery vehicle. To accomplish this task there needed to be an emphasis on training.

To prepare for the new mission, the Soldiers attended "Gun Truck University," a program designed to turn drivers into operators on the MaxxPro and Cougar MRAPs. Initially the program was run by civilians, but the drawdown was underway.

The civilians left. With their departure there was a void that needed to be filled. Staff Sgt Cleavon Ward rose to the challenge, working with the 87th Combat Sustainment Support Battalion to provide a drivers' training program designed to create operators. Not just on the MRAPs, but on all of the systems available to the unit.

"When you deploy the scope of mission changes, it's important to train for first termers and retrain the seasoned veterans to adapt to the changing combat environment," Ward stressed when talking

about the importance of training. "By training Soldiers on multiple systems throughout the battalion, each unit is capable of running missions on its own. It also allows each company time between missions to maintain and repair the vehicles and reduce combat stress."

The culmination of the course was an off-road course designed to push the vehicles to their limits. By learning the limits of each system, the Soldiers were prepared to operate in any environment: from the tight confines of Kandahar City to soft sands of the "road" to FOB Dwyer. Once trained, the knowledge of the unit allowed for greater mission capabilities.

"We could accept any mission due to the unique nature of the soldiers in our company who can operate almost any vehicle platform," said Capt. Nicole Frederick, commander of 109th TC.

The true strength of the multi-compositional force is the ability to be self-supporting.

"There is a level of trust developed when working closely with the same soldiers. It allows for easier communication," said 1st Lt. Michael Sullivan. "The knowledge of multiple systems improves the unit's ability to recover vehicles, increases the security of the convoy, and minimizes halts, which further reduces downtime on the road, making the convoy a hard target."

Having operators versed on multiple vehicles creates a flexible, fluid company, able to adapt to any situation. "Having the previous experience with different systems creates an understanding of the overall tactical situation," said Staff Sgt. Jose Barada. "The diversity of training allows leaders to understand the limits of their convoy and apply that knowledge on the road."

Through the Muleskinners knowledge came their success. By being flexible and adapting to the new mission, the 109th Transportation Company set an example for future transportation companies to follow.

"The 109th's soldiers exemplified the values of the Soldier's Creed, maintaining their physical and mental toughness throughout the deployment. They set the example. It is an honor to work with such professionals and young-soldiers-of-tomorrow," said 1st Sgt. Richard Bullard.

The 109th transportation came a long way from the start of their deployment, evolving to fit the needs of an ever-changing combat environment. With their mission a success, they have returned home.

Flexible, stronger, more capable, they return to the 915s they left behind, ready to apply the lessons learned on the deployment to the mission back home. Always ready to learn, always training and always living up to their motto:

"Muleskinners, Out Front."



U.S. Army courtesy photo

109th Transportation Company during convoy operations in Afghanistan.



17th CSSB HQ at NTC

By 1st Lt. Amy Briggs
17th Combat Sustainment Support Battalion

The Headquarters and Headquarters Company, 17th Combat Sustainment Support Battalion attended a month of training at the National Training Center in Fort Irwin, Calif. beginning Feb. 7, 2014, in order to prepare for an upcoming deployment to Afghanistan.

The National Training Center has been providing challenging, realistic training to units since 1940. The scenarios and operations conducted by the rotational units help them to sharpen their individual combat skills and better prepare for upcoming deployments. Since NTC is located in the heart of the Mojave Desert, it's terrain is similar to areas overseas where units have recently been deploying, thus provides an excellent environment for units to familiarize themselves with operating in such conditions.

The 17th CSSB was the sixth unit of its kind to ever train at NTC and the first to conduct supply operations without the aid of civilian contractors. The rotation was extremely beneficial for the unit as it readied them to face the elevated stress of a deployed environment.

Planning for this rotation began in the fall of 2013. The battalion commander and other key officers attended a pre-deployment site survey of NTC in October 2013 to understand the terrain and operations area so they could properly plan for the exercise.

The senior leaders returned to NTC in January 2014 with the battalion's primary staff commissioned and noncommissioned officers to attend the Leaders Training Program. This course connects students with a mentoring staff who help them analyze each section's responsibilities and how they can synchronize efforts to best complete assigned mis-

sions. The 17th CSSB leaders also attended classes and wrote operation orders that laid out the framework for the unit's upcoming rotation.

"LTP was a good time for us to plan ahead for the rotation," said 17th CSSB staff officer 1st Lt. Alan Siegle. "That was our focus and we accomplished a lot."

The 17th CSSB's mission at NTC starting in February 2014 was to provide support to the 1st Brigade Combat Team, 1st Cavalry Division, stationed at Fort

Hood, Texas. Eleven smaller modular units were assigned to 17th CSSB for command and control purposes and completed the sustainment support missions assigned by the battalion. The units came from all over the country and were a mixture of active and reserve components.

In today's modular Army many units are designed to "plug-and-play" with other organizations during deployments. The 17th CSSB's NTC experience of

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17th CSSB Soldiers moving equipment at the US Army National Training Center in Fort Irwin, Calif.

The Plight of Afghan Women

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left them with nothing. As a woman and as a Soldier it was difficult for me to see the fear on their faces.

Most of the women didn't know why I was there or what I was doing. I knew I needed to build a strong relationship with these women and help them understand that I am not there to hurt them. I wanted them to know I was there to educate them, talk with them and build a relationship with them.

I feared each time I walked into a home about what could happen to these women after coalition forces had been there. I always worried about the family and prayed they wouldn't be harmed after my visit. Their welfare was constantly on my mind. But each

time I met with an Afghan woman I knew my visit served a higher purpose, both for the women and for the Army.

In Afghanistan I learned a lot about myself. By volunteering for the Female Engagement Team I became not only stronger as a person but a stronger Soldier as well.

I was able to build confidence in myself, display courage in the face of adversity and demonstrate emotional and physical strength. Under the worst of circumstances I proved I was capable of doing anything.

Female Engagement Teams continue to serve an important role in the Army and women are slowly gaining a powerful voice in the military. My deployment to Afghanistan reminded me my service in the Army had a pur-

pose.

Today, I find myself back in Afghanistan for my second deployment. Although I am no longer on an engagement team, I continue to serve for those women. Women across the world face hardships and each

day I give everything I have to prove we can do anything.

(Spec. Epstein has returned from a deployment to Afghanistan with 109th Transportation Company since the writing of this commentary.)

The Taliban had caused nightmares for these women and left them with nothing.





The Lost Art of Rehearsals

(Continued from page 2)

These rehearsals must be paired with one of the following techniques to achieve the desired end state:

- Full dress
- Reduced force
- Terrain model
- Sketch map
- Map

The above considerations of time and space available, classes of supply, and levels of leader and Soldier involvement must be taken into account to achieve the best result. Commanders must also ensure that outside agencies and representatives from other units are present during rehearsals.

In addition, logistics at any level can cripple an operation if not given proper consideration during a rehearsal.

The recent deployment of the 84th Engineer Support Company (Airborne) as a route clearance company supporting Operation Enduring Freedom taught the following worthwhile lessons about the value of rehearsals.

Precombat Checks and Inspections

Although not a part of doctrinal rehearsals, precombat checks and inspections are critical to the success of any patrol. They are reviews of individual equipment readiness and vehicle

load plans. At a minimum, they must be held at the team leader level. It is important to tailor the checks to the mission and across the company.

Checklists are extremely helpful, not as a way to micro-manage, but to ensure that all relevant items are covered. Items on checklists can include, but are not limited to, individual kits, weapons, vehicles, enablers, and special items of equipment.

Checks should not just ensure that equipment is present, but that it is clean, serviceable, and properly packed and includes the required basic issue items and extra batteries, if needed.

Troop-Leading Procedures

Following one of the steps of the military decisionmaking process by conducting course-of-action analysis within platoon level troop-leading procedures was helpful.

Deciding to use the box, belt, or avenue-in-depth method improved the sketch map technique for various courses of action. Gathering squad leaders, the platoon sergeant, and the platoon leader around a whiteboard achieved great effects as it fit in the reduced-force, battle drill scenario.

Although confirmation briefs are usually given immedi-



Photo courtesy of Capt. Michael Carvelli

84th Engineer Company Soldiers precombat checks before going on mission while deployed to Afghanistan.

ately after a platoon level operation order is issued, backbriefs can be more effective.

Giving squad leaders a set amount of time to develop their own plan was an effective teaching tool. Then, they had to tell the platoon leader how their plan achieved the commander's intent and supported the platoon mission. This assured that they had received the information (similar to the confirmation brief) and that it confirmed their understanding of the commander's intent.

Through confirmation briefs, the platoon leader synchronized the overall plan to meet the commander's intent.

Enablers

Within the company, the following enablers were assigned across two route clearance platoons and a mobility support platoon:

- Unmanned aerial sensors.
- Handheld detectors.
- Interrogation arms.
- Biometric identification and enrollment devices.
- Explosive line charges.

Discussing the event trigger that would force the emplacement of an enabler allowed leaders and Soldiers to understand what enabler would be chosen, how and why it would be employed, and who would employ it. This allowed the enabler to be integrated without specific direction from the leaders. Rehearsing the employment reduced

time, increased proficiency, and achieved the desired result.

Scenario-Driven SOP or Battle Drill

After issuing an operation order and before crossing the line of departure, a patrol (or ramp) brief should be conducted. Mirroring the five-paragraph operation order format helps Soldiers recall the items of the operation order. At a minimum, all patrols must conduct rollover

and fire drill rehearsals.

Some mission specific rehearsals that proved helpful were conducting verbal rehearsals, including rules of engagement and escalation of force. Mounted gunners gathered to answer scenario-specific questions. Drivers practiced their vehicle movements using index cards and conducted full-dress rehearsals of catastrophic kills and mobility scenarios with tow bars, tow straps, and recovery vehicles.

Senior medics presented medical scenarios that allowed platoon medics and platoon sergeants to react to multiple casualties and conduct casualty evacuations. Rehearsals should continue until the platoon scenario has completely moved back to the tactical assembly area, next objective, or friendly base.

Remember, the process is more important than the end product. Rehearsals are the art to the science of planning.

Rehearsals are the art to the science of planning



Photo courtesy of Capt. Michael Carvelli

84th Engineer Company Soldiers rehearsing battle drills while deployed to Afghanistan.



Corrective Training

By 1st Sgt. Jorge A. Rivera
56th Engineer Company

It is probably a fair assumption that corrective training has been a part of our military for many centuries. If a task was not completed correctly or on time additional training or a corrective task was employed to ensure its mastery or compliance.



Today we turn to Army Regulation (AR) 600-20, paragraph 4-6 for guidance:

“One of the most effective administrative corrective measures is extra training or instruction (including on-the-spot correction).

For example, if Soldiers appear in an improper uniform, they are required to correct it immediately; if they do not maintain their housing area properly, they must correct the deficiency in a timely manner.

If Soldiers have training deficiencies, they will be required to take extra training or instruction in subjects directly related to the shortcoming.

(1) The training, instruction, or correction given to a Soldier to correct deficiencies must be directly related to the deficiency. It must be oriented to improving

the Soldier’s performance in his or her problem area. Corrective measures may be taken after normal duty hours.

Such measures assume the nature of training or instruction, not punishment. Corrective training should continue only until the training deficiency is overcome. Authority to use it is part of the inherent powers of command.

(2) Care should be taken at all levels of command to ensure that training and instruction are not used in an oppressive manner to evade the procedural safeguards applying to imposing non-judicial punishment.

Deficiencies satisfactorily corrected by means of training and instruction will not be noted in the official records of the Soldiers concerned.”

AR 27-10, paragraph 3-3, adds to the discussion with similar verbiage:

“One of the most effective non-punitive measures available to a commander is extra training or instruction. It is used when a Soldier’s duty performance has been substandard or deficient; for example, a Soldier who fails to maintain proper attire may be required to attend classes on the wearing of the uniform and stand inspection until the deficiency is corrected.

The training or instruction must relate directly to the deficiency observed and must be oriented to correct that particular deficiency. Extra training or instruction may be conducted after duty hours.”

As a private, I recall that I was late to formation one day and I was counseled using a DA Form 4856 where I was instructed to report to our CQ desk at 0600 hrs.

To me being counseled on a DA form was enough to get my attention. Since my duty was to



56th Engineer Company’s Pfc. Philidian Braswell is assisted by Spc. Nicholas Ainguah on JBER, Alaska, Aug. 15, 2012.

be early to any formation, the additional time to report to our CQ early did not have any added value. In retrospect, this is an example of an ineffective corrective training task which was not even supervised.

A more memorable event, in my opinion, was when one of my battle buddies was seen driving recklessly on post. It just so happened, that he was being

The training or instruction must relate directly to the deficiency...

followed by a command sergeant major who exercised his general military authority and gave the Soldier a task to prepare a “safe driving techniques” class for his platoon.

This class was to be no less than 15 minutes, presented to his entire platoon and supervised by his company first sergeant. I remember that he explained what he did; he explained the conversation with the sergeant major and his corrective training.

He then gave a short class using the Oklahoma state driver’s study guide and a portion of the US Army defensive driving course. This was not only effective for him, but it also had an impact on everyone who witnessed it.

As a squad leader, I had three Soldiers that did not understand the importance of accountability. I allowed my team leaders to try and correct the

situation the first few times through the use of counseling and corrective training.

They tried the usual progression of “this is your first warning, report early to formation, report early to formation and write a short essay on why you think this is important and on.

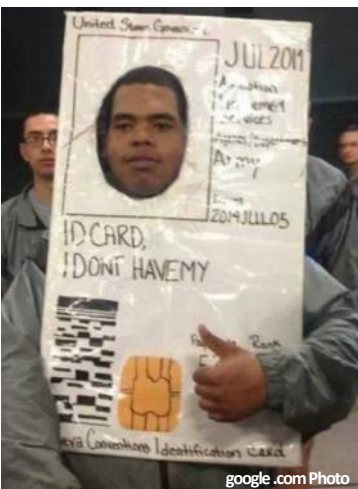
These attempts proved to be ineffective. After their attempt I still had four Soldiers out-of-ranks on a single day and it was time for me to step in and fix the entire squad. The entire squad was counseled and all received the same corrective training to include the team leaders.

I would schedule several formations throughout the day, each formation was in a different uniform and a new task was to be completed prior to the next formation. The first few formations were a hit and miss on compliance and were quickly fixed with on-the-spot corrections, but when additional formations were added throughout the day and after duty hours, compliance was inevitable.

This went on for over a week and was draining on the Soldiers and the NCOs as well. The result was zero tardiness or missed formations the remainder of my time as their squad leader.

This was my most successful corrective training method as a squad leader; it was directly related to the deficiency, it was

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Corrective Training

(Continued from page 8)

progressive from least restrictive to very restrictive and it achieved the objective to retrain the Soldiers and re-enforce standards.

Granted, some might argue that my actions might be viewed as mass punishment but the situation warranted correcting the behavior of every member of the squad as each member has some level of culpability in the squad's past poor performance.

As a platoon and first sergeant, one of my biggest challenges was trying to teach my junior NCOs how to properly record counselings on a DA Form 4856.

It took some time before they understood that the "action plan" was corrective training and not just a task to be completed, that it should also be supervised and it should be educational, have an objective and be progressive. The action plan should never just be about recommending or threatening UCMJ action.

According to Command Sgt. Maj. Rory L. Malloy, commandant of the United States Army Sergeants Major Academy:

"Punishment is strictly the realm of the Uniform Code of Military Justice. Corrective training is intended to correct a deficiency or shortcoming, never to punish.

If a Soldier arrives to work and he hasn't shaved properly, having him conduct a 'shaving class' in formation, in which he puts on shaving cream and shaves in front of his peers, isn't corrective training — it's humiliating, it's unprofessional and it could be considered hazing.

However, his NCO could have that Soldier arrive 30 min-

utes early and shave in the latrine under the supervision of the NCO.

In that case, it's clear the action is intended to ensure the Soldier knows how to shave properly. It takes place in private. It's not intended to harass, humiliate or haze.

If a supervisor believes his or her whole platoon has a problem with shaving properly, he or she might conduct a class to correct the issue, but the intention should never be to humiliate or punish."

According to Command Sgt. Maj. Bradley J. Houston, com-

mand sergeant major of the 2^D Engineer Brigade:

Those who chose to employ corrective training were not willing to put in the effort behind their plans and ensure Soldiers were being assigned corrective training oriented towards correcting their deficiencies.

When you do something that appears to be just wasting a Soldier's time you are viewed as a tyrant versus a caring leader committed to taking care of Soldiers.

I partnered with our legal team and our Inspector General's

Through all of this we increased trust between our NCOs and Soldiers, reduced minor misconduct and also showed that we were serious about rehabilitation if further misconduct did occur that necessitated further administrative or UCMJ actions.

I believe it also required our NCOs to put more time and effort behind their counseling processes which will only make Soldiers and ultimately our units better."

Leaders must ensure compliance with Army Regulations in particular that corrective training

is rehabilitative in nature and not with the intent to embarrass, harass, humiliate or punish the Soldier.

Soldiers who are facing administrative separation, non-judicial pun-

ishment or court-martial may still be required to conduct corrective training prior to adjudication or separation.

Coordination with your legal office is recommended to ensure that your plan of action does not amount to unlawful pretrial punishment under Article 13, UCMJ.

A common mistake is made, for example, when a Soldier is late for work call or formation. The Soldier is made to make up the time after duty hours, but then is given a task unrelated to the work missed.

If a Soldier missed physical training, he or she should conduct tasks associated with accountability and make up the PT session they missed.

If a Soldier missed work call he or she should perform tasks associated with his or her daily duties and should not become the clean-up detail for the week.

Finally, there is no written guidance on the duration of corrective training, but when we

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mand sergeant major of the 2^D Engineer Brigade:

"I personally, as a private, was assigned corrective training as a result of being late to formation. This was welcomed by me as I had seen other Soldiers receive UCMJ punishment for the same infraction. It showed me that my chain of command cared about me enough to fight for me

all the while making it clear that conduct such as this was not compatible for our profession.

As a battalion command sergeant major I grew frustrated from the lack of corrective training being used in our unit and the way in which some leaders chose to employ it.

First, if not used the perception of the Soldiers is that the Chain of Command must be "Article-15 happy" and that any infraction would be dealt with in this manner.

This created a "zero defects" mentality and eroded the trust

office in an effort to educate our leaders on what corrective training really is and to provide them with a few examples of what it should look like.

This NCO professional development session was very useful and well received by our junior leaders. After this, I began seeing classes to their platoon or squad being used instead of writing an essay.

This simple shift still provided education to the Soldier who committed the infraction while also educating the other Soldiers in their unit.

This also made our NCOs take ownership of their Soldiers and their issues versus placing the burden on the Staff Duty NCO for supervision.

We eliminated the practice of allowing NCOs to assign their Soldiers with the task of signing in at the SDNCO desk for their corrective training.

Punishment is strictly the realm of the Uniform Code of Military Justice

...there is no written guidance on the duration of corrective training.

Corrective Training

(Continued from page 9)

acknowledge that corrective training should be rehabilitative in nature and not a punishment it is difficult to place a pre-determined duration.

Corrective training or instruction should continue until the Soldier demonstrates consistently that performance has improved and that the re-training was effective.

This may be a onetime session, for example, when giving a class on the subject, or it could take a few weeks.

When the Soldier demonstrates that he or she can consistently complete the task with fewer errors that is when the corrective training should end. I

explain this to my NCOs by comparing corrective training to non-judicial or judicial punishment.

A punishment carries a specific timeline as a sentence given by a judge or a commander, but corrective training is not a sentence, it is instruction or re-

training and the objective is to meet an established goal or standard which is not necessarily based on time.

In closing, Soldiers will not always perform to standard and it is our responsibility as leaders and mentors to ensure understanding of the tasks and established Army standards, not only to ensure discipline, but to ensure the continuity of a professional military organization.

When Soldiers do not perform to standard, they should be reminded of the established

When we train or retrain Soldiers it should always be with the intent of creating new opportunities to improve.

standard and afforded an opportunity to demonstrate understanding and compliance through corrective training. If the Soldier continues to make mistakes or be non-compliant, through inability or indiscipline more creative methods are often necessary or the leader may need to use more progressively restrictive methods to correct their behavior.

When leaders demonstrate to Soldiers that corrective training or instruction is focused on



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making them better or getting them back on track they will build mutual trust and confidence with their Soldiers.

When the corrective plan is simply designed to take away a Soldier's time away or viewed as a lazy attempt to correct behavior than their action becomes ineffective and trust is diminished. When we train or retrain Soldiers, it should always be with the intent of creating new opportunities to improve.

If you would like to learn more about this topic I recommend you take the time to read Army Regulation 600-20, para-

graph 4-6 and Army Regulation 27-10, paragraph 3-3 these publications provide the Army's regulatory guidance on the topic.

Additionally, I recommend the NCO Journal article labeled "From the CSM: Correction should train, not humiliate" this was written by Command Sgt. Maj. Rory L. Malloy and published January 2013; he discusses several examples on corrective training and provides sound advice.

Lastly, I recommend you use your senior NCOs and mentors to draw best practices and advise not only on this topic but all matters of leadership.

17th CSSB HQ at NTC

(Continued from page 6)

taking on nearly a dozen other units with varied support and sustainment capabilities is excellent preparation for deployment.

When the headquarters reaches Afghanistan they will again be tasked with command and control of subordinate units from all across our Army and be expected to create a cohesive team and move out to complete their assigned missions.

"Integrating non-organic units into our organization was a good learning experience," said 1st Lt. Nathan Seaman, an officer in the operations section. "We had a short amount of time to make them combat effective and had to very quickly figure out how to best prepare them for their missions."

The main effort of the 17th CSSB leaders was transporting supplies to warfighters through 115th Brigade Support Battalion, 1-1 CAV. Though they are both sup-

port battalions, the 17th CSSB and 115th BSB by design serve different functions.

Organic to their higher headquarters, the 115th BSB moves forward with the fight to maintain close proximity and conduct fast resupply to their sister battalions. The 17th CSSB transports large amounts of supplies from a single location to the 115th BSB so they are able to maintain steady distribution resupply.

"The [115th] Brigade Support Battalion depended on us for resupply so it was critical that we ensured supplies were delivered daily," remarked Spec. Stepfond Jones, a communication specialist in 17th CSSB.

All units involved in the rotation at NTC were assigned evaluators. The evaluators tasked to 17th CSSB developed the officers and Soldiers by providing them with challenging

situations to think through and overcome. Every task was critical and meant to push the abilities of the headquarters personnel and equipment to the limit.

"I liked how the evaluators communicated with us and provided advice on how to conduct operations in a more efficient way," said 17th CSSB's Spec. Marcus Meza. "Hearing their input helped us to make adjustments right away instead of waiting until an after action review to find out their thoughts."

As the 17th CSSB was the first unit of their kind to conduct support operations without civilian contractors, interested Army commanders observed their training while visiting NTC.

Distinguished visitors included Brig. Gen. John F. "Jack" Haley, the US Army chief of ordnance, and Brigadier General John Hort, the deputy commanding general of the 3rd Infantry

Every task was critical

Division from Fort Carson, Colo.

They were also visited by their brigade commander, 2^D Engineer Brigade's Col. Pete Andrysiak, on his return trip from Afghanistan.

The visitors were given a briefing on current operations, a tour of the logistics support area and a Meal-Ready-to-Eat for lunch.

The NTC rotation helped the 17th CSSB develop tactical knowledge and strengthen relationships amongst their sections and Soldiers. They gained knowledge that will help them transition and function smoothly during their deployment.

"I really enjoyed working with other people that I normally wouldn't during day-to-day operations at [Joint Base Elmendorf-Richardson]," said Spec. Rachel Hennessy, an intelligence section specialist. "We learned more about each others' jobs and how we help the unit accomplish the mission."



Trailblazers in the Pacific

793rd Military Police Battalion's 1st Lt. Wesley Monaco attended the Indian Army Officer Provost Course in Bangalore, India, as part of the U.S. Army, Pacific (USARPAC) Pacific Partnership Program.



Photocourtesies of 1st Lt. Wesley Monaco

With the continued unrest between Pakistan, China and other regional powers the Indian Army recognizes the need to increase the MP Corps capability.



Photo courtesy of 1st Lt. Wesley Monaco

“There is tremendous potential for the US MP Corps to develop relationships with the Indian Army, assist in the development of a standalone Indian MP Corps and support the PACOM effort of building partnership capacity and stability in the Area of Operations.” - 1st Lt. Wesley Monaco



Civic Action Team – Palau 6-01 was comprised of engineers from multiple 6th Engineer Battalion companies and the battalion’s physician assistant. CAT-P 6-01 spent six months in the Republic of Palau assisting with medical and civil construction outreach. In addition to constructing water cisterns and paving parking lots, the team weathered Typhoon Haiyan and assisted in reconstruction efforts in the wake of the disaster.



Headquarters, 2^D Engineer Brigade

The 2^D Engineer Brigade headquarters has been focused on deployment preparation and ensuring the 532nd Engineer Battalion (Provisional) is fully mission capable to take on responsibility for managing the brigade.

Between two separate trips the brigade staff spent a total of nearly four weeks training at Fort Hood, Texas, with 1st Cavalry Division and training teams from Fort Polk and Fort Leonard Wood.

Senior leaders and primary staff members went on a predeployment site survey to Afghanistan to see first-hand the operations of the 130th Engineer Brigade. This visit provided the staff with knowledge necessary for proper planning for the brigade's mission while deployed.





Headquarters, 2^D Engineer Brigade





6th Engineer Battalion

Follow the 6th EN BN on Facebook:

www.facebook.com/pages/6th-Engineer-Battalion-CombatAirborne-Sappers/133069323381604



This has been another great and busy quarter for the 6th Engineer Battalion (CBT) (ABN).

In early March, we brought our Arctic Dragons of the 95th Chemical Company home from a 9 month deployment in Kuwait. They provided unique CBRN capabilities to ARCENT, had an element forward deployed to Jordan, and trained side-by-side with the Kuwaiti military forces. 95th is also well on track for RESET, will conduct a change of command on 18 JUN, is postured to transfer to 4/25 in JUL, and will join the 6th Brigade Engineer Battalion again after the conversion in OCT.

HHC welcomed back our Civic Action Team 6-01 from the Republic of Palau earlier this quarter. 1LT James Lewis and SFC Graham led an incredible team of professionals that made up the CAT-P and their efforts will have a lasting impact on the Palau population and our overall U.S. relations in that portion of the PACOM AOR.

The Dominators of our Forward Support Company continue to provide “The Best” service and support across our modular force in order to enable the battalion and companies to succeed in our very diverse mission sets. FSC’s maintenance platoon has done an incredible job completing hundreds of scheduled and unscheduled services on our fleet of 400+ vehicles, and Distro PLT continues to Johnny on-the-spot with just the right stuff at just the right time.

23d Sapper Company is on their final leg of their Road to War as they returned from the National Training Center in MAR and will board the plane on Elmendorf by the end of MAY. Our Sappers will again return to Afghanistan, for the third time in just over four years, and apply their skills during Route Clearance Operations in an effort to find and reduce the number one hazard in theater, the

(Continued on page 15)



6th Engineer Battalion

Follow the 6th EN BN on Facebook:

www.facebook.com/pages/6th-Engineer-Battalion-CombatAirborne-Arctic-Sappers/133069323381604

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Improvised Explosive Device.

The 56th VERT CO welcomes CPT Kate Hermon in to command and farewells 1SG Jorge Rivera this quarter. The Vikings are finishing up some of their final construction projects as they turn in equipment and send Soldiers off to new locations, as part of the ARSTRUC mission.

240th Survey and Design detachment welcomes back SFC Hart as the detachment commander and farewells CW2 Pat Verango as he prepares to deploy with our BDE HQs. 240th is in the lead of our ARSTRUC efforts and is actively sharing their lessons learned with the other companies who are inactivating.

The Kodiaks of the 84th ESC have completed RESET from their last deployment to OEF and are fully engaged in distributing equipment and Soldiers to the brigade combat teams as they establish new BEBs. The Kodiaks also executed a highly successful Arctic Pegasus mission in Deadhorse, AK (250 miles north of the Arctic Circle). Our Kodiak paratroopers air inserted deep into the North Slope, conducted rotary wing reconnaissance of the Alaska pipeline, and honed their Arctic Skills along-side several outside agencies.

The battalion is in a period of rapid change this quarter, as we continue to support the ARFORGEN cycle, continue to support USARAK requirements here in Alaska and abroad, and enter into the last half of ARSTRUC changes before we convert to the 6th Brigade Engineer Battalion under 4/25 later this summer. Please join us on 6 June at Pershing Field, as we welcome LTC George Walter and his Family into our Arctic Sapper Family.





Headquarters, 17th Combat Sustainment Support Battalion

Follow the 17th CSSB on Facebook: <https://www.facebook.com/17thCSSB>



The past couple of months have been busy for the 17th Combat Sustainment Support Battalion as the headquarters has prepared to deploy to Afghanistan.

This included a trip to the National Training Center in Fort Irwin, Calif., to support 1st Brigade Combat Team, 1st Cavalry Division.

The highlight of this exercise was the battalion executing the first NTC rotation in over 15 years where contractors were not used to provide sustainment support to the rotating unit.

The headquarters will soon deploy to Afghanistan and manage the CENTCOM Materiel Recovery Element (CMRE) mission.

This unique mission centers on recovery and retrograde operations vital to the materiel drawdown of U.S. and coalition forces in the region.

(Continued on page 17)





Headquarters, 17th Combat Sustainment Support Battalion

Follow the 17th CSSB on Facebook: <https://www.facebook.com/17thCSSB>

(Continued from page 16)

The battalion recently held its NCO and Soldier of the Month boards. Pvt. Clayton R. Demmitt was named Soldier of the Month and Sgt. Wellensdy-van Edouard was named NCO of the Month.

Their polished demeanor and expert knowledge helped them achieve these coveted battalion honors.

The 17th CSSB always takes time to recognize true professionals for their contributions to the unit, as many will aid in the success of the CMRE mission downrange.

You can follow the battalion's deployment by clicking the link to our Facebook page in the header above.





532nd Engineer Battalion (Provisional)



532nd Engineer Battalion (Provisional) Commandos, Family, and Friends,
CSM Lynch and I are indeed grateful for the opportunity to command and join the 532nd ENG BN (Prov) to lead the finest Soldiers, Families' members and to serve our country is a privilege that we do not take lightly. We are humbled, proud, and ready for the challenges that await us.

The first few weeks in command have been a whirlwind of activity as we set the conditions for the 2 ENG BDE and 17th CSSB HQs staff to deploy and provide Mission Command for their subordinate units. I have had the opportunity to meet with Soldiers and their Families at several events and look forward to more opportunities to get to know each of you in the coming weeks.

Just in the first four weeks we have conducted two redeployment and uncasing ceremony for the 109th Transportation Company and the 539th

Transportation Company. In the next few weeks we will say farewell and safe travels to the 2ENG BDE HHC and 17th CSSB HHD as they deploy in support of OEF.

In the next 90 days, as a BN, we will focus on developing our SOPs, preparing for summer 4th QTR TRNG, enhancing our Family Readiness Groups (FRG), and training several Companies to prepare for Combat Training Center Rotations early next year.

I want to express my sincere gratitude to all of our Families for the many silent sacrifices they make every day. Your support to the Soldiers and to the units is truly appreciated. We are looking for more volunteers to support our FRGs if you are interested in assisting in any capacity please do not hesitate to contact me or one of the commanders.

Lastly, we are entering the period where the weather in Alaska will change rapidly. I encourage all of you

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532nd Engineer Battalion (Provisional)

(Continued from page 18)

to make the necessary preparations to ensure you and your loved ones are safe as you explore Alaska. By all means take the time to get outdoors and experience all Alaska has to offer, but have a plan that lets people know where you will be, when you will return, and plan for those unexpected encounters with Alaska's wildlife. Before you go I encourage you to please update your contact information so the FRG Key Callers can provide you with any important information.

Again, to the Commandos and Families, on behalf of the leaders in our Army, and especially Pikkwan and I we send a sincere thank you for all of your sacrifices, as well as your continued support through the upcoming months. CSM Lynch and I look forward to Soldiering with you. Be Safe.

***Sincerely,
"Commando 6"***





793rd Military Police Battalion

Follow the 793rd MP BN on Facebook: <https://www.facebook.com/793rd>

793rd MP BN Spartans, Family, and Friends,

The 793rd MP BN is roughly six months into the accelerated inactivation and despite arctic



conditions, continued Law Enforcement requirements and deployment (x3 units have forces deployed {Guam,

Qatar, Kuwait, OEF}) I am pleased to report that we are on glide path to meet mission for equipment and personnel.

PERSONNEL: The BN is currently at just under 70% manning. Since the majority of our Soldiers are married with children we focused on the months of MAY-AUG for the majority of moves so as to not impact dependents academic school year.

We have received tremendous support from both MP HRC Officer and Enlisted Branch. Both traveled to AK and provided an overview of the process and was able to conduct personnel records scrubs not only for the impacted Soldiers of the 793rd MP BN but also MP assigned to 1/25 SBCT and 4/25 IBCT (Abn).

Over the next 3 months, the BN will lose an additional 200+

personnel based on the assignment model from MP Branch, putting the BN at 40% strength or less between JUL - AUG, which will allow families with school-age children to complete the academic year before relocating to their next assignment.

Of the remaining 260 personnel, 115 will serve in the two Law and Order Detachments and the Military Working dog Detachment which will re-align under the BCT's at both JBER and FWA for Mission Command.

EQUIPMENT: The management of equipment has been the most difficult portion to date for ARSTRUC. Since the BN is split-based, for several months has been operating under arctic conditions and is required to maintain a large law enforcement mission and multiple deployments, the technical inspections, equipment coding, prep for movement, stripping of arctic heaters, etc... has been very challenging.

Despite these conditions the BN is on glide path. At the start of ARSTRUC, the BN started with over 10,400 pieces of equipment. To date, we have transferred or turned-in roughly 50% with an additional 20% on directive and

(Continued on page 21)





793rd Military Police Battalion

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(Continued from page 20)

awaiting transfer which leaves 30% of equipment still awaiting disposition instructions. Thanks to everyone's efforts we are on schedule to make mission.

ACCOMPLISHMENTS: *Despite a high optempo, accelerated AR-STRUC and arctic weather conditions the 793rd MP BN Soldiers and NCOs continue to achieve excellence:*

a)SPC Adam Christensen from the 472d MP Company (FWA) named Department of the Army's Soldier of the Year (SoY) for FY 2013-14 (he personally received an award from GEN Odierno). He was promoted to sergeant after graduating WLC in February.

b)545th MP Co and 793d MP BN HHD S-4 named USARPAC Supply Excellence Award (SEA) winners.

c)164th MP Co received the CSM (R) Farley Award for best MP Co in all of USARPAC.

d)Operational Commitments:
-164th & 472nd MP CO deployed to Guam to conduct BMD security

-545th 9-man all NCO PSD team deployed ISO CDRCENTCOM (GEN Austin)

-x2 MWD teams deployed ISO OEF

-Law Enforcement support ~30 Soldiers per day in support of

Joint Base Elmendorf-Richardson (Air Force is executive agent for LE) and ~30 in support of FWA.

Since the 793rd MP BN is the longest serving MP BN on active duty, with over 73 years of continuous active service, we are in coordination with the USAMPS Museum, the 793rd MP BN Alumni, and DA Heraldry to transfer our historical items for future generations to observe and enjoy this BN's long and proud service to our nation.

In closing, I want to highlight how proud CSM Lynch and I are of all the 793rd MP BN Soldiers and their Families as we work our way through the difficult and emotional task of closing down the BN. We would like to invite all 793rd MP BN Soldiers and their Families to the BN's Color Casing Ceremony tentatively set for 28 AUG 14.

Additionally, in June we will host a BN Organizational "History" Picnic to celebrate our BN's proud history and last summer together before we case the colors. More information will come out on the Family Picnic through your FRGs.

Thanks for all that you do; have a safe summer!

*Sincerely,
"SPARTAN 6"*



March/April 2nd Engineer Brigade JAG Summary

Courts-Martial

SPC /E-4: Soldier was found Guilty at General Courts-Martial for burglary, multiple counts of assault consummated by battery, assault with a deadly weapon, attempted kidnapping and attempted rape. The Soldier was reduced to E-1, received a total forfeiture of all pay and allowances, confined for 9 years and received Dishonorable Discharge.

Article 15's

PFC/E-3: The Soldier received a Summarized Article 15 for failing to go to accountability formation and received extra duty for 7 days.

PFC/E-3: The Soldier received a Field Grade Article 15 for failing to report to PT formation and his dental appointment. The Soldier was reduced to PV2, received a forfeiture of \$858 pay, which was suspend for 180 days, extra duty and restriction for 45 days.

SGT/E-5: The Soldier received a Field Grade Article 15 for being drunk and disorderly and exposing his genitals in an indecent manner to a civilian. The Soldier was reduced to SPC, received forfeitures of \$1,164 for 2 months, extra duty and restriction for 45 days

PFC/E-3: The Soldier received a Company Grade Article 15 for operating a vehicle without a driver's license. The Soldier was reduced to PV2 and received extra duty and restriction for 14 days.

SSG/E-6: The Soldier received a Field Grade Article 15 for making lewd comments toward a subordinate and Soldiers in his company. The Soldier was reduced to E5, received a forfeiture of \$1,547 for 2 months, which was suspend for 180 days and extra duty for 45 days.

SPC/E-4: The Soldier received a Summarized Article 15 for being absent without leave from his road guard duty. The Soldier received extra duty for 7 days and restriction for 7 days which was suspended until 22 May 14.

SPC/E-4: The Soldier had previously received an Article 15 from the Commanding General in which his punishment was suspended. However, the Soldier failed to report to PT formation and that misconduct removed the suspension. The Soldier now is reduced to PFC for his previous misconduct.

SPC/E-4: The Soldier received a Summarized Article 15 for failing to follow an order issued by his NCO. The Soldier received extra duty and restriction for 14 days.

SPC/E-4: The Soldier received a Company Grade Article 15 for striking another Soldier on the face with his fist. The Soldier received extra duty and restriction for 14 days.

SGT/E5: The Soldier received a Field Grade Article 15 for wrongfully abusing the prescription drug Oxazepam. The Soldier received a reduction to SPC, forfeitures of \$1,213, which was suspended until 1 Jun 14.

CW3: The Soldier received a General Officer Article 15 for wrongfully using heroin. The Soldier received forfeitures of two months' pay, which was suspended for six months.



Chaplain's Rhapsody "The Role of Faith During Deployment"

By Maj. Ernest Ibanga
2^D Engineer Brigade



Many people feel emptiness in their lives when their families are deployed. The empty feeling can be turned into something positive. The emptiness you feel when your spouse is gone can become a reminder to pray for them. Many couples find meaning or purpose during times of separation by thinking more deeply about their spiritual lives.

People often turn to God during crisis. Faith gives people the hope and courage they need to get through trials. When they feel they have no where else to turn, God is there.

The realization that you have no control over circumstances may draw you to God for the first time, or possibly back to God.

Each morning, you may find it helpful to begin the day looking to God for guidance and strength for the day. The military lifestyle gives you unique opportunities to experience the peace and grace of God during hard times.

Worry about the family back home is one of the greatest concerns military service members face, but many families find that sharing in letters or emails help keep attitudes positive.

If you consider yourself to be a believer but do nothing special to nurture your faith, you may find that a daily personal devotional time will keep you positive and spiritually strong. Remember that God is with you wherever you go, even in the most isolated place the military may send you.

When you are away from your family, it's easy to feel like you aren't accountable to them; separation may offer temptations that would threaten your relationship with your spouse and that are hard to resist.

Statistics tell us that many marriages break down during times of separation because of the temptation to be unfaithful. A set of guidelines to follow when you away from your spouse include:

1. Temptation is easier to resist when we are closer to God, so devote the time you would otherwise have with your spouse to deepening your relationship to God.
2. Find others who share your faith for friendship and prayer.
3. Guard your eyes. When pornography tempts you, consciously remind yourself to fill your mind with movies, books,

and magazines that encourage Godly living.
4. Constantly communicate with your spouse through letters, emails, Skypes, etc.
5. Always be accountable for your time during days off.

Spend time with people you know will help you avoid temptations. Avoid all appearance of evil. If people know you are a Christian, they will be silently watching to see whether you practice what you preach.

6. Be alert. Realize that temptation can sneak up on you. When you feel overwhelmed, turn to the Lord himself. As you cultivate your relationship with God and feel the encouragement of your chapel, faith community, or place of worship, you will be more equipped to deal with separation.

Safety is not the absence of danger, but the presence of the Lord!

"The only practical escape from this vicious cycle of anxiety and fear is a spiritual one: trust in God..."

People often turn to God during crisis.

Contact the Chaplain

ERNEST.M.IBANGA.MIL@MAIL.MIL

907-384-0620



Public Affairs: Media Guidelines for Soldiers

Military service is a great privilege and carries great responsibility—including a great responsibility to the American people, so we strive to reach out and connect with the public and tell them about our mission and our Soldiers. One way we do that is through the media. Soldiers are encouraged to speak with the media, mission permitting, and in the proper, professional, and honest way. Here's some guidelines:

Media Rules of Engagement

- Maintain operations security (OPSEC)
- Be courteous and professional
- Check ID and press credentials. If proper credentials are not produced, refer them to your chain of command or your battalion unit public affairs representative
- You are authorized/encouraged to speak to credentialed media, mission permitting
- Any media on base must have an escort
- Know your rights: You don't have to be interviewed or answer all questions. You may end the interview at any time
- Inform chain of command and PAO after any media encounter, including a summary of topics discussed, questions/answers, name of reporter and agency, and when it will print/broadcast

OPSEC Guidelines

- DON'T discuss or release information on:
- Specific dates/times, numbers of troops, equipment, critical supplies, or casualties
 - Future or ongoing operations or projects including any postponed or cancelled
 - Security precautions on base/outposts
 - Details/imagery of base layout/security
 - Intel collection / ISR activities and TTPs
 - Special Ops units and activities
 - COMSEC / electronic countermeasures
 - Enemy TTPs and effectiveness, including targeting, direct/indirect fire, and IEDs
 - Specific ROE or Escalation of Force
 - Ongoing search and rescue operations
 - Anything vital to troop safety / OPSEC
- *Off limits to media: Classified environments (TOCs, CPs, etc.), documents (orders, maps, reports, etc.), and displays (FBCB2, BFT, etc.)**

Advice for Media Interviews

- Be yourself. Be open, honest, and courteous
- Look professional. Be in the proper uniform
- Understand our mission and our message
- Think before you answer. Take your time
- Tell the truth. Never lie or intentionally mislead
- Stay in your lane, and speak at your level. Discuss only what you personally know about and are responsible for. Don't speak for others. Use "I" not "we" when stating an opinion
- Don't comment on higher-level national policy
- Don't speculate or answer 'what if' questions
- No jargon, acronyms, slang or technical terms
- Keep remarks brief, clear and concise
- Everything you say is "on the record." If you don't want it in the news, don't say it or do it
- If you don't know the answer to a question or can't discuss it, say so. Don't say "no comment"
- Inform chain of command and PAO afterward



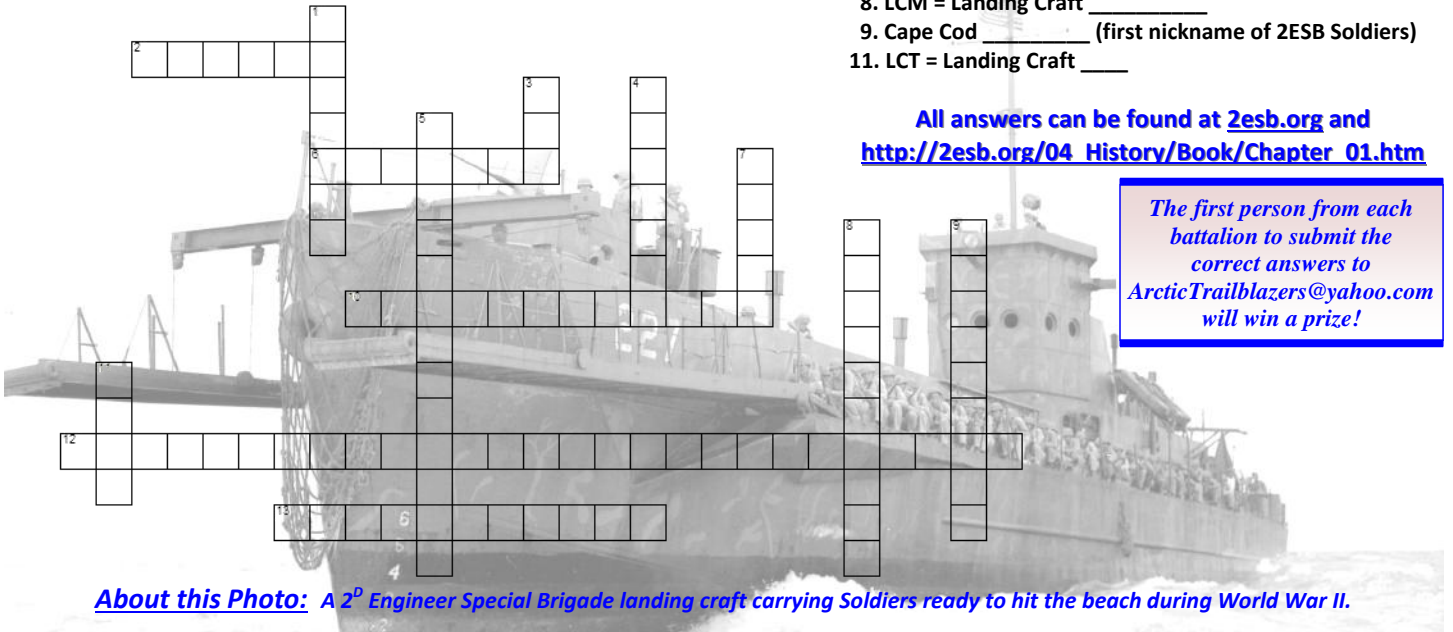
2nd Engineer Special Brigade History Challenge!

ACROSS

- 2. First commander of 2ESB
- 6. Birthplace of 2ESB
- 10. LC
- 12. Original name of 2ESB
- 13. First unit motto

DOWN

- 1. LCV = Landing Craft _____
- 3. California fort where 2ESB trained
- 4. First 2ESB Soldier to earn the Soldier's Medal
- 5. LCP(R) Landing Craft _____ (____)
- 7. Number of Presidential Unit Citations earned by 2ESB
- 8. LCM = Landing Craft _____
- 9. Cape Cod _____ (first nickname of 2ESB Soldiers)
- 11. LCT = Landing Craft _____



All answers can be found at 2esb.org and http://2esb.org/04_History/Book/Chapter_01.htm

The first person from each battalion to submit the correct answers to ArcticTrailblazers@yahoo.com will win a prize!

About this Photo: A 2nd Engineer Special Brigade landing craft carrying Soldiers ready to hit the beach during World War II.

There's help when you need it...

Crisis Intervention Hotline

Warriors: Need someone to talk to, or have a buddy here who needs help?

The Crisis Intervention Hotline is available 24/7.

If you need to talk to a counselor, you can reach them at 1-800-273-TALK (8255).

You can also receive immediate help by calling (907) 563-3200.

Remember, you're not alone!

Photo by U.S. Army Sgt. Kimberly Hackbarth, 4th SBCT., 2nd Inf. Div. Public Affairs