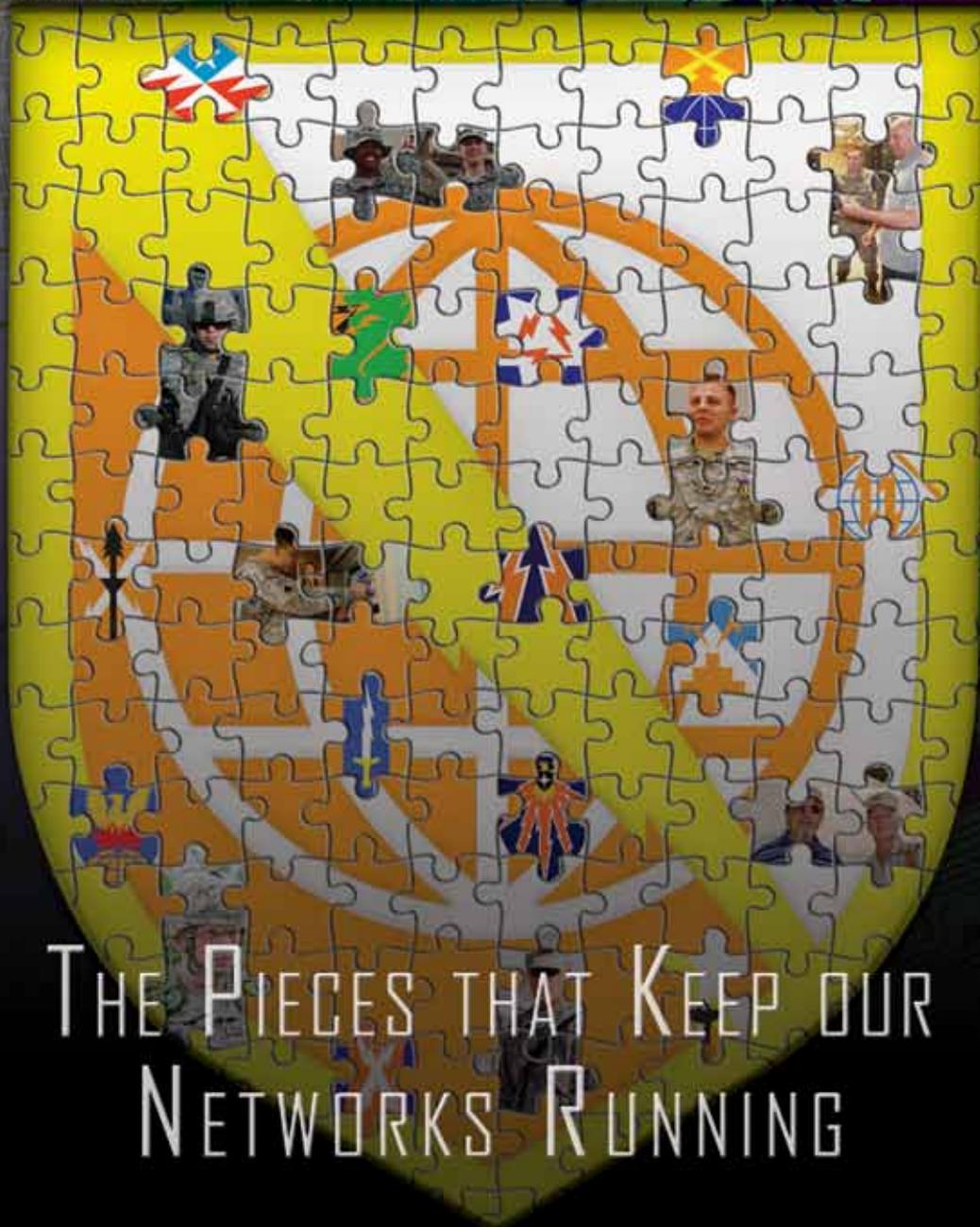


NETCOM JOURNAL

Vol. IV, No. 1

May 2011



THE PIECES THAT KEEP OUR
NETWORKS RUNNING

VOICE OF THE THE ARMY

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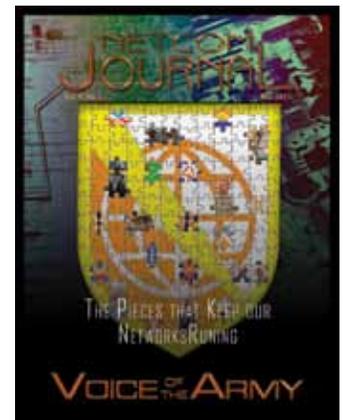


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ON THE COVER

Cover Image: Keeping the Army's networks operating is a full-time job for the global command team. Soldiers, Civilians and Contractors in our global network of commands, brigades, battalions, companies and detachments must work together to fully develop the enterprise. To that end, NETCOM/9th SC(A) counts on the team of more than 16,000 people to fulfill that mission. (U.S. Army illustration by Eric Hortin)



NETCOM JOURNAL

The NETCOM Journal is an authorized publication for members of the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) Team, and its subordinate commands and organizations throughout the world, in accordance with AR 360-1. Contents of the NETCOM Journal are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense, or the Department of the Army or NETCOM/9th SC (A). The design and editorial content of this publication is the responsibility of the NETCOM/9th SC (A) Public Affairs Office. All submissions from outside sources may be edited for style, content, and space limitations. The NETCOM Journal, with a circulation of 2,500, is distributed via official mail. To contact the Public Affairs Office, call (520) 538-2374, or e-mail netcom.pao@us.army.mil. The mailing address is: ATTN NETC-PA (PAO), US Army NETCOM/9th SC (A), 2133 Cushing Street, Suite 3209, Fort Huachuca, AZ 85613-7070. Electronic copies of the NETCOM Journal are available upon request.



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CG's Corner

“Any change, even a change for the better, is always accompanied by drawbacks and discomforts.”

English novelist Arnold Bennett (1867-1931)

The NETCOM Team is at the tip of the spear of the Army's number one modernization effort – the Network. It is essential to a 21st Century, expeditionary Army. Networked organizations provide an awareness and understanding required by leaders who must act decisively at all points along the spectrum of conflict, and by Soldiers on the ground who are executing the mission. The network is also essential for planning and operating with Joint, Coalition and Interagency partners.

This command has been working diligently toward the vision of a single Army network... long before I assumed command. For several years, the NETCOM Team has been working towards creating a manageable network where we can see what's on the network, know what's going on, and do what needs to be done to keep the Army's networks operational and secure. We've fought long and hard to change the beliefs of those who believed they had to “own it to control it”.

The great gains we've accomplished did not come easy. The changes have come due to the hard work of my predecessors and many of the NETCOM Team fighting in the trenches; but we're not done.

However, the picture is coming into focus and there are definite signs of progress.

Enterprise email is up and running here in the command, at the Army Chief Information Office /G-6, at the Information Technology Agency, Aberdeen Proving Grounds and numerous other locations. It is true, being the first to migrate, that we received the “full” experience – warts and all. But our experiences and the solutions developed will help others – our Warfighters, our power projection platforms and the Army.

It is also true that there are still pockets of people in the command who haven't migrated. Technical issues, oversized mailboxes and those with multiple identities (Contractor/Guardsman, Civilian/Guardsman, etc.) are challenging the processes that work better than 95 percent of the time. These special cases happen, and our engineers and technicians are addressing these cases as they run into them, and working non-stop to resolve the issues. No matter the issues, there is a lot of momentum behind this effort and there's no reason to turn back; it works.

Other critical enterprise initiatives are starting to build their own momentum as we continue to build enterprise capabilities. At just about every location across the globe, Server Consolidation, Host-Based Security Systems, IT Asset Management and Active Directory are moving at an unstoppable pace. Combined, these initiatives and our continuing teamwork with Defense Information Systems Agency, Army Cyber Command, the CIO/G-6, several program managers, and all of the Army S6/G6s and IMOs at every level will make the complete enterprise a reality: truly “ONE NETWORK.”

Thank you for your hard work and dedication and Don't STOP!

Voice of the Army! Army Strong!



Maj. Gen. Jennifer L. Napper

CSM's Corner

Today's Soldier faces a lot of uncertainty – next assignment, next deployment, next patrol, and in some cases next week. This is due in large part to events since 2001. Our Nation and our Army forever changed. We became, we are, and will remain an Army in transition – always learning, developing and adapting to the next mission and the needs of our Nation.

We're a very different Army now than we were back in 2001. We have become a modular force, with the capabilities to support any unit anywhere. There are many of you out there – Soldiers and Civilians – with multiple deployments under your belts. And I am willing to wager that each deployment presented new opportunities, new challenges and the ever-present uncertainty.

I am also willing to wager that many took advantage of the opportunities and overcame the challenges and uncertainties with the professionalism the American people have come to expect of our Soldiers and Civilians. We in the headquarters are proud of how well our team continues to shoulder the heavy burdens they have borne over the past nine years.

It is interesting that this year's theme from the Army – "A Profession of Arms" – mirrors our own efforts in the cyber community. While it is the Army leadership's intent to take a critical look at how the last nine years have impacted us as members of the profession of arms and as an institution, we must look at the how the last nine years has impacted us – both from a technology standpoint and as members of the Signal Regiment. As the Army adapts to succeed in this era of persistent conflict, we must adapt to deal with the increasingly complex cyber security challenges and develop our training to consider future technological advances.

In adapting to the demands of multiple deployments to Iraq and Afghanistan, as well as to the new strategic realities of the 21st Century, we have been so busy that some of the aspects that make the Army what it is haven't been stressed to our new generation of Warriors.

Today, the network is a priority effort in the Army's modernization plan. The Army's portion of the Department of Defense network, LandWarNet, must be able to provide Soldiers, Civilians and our mission partners the information they need, when they need it and in any environment – from the garrison to the foxhole. It is here – the Network – where we need to stress our training, and to build the base of experts we need to operate and protect the Network.

To that end, a number of the Signal Regiment's senior leaders gathered in Fort Gordon recently to discuss the future. The future we discussed will directly impact several of the current military occupational specialties we employ today. We need to look forward to what our Soldiers will be doing down the road and posture our Regiment to succeed. The plan is to reduce overlap within the current MOSs, and at the same time not overwhelm our Soldiers with so many tasks that they become the literal, "Jack of all trades; master of none." Many of the 25-series jobs are being considered for transformation. We must stay relevant, and we must train future Soldiers to become the next generation of experts and cyber warriors.

At the same time, we cannot let our Soldiers forget that they are Soldiers; they are part of a Profession of Arms who share a unique identity with other Soldiers, with a sense of sacrifice and service to the Nation. To remain a strong profession in the face of today's challenges, leaders at all levels need to embrace their responsibility to build the next generation of leaders.

As eventful and uncertain as the last 10 years have been, I'm sure the future will prove to be just as challenging.

In closing, I want to commend everyone for their dedication and professionalism during the challenges we have faced and thank you for what you do every day to keep this country safe.



Command Sgt. Maj. Gerald Williams

Voice of the Army! Army Strong!

NETCOM units win Army maintenance awards

By Lt. Col. Clifford Hoppman

NETCOM/9th Signal Command (Army) G-4

Two units under the Network Enterprise Technology Command/9th Signal Command (Army) have been named a winner and runner-up in two categories of the Army Award for Maintenance Excellence.

For fiscal year 2010, the 6981st Civilian Support Group, 2nd Signal Brigade won the “All Others” Small Category, and the 39th Signal Battalion, 2nd Signal Brigade was the runner-up in the Active Army TDA (Table of Distribution and Allowances) Medium Category.

The Army Award for Maintenance Excellence is part of the Combined Logistics Excellence Award, combining the AAME with the Supply Excellence Awards and the Deployment Excellence Awards. The CLEA unites the three programs and was developed to shine the spotlight on logisticians and recognize the critical role they play in supporting the operational missions of army organizations around the world. Each year a CLEA ceremony is held to collectively recognize the best logistics programs in the Army. For fiscal year 2009, there were 82 units selected from more than 300 total nominations.

“NETCOM units should take pride in the fact that within our command we have had numerous winners and runners-up since the beginning of the programs,” said Chief Warrant Officer Ernest Sylvester Jr., NETCOM/9th SC(A) G-4, Logistics Excellence Program Team chief. “It is the outstanding command focus, teamwork, and hard work that have directly contributed to producing winners and runners up at the DA level since the beginning of the logistics excellence programs.”

According to records, NETCOM organizations have produced 16 winners and 25 runners-up in the AAME Program since 1982; 14 winners and 10 runners-up in the SEA Program since 1985, and; five winners and one runner-up in the DEA Program since 2000.

To make it to the Army-level competition, the command’s Logistics Excellence Program Team distributes information on the CLEA throughout the command, reviews nomination packets, and conducts on-site assistance and assessments of the participating

unit’s logistical operations. Winners and runners-up are selected each year at the NETCOM/9th SC (A) level and nominations from the three programs are forwarded to DA to compete in their respective category at the Army level. Evaluators from the Sustainment Center of Excellence travel around the world to conduct on-site evaluations of the nominated semi-finalists to select the best in the Army.

“Participation in these programs has proven to be a rewarding process for all that are involved and ensures that the unit’s logistical programs are developed to sustain high levels of unit readiness,” Sylvester said. “We challenge units to participate in the logistics excellence award programs. Unit participation is a win-win opportunity that will unquestionably build teamwork, pride in the unit, and will directly enhance the logistical readiness of the organization.”

The 6981st CSG and 39th Signal Battalion were recognized at the Seventh Annual CSA CLEA ceremony May 12, in Richmond, Va.



Members of the 6981st Civilian Support Group and 39th Signal Battalion show of their awards May 12 at the Chief of Staff of the Army’s Combined Logistics Excellence Awards ceremony. Pictured left to right are: Pfc. Daniel Hastry and Sgt. Matthew Faux, 39th Sig. Bn.; Hans Ulmer, 6981st CSG; Master Sgt. James Roberts, NETCOM/9th SC(A), and; Gerd Dreschler, 6981st CSG.

SEEING STARS



U.S. Army photo by Eric Hortin

Lt. Gen. Carroll F. Pollett (left) and Mark Napper, place new rank on Maj. Gen. Jennifer L. Napper during her promotion ceremony Feb. 4.

Commanding general promoted

Story and photos by Eric Hortin

NETCOM/9th Signal Command (Army) Public Affairs

FORT HUACHUCA, Ariz. – Record cold temperatures in Arizona could not keep Army tradition from transpiring, nor keep those away who wanted to take part in it.

Greely Hall Auditorium was filled with friends, family and coworkers who came to see Brig. Gen. Jennifer L. Napper, Network Enterprise Technology Command/9th Signal Command (Army) commanding general, promoted to the rank of major general Feb. 4. Presiding over the ceremony was a former NETCOM commanding general, Lt. Gen. Carroll F. Pollett, currently serving as the director of the Defense Information Systems Agency.

The indoor ceremony was attended by members of Napper's family and command teams from around the globe.

“You are blessed to have her as your commanding general for what she brings in terms of talent and experience and passion,” Pollett said to the audience during his opening remarks.

“She is absolutely a Soldier's leader. Soldiers will follow her anywhere unquestionably because they trust her. They have confidence in her - and that's all a Soldier wants, is good leadership,” Pollett said. “She has the right kind of loyalty - it's what I call up and down loyalty. It's loyalty to your seniors, and it's loyalty to your subordinates. It's what leadership is about.”

Napper's family, including husband Mark and daughters Barbara and Rebecca, participated in the ceremony by placing Napper's new rank on her shoulders. Napper's father, Robert Brown, pinned major general rank on her beret with the stars originally worn by retired Lt. Gen. Peter Kind, former commanding general of U.S. Army Information Systems Command.

Following the pinning, Command Sgts. Maj. Gerald Williams and Kenneth Williams, NETCOM/9th SC(A) and 7th Signal Command (Theater) command sergeants major (respectively), and Napper's first noncommissioned officer, retired 1st Sgt. George Cornett, unfurled Napper's major general flag.

Administering the Oath of Office was Maj. Gen. Susan S. Lawrence, another former NETCOM commanding general who was recently nominated to become the next Chief Information Officer of the Army and promotion to lieutenant general. Lawrence had her own words to describe her relationship with Napper.

"It was a rather emotional moment when Jennifer called and asked if I would participate in this great ceremony, because my second family is the Napper family," Lawrence commented.

During Napper's remarks, she commented on how the noncommissioned officers in her ceremony have helped her understand and appreciate the NCO Corps, how her family supported her for most of her career, and how the promotion made her feel.

"I have two mixed emotions; first I feel blessed," Napper said. "I'm blessed because I have loving parents who taught us to give back, to never quit, to go for our dreams; a wonderful giving husband, and two beautiful



Maj. Gen. Susan S. Lawrence, former NETCOM/9th SC(A) commander, administers the Oath of Office to newly promoted Maj. Gen. Jennifer L. Napper during her promotion ceremony, Fort Huachuca Select Honor Guard Salute Battery, during the change of command ceremony.

caring, bright daughters with bright futures of their own.

"To be allowed to continue to serve in this wonderful nation in her Army, serving with outstanding Soldiers and hard-working, dedicated Civilians and self-sacrificing Families... I feel blessed.

"But I also feel humbled, because I know there are at least another hundred other guys who could be standing here today instead of me," Napper said. "I don't fool myself. I'm just the fortunate one."

Napper was nominated for the promotion before Thanksgiving, and was confirmed shortly after. Her promotion ceremony comes after a four-day conference with the NETCOM command teams, where discussions ranged from the upcoming enterprise e-mail migration to future operations with Army Cyber Command/2nd Army.

Prior to Napper commanding NETCOM, she was the commanding general of 7th Signal Command (Theater) in Fort Gordon, Ga. ❖



Maj. Gen. Jennifer Napper (far left) watches as Command Sgt. Maj. Gerald Williams (left), retired 1st Sgt. George Cornett (center) and Command Sgt. Maj. Kenneth Williams unfurl Napper's new major general flag at her promotion ceremony.

NETCOM helps **GROW** next



By Alta Beals

NETCOM/9th Signal Command (Army) Public Affairs

FORT HUACHUCA – Over the past year, Network Enterprise Technology Command/9th Signal Command (Army) has been pivotal not only in pushing the Army’s net-centric enterprise initiatives, but also in cultivating the Army’s next generation of leadership.

The Army Knowledge Leaders program is designed to revitalize the Civilian Workforce by developing new leaders to support critical defense areas. Participants in the program, known as AKLs, have a bachelor’s or master’s degree in fields ranging from Computer Science and Information Technology to Management Information Systems and Library Science. Many of the AKLs have additional skills in business, foreign languages, and public policy. They have also demonstrated a strong commitment to public service through their community and volunteer work.

In February 2010, the first AKLs arrived at the NETCOM/9th SC (A) headquarters to begin job rotations in the Information Assurance and Knowledge Management divisions.

“The AKL program is very competitive,” said Rami Bader, a former AKL currently working at the Cyber Directorate in the Army’s Chief Information Office/G-6. “So being accepted into the program and then having the opportunity to learn about the Army’s network system right there at the NETCOM

headquarters source was truly an amazing and eye-opening experience.”

“The time I spent working in Knowledge Management for the G-6 at NETCOM/9th SC (A) provided me with unparalleled hands-on-experience in processes, collaboration, meeting management, briefing and so much more,” said Todd Daugherty, a former AKL now working in the Chief Integration Office in the CIO/G-6. “I’ll not soon forget the long hours the NETCOM staff devoted to solving the hard problems, and how NETCOM’s senior leadership inspired me to always be prepared and dedicate myself to the Army mission.”

Recently, two AKLs worked in the Public Affairs Office handling projects on information dissemination, knowledge management, and strategic communication material – including plans, speeches, articles, and videos.

“As part of this rotation, we have been tasked by NETCOM’s Chief of Staff to perform brief interviews with members of the command’s workforce to get their perspectives on the information dissemination process,” said Caralyn Champa. “In addition to learning about individual opinions and experiences related to

Army Knowledge Leaders Caralyn Champa (left) and Alta Beals collaborate on one of their projects in the NETCOM/9th SC(A) Public Affairs Office.



U.S. Army photo by Eric Hortin

generation of Army leaders

“...one can't help but recognize their dedicated work ethic, eagerness to learn, and fresh approach to projects.”



U.S. Army photo by Eric Hortin

The two newest Army Knowledge Leaders in a rotation at NETCOM/9th SC(A), Alex de Jesus (left) and Luke Hawkinson, run through their plans and projects for the next two months.

information sharing, we have also learned a great deal about the work that is performed in each of the staff sections. Our conversations with members of the G-1 (personnel) through G-8 (resource management) have helped us improve our awareness of how their work supports the Signal Corps, and thus the Army at large.”

“When two AKLs were first assigned to PAO, I didn’t know what to expect,” said Gordon Van Vleet, chief of Public Affairs. “But now having worked with them, one can’t help but recognize their dedicated work ethic, eagerness to learn, and fresh approach to projects.”

Walton Cheung, strategic planner in the PAO also noted how impressed he was with the AKL Program and its candidates.

“I wish there had been something like this when I was first coming up through the ranks as an Army Civilian,” Cheung said.

Becoming an AKL means two years of intensive training and work rotations across the Army and

Department of Defense. Training includes such topics as project management, the Clinger-Cohen Act, briefing skills, teambuilding, etiquette lessons, and of course Army 101. Rotations are custom-designed for each AKL depending on their degrees and professional

experience. Department of the Army headquarters rotations often include stints with the CIO/G-6, Program Executive Office Enterprise Information Systems, U.S. Army Corps of Engineers, Department of Army Inspector General, and Assistant Secretary of Defense Networks and Information Integration. Prominent field rotations have been at NETCOM/9th SC (A) in Fort Huachuca, Ariz., the Army Signal Center in Fort Gordon, Ga., Network Enterprise Center in Fort Carson, Colo., and U.S. Army South/G-6 in Fort Sam Houston, Texas.

All the AKLs who served rotations at NETCOM/9th SC (A) have been placed in

positions around the globe. Among the first AKLs, Lauren Olver is an Information Assurance Manager (IAM) for the Network Enterprise Center in Daegu, South Korea, while Jennifer Mantooth is working for U.S. Forces Command’s G-6 Information Resource Integration Division at Fort Bragg, N.C. In addition to Daugherty and Bader, the CIO/G-6 in Washington, D.C. hired on Grace Dalton in the Architecture, Operations, Networks & Space Directorate.

When asked about her biggest takeaway from her time at NETCOM/9th SC (A), Dalton said, “Working with the NETCOM staff really impressed upon me how important Civilians are to the Army mission. Their dedication and hard work was truly inspiring.” ❖

(Editor’s Note: Information on the Army Knowledge Leaders Program may be found on the Army Chief Information Officer public website, <http://ciog6.army.mil/ArmyKnowledgeLeaders/tabid/69/Default.aspx>)

Signal goes

CYBER

By Kristopher Joseph

5th Signal Command (Theater) Public Affairs

WEISBADEN, Germany – Along with air, sea and land, a new domain of warfare has emerged: cyberspace. The ever-growing imperative of digital information dominance is reliant on U.S. military computer networks for tactical and day-to-day communications. Winning on the cyber battlefield is becoming equally critical to the physical battlefield.

In the wake of the Department of Defense creating the U.S. Cyber Command, which essentially brings most signal and intelligence agencies under one unified headquarters, 5th Signal Command is building a new “playing field” and recruiting its “team” of cyber players in order to better defend and defeat cyber enemies in Europe’s networks and beyond.

Back in the fall of 2008, a thumb drive cyber attack called “Rampart Yankee” shook the foundation of the military network security world. An unprecedented all-out ban on USB thumb drives was implemented and caused the U.S. military to reassess how it needs to be structured to better defend against the viral ability of catastrophic network attacks.

“We face a dangerous combination of known and unknown vulnerabilities, strong adversary capabilities and weak situational awareness,” said Gen. Keith Alexander, U.S. CYBERCOM commander said in June 2010. “We must first understand our networks and build an effective cyber situational awareness in real time through a common, shareable operating picture. We must share indications



U.S. Army photo by Lawrence Torres III

Maj. Gen. Rhett A. Hernandez (center) and Col. Mark Quantock (right) listen to Brig. Gen. Jeffrey G. Smith Jr. during a briefing.

in warning threat data at net speed among and between the various operating domains. We must synchronize command and control of integrated defensive and offensive capabilities, also at net speed.”

As the main network provider in Europe, 5th Signal Command is in the process of creating a cyber posture to align itself with both

CYBERCOM and the service component Army Cyber Command (ARCYBER) in order to provide a more integrated approach for network security.

For 5th Signal, the cyber war is fought in a nerve center that is called the Cyber Command Center. To most, the CCC looks like any other network command center -- a plethora of monitors showing various network statuses, Soldiers and civilians bustling around, answering phones, plowing away on computers, conducting video teleconferences, etc. The critical mass of the CCC though are the members themselves.

“We have expanded our teams and included people in the intelligence arena to create a better situational awareness of the network,” said Col. Andre Wiley, 5th Signal’s operations officer.

This new cyber team concept allows 5th Signal to develop a single cyber playbook where team members from various organizations, services and communities are synchronized, rehearsed and prepared for any malicious activity.

“So if you take an incident like Rampart Yankee, you would see that instead of having to get various permissions from disparaging networks, or having to deal with firewall policies; when we are all working together hand-in-hand, we can more rapidly respond, predict, and fill the gaps and seams,” said Wiley.

William Lynn, the U.S. Deputy Secretary of Defense echoed this thought when he wrote about the DoD’s cyber strategy in the September/October 2010 issue of Foreign Affairs Magazine and said this:

“Active defense has been made possible by

“The military’s global communications backbone consists of 15,000 networks and seven million computing devices across hundreds of installations in dozens of countries. More than 90,000 people work full time to maintain it.”

~ William J. Lynn III, U.S. Deputy Secretary of Defense

consolidating the Defense Department’s collective cyber defense capabilities under a single roof and by linking them with the signals intelligence needed to anticipate intrusions and attacks.”

Lynn goes on to say:

“The principal elements of that strategy are to develop an organizational construct for training, equipping, and commanding cyber defense forces; to employ layered protections with a strong core of active defenses; to use military capabilities to support other departments’ efforts to secure the networks that run the United States’ critical infrastructure; to build collective defenses with U.S. allies; and to invest in the rapid development of additional cyber defense capabilities. The goal of this strategy is to make cyberspace safe so that its revolutionary innovations can enhance both the United States’ national security and its economic security.”

This assessment raises another key component of what 5th Signal is doing with the European footprint. 5th Signal Commander, Brig. Gen. Jeffrey G. Smith, Jr. recognized that since 5th Signal is responsible for the lion share of the military networks of two combatant commands (U.S. European Command, U.S. African Command) and one Army Service Component Command (U.S. Army Europe), it’s success at providing the best possible communications security and support can only be achieved by creating what is being called a Joint Enterprise Network.

With 5th Signal at the helm, this JEN will connect all U.S. military services in the Euro/African region under one robust network that at end state will result in the best possible operational environment called: the Joint Information Environment.

“The JEN and JIE will allow a warfighter from any service to operate in the same environment whether home or deployed, and have the same look and feel of the capability that gets extended anywhere in the world. So, there’s no learning curve, you get a chance to train as you fight (from a network perspective). It will be seamless,” said Wiley.

This remedies a major thorn in the side of the Signal Corps where units would deploy downrange and have to relearn a new tactical network that is foreign to the network they trained with back at home. With a JIE, the network, services and applications look the same so there

is no lag in operations.

Smith has relayed the JEN/JIE concept to the Pentagon and the Joint Staff is on board with the concept, said Wiley.

The mission statement of the U.S. Joint Chief of Staff J6 confirms this sentiment:

“Lead the Joint Communications Community to achieve the decisive information advantage through a single, coherent, secure and globally accessible Joint Information Environment.”

5th Signal has also been trailblazing it’s “Full Spectrum” concept throughout 2010. Having a JIE is not effective enough if the signal Soldiers that support it cannot effectively enter any phase of an operation and hit the ground running. This is where Full Spectrum comes to the plate. By blending garrison and tactical signal units together, you get a hybrid signal force that can rapidly enter any fight and any phase and achieve success in any joint operation.

5th Signal’s two brigades, 2nd and 7th, have been testing this hybrid approach with its battalions and found that it has added a new flexibility to support operations that it didn’t have before.

“With Full Spectrum, we are able to tailor the downrange packages to better support specific missions,” said Wiley.

Wiley said that 5th Signal has an advantage being located in Europe because it gets the opportunity to work with the Joint services and with NATO allies as well. It essentially can create, replicate and train forces on a Joint/Coalition network more easily than any other signal command in the Army.

5th Signal Command is not resting on their laurels. It is creating a new cyber dynamic that integrates signal and intelligence communities into one cohesive and formidable network security team. It is laying the foundation for a Joint Enterprise Network where every service is connected, aware and operating within a Joint Information Environment. Its units are becoming Full Spectrum, capable of any signal mission in any phase of an operation.

“I see us on the leading edge, helping DoD with where it needs to go,” Wiley said. “We have a unique moment in time that we can shape something that will set up the DOD and the U.S. Government for years to come.” ❖

Iraqi signal officers receive IT training

SC Guard unit teaches networking, systems information to host partners

Story and photos by 1st Lt. Brian Hare

151st Expeditionary Signal Battalion

BAGHDAD, IRAQ – Ten Iraqi soldiers graduated from the first Iraqi Ground Forces Command Basic Networking and Systems Information Class during a ceremony at Camp Iraqi Hero on Victory Base Complex, Jan. 13.

The 60-hour course was conducted by Task Force Palmetto, which is comprised of the 151st Expeditionary Signal Battalion, headquartered out of Greenville, S.C., and assigned United States Air Force personnel. During the course, the Iraqi officers and noncommissioned officers were instructed in tasks and concepts such as assigning IP addresses, installing and configuring servers and terminating twisted pair, high signal integrity cables.

Most of the coursework was taken from the curriculums offered by the Baghdad Signal University,

an institution located on Victory Base that prepares Department of Defense personnel for obtaining Information Technology certifications such as A+, Network+, Security+, and VSAT. Baghdad Signal University is also operated and administered by the 151st ESB.

Sgt. 1st Class Robert “Todd” Kappel, the primary coordinator for the course from the Plans and Projects Section of the 151st ESB, said the purpose of the course is two-fold, to provide the Iraqi Network Operations Center soldiers with the skills to perform administrative-level functions on their networks and to become instructors for the signal officers in the outlying 11 divisions.

This graduation marked the accomplishment of the first goal, he said.

“The first goal is being realized with the 60-hour classes being conducted on Camp Iraqi Hero,” said Kappel. “The next class is expected to graduate an additional 10 students. The second goal will be undertaken when the current students become the



Airman 1st Class Arthur Burney (left), instructs one of the classes for the Iraqi Ground Forces Command.



An Iraqi student works a problem on the board during the 151st Expeditionary Signal Battalion Networking and Systems Information Class for the Iraqi Ground Forces Command.

teachers.” Brig. Gen. Ra’ed from the IGFC has tasked one signal officer from each of his 12 divisions to come to the IGFC Signal School to receive the same instruction that is being conducted now, only this time the IGFC will be instructing and the 151st personnel will only be available to observe and assist.

“Brig. Gen. Raed asked the 151st to assist in training his signal officers and non-commissioned officers in

basic network and systems information,” said Kappel.

“By taking on the mission of the instructing at the IGFC, the 151st has accepted an enormous responsibility,” said Kappel. “By partnering with our Iraqi Ground Forces Command fellow signal Soldiers, Task Force Palmetto is doing its part to help the Iraqi Army as it moves forward on its own new dawn.” ❖



U.S. Army photo by Spc. Venessa Hernandez

Best Warrior

Sgt. Larry J. Isbell, representing the National Guard, watches his firing lane for targets during the M-4 Range Qualification event during the Department of the Army’s 10th annual Best Warrior Competition held on Fort Lee, Va., Oct. 21, 2010.

Enterprise Email... heading to a computer near you

By Eric Hortin

NETCOM/9th Signal Command Public Affairs

There is a groundbreaking effort underway to support the Army's modernization of the network, and several organizations are fully entrenched in it. Enterprise Email is just one of several initiatives, but it is quite possibly the most important because it touches everyone from the Army Chief of Staff to the Soldier on the ground in faraway lands.

According to documentation from the Army Chief Information Office/G-6, in February, the Army migrated the first of 1.4 million unclassified network email users to the exchange service managed by the Defense Information Systems Agency.

"More than 2,000 users are currently operating on EE as a result of many successful small scale migrations," said Lt. Col. Michael Fazen, 106th Signal Brigade Plans Division chief. "The migration success rate and average migration speeds have dramatically improved over the past two months. Now that most of the technical issues are resolved, the management of large scale migrations (thousands per day) for Soldiers and Civilians training for and supporting two wars and multiple global operations becomes critical."

Currently, those numbers of users include workers within the Army CIO/G-6, Information Technology Agency, Network Enterprise Technology Command/9th Signal Command (Army) and Aberdeen Proving Ground.

The move to migrate all Army users to EE by the end of 2011 is a truly cooperative effort of organizations and individuals. From the installations' Network Enterprise Centers to the Defense Information Systems

Agency and several organizations in between, EE has been a priority mission and central focus for dozens of individuals.

Fazen counts numerous organizations – including DISA, the CIO/G-6, Army Cyber Command, NETCOM/9th SC(A), theater Signal Commands and Brigades, NECs, contractors, industry and Warfighters themselves – who have been instrumental in the migration efforts.

"The teamwork has been and is still absolutely amazing," Fazen said. "The technicians and

engineers at all levels continue to refine solutions that will give Warfighters a positive user experience in the DISA 'cloud.' Equally important is synchronizing all the organizations to manage the process of moving this massive number of Warfighters in a relatively short timeframe."

As with any large-scale effort to upgrade or update a major system, there were some unforeseen difficulties early on which caused slips in the timeline. When those issues started happening, Army leadership, information

technology specialists, engineers and software technicians stepped in and began working non-stop to refine procedures and when necessary, manually resolving issues that popped up during the process.

The result was a more comprehensive and streamlined and nearly completely automated process to migrate users' email accounts to the new system.

And though there are some out there who may not be entirely convinced of EE's usefulness, the bottom line is – it works.

"Overall, I'm very happy with the email service,"



said Mike Krieger, the Army's deputy CIO/G-6. "The user experience is equal or better than the HQDA Exchange service that I've been using for the past two-plus years."

A major percentage of recent issues are due in large part to the individual user; some caused by the user, some caused by the network. When the user is notified of their upcoming scheduled migration, there are two simple steps he/she must take to increase the probability of a successful migration.

- *Reduce the size of email (Inbox, Sent, Deleted Items, etc.) residing on the server to 50 megabytes or less*
- *Moving email, calendar items and contacts to a personal folder file (.pst)*

Once these steps are complete, the success rate of the migration is over 90 percent. Not following these steps greatly increases the chance of a failed migration.

"We initially thought if we asked users to pare their mailboxes down to 100 MB, individual migrations could proceed quickly," Krieger said. "We have learned that 50 MB works much better and we are now able to execute most migrations in a minute or less which was our goal."

There are, however, some users who will prepare for the transition but will still have some issues that prevent a successful migration and require hands-on work by technicians. There are many Civilians and contractors in the workforce who also serve in the Reserves or National Guard; this creates a requirement for two email addresses for the same person. This has been noticed by the Army's senior leaders.

"Individuals with dual personas continue to be an issue," Krieger said. "But overall we've done a great deal to refine and scale the user migration tactics, techniques and procedures and I sincerely, believe we are over the hump."

Other issues encountered by users migrated early in the process occurred during the post-migration process. There were a number of post-migration steps that users interpreted in different ways. Those in charge of the migration saw these issues; and with the cooperation of engineers and industry, they found a way to automate the processes. People migrating in the future will be able to simply "CAC in" and go to work, Krieger said.

There are a number of benefits to migrating to EE: larger email boxes (4 GB); available anywhere web access (with a Common Access Card-enabled computer), and; a truly global address list allows a user to find just about anyone in the Department of Defense.

"The enhancements to Outlook Web Access significantly close the gap between traditional user experiences and past web mail experiences," said Mike Bomba, Army lead for EE migration. "The enhancements make it likely some Army users will prefer OWA over Outlook as their mail client."

Bomba says that any Common Access Card-enabled computer with an updated browser can use OWA. Additionally, larger mailboxes make nagging "over your quota" messages a thing of the past and may also offload the need to store personal folder files (PSTs) on local hard drives.

Another benefit – one not visible to the average user – include big money savings. According to Army CIO/G-6 documents, the Army will save more than \$100 million over the course of the next two fiscal years.

Bottom line up front... Enterprise Email is here and it works. ❖

ADVANTAGES OF EE

- *Access to email anywhere, at any time, from any CAC-equipped computer.*
- *E-mail accounts remain active during duty station moves and unit relocations.*
- *Share individual, organizational, and resource calendars across the enterprise.*
- *Find e-mail addresses and contact information of Army and DoD email users at other locations across DoD.*
- *Send e-mails with larger attachments than is currently allowed.*
- *4 gigabytes of online email storage for standard email account holders.*
- *500 megabyte webmail accounts for those who don't normally use Army e-mail to perform their duties.*

LINKS

<https://www.us.army.mil/suite/page/646647>

(Army Knowledge Online)

<https://www.kc.army.mil/book/thread/7900>

(MilBook – AKO login required)

https://www.intelink.gov/wiki/Army_Enterprise_Email (Project site)

43rd Signal Battalion perfects Warrior Task skills



Pfc. Matthew Schenk and Spc. Eric Wilson, 181st Signal Company, treat a simulated casualty during simulated humanitarian aid training at the local training area. 43rd Signal Battalion conducted a three-day field exercise at the LTA using real-world scenarios to train Warrior Task skills.

Story and photos by Jonathon M. Gray

5th Signal Command (Theater) Public Affairs

MANNHEIM, Germany – Soldiers with the 43rd Signal Battalion, 5th Signal Command (Theater) conducted a three-day field exercise at the local training area using real-world scenarios to train on their Warrior Task skills.

In one scenario, the Soldiers were deployed to Spain to conduct humanitarian aid to village people after a devastating earthquake. Soldiers from the 43rd were approached by a mayor of a local Spanish town to solicit aid from the U.S. Soldiers.

The Soldiers encountered contact from enemy forces, and while securing the village had to provide aid to simulated village casualties. They were being filmed and photographed throughout the scenario and had to properly react to the media while accomplishing their mission.

“The training we are accomplishing here in the LTA is all-encompassing,” said Lt. Col. John M. Demko, 43rd Signal Battalion commander. “We are using all of our Warrior Task skills to accomplish each of the three lanes of training.”

43rd also conducted Chemical, Biological, Radiological and Nuclear training, where the Soldiers were “attacked” with a chemical agent and then had to enter and mark the contaminated area.

To simulate further exposure, the Soldiers then had to conduct a chemical mask canister exchange in a tear gas chamber. Buddy-teams would remove and replace the other person’s mask canister before that person was exposed to the tear gas.

“As the CBRN noncommissioned officer in charge, it is my responsibility to make this training as life-like as possible,” said Sgt. Horatio Patterson, 43rd Signal Battalion CBRN NCO. “The Soldiers have been doing great things to overcome the CBRN obstacles.”

Headquarters Company, 181st Signal Company, and 11th Signal Detachment, both under the 43rd Signal Battalion, simultaneously navigated different scenarios during the field exercise which ran from Nov. 16-18.

“This training gets our Soldiers away from their desks and gives them the experience they need to survive,” said Demko. ❖



Sgt. 1st Class Cody R. Hand, 181st Signal Company, moves a simulated casualty during the simulated humanitarian aid training at the local training area. Soldiers with 43rd Signal Battalion conducted a three-day field exercise at the LTA using real-world scenarios to train Warrior Task skills.



1st Lt. Robert Townsend, 181st Signal Company, talks with Kristopher Joseph, 5th Signal Command Public Affairs Office, during simulated humanitarian aid and react to the media training at the local training area. Soldiers with 43rd Signal Battalion conducted a three-day field exercise at the LTA using real-world scenarios to train Warrior Task skills.



5th Signal Command Soldiers Deploy to Afghanistan

Brig. Gen. Jeffrey G. Smith, Jr., commanding general, 5th Signal Command (Theater), encourages Soldiers with Company A, 44th Expeditionary Signal Battalion prior to their deployment to Afghanistan. More than 80 soldiers with Company A deployed to provide communications capabilities to Regional Command-North in Afghanistan in support of Operation Enduring Freedom.

Story and photos by Sgt. Brian Rodan
7th Signal Brigade Public Affairs

KAISERSLAUTERN, Germany – More than 80 Soldiers with Company A, 44th Expeditionary Signal Battalion, 7th Signal Brigade, were given a noble farewell as they started their journey to Afghanistan in support of Operation Enduring Freedom.

The scene was something out of the ordinary. The street was lined with their fellow service members presenting arms, from the theater all the way to the exit gate of Ledward Barracks in Schweinfurt, Germany.

After a three-hour emotional journey, they traveled through another gate early in the morning, arriving at the Kaiserslautern Deployment Processing Center, this time in darkness. The Soldiers were then placed into a holding status, not an uncommon thing and known to many service members with deployment experience.

“The expression of ‘hold status’ in the eyes of those who have deployed on multiple occasions is as though you have been put in a place where your emotions push forth with a force of overwhelming feelings which we can never seem to find balance,” said Sgt. Winslow O. Harrington, Company A motor pool noncommissioned officer-in-charge, who is on his fourth deployment. Harrington’s previous deployment was 18 months.

The holding status at times can seem to be the worst of a deployment. The Soldier is technically gone they don’t have their Family, and they don’t have the



Pfc. Brian M. Corbin, Company A, 44th Expeditionary Signal Battalion, spends time with his family an hour prior to departing to Afghanistan in support of Operation Enduring Freedom. Corbin is among more than 80 Soldiers to provide communications capabilities to Regional Command-North in Afghanistan.

momentum of the deployment and its duties. Soldiers sit and think of their loved ones, friends and Family, and how much they miss them and wish they were home. This, for some Soldiers, can be the hardest part of a deployment.

“As we spend our free time thinking of our loved ones, we also try to focus our minds on the task ahead of us, anticipating success as we strive to provide communications capabilities to Regional Command-North. Our desire to be the best at what we do is our biggest motivation,” said Capt. Odene C. Brathwaite, Company A commander. ❖



U.S. Army Photo by Lawrence Torres III

RAMSTEIN AIR BASE, Germany (Mar. 17, 2011) – Soldiers with Company C, 44th Expeditionary Signal Battalion, shake hands with their commanders and command sergeants major before boarding a plane headed for Afghanistan in support of Operation Enduring Freedom. More than 80 Soldiers with Company C will be providing communications support throughout Afghanistan during their one-year deployment.



U.S. Army Photo by Lawrence Torres III

KAISERSLAUTERN, Germany (Mar. 17, 2011) – (left to right) Spc. Logan Chmura, Spc. Jeremy Spencer and Pfc. Andrew Craig, all Soldiers with C Company, 44th Expeditionary Signal Battalion discuss their upcoming year-long deployment at the Deployment Processing Center. They are among more than 80 Soldiers with Company C who departed to Afghanistan in support of Operation Enduring Freedom.



U.S. Army Photo by Lawrence Torres III

KAISERSLAUTERN, Germany (Mar. 17, 2011) – Sgt. Robert Mazur, Company C, 44th Expeditionary Signal Battalion listens to departure directions with his fellow Soldiers prior to heading to Ramstein Air Base. Mazur was among more than 80 Soldiers with Company C who departed to Afghanistan for one year in support of Operation Enduring Freedom.

58th prepares for Guam mission

By Kirk Broussard

58th Signal Battalion

FORT BUCKNER, Okinawa – The 58th Signal Battalion was recently notified that in the summer of 2011, the battalion will assume an additional mission located on the island of Guam.

The Guam Fixed Regional Hub Node team is scheduled to begin Initial Operational Capability exercises in June of 2011 and will provide “always on” global network connectivity in support of Warfighters in the Pacific region.

Project Manager Warfighter Information Network-Tactical is the lead agency tasked with installing, testing and training personnel to operate the RHN. Construction began in August. The agency will install the antennas in close cooperation with Navy Facilities Guam, which will also provide emergency power, utilities, maintenance, and climate control for the entire system.

The RHN is a fixed platform consisting of two Ka-band and one Ku-band antennas, and is a critical part of the satellite-based WIN-T system.

One of the primary roles of an RHN is to extend the Global Information Grid to deployed tactical organizations. The system will provide voice, data, and video services that directly support our fellow Warfighters with command capabilities and access to the Pacific LandWarNet. It will provide primary services including the Non-classified Internet Protocol Router Network, the Secret Internet Protocol Router Network and Data Source Name.

The Guam RHN will be located on Naval Computer Telecommunications Station Guam. A Chief Warrant Officer will lead a staff of approximately 23 contractors and Active Component Soldiers to run the facility.

A total of five FRHNs will be deployed at fixed operational base locations in order to provide near worldwide coverage. They will be located in the European, Southwest Asia and Western Pacific theaters, as well as on the East and West Coasts of the United States.

Although the RHN was designed to support deploying Army units, it will also be capable of providing services to other

U.S. forces employing WIN-T technology. These services are expected to extend in the near future to the U.S. Marine Corps. Senior leaders of the Army National Guard in Guam are also excited about this new capability and said they look forward to training with and supporting the new unit with Army-specific services.

Key leaders at U.S. Naval Base Guam and Andersen Air Force Base, also in Guam, stand ready to assist and support the new RHN team on the island.

This arrangement is critical to giving deploying Warfighters immediate access to the services required to execute an operation. The RHN mission also includes supporting responses to natural disasters in the Pacific region.

Col. Dana Tankins, Commander, 516th Sig. Bde., said the benefits to both operational bases and expeditionary forces are huge. Warfighters will pull services from a fixed platform, which will eliminate the need to set up large Tactical Operations Centers. Standard practice until now has included using these TOCs which contain large server farms hosting the applications needed.

The 58th Sig. Bn. looks forward to assuming this new role in the very near future, with the Guam RHN as the newest addition to a global presence that extends the latest enterprise network technology to support combatant commanders and joint expeditionary forces. ❖



U.S. Army photo

Aerial view of the Guam Fixed Regional Hub Node.

New equipment increases 304th ESB field comms capabilities

Story and photo by Sgt. Alexis Ramos

1st Signal Brigade Public Affairs

The 304th Expeditionary Signal Battalion tested new equipment from Feb. 23-Mar. 10 during the annual Key Resolve exercise.

Several teams from 304th ESB were deployed with two new types of devices called Command Post Node and Joint Node Network.

Both nodes work together to provide services and communication.

“What we do is we receive services,” said Sgt. Mitchel Cline, JNN section sergeant, 304th ESB, Company A. “We have an access to a link which provides Internet and voice calls, we call that service, and then we have other people throughout the peninsula who lock on that service. So what we do is we receive it, and then we split it up using all this equipment (JNN) here and then we shoot it out. Then it hits various satellites and comes back to other people depending on what equipment they have to receive it.”

One piece of equipment used to receive information from a JNN is a CPN.

“The CPN is connected to the STT (Satellite Transporter Terminal), from there the STT is transmitting to a satellite,” said Spc. William Brown, CPN team chief, 304th ESB Company A. “Also on the distant end, the JNN has its own STT and from there it can communicate between one to another. Therefore in saying halfway, (the JNN) provides the necessary communications such as internet. We get our internet access through the JNN and we also get our timing.”

The JNN is the centerpiece for providing these services, explained Cline.

“For anybody to receive a signal, they have to have a common place where everything meets up,” said Cline. “So imagine a wheel and the JNN would typically function as a hub of the wheel. So if you have a wheel and the center part would be your hub, which



Pfc. Joseph Mchenry, operator maintainer, Company A., 304th ESB, works on a Satellite Transportable Terminal used to enable ground forces to have independent communication.

is us, then everything that comes off of that, which radiates outwards from the center point, can be referred to as the spokes. The spokes of a wheel or in our case your nodes, are your distant net.”

Cline went on to emphasize the importance of the new JNN equipment.

“What it means for us is we now have a piece of equipment that can communicate with all the other equipment,” said Cline.

The 304th ESB received the new additions to their inventory November 2010, but KR’ 11 marked the first opportunity to really test the capabilities of their upgrades. The opportunity proved to be essential.

“If we were to deploy with this equipment, doing this right now, these settings would be saved. All this information would remain on these devices,” said Cline. “So literally, if we were to pick up and go somewhere else, we could fire back up and already have all the trouble shooting problems done.”

So what does having JNN and CPN mean for the 304th ESB?

“We’re able to support any unit in the world (with communications), because of this equipment,” said 1st Lt. Michael Steven, operations officer, 304th ESB, Company A. ❖

NETCOM

Civilian of the Year

Story and photo by Eric Hortin

NETCOM/9th SC(A) Public Affairs

FORT HUACHUCA, Ariz. - Going above and beyond, and making a difference far beyond the cubicle is what differentiates some from others. Twelve people from U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) were recognized for their considerable contributions, and one of them was honored as NETCOM's 2010 Civilian of the Year.

Lonnie W. Mansell, the Military Construction Programmer in the NETCOM G-4 Command Engineer Division, was selected as the command's 2010 Civilian of the Year. Mansell was chosen over 11 others by a board of senior leaders within the command. Others considered for the honor ranged from administrative officers, budget analysts, telecommunications and information technology specialists and operations analysts.

The diversity of the specialties Army Civilians work in was one of the key points of the key speaker's speech.

"In 1775, Army Civilians were employed as clerks, skilled tradesmen, craftsmen, physicians, teamsters and unskilled laborers," said Dr. Randy Groth, Arizona's Civilian Aide to the Secretary of the Army. "Today, the Civilian workers serve in about 500 occupational fields and have significant responsibilities throughout all organization levels within the Army.

"The Civilian workforce is integral to the future of the Army and this Nation. Their importance cannot be overstated in this time of consistent conflict."

Maj. Gen. Jennifer L. Napper, NETCOM/9th SC(A) commanding general, praised the current Civilian workforce for their work in the command.

"Transforming NETCOM and our networks is a difficult task, and one that is doubly testing both our patience and flexibility," Napper said. "Yet NETCOM has been able to stay on task in our efforts toward achieving a single unified network. Much of our progress can be attributed to one thing - having a Civilian workforce that is eager and willing to do what it takes to reach this goal."

Previously, Mansell was selected as the command's June 2010 Civilian of the Month for his

work with the stationing of Army Cyber Command, and efforts with supporting the sustainment of the LandWarNet - the Army's portion of the global Information Grid - and the transition to the Global Network Enterprise Construct.

"I am honored, and this is completely unexpected," Mansell said. "All those people on the (Army Cyber Command) tiger team worked just as hard as I did. Many of them could be and should be up here instead of me."

Mansell commended all those he has worked with - seniors and peers - thanking them for the opportunities and giving them credit for his success. He also credited his success to his parents.

"My parents made me who I am today," Mansell said. "They cheered me on from (Army) private to lieutenant colonel, and continued to cheer in my transformation to civil servant."

Wrapping up the ceremony, Daniel Bradford, NETCOM's Senior Civilian, credited all the Civilians serving the Nation for everything they do on a daily basis.

"The fine civilians we are recognizing are a 'slice' of what I describe, and while it is fitting and proper that we recognize them today, I know that the commitment, dedication, and sacrifice that describe each of them also makes up the moral fabric of our ranks," Bradford said. "I know that because I see it, and I know it because our Army and military would not be the finest on earth without the people who comprise it." ❖



U.S. Army photo by Eric Hortin

Lonnie W. Mansell, the military construction programmer in the NETCOM/9th Signal Command (Army) G-4 Command Engineer Division, receives the Superior Civilian Service Award from Maj. Gen. Jennifer L. Napper for his selection as the NETCOM 2010 Civilian of the Year during a ceremony Feb. 24 in the Greely Hall Auditorium. Standing alongside him are Randy Groth, Arizona's Civilian Aide to the Secretary of the Army, and Daniel Bradford, NETCOM/9th SC(A) Senior Technical Director and Civilian Deputy to the Commander.



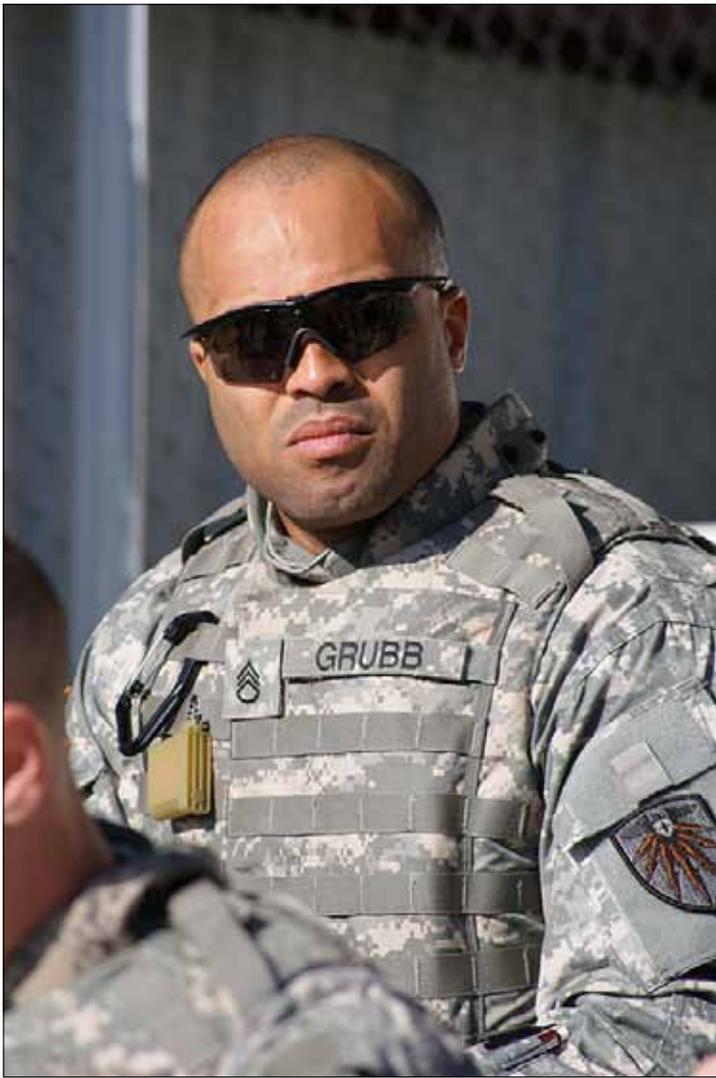
FOCUS ON PEOPLE



In his role with the Assistant Chief of Staff, G-6 at Network Enterprise Technology Command/9th Signal Command (Army), Terry Brown is the command authority for secure equipment crypto keys. He is responsible for information technology assets inventory in the G-6 and for managing software licenses for numerous applications. In addition to his work in the G-6, Brown is an avid photographer, an advocate for animals, and a Sierra Vista Police Department Volunteer. He combines these roles in support of animals at the Sierra Vista Animal Shelter, where he has volunteered since the late 1990s. In addition to walking dogs to support their exercise and socialization needs, he began applying his technology and photography skills in 2003 to help the Shelter establish a presence on the Internet. Brown works with a professional photographer to help showcase the animals that are available for adoption. His hard work and charming photographs have helped many wonderful pets find their “forever homes.”



Darrell Jeffries recently completed a Long Term Training Assignment with the Department of the Army's Civilian Logistics Career Management Office at Fort Lee, Va. Jeffries was selected for a training assignment with CLCMO from July to November 2010, to assist them with two high profile tasks. He was responsible for updating and staffing the revised Army Civilian Training, Education and Development System Plan for Supply, Maintenance, and Transportation and Distribution. As part of the ACTEDS Plan (revision) process, Darrell researched training providers, course curriculums, and updated the appropriate appendices. He also evaluated career management internal processes and made recommendations that resulted in a significant time-savings. Jeffries is presently a Logistics Management Specialist and Activity Program Manager for Career Program 13 (Supply) and 17 (Maintenance) in the NETCOM/9th Signal Command (Army) G-4.



“My two basic responsibilities will always be uppermost in my mind – accomplishment of my mission and the welfare of my Soldiers... I will always place their needs above my own...”

These words from the Noncommissioned Officer’s Creed frame Staff Sgt. Garrett Grubb’s Army walk; this sacred creed is not just cheap or idle talk to him. When Grubb was up for orders to a new duty station, his Soldiers who were about to deploy to Iraq asked him to go with them. He obliged.

Instead of transferring to a new duty station, Queens, N.Y. native went downrange with his team for a 15-month deployment, “because they asked me to go with them and bring them home,” he said.

What does he like about the Army? Discipline, cohesiveness and family, on and off the job.

“The Army gives you a job that you can feel good about when you look at yourself in the mirror,” said Grubb. “It’s not just about helping yourself; it’s about helping Soldiers and others.”



Continuing your education can sometimes be a balancing act when you are fully employed and taking care of your family. However, Dr. David James was able to accomplish all three. David recently completed his doctorate’s degree in Business Administration with a focus on Management Information Systems. He began his quest in April 2007; and 18 classes later, in November 2010, he successfully accomplished his goal with his dissertation titled, “An Exploratory Study of Factors That Influence Digital Library User Satisfaction.” He did all of this while maintaining a GPA of 3.90. He currently holds three masters degrees: Logistics Management, Management Science, and an MBA. David presently works in the NETCOM/9th Signal Command (Army) Assistant Chief of Staff, G-5 as an Electronics Engineer.



Sgt. 1st Class Pearl Welch hit the ground running when she arrived in Kuwait on Sept 11, 2010. Two days later, she was teaching her first Combatives class.

Welch, the first sergeant for 56th Signal Company, 54th Signal Battalion, also manages the Camp Arifjan Combatives Program. She got started in the Modern Army Combatives Program

as a requirement for Drill Sergeant School in 2007, and was training every new Drill Sergeant in her battalion before moving to her next duty assignment.

While some Soldiers enjoy Combatives as a sport, Welch believes it provides realistic training as well.

“It actually teaches Soldiers that have never been in any type of altercation or combat situation the basics that they need to survive on the battlefield,” she said.

Welch said she enjoys watching Soldiers transform themselves over the course of the training. “It’s just something to see,” she said.



First Sgt. Mathew Baker, of Delta Company, 307th Expeditionary Signal Battalion, and his wife, Lisa, were chosen as the 2010 winner of the Chevrolet Salutes America's Heroes award for their family's exemplary volunteerism.

Each year the award is given to the winner of Chevy's Everyday Hero contest, an effort by The General Motors Company to publicly honor the men and women who serve with uncommon diligence in their local communities while serving in the armed forces.

First Sgt. Baker volunteer coaches for the Morale Welfare Recreation's youth basketball, football, and track programs, and has been awarded several Certificates of Appreciation. Lisa is likewise an active team mom and together they encourage, mentor, teach, and coach the youth of the Army Community in not only the game, but teamwork and sportsmanship. By the Army, Baker was awarded the Military Outstanding Volunteer Service Medal.

Quickly following in their parents' footsteps, each of the Baker children help with special needs children

or in local teen programs, and several have received Volunteer Excellence Awards. They help out as Bible school helpers and volunteer for various philanthropic activities such as the "Drug Education for Youth" cleanup of the USS Missouri, and food drives for the homeless and the Hawaii Food Bank.

Perhaps the most amazing part of their story is the number of children for whom the Bakers have provided a loving environment through their participation in Hawaii's Foster Care program. Since 2002, 46 military and civilian foster children have been successfully placed in their care.

"I could have never imagined that what we do as a family would reach such great heights. We have done it so long that it is really just normal everyday living for us," Baker said. "To be recognized by everyone as a hero is very humbling. Although I am extremely proud that my kids consider me theirs, I don't consider myself a hero; I am just a husband, dad and Soldier. The heroes are all those in and out of uniform who have given the ultimate sacrifice for our freedom. They are the ones who allow us to do what we do."

NETCOM HQs employee takes post's top honor

By Gordon Van Vleet

NETCOM/9th Signal Command (Army) Public Affairs

FORT HUACHUCA, Ariz. - The Fort Huachuca Civilian of the Year for 2010 is an Information Technology Specialist working for the Network Enterprise Technology Command/9th Signal Command (Army) G-3 operations office in Greely Hall.

Suzanne Ollano-Mayer, who has been working for the government for 30 years, was selected for her outstanding performance in planning and managing the transition of the Army legacy telephone switches to the new Voice over Internet Protocol switch in support of the Army's Global Network Enterprise Construct.

Her efforts in development of the new switch requirements provided improved Battle Command support to both generating and operating forces moving Army Signal transformation forward while improving the Army's network within the Department of Defense.

"It's an awesome feeling to be given such an honor, one that I did not expect," said Ollano-Mayer. "I was grateful to have been selected NETCOM Civilian of the Month, then Fort Huachuca Civilian of the Month. Never did I expect to be graced with the honor of being

"I know that I was among great company and there's a lot more Civilians out there who are more deserving than I..."

the 'Fort Huachuca Civilian of the Year,' being up against so many deserving Civilians."

Ollano-Mayer started her career in 1980 as a GS-3 Clerk in the U.S. Army Communications Command's G-8 (Resource Management) office. In addition to her time here, she worked a few years at the 5th Signal Command in Stuttgart-Vaihingen, Germany.

Ollano-Mayer has had many people who have helped her get to where she is now.

"I have been fortunate to have had many mentors throughout my career," she said. "These mentors were senior-level managers and coworkers who took the time to discuss career goals with me, shared with me the benefit of their experiences, offered advice and feedback. I considered them friends who willingly took me under their 'wing' and served as my 'personal' and 'professional' advocates."

Working in the NETCOM G-3 office has given Ollano-Mayer many opportunities to help the Army.

"The environment is bustling with work activities," she said. "Everyone is busy but pleasant to work with. They help me through their friendships, positive work ethics, and simply being team players who are willing to jump in and help. This helps me to do my job and maintain a positive attitude."

Although she does find time to relax after work, it is during those times that she is able to focus on other important things in her life.

"I love to play tennis and any other outdoor activities, watch movies with my family, gardening, and reading. As for the future, I am working to improve my health as a primary personal goal. Beyond that, I'm taking it one day at a time, wherever the Lord takes me."

Her advice to others is simple ... be positive and follow what you believe.

"Be positive in all of your dealings, respect others, be kind to others, mentor others, be flexible, work and play hard, and pray a lot. Be thankful to the Lord for your blessings. It's important to work hard toward your organization's goals, your personal goals but it's also important to have fun with your friends and families."



U.S. Army photo by Ty Holland

Fort Huachuca's Civilian of the Year, Suzanne Ollano-Mayer, receives the Commander's Award for Civilian Service Feb. 25 from Brig. Gen. Gregg Potter, commander, U.S. Army Intelligence Center of Excellence and Fort Huachuca, during Installation Awards Banquet.

Army & Defense News

Chiarelli: Stress disorder, brain injury science lacking

American Forces Press Service

WASHINGTON, D.C. (May 12, 2011) – The therapies used for the treatment of brain injuries lag behind the advanced medical science employed for treating mechanical injuries, such as missing limbs, Army Vice Chief of Staff Gen. Peter W. Chiarelli told reporters here today at the Defense Writers Group breakfast.

Chiarelli said more work must be done to properly diagnose and treat servicemembers suffering from post-traumatic stress disorder, traumatic brain injury and suicidal thoughts.

“There’s a lot of criticism with how we handle PTSD and TBI and other behavioral health issues,” he said. “I think a lot of that is unfair, because if you study this, we don’t know as much about the brain. That is the basis of the problem.”

Meanwhile, Chiarelli said, the stigma that some servicemembers associate with actively seeking treatment for mental health issues is still active.

“Breaking the stigma of mental health issues is the hardest part,” the general acknowledged.

Chiarelli said military medicine has been very successful in replacing injured servicemembers’ lost arms and limbs with high-tech

prosthetic devices in tandem with rehabilitation training.

For full story, go to <http://www.army.mil/-news/2011/05/13/56485-chiarelli-stress-disorder-brain-injury-science-lacking/>.

Gates to troops: U.S. must sustain force excellence

American Forces Press Service

MARINE CORPS BASE CAMP LEJEUNE, N.C. (May 12, 2011) – Defense Secretary Robert M. Gates spoke with Marines and Soldiers and watched them train today at two East Coast military installations, thanking them for their service, and -- 48 days away from his June 30 retirement -- saying goodbye.

“I want to thank you for your service, for your sacrifices, for taking care of your buddies, for your victories in Anbar and Helmand and so many other places,” Gates said during a town hall with about 1,100 Marines.

Gates took questions from these Marines at Lejeune, and from Soldiers at the U.S. Army Training Center at Fort Jackson, S.C.

Topics were diverse but questions that arose most often among the troops involved the future of the military services and Defense Department budget cuts.

“Four times in the last century,

after wars, we have unilaterally disarmed ourselves and then have had to discover all over again that the world isn’t a friendly place,” Gates said.

For full story, go to <http://www.army.mil/-news/2011/05/17/56605-gates-to-troops-us-must-sustain-force-excellence/?ref=news-insidearmy-title2>.

White House launches U.S. international cyber strategy

American Forces Press Service

WASHINGTON, D.C. (May 17, 2011) – White House officials yesterday launched a strategy that the administration says unifies U.S. engagement with international partners on a range of cyber issues for the first time.

The International Strategy for Cyberspace was presented here by Secretary of State Hillary Rodham Clinton, Attorney General Eric H. Holder Jr., Commerce Secretary Gary Locke, Homeland Security Secretary Janet Napolitano and Deputy Defense Secretary William J. Lynn III.

“Cyberspace and the technologies that enable it allow people of every nationality, race, faith and point of view to communicate, cooperate and prosper like never before,” President Barack Obama said in an introduction to the report.

“Citizens across the globe,” he added, “are being empowered with information technologies to help make their governments more open and responsive.”

For full story, go to <http://www.defense.gov//news/newsarticle.aspx?id=63966>.

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