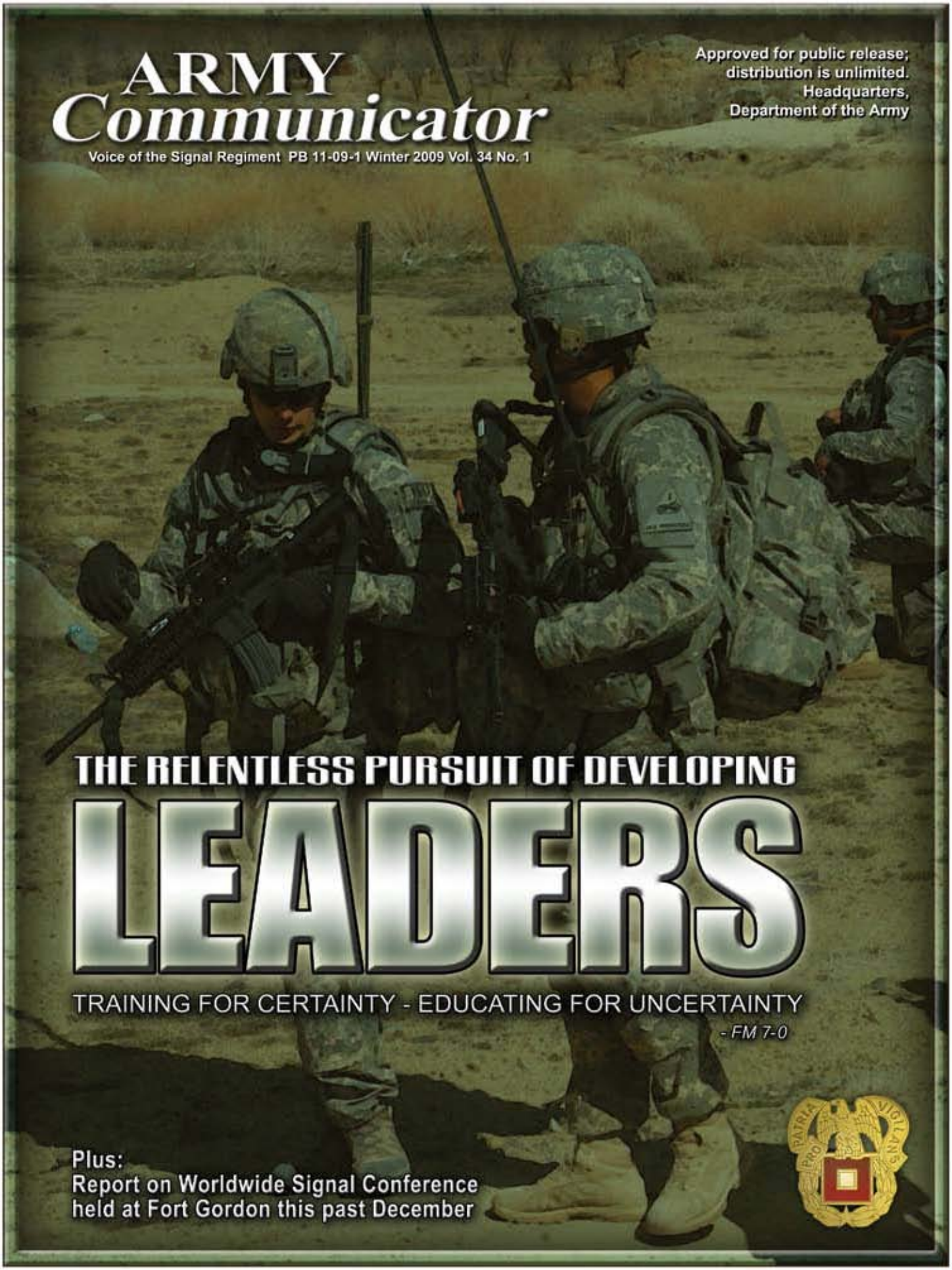
ARMY Communicator

Voice of the Signal Regiment PB 11-09-1 Winter 2009 Vol. 34 No. 1



THE RELENTLESS PURSUIT OF DEVELOPING

LEADERS

TRAINING FOR CERTAINTY - EDUCATING FOR UNCERTAINTY

- FM 7-0

Plus:
Report on Worldwide Signal Conference held at Fort Gordon this past December

Report Documentation Page

Form Approved
OMB No. 0704-0188

1. REPORT DATE	2. REPORT TYPE	3. DATES COVERED
2009		**00-00-2009 to 00-00-2009**

4. TITLE AND SUBTITLE	5a. CONTRACT NUMBER
Army Communicator. Volume 34, Number 1, Winter 2009	5b. GRANT NUMBER
	5c. PROGRAM ELEMENT NUMBER
6. AUTHOR(S)	5d. PROJECT NUMBER
	5e. TASK NUMBER
	5f. WORK UNIT NUMBER
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) **Army Communicator,U.S. Army Signal Center,Fort Gordon,GA,30905-5301**	8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)	10. SPONSOR/MONITOR'S ACRONYM(S)
	11. SPONSOR/MONITOR'S REPORT NUMBER(S)

12. DISTRIBUTION/AVAILABILITY STATEMENT
Approved for public release; distribution unlimited

13. SUPPLEMENTARY NOTES

14. ABSTRACT

15. SUBJECT TERMS

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON
a. REPORT	b. ABSTRACT	c. THIS PAGE			
unclassified	**unclassified**	**unclassified**	**Same as Report (SAR)**	**72**	

U.S. ARMY SIGNAL CENTER AND FORT GORDON

COMMAND

EDITORIAL STAFF

Army Communicator (ISSN 0362-5745) (USPS 305-470) is an authorized, official quarterly professional bulletin of the U.S. Army Signal Center, Fort Gordon, Ga. 30905-5301. Second-class official mail postage paid by Department of the Army (DOD 314) at Augusta, Ga. 30901 and additional mailing offices.

POSTMASTER: Send address changes to ***Army Communicator***, U.S. Army Signal Center, Fort Gordon, Ga. 30905-5301.

OFFICIAL DISTRIBUTION: ***Army Communicator*** is available to all Signal and Signal-related units, including staff agencies and service schools. Written requests for the magazine should be submitted to Editor, ***Army Communicator,*** U.S. Army Signal Center, Fort Gordon, Ga. 30905-5301.

This publication presents professional information, but the views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Use of news items constitutes neither affirmation of their accuracy nor product endorsement.

Army Communicator reserves the right to edit material.

CORRESPONDENCE: Address all correspondence to ***Army Communicator,*** U.S. Army Signal Center and Fort Gordon, Signal Towers (Building 29808), Room 713, Fort Gordon, Ga. 30905-5301. Telephone DSN 780-7204 or commercial (706) 791-7204. Fax number (706) 791-3917.

Unless otherwise stated, material does not represent official policy, thinking, or endorsement by an agency of the U.S. Army. This publication contains no advertising.

U.S. Government Printing Office: 1984-746-045/1429-S.

Worldwide web homepage address http://www.gordon.army.mil/ocos/AC/
E-mail ACeditor@conus.army.mil

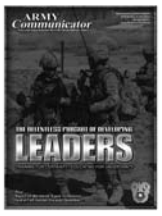
PB 11-09-1
Winter 2009Vol. 34
No. 1

Army Communicator

Voice of the Signal Regiment

Table of Contents

Features



Cover: The focus of the *Army Communicator* Winter 2009 is Leadership from several perspectives. Leadership Quotes are highlighted on Page 38.
Cover by Billy Cheney

Departments

By Order of the Secretary of the Army:

GEORGE W. CASEY JR.
General, United States Army
Chief of Staff

Official:
JOYCE E. MORROW
Administrative Assistant to the Secretary of the Army

0825204

Chief of Signal's Comments

Leader development in the Regiment

There is no more important task on my plate as Chief of Signal and Commandant of the Signal School than developing leaders. Not only am I responsible for developing leaders inside the brick and mortar of the school house at Fort Gordon, but also through all phases of the Army Force Generation cycle, or ARFORGEN. There should be no mystery as to how seriously I take that responsibility – for we remain in relentless pursuit of providing world class leader development opportunities to all, wherever you may be.

A leader is defined in many ways – one only has to go to the nearest book store or google it on the web to see how much has been written describing it or those who perform it. In the Army's *FM 6-22 Leadership*, a leader is defined as "…anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization." One enduring expression we have used for many years for leadership is "BE-KNOW-DO" which is such an easy way to think of the three subparts of what being a leader is.

If you have not looked at FM 6-22 lately, you should. That manual is perhaps the best FM the Army ever produced – as it contains so much information that will help people become better leaders. The manual is a powerful document that contains detailed descriptions of what leading is all about and stories that exemplify the traits and values we hold so dear to our profession. It is not a manual that you read through once and set aside. On the contrary, it is a reference manual that merits continuous review and application to your life, your organization, and your people. There are many other books on leadership – my favorites can be found on the Signal Center web page. They all have some valuable lessons and models for leaders to consider. Whether you like the ones that have made an impact on my life or not is immaterial – your task is to never stop listening and learning. The day you stop learning is the day you stop leading.

BG Jeffrey W. Foley
Chief of Signal

At the Signal School we invest considerable resources in revising our programs of instruction for every course taught for all ranks – Soldiers, non-commissioned officers and officers. It is imperative that our training and education programs remain relevant – relevant to the current fights in Iraq and Afghanistan, as well as preparing for other contingencies else where in the world. We just opened up new fiber optic training for 25L in advanced individual training and the Basic Non-commissioned Officer Course in the last three months. We are now teaching Tropospheric Scatter Radio for the first time in our center's history. Our recent establishment of our digital tactical operations center (with considerable help from PEO C3T and PM Battle Command and PM Command Posts) now gives our leaders unprecedented ability to learn about IOM networks in brigade and battalion TOCs. Our training for certainty and educating for uncertainty are designed to compliment the most important part of leader development – experience. Those three elements of leader development are all essential to our growth as leaders.

We also invest considerable resources in providing lifelong learning opportunities for our Soldiers 24 X 7 where ever they are in the world through our LandWarNet eUniversity. This eUniversity, which many of you are familiar with, is our premier distance learning center that just earned Training and Doctrine Command's highest award in fiscal year 2008 for DL. Dramatic growth in available products, focused programs, creation of "unit universities" and much more are clear indicators of the success of this effort to date. eUniversity is a work in progress – as we continue to determine how best to serve our Soldiers and customers. We welcome your advice anytime.

One last capability we continue to pursue with our partners at Forces Command, Network Enterprise Technology Command and Communications Electronic Command are our mobile training teams. Over the past year we have exponentially increased our deployment of MTTs throughout the world to train BNCOC, Information Assurance, pre-deployment assistance, and others. These training opportunities occur through Reset/Train, Ready, and even available stages of the ARFORGEN as we have deployed teams to the GWOT theater of war to help Soldiers and leaders.

I remain so very proud of the team assembled here at Fort Gordon and our partners in the training program for the remarkable improvements we have made to date – for they are making a difference. We value the input we have received from YOU - all those attending our resident schools and MTTs, and those engaged in our life long learning programs, for you have made a difference. We know, however, that we are not where we need to be. You can be assured that we will continue to pursue all avenues to improve our training and education programs to support and serve you – that remains our core mission.

BG Jeff Foley
Army Strong!

Leadership and mentorship *in the Regiment*

Fellow Signaleers, this issue is dedicated to leadership and mentorship and I want to tell you about a real leader. One of the great questions in life is "if you could have lunch with anyone in the world, who would you choose?" During a recent visit to Fort Meade, I ate lunch with SGT Michael Carter, a combat cameraman and Silver Star recipient in our nation's global war on terrorism. For the rest of my life that lunch will have a profound effect on me. He is 25 years old and about 6 ft 2 in. Despite his size and youth, he is both humble and an inspiration. I asked him about April 6, 2008, the day he earned the Silver Star.

While on patrol with a team from the 3rd Battalion, 3rd Special Forces Group who had been sent to kill or capture terrorists from the rugged Shok Valley in Afghanistan, machine gun and sniper fire erupted.

Early in the fight Carter's camel pack and camera were shot. As water oozed out and across the small of his back he truly believed he had been shot and was bleeding badly. I asked him when they shot his camera if that was the point he became p!@#$ off. He replied "no sergeant major; I was at that point when we hit the ground and they shot our interpreter."

Carter dragged the interpreter to safety and I asked him if the interpreter would have died. He replied, "Yes, their snipers were on their game that day."

CSM Thomas J.Clark
Regimental Command Sergeant Major

Two days after the fire fight, he reenlisted to serve in our great Army, knowing that he will stand in harm's way again and defend the American way of life. I recognize this as the truly selfless act of a young patriot and I was proud. Minutes later he said something that changed the way I look at life.

When I asked him if he thought he was going to die, he put down his half eaten sandwich, finished chewing the food in his mouth (because you see... he was also raised to be polite) and gave me a look like I should have known the answer -- "No sergeant major I AM AN AMERICAN."

That is all he said.... those four words. I AM AN AMERICAN.

As a fellow Soldier those words needed no clarification. During that firefight, on some level, he knew he was in the best Army in the world, he knew his fellow Soldiers would not let him down. He knew his training, his equipment, and his team would do everything possible to return everybody safely to their Families. He believed in the Army Values, the Soldiers Creed and that he was Army Strong!!

When the days ahead get hard and someone asks me if I'm going to be ok, I will reply with four simple words... I am an American.

I have served for almost 29 years and have led Soldiers just like this in combat. I just wanted to introduce you to this special young man. I have attached the link about his actions in Afghanistan for further reading.

http://www.usatoday.com/news/military/2008-12-12-silver-star_N.htm

(See his article on Page 25.)

Pro Patria Vigilans!!

CSM Tom Clark
Army Strong and Signal Proud!

SGT Michael Carter, combat cameraman and Silver Star recipient

Carter was a part of the command-and-control node along with the detachment commander, an interpreter, communications specialist, and other team members. As the ambush began, Carter was with the detachment commander.

"We started taking fire from almost every direction."

Read his story on Page 25

Reflections on leadership from Deputy Commander Joe Capps

By Joe Capps

When Craig Zimmerman asked me to write a piece on what I know about leadership, I was initially at a loss as to how I should approach the subject. The more I thought about the subject the more I realized that most of what I know about leadership I have learned from watching and experiencing good leaders in action. Several of those leaders influenced me to the extent that I incorporated their successful leadership principals. There are many such principals I have learned from leaders over the years, but for the sake of brevity I will discuss three that have been especially important along the way.

The first to come to mind was my branch chief at my first engineering job at Harry Diamond Labs. After working for him for a couple of years, I was given lead for a small project. The project involved the building of a hardware/software solution, and I was given a modest staff of two. For several reasons, I did a really poor job of managing the effort. Ultimately I had to tell the customer, in front of my branch chief, that the project was seriously off track. After the customer left, my boss called me to his office for what I presumed to be my relief as project lead. Instead, he gave me advice on what I had done wrong and gave me a couple of days to develop a get well plan. Surprised, I wanted to know why he was not firing me. His response was something that has stuck with me as an essential leadership quality. Paraphrased, he told me that he had invested in my education through my failure and

Joe Capps

that I was certain not to make the same mistake again, and that what I would learn from cleaning up my own mess would make me a better project leader for the organization in the future.

The second leader I thought of was an officer who worked for me in one of my early leadership positions. Initially as a leader, I was overly concerned with the risk associated with every decision I made. I was in an unfamiliar technical area and my authority to act was not clearly documented. My staff brought actions to me, many of a technical nature that impacted organizations across the Army, hoping to get a decision and direction on execution. I made the classical mistake of an insecure leader, I didn't ask them relevant questions and I sent them back to do more analysis. At first the officer in question dropped subtle hints, but eventually he confronted me with some sage advice. First, a good leader should be humble enough to admit that he doesn't know and ask relevant questions to learn enough to make an intelligent decision. Not only will your subordinates not think less of you as a leader, they will relish the opportunity to dialogue with you. Second, that there is risk inherent in all decisions, and that the art of leadership is balancing those risk against those risks of doing nothing.

The third leader to come to mind was a civilian I worked for in the energy industry. He had a group of employees, myself included, who could best be described as challenging. In leading us he maintained his composure and always made a point of reinforcing our value to each other and to the organization. One evening, while making rounds with this leader, I asked him about his confrontation style. He said something that I have never forgotten. He said that the most effective thing that a leader can do is build the self worth of their people. That when self value decreases, the individual fails, and when the individual fails the organization fails.

So Craig, to answer your question, I guess you could say that everything I really know about leadership I learned from watching good leaders do what they do best – lead. The best advice I can give on leadership is to seek out good leaders and learn from them. Take what you learn and apply it to your leadership style, and never forget that you can only truly learn by trying.

Mr. Capps is deputy to the commander of the US Signal Center and Fort Gordon.

Reflections on leadership from warrant officer perspective

By Cw5 Andy Barr

Several leadership articles are contained within this publication and are written from the noncommissioned officer and the O-grade (i.e., other than Warrant Officer) officer perspective. Although the Army consists of different categories of personnel serving and empowered by different laws and regulations, the roles and responsibilities of Army leaders from all organizations overlap and complement each other.

The three formal Army leader groups are commissioned officers, noncommissioned officers and Army civilians. The commissioned officer category includes those who have been appointed to the rank of second lieutenant or higher or promoted to the rank of chief warrant officer two or higher; warrant officer one is also considered in this category even though they are appointed by the Secretary of the Army.

Warrant officers possess a high degree of specialization in a particular field in contrast to the more general assignment pattern of other commissioned officers.

Warrant officers command aircraft, maritime vessels, special units and task organized operational elements. In a wide variety of units and headquarters specialties, warrants provide quality advice, counsel and solutions to support their unit or organization. They operate, maintain, administer and manage the Army's systems.

Warrant officers are competent and confident warriors, innovative integrators of emerging technologies, dynamic teachers and developers of specialized teams of Soldiers. Their extensive professional experience and technical knowledge qualifies warrant officers as invaluable role models and mentors for junior O-grade officers and NCOs.

Warrant officers fill various positions at company and higher levels.

Cw5 Andy Barr

Junior warrants, like junior O-grade officers, work with Soldiers and NCOs. While warrant positions are usually functionally oriented, the leadership roles of warrants are the same as other leaders and staff officers. They lead and direct Soldiers and make the organization, analysis and presentation of information manageable for the commander.

Senior warrants provide the commander with the benefit of years of tactical and technical experience.

As warrant officers begin to function at the higher levels, they become "systems-of-systems" experts, rather than specific equipment experts. As such, they must have a firm grasp of the joint, interagency, intergovernmental, and multinational environments and know how to integrate systems they manage into complex operating environments.

In previous generation, the perception of the warrant officer has been that they were technical experts only, and they only had limited leadership roles. Warrant officers are leaders and are more relevant in today's formations than ever before. The relevancy of the warrant has increased and the Army has legitimized the warrant as a leader; hence within the basic definition the term 'technical expert' has rightly been changed to 'technical leader'.

The new Army structure placed Signal warrants in organizations and at levels where they previously never served; this has dramatically increased their leadership responsibilities. Signal warrants are now directly supporting the war fighter in maneuver brigades; today their influence and leadership roles and responsibilities are focused on the direct support of a commander who does not wear the Signal flags.

While within our 15 branches there are a vast number of warrant officer positions that hold command responsibilities; there are few that are Signal.

Warrant officers are trained as small unit leaders in their Warrant Officer Candidate School; similar to the lieutenants. Warrants remain small unit leaders while lieutenants get promoted to senior positions and become commanders and leaders of larger units. Increased leadership roles are realized as the warrant officer progresses to their senior ranks, however, they will almost always be focused on their basic functional technical skills.

Most warrants come from the junior NCO ranks and bring many of their leadership skills and experiences from that environment. The challenge to the new warrant officer is to resist the temptation of trying to perform the duties of his NCOs. Human nature forces many officers to revert to their comfort zone and some will attempt to perform the job of their NCOIC. This is a great challenge for new warrant officers and caution should be taken by newly appointed warrants and their leadership; but the warrant himself should monitor this challenge. The new

warrant is a new category of Soldier – that of an officer and they must accept that responsibility immediately after assuming the new rank.

As they do with all Army leaders, the Army Values guide warrant officers in their daily actions. Warrants must also accept and live by the long accepted expression for the Army leadership, "BE-KNOW-DO".

They must always set the example whether in uniform or during off duty hours. The warrant officer must accept these obligations in addition to the professional obligations that automatically come with their new position. In addition to any new obligations, penalty for failing to meet the obligations are exactly the same.

In review, the warrant officer must accept the same expectations that all other O-grade officers accept. They are expected to meet the same ethical, moral, physical, social and intellectual competencies as all other commissioned officers. This obligation has been met by the warrants in the past and continues to be accomplished by this current generation.

CW5 Barr is the Regimental Chief Warrant Officer for the Signal Regiment.

ACRONYM QUICKSCAN

JIIM – joint, interagency, intergovernmental, and multinational
NCO – noncommissioned officer
NCOIC – noncommissioned officer-in-charge

2009 Year of the NCO



Year of the NCO

"The goal of the corps of NCOs, whose duty is the day-to-day business of running the Army so that the officer corps has time to command it, is to continue to improve our Army at every turn. We want to leave it better than we found it. Regardless of the kind of unit you're in, it ought to be an "elite" outfit, because its NCOs can make it one."

~SMA William G. Bainbridge,
5th Sergeant Major of the Army

We announce 2009 as the Year of the NCO. During this year, we will accelerate previously approved strategic NCO development initiatives that enhance training, education, capability, and utilization of our NCO Corps. We will showcase the NCO story for the Army and the American people to honor the sacrifices and celebrate the contributions of the NCO Corps, past and present.

Today's NCO operates autonomously, with confidence and competence. We empower and trust our NCOs like no other army in the world. In fact, many of the world's armies are looking at our NCO Corps as a model for their own as they recognize the vital roles NCOs play in our Army.

Our NCOs lead the way in education, in training, in discipline. They share their strength of character with every Soldier they lead, every officer they serve, and every civilian they support.

NCOs are the keepers of our standards. From the recruiting station to basic training to combat zones; civil affairs to medicine to logistics; natural disaster assistance to graveside attendance at Arlington; whether Active, Guard or Reserve, our NCOs take the lead. Hence the phrase, Sergeant take the lead!

Kenneth O. Preston
Sergeant Major of the Army

George W. Casey, Jr.
General, United States Army
Chief of Staff

Pete Geren
Secretary of the Army

How the US Military Academy develops leaders of character

By LTC Joe Doty, PhD and MAJ Carla Joiner

"At West Point, much of the history we teach was made by people we taught."

The United States Military Academy at West Point, N.Y., is one of the premier leader developing institutions in the world. USMA prides itself on producing newly commissioned second lieutenants who are leaders of character.

The stated mission of the academy is to graduate "commissioned leaders of character".

Graduates of USMA include GEN George Patton, GEN Dwight Eisenhower, the current Central Command Commander GEN David Petraeus, the current MNF-I commander GEN Ray Odierno, and the coach of the 2008 Gold Medal winning U.S men's basketball team – Mike Krzyzewski.

West Point develops leaders of character by taking a holistic "whole person" approach to leader development. The end state of the developmental process is an officer with a fundamental understanding of the four clusters of expert knowledge that defines our profession and codifies the identity of an Army officer:

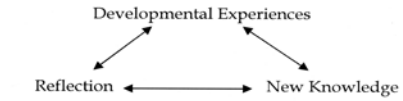
1. Leader of character – moral/ethical knowledge

2. Warrior - military/technical knowledge

3. Servant of the country – political/cultural knowledge

4. Member of a profession – Knowledge of human development

Their model of leader development is based on research and literature from three academic fields – adult development, leadership theory, and organizational theory. A West Point cadets' 47-month experience is shaped around this commonly used model for education and development:



West Point graduates leaders of character by immersing cadets in a holistic 47-month leader development experience centered on six leader developing domains -

Competence domains:

1. **Intellectual** – leaders who anticipate and respond effectively to the uncertainties of a changing technological, social, political, and economic world (new knowledge, experience, and reflection).

2. **Military** - leaders who anticipate a range of military challenges and possess the requisite warrior ethos, leadership perspective, and military skills to respond effectively in combat and a wide range of complex situations (new knowledge, experience, and reflection).

3. **Physical** – leaders who are physically fit, mentally strong, and prepared to confront the physical challenges inherent in world-wide military operations and the duties required of an officer (new knowledge, experience, and reflection).

Character domains:

4. **Moral/ethical** – leaders who have developed morally and ethically, enabling them to discern what is right and wrong and then make proper decisions and take appropriate action (new knowledge, experience, and reflection).

5. **Social** – leaders who interact appropriately with others in a wide range of social and professional settings, displaying proper etiquette and dress, consideration for others, and respect for social and professional conventions and traditions (new knowledge, experience, and reflection).

6. **Domain of the human spirit** – leaders who understand and continuously develop their human spirit to have the strength of character and worldview to adapt effectively to combat and the uncertainties of a changing world (new knowledge, experiences, and reflection).

These six developmental domains are intentionally integrated across a cadets' 47-months at West Point.

An example of this integration is a required philosophy course which not only challenges the cadet intellectually (new knowledge); it also fosters growth in the moral/ethical domain and the domain of the human spirit.

Another example is the requirement for every cadet to participate in competitive sports – either at the intramural, club, or intercollegiate levels.

All these competitive sport experiences focus on developing warrior leaders of character who are motivated to win while developing physically, mentally, emotionally, and spiritually.

The center of gravity of leader development and the moral/ethical domain is the cadet honor code – *"A cadet will not lie, cheat, steal, or tolerate those who do"*. This minimum standard of conduct forms the developmental baseline from which further moral/ethical growth follows.

West Point's creed *"Duty, Honor, Country"*, and the fundamental values of respect and integrity are the guiding principles at West Point.

Cadets also study the traits that make good leaders and study the art of leadership development in organizations.

As part of a capstone course on

"Officership", cadets read and write (reflect) about a famous military leader.

West Point also has a formal four-year curriculum focused solely on the Army's professional military ethic.

These seminar type classes foster dialogue on topics ranging from leadership challenges, the seven Army Values, ethical dilemmas, and officer/NCO responsibilities.

Additionally, the Corps of Cadets is organized into a brigade of four regiments, eight battalions and 32 companies that provides unparalleled opportunities for cadets to practice leading others.

The longer cadets stay at West Point, their responsibility and expectations of them increase. West Point tailors its leader challenges and developmental activities to facilitate cadets' progression from new cadet to cadet officer.

Cadets start off as followers during their first year when there is a common set of core experiences across all domains. By the second year, cadets have some degree of choice and are placed in their first leadership position as a team leader of one or two cadets.

By their third year, they assume greater responsibility and serve as cadet noncommissioned officers within the corps. Participation in Cadet Troop Leader Training with Army units gives them a glimpse of what is expected of Army leaders. Increased responsibility is also expected as leaders of athletic teams and cadet clubs.

During the last year, cadets get the opportunity to practice being officers before they are commissioned. West Point requires them to lead the corps in all areas of development. They undoubtedly face challenges of increased scope and responsibility. As corps leaders, they get an opportunity to improve their leadership skills necessary to lead a military organization.

By the final year, West Point expects cadets to embody the military ethic in their actions and words, and promote ethical behavior in their subordinates.

An important aspect of the developmental model is reflection. Reflection is a concept that many people in the Army either don't like or don't know – but is vital to leader and character development. Reflection involves a person (or group) thinking about, writing about, and/or discussing in detail an experience, idea, value, or new knowledge. Most often for reflection to really be developmental, it needs to be guided by an experienced and knowledgeable person who can push the envelope and facilitate a reflective experience that takes the individual out of their comfort zone. This type of reflection results in development.

Importantly, the entire staff and faculty at West Point understand they are the responsible for integrating this holistic leader development experience.

These role models serve as mentors, tactical commissioned and noncommissioned officers, staff, faculty, chaplains, coaches, and officer representatives for athletic teams and cadet clubs.

Through interaction with cadets, these role models teach, enforce, and model standards of excellence. The expectation is for these mentors to show cadets "what right looks like". Both through formal (classroom, military training, coaching, etc.) and informal (social) interactions, the staff and faculty are the "integrators" who ensure each cadet grows in the six developmental domains.

A common saying from staff and faculty is -

"I develop leaders of character at West Point while I teach/coach _____ (chemistry, football, etc)".

Finally, a key factor in the West Point experience is the acknowledgment that cadets are unique individuals who start at different levels and develop differently. The goal is to tailor experiences to support individual cadet differences but meet common standards and baseline requirements of West Point's leader development.

The US Military Academy prides itself on being one of the premier leader developing institutions in the world. Its' holistic approach to leader development, focused on the six developmental domains, provides the unique framework for this development to occur.

For more information go to the United States Military Academy website at: www.usma.edu

LTC Doty is deputy director of the Army's Center of Excellence for the Professional Military Ethic. He previously commanded the 1st Battalion 27th Field Artillery (MLRS), V Corps Artillery, U.S. Army Europe. His primary area of research interest is character and leader development and assessment. Three of his published works are: "Humility as a leadership trait." Military Review. October 2000; "Sports build character?!" Journal of College & Character, 7(3), April 2006; "Command climate." Army Magazine. July 2008.

MAJ Carla Joiner, Signal Corps, is an instructor in the Department of Behavioral Sciences and Leadership at the U.S. Military Academy. She has a Masters Degree in human engineering and was a company commander of the 43rd Signal Battalion.

ACRONYM QUICKSCAN

CTLT – Cadet Troop Leader Training
USMA – United States Military Academy

Signal officer mentorship in the modular division

By LTC John J. Pugliese

"When we are no longer able to change a situation, we are challenged to change ourselves." – Victor Frankl

In the very recent past our Army has evolved into the most lethal force in the history of warfare. It was only a short time after our Army began to realize that the Abrams Tank and Bradley Fighting Vehicle brought with it an incomprehensible as well as an amazing increase in the dynamic speed and violence of the battles we would wage that we discovered the greatly increased significance of communications in relation to lethality.

So it was that coming out of the 1980s with a ground maneuver force that could suddenly operate at least three times faster than we had ever known we entered the 1990s with a new arsenal at our disposal. The world had never seen and could little imagine that kind of lethality until it witnessed the unthinkable speed our forces used to free the nation of Kuwait in 1991.

Behind the scenes and fairly unheralded in the eyes of those who pay attention to such things was the enormous improvement in the robustness and the real time capability of our Signal Corps to net together this lethality. Now our shooters seemed to operate with virtual impunity in every endeavor they would encounter.

By the 21st Century our capability to instantly command, control, coordinate, and collaborate had quietly added so much capability for our combat arms leaders that it brought back the reminder to our war fighting leaders at the true 'basic weapon' of the officer is not his assigned weapon but is instead the communications devices he uses to direct the fires and the maneuver of his forces.

Our branch may very well have been unheralded in his recent evolution but that does not set aside the fact that we are contributors to the improvements in capability and the evolutionary lethality of our army. Contributors every bit as significant as the Abrams, Bradley, and Apache – maybe even greater contributors if the truth be known.

From tactical to operational to strategic communications our leaders are at the forefront and it is reasonable to believe we will continue to be major players in the future.

And even as we bring great technology to the shooters of the army we continue to face the requirement of leading and developing our younger leaders to always look for ways and means to improve the lethality of or force.

As lieutenants and captains we could rely a great deal on our leadership skills to do what was needed in the organizations where we served. But as we advance in rank it is more and more difficult to exert individual leadership into the development equation. Our Signal Regiment is so important to the continued success of our army that those of us who serve in key field grade assignments must never lose track of the responsibility we have to not only lead but to ensure that true mentorship takes place within our branch.

With the demise of the division signal battalion there are some who lament that loss of legal authority of the battalion commander is too much of an impediment to the concept of good mentorship as we did it in the recent past. There is no question that former signal battalion commanders had nearly instant contact with those subordinate to them but today our branch must meet the challenges involved in reorganization with the same diligence and resourcefulness that we have faced every challenge we have ever encountered

The future leadership, skill, and resourcefulness of today's younger officers is at stake.

Changes to the corps

The signal structure of our Army has recently undergone some major changes in the last few years. Gone are the division signal battalions replaced by the division G6 and separate companies embedded in the brigades they once supported. As shown throughout history the one constant in the Army is change. Most change is usually met with resistance as most people do not like to change the current way of doing business. Change of course is a good thing; as the threat changes the Army must change to ensure it can meet the new threat. The Signal Regiment must also continue to adapt to these changes to ensure the best possible communications support is provided to the warfighter

Given the new organization changes, how do we in the Signal Regiment ensure that the junior officers and the Signal Functional officers (24 and 53) in the divisions are being properly mentored? Well I think it is best to first define what mentorship is and than look at how we mentored prior to the organizational changes, than look at how we can mentor under the new organization structure.

Mentorship

Mentorship is defined by Merriam Webster on line as "A trusted counselor or guide". In simple terms a mentor is a older more experienced person providing guidance based on their experiences for those who are younger and lack experience. Young signal officers need to

have a mentor to help them in both the technical and leadership aspects of their development. One of their keys to being successful is to have a relationship with a mentor who has been in their shoes and understands the challenges they are facing. In this case a fellow signal officer

Mentorship prior to being modular

Clearly the signal battalion commander in the division was responsible for signal mentorship. This included both the technical and the leadership side. As the senior signal officer in the division they were responsible not only for the officers directly under their command but also had oversight of the numerous brigade and battalion signal officers. Commanders ran officer professional developments and training events that focused on signal skills in addition to providing career guidance to young officers. To develop and even encourage espirit de corps and comradeship they also paid attention to organizing visits by signal branch, signal balls, staff rides and hail and farewells.

A challenge in the new modular organization is that we have become more decentralized in our task organization and without the old signal battalion the G6 does not have direct control of the numerous signal companies as before. Also gone is the dedicated staff which played a big part in ensuring that the needed mentorship programs were being conducted. Additionionally not all subordinate brigades are on the same installation and a G6 today may find his units spread out across a very wide distance at any number of installations and locations. In the case of First Army Division West all seven of our subordinate brigades are located in different States. This dispersion of our organization seems to be more and more the norm in our Army. Even more complicated is the case of a division deployed to Iraq or Afghanistan that may have no organic brigades under their control and their span of control may be greatly increased.

Mentorship in the Modular Division

Given these new challenges, how should a division G6 provide mentorship to those young signal officers under the control of their division headquarters. The G6 must step into the situation and exercise the required leadership that once was the domain of the signal battalion commander. We cannot afford to not fill this gap that the modular force structure has created by the removal of direct control. A G6 who is not a battalion commander is still the senior Signal Corps leader at the division level who must assume the mentorship responsibility.

The division G6 can still provide the same level of mentorship as the previous signal battalion commander. They can easily set up officer professional developments, signal conferences and signal balls. Using the division G3 and the orders process they can establish a very formal mentorship program within their unit. While they may not have direct control and have to take into account the units own training schedule, events can still occur. A key tool for the G6 to execute this is the division long range training calendar.

The G6 should take full advantage of the fact that their subordinate signal officers are now under the direct control of the units they provide communications support for. Just as those of us in the G6 need to step in to mentor our Regimental officers, these same signal officers have a great opportunity to be mentored by the senior leaders of the brigades they are assigned to.

In addition great care must be placed to the functional area officers, the 24s and 53s most of these officers are not from the signal branch and transfer from their parent branch at the captain and above ranks. They are than put directly into the division without the benefit of having grown up in a signal environment. The G6 must ensure they are part of the team and that their unique skills are included in the OPDs and mentorship program.

In such a collaborative way the current commanders must be an integral part of that team and fully understand all aspects of the branch they are supporting. The G6 must fill in the gaps to ensure our young officers are receiving the signal specific task of their education and mentorship one way to do this is to schedule quarterly focused technical training events. Unlike the days of a signal battalion, the G6 will have to work with each units training schedule and may not be able to have everyone conduct the training at the same time.

Tools available for mentorship

The current Global World Wide Web, E-Mail and VTC access ensures that no matter where you are you can have access to the vast amount of resources that are currently available. This will ensure that the signal officers are kept in constant touch with their mentors no matter where they may find themselves in the world. All the latest technical information is at their finger tips, available 24 hours an hour 365 days a week.

The LandWarNet provided by the Signal Regiment provides the latest information as soon as it becomes available. As lieutenants in the 90's we all were glued to the mailbox for the latest edition of the *Army Communicator* for the latest regimental news. Now this information is easily available all the time. Another great site is the Chief of Signal Sends HTTPS://www.us.army.mil/suite/page/482295. That allows everyone in the regiment to see what is occurring in the regiment that has relevance to the current and future fight.

The division G6 must also ensure the brigade S6 is properly mentoring the signal officers both in their brigades and subordinate battalions. The brigade-level S6 should ensure his officers are kept up to date on the all aspects of technical signal training and updates. By using the brigade S6 the division G6 can greatly expand their influence.

One approach

First Army Division West's Mission is to train and validate mobilized Reserve Component units for deployment in accordance with the combatant commander, Department of the Army, and Forces Command directives. To execute this mission the division has seven training support brigades located at seven different installations and five mobilization sites.

As the G6 we have established a monthly videoteleconference and a quarterly G6/S6 conference. The location for the conference is rotated between the brigade locations to help facilitate a common understanding of how each brigade functions. This helps close the gap in the distance of units. The conferences are focused on brigade level signal issues and also touch on all aspect of mentorship. Guest speakers are brought in to ensure the units are up to date on the latest technology.

In addition we ensure that all messages of importance from the Signal Center are forwarded to our S6's to keep them aware of ongoing activities at the Signal Regiment.

Daily e-mails and being only a phone call away also plays a big part in our ability to answer questions and provide guidance to the brigade signal officers.

The way ahead

The amazing lethality of our great Army comes in large measure as a result of the communications systems that knit our units together in real time and create the conditions by which our enemies are unable to exploit our ability to react much quicker than they can.

From strategic communications all the way down to the most basic tactical unit our Signal Corps is more essential to the success of our Army than every before. Young leaders need to see the effects of strong communications in just this way and the current modular army is the means by which they can observe first hand this enormous value added.

Critical to the continued success of our regiment is the mentoring of our young signal officers. These young officers will one day be responsible for the continued success of the regiment as the Army changes once again to adapt to the future threat.

Lt Col Pugliese , as the G6 of First Army Division West , has a wide range of tactical and strategic Signal Corps experience including lengthy assignments in the 25th Inf Division, 82nd Airborne Division and the Ranger Regiment where as the regimental S6 he participated in the initial combat operations in Afghanistan. His other combat experience includes duty in Iraq as a signal brigade S3 in 2003, and later as the C6 operations chief of Multinational Corps-Iraq.

Acronym QuickScan

RC – Reserve Component
VTC – Video Teleconference

ROTC: 'Leadership experienced'

By MAJ Karen Roe

The benefits of the Army Reserve Officers' Training Corps programs are clearly seen throughout the Army during times of both peace and national crisis. Currently we are fighting in a multi-front conflict which is challenging our entire military structure and placing a specific hardship on our junior leader development. These leaders come from the traditional sources, Officer Candidate School, ROTC, and United States Military Academy, but must be more flexible, more adaptive, and more agile than their predecessors. That fact alone makes ROTC an excellent source of commissioning junior leaders because in their daily lives as cadets they must develop and use those skills in order to succeed.

ROTC cadets have multiple fronts on which they must continuously engage. First, they must maintain their focus on academics. Depending on their academic major and institution this can present a major challenge. They also must balance challenging financial responsibilities. In today's culture cadets must have cars, phones, computers, and other resources in order to function in their academic, military, and social structures. These tools cost money and have to be resourced by the cadets. Many cadets have young families. This is another glass ball that must be balanced as cadets move through the program and into their professional lives. Cadets also are often members of the Reserves or National Guard Units in their local areas and they require these cadets to allocate at least one weekend a month and two weeks a year to their units (they are exempt from deploying as long as they stay in good standing with school and ROTC). Finally, the cadet must allocate time to the ROTC program. While listed as the final activity many cadets and cadre demand this program receive the largest percentage of time and energy. ROTC alone requires no less than 200 contact hours per semester.

With all of these areas of focus ROTC is the perfect commissioning source for the type of renaissance leader we develop in the Army today. As each professor, coach, boss, unit and family lay the requirements on the cadet they experience the multiple demands they will face when entering into the Army. Each cadet must balance their lives in such a way that all of the requirements are not only satisfied but optimized.

At Augusta State University we have not perfected the system but we acknowledge these pressures and responsibilities, working constantly to mentor and advise these future leaders.

The mission statement of ROTC is "To commission the future officer leadership of the United States Army." We believe that inherent in this mission are the following four objectives:

1) Intellectual: To supplement the University's traditional education with subjects of value to the student in civil or military pursuits; to teach each cadet to communicate effectively both orally and in writing; and to motivate cadets to become leaders throughout their lives, beginning with their university experience.

2) Moral: To develop in each cadet a high sense of duty and the attributes of character inherent in leadership which emphasize integrity, discipline, and motivation to succeed in the profession of arms. Ethical leadership is the foundation upon which the service leadership development through the Army ROTC program rests.

3) Physical: To develop in each cadet the stamina and fitness essential to a physically demanding career as an Army officer. Physical fitness is a way of life. Physical fitness improves individual performance through the reduction of stress and improved mental and physical well-being.

4) Military: To provide cadets with the broad-based military science and military leadership education required as a prerequisite of commissioning. The traditional purposes and ideals are to unite in closer relationship the military departments of American universities and colleges; to preserve and develop the essential qualities of good efficient officers; to prepare ourselves as educated men and women to take a more active part and have greater influence in military affairs of the communities in which we may reside; and above all to spread intelligent, accurate information concerning the military requirements of our country.

For many cadets the ROTC program is executed through a progressive four year experience. Each year the cadets are given more responsibility and more authority until the final year when they receive the mantel of battalion leadership. Some, however, are not traditional progressive four year scholarship cadets but advance cadets who join us for only the last two years of the program. Cadets come to the program in many different ways and they each add to the depth and breadth of experience. At Augusta State University we have cadets with no Army experience who joined the program immediately out of high school and cadets with fourteen years of active Army time. The key factors in becoming a cadet are the criteria we call SAL: student, athlete, leader. We look for each applicant to have demonstrated attributes in each of those areas and potential for increased growth.

For freshmen and sophomores the ROTC program lays the groundwork to become an Army officer or better citizen and includes both classroom and lab experiences. The junior class prepares for one of the

toughest leadership courses offered. Leadership Development Assessment Course challenges all of the military skills cadets have developed through a 29 day leadership experience. During the year they will learn small unit tactics, land navigation, range operations, first aid and physical training. They will experience combat water survival, ruck marches, rappelling, and most importantly they develop teamwork and leadership skills. Finally, the seniors in our program run the battalion on a day to day basis. They develop, plan, execute, and evaluate every battalion event from daily physical training, ranges, monthly training, to the culminating three day field training exercises.

An additional benefit of the ROTC program in our local communities is the cadets serve as Army ambassadors in all that they do. Whether in school, church, job, or other activities cadets are able to integrate into their organizations and teach others about the Army and the ROTC programs. Their leadership in those programs is a symbiotic relationship as the cadet gains viable experience in leadership and the community has someone assisting or participating in their activity.

Since our goal is to commission professionally sound second lieutenants into the Army we use every experience as a training opportunity. The motto of ROTC is "Leadership Excellence" but after a single semester as the Professor of Military Science at Augusta State University I would say that the ROTC program could be coined "Leadership experienced".

MAJ Karen Roe is the current Professor of Military Science at Augusta State University. She was commissioned from The United State Military Academy into the Signal Corps in December 1992.

ACRONYM QUICKSCAN

OCS – Officewr Candidate School
ROTC – Reserve Officers' Training Corps
USMA – United States Military Academy

A failure in leadership

By LTC Kris Ellis

In the May 2007 issue of Armed Force Journal, LTC Paul Yingling penned an essay entitled *"A Failure in Generalship"*. Yingling's article built the case for a failure in generalship citing failures in visualizing the conditions of future combat, failures in explaining to civilian policymakers the demands of future combat and the risks entailed in failing to meet those demands, failures in providing policymakers and the public with a correct estimate of strategic probabilities, failures in estimating the likelihood of success in applying force to achieve the aims of policy, and failures in the raising, arming, equipping and training of forces.

If you have not read Yingling's article, then now is the time.

http://www.armedforcesjournal.com/2007/05/2635198

While I agree with many elements of Yingling's essay, I also think he got some important things wrong. I agree with Yingling when he asserts that we have seen significant failures in the last two decades. But, I fundamentally disagree with how Yingling views generalship. In short, I think he makes generalship far too general-officer-centric. In doing so, he misses our deeper failure - a failure in leadership.

My essay has four parts. First, I will double-tap Yingling's assertion that during the 1990s the United States repeatedly failed to estimate the likelihood of success in applying force to achieve the aims of policy, and failed to properly visualize the next war. Second, I will briefly examine whether those failures lay with our civilian policymakers, the military, or with "The Soldier and the state". Third, I will examine the role of the general officer corps in those failures, and outline an entirely different construct for generalship than the one proposed by Yingling. Finally, I will briefly explore "the leadership we need".

A failure?

Did we fail to visualize the conditions of future combat during the 1990s, fail to estimate the likelihood of success in applying force to achieve the aims of policy, and fail to equip and train the proper forces? In a word, "Yes".

For each year of the last decade, the U.S. military's budget was about 47 percent of the world's total military spending. In 2007, we spent more than the next 25 countries (France, United Kingdom, China, Russia, Japan, Germany, Italy, Saudi Arabia, South Korea, India, Australia, Brazil, Canada, Iraq, Turkey, Israel, Netherlands, Poland, Taiwan, Spain, Greece, Pakistan, Singapore, Sweden, and Iraq) combined. For 2009, our base spending on defense will be $515 billion. When you include Veterans Affairs, nuclear weapons research and maintenance, extra-budgetary supplements, and emergency discretionary spending, the United States government may spend $1 trillion in 2009 for all defense-related purposes.

Former Secretary of Defense Donald Rumsfeld famously said, "as you know, you go to war with the Army you have … they're not the Army you might want or wish to have at a later time" (Town Hall Meeting with Soldiers at Camp Buehring in Kuwait, Dec. 08, 2004). While this is a true statement, it is completely disingenuous and counter-factual. Throughout the 1990s we visualized the Army we wanted to have in 2003, and then spent hundreds of billions of dollars equipping and training that Army. Given the dramatic changes we've seen in the last five years - from Materiel [Mine Resistant Ambush Protected (MRAP) Vehicles], to Doctrine [FM 3-24 (*Counterinsurgency*)], to Organization, to Training - it is crystal clear that we failed to properly visualize the conditions in Iraq and Afghanistan.

Carl von Clausewitz wrote in *Vom Kriege* (*On War*) that "war is the continuation of policy (politics) by other means". To quote Professor Andrew J. Bacevich (a retired colonel who served in Vietnam), "when it comes to reaping political advantage from our supposed military superiority, Americans have been getting a lousy return on their investment".

In June 1997, Professor Williamson Murray published an article in *The National Interest* entitled, *"Clausewitz Out, Computer In: Military Culture and Technological Hubris*". Professor Murray has served as the Harold Johnson Professor of Military History at the United States Army War College, and co-edited *The Dynamics of Military Revolution, 1300–2050,* and *The Making of Strategy: Rulers, States, and War:* both books are on the Chief of Staff of the Army's Reading List. In "*Clausewitz Out, Computer In: Military Culture and Technological Hubris"*, Professor Murray eerily predicted that "current trends suggest that the new military culture is already preparing our officer corps to repeat the Vietnam War, except that this time, at some point in the twenty-first century, we may lose even more disastrously". Professor Murray wrote that:

"The danger in the belief that technology will offer us total battlespace and foreign policy dominance in the next century does not lie in the technology itself. Technology can indeed offer us substantial leverage against future opponents. What is dangerous about the new technocratic view is the same thing that was dangerous about the older

Maginot Line

version: It is wholly disconnected from what others think, want, and can do. Precisely because we Americans have a long track record of overestimating our technological superiority and underestimating the ability of our opponents to short-circuit our advantages, this is a form of hubris we cannot afford to indulge again. This is also why many of the overtones we hear today about the coming 'revolution in military affairs' are so disheartening."

Yingling speaks of a failure in "creative intelligence" while Murray speaks about a dangerous "technocratic view", but both authors are expressing concerns with our failure to visualize the conditions of future combat.

If a Gold Star mother asked me whether we have failed, the answer is a resounding "No". If asked the same question by a college student, I might throw out a quote from Sir Michael Howard, and then politely defer my response until the year 2039. But in this forum, today, amongst professional Soldiers, my answer is "Yes". We have failed.

A failure in policymaking?

Some will argue that it is our civilian policymakers, and only our civilian policymakers, who failed. This argument is dangerously counter-productive.

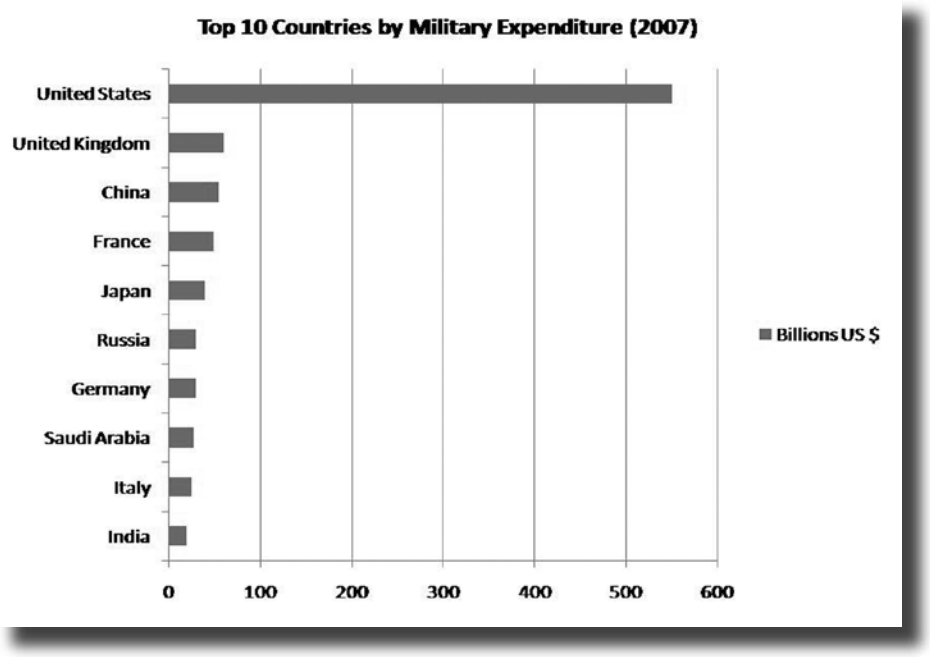
I turn to BG H. R. McMaster's *"Dereliction of Duty: Johnson, McNamara, the Joint Chiefs of Staff, and the Lies That Led to Vietnam"*. One of the greatest strengths of this work is that it tears at the myth that only the civilian policymakers (and maybe the media) failed in Vietnam. Booklist, the review journal of the American Library Association says the following about *"Dereliction of Duty":* "as damning of the civilian leaders as he is, McMaster doesn't blithely exonerate the brass … they didn't heed their own warnings and acquiesced in McNamara's incrementalist policy, in the hope of eventually getting the huge force they diffidently advised would be needed to win". Amazon's review continues with, "McMaster painstakingly waded through every memo and report concerning Vietnam from every meeting of the Joint Chiefs of Staff (JCS) to build a comprehensive picture of … the Joint Chiefs … mired in interservice rivalries and unable to reach any unified goals or conclusions about the country's conduct in the war".

We don't need to read every JCS memo and report concerning

Afghanistan, and we don't need to know what was said behind closed doors regarding Operation Iraqi Freedom, to ascribe some measure of failure to the Joint Chiefs. Perhaps the Joint Chiefs failed to visualize the conditions of future combat, or perhaps they failed to properly estimate the likelihood of success in applying force to achieve the aims of policy. Or, perhaps they had both those elements right, but failed to provide a proper estimate of strategic probabilities. Or, perhaps they had everything right, and simply failed to convince our civilian policymakers. Historians will help determine where the Joint Chiefs failed, but for purposes of this discussion, it is only important to acknowledge the fact that played a significant role in the failure.

Even if we were willing to blame our civilian leaders for decisions about policy or materiel over the past twenty years, that still leaves us with the nettlesome problems of training, doctrine, and leader development during the 1990s. These are three areas where Congress has chosen to exert little oversight, and where our military leaders have exercised almost total control. While a congressman might tell us that we will buy a widget produced in his district, I highly doubt that any of them are scrubbing the program of instruction for the Signal Captains Career Course or reading field manuals (except for possibly Congressman Isaac Newton "Ike" Skelton IV). When we look at the sea-changes in training over the past five years (Basic Training and Advanced Individual Training are prime examples), and examine the conditions we were replicating at the combat training centers in 2001, one can only conclude that we failed to properly visualize combat in Iraq and Afghanistan.

The bottom line is that I agree with Yingling: blaming our failures in Iraq and Afghanistan solely on "the intimidating management style of (our) civilian masters" would be a grave disservice to the military profession.



Military Expenditures

A failure in generalship?

Was our failure a failure in generalship?

Hundreds of authors have leveled direct or indirect criticisms against our general officer corps since the end of the Cold War: LTG (R) Bernard Trainor in "*The General's War: The Inside Story of the Conflict in the Gulf*"; MG J. B. A. Bailey in Land Warfare Paper 51W, "*Over by Christmas: Campaigning, Delusions, and Force Requirements*": COL (R) Douglas MacGregor in "*Breaking The Phalanx: A New Design for Landpower in the 21st Century*"; MAJ (R) Donald Vandergriff in "*The Path To Victory: America's Army and the Revolution in Human Affairs*" ; and dozens of writers in *Armed Forces Journal, Military Review,* and *Parameters.* Blogspots like *Small Wars Journal* and *Abu Muqawama* have only added to the symphony.

In 2006, *Washington Post* correspondent and Pulitzer Prize winner, Thomas E. Ricks wrote "*Fiasco: The American Military Adventure in Iraq*". According to a review by Michiko Kakutani published in the New York Times, "(Ricks) serves up his portrait of (the Iraq War) as a misguided exercise in hubris, incompetence and folly with a wealth of detail and evidence that is both staggeringly vivid and persuasive". Fiasco was included on the Army War College Library's Suggested Reading List for 2006. Ricks argues that the invasion of Iraq "was based on perhaps the worst war plan in American history", and singles out GEN (R) Tommy Franks for exceptionally tough criticism.

In 2008, Professor Andrew J. Bacevich wrote "*The Limits of Power: The End of American Exceptionalism*". As one might expect from the title, "*The Limits of Power*" addresses some of our failures in the application of military power since the end of the Cold War: GEN (R) H. Norman Schwarzkopf's permitting the Iraqi Republican Guard to escape destruction during Desert Storm, and negotiating a deeply flawed cease-fire at Safwan; MG (R) Thomas Montgomery's and MG (R) William Garrison's failures in Somalia; GEN (R) Wesley Clark's failed concept of "using forces, not force" in the Kosovo campaign; and LTG (R) Ricardo Sanchez presiding over Iraq's gradual descent into something like civil war. Bacevich sees this string of events as evidence of endemic, maladroit generalship. Bacevich writes:

"'At the summit' Winston

Churchill once observed, 'true politics and strategy are one'. The essential function of the general-in-chief is to preserve that unity, achieving victories that advance the larger purpose of the state, however imperfectly articulated by civilian authorities. Great captains make force purposeful … George Washington … Ulysses S. Grant and William T. Sherman … George C. Marshall and Dwight D. Eisenhower. The post-Cold War era, as measured by the number of alarms, excursions, and interventions perhaps the busiest period in all of United States military history, has seen no one even remotely of this caliber. The senior officers exercising wartime command during that period have not lacked authority. They have lacked ability. The bottom line is this … the generals simply haven't gotten the job done".

Like Thomas Ricks, Bacevich reserves some of his toughest criticism for GEN (R) Tommy Franks. When Franks was first directed to plan the invasion of Iraq, he sat down and sketched out his template for decisive victory by hand. The resulting matrix is reprinted in its original handwritten form on page 340 of Franks' autobiography *American Soldier.* Franks himself calls the matrix "basic, grand strategy" (his italics). But, Bacevich writes:

"For starters, it was devoid of political context. Narrowly focused on the upcoming fight, it paid no attention to the aftermath. Defining the problem as Iraq alone, it ignored other regional power relationships and made no provision for how war might alter those relationships, whether for good or ill. It was completely ahistorical and made no reference to culture, religion, or ethnic identity. It had no moral dimension. It even failed to include a statement of purpose."

Clearly a failure in generalship played a significant role in our failures. But is a failure in generalship the sole providence of general officers? This is where I take issue with Yingling.

The nature of generalship

Many of us have witnessed a general officer sweep away hundreds of hours of staff work with a singularly brilliant insight that had completely eluded the collective intelligence of dozens of field grade officers. But coup d'oleil (*On War*), thin slicing (*Blink*), and even a "directed telescope" (*Command in War*) are only so powerful. While any general officer will state in no uncertain terms that he or she is fully responsible for everything their headquarters does or fails to do, the truth is different. I think Yingling dangerously oversimplifies the nature of generalship, and counter-productively ascribes blame to one corps of officers.

If a company commander failed to acknowledge his first sergeant, platoon leaders, platoon sergeants, and Soldiers during a change of command speech, and instead claimed his/her success was a product of captainship, what would our reaction be? Why then would we think pinning our failures over the last few decades on our general officer corps is any more right?

I call your attention to STP 71-II-OFS-3, or *Officer Foundation Standards for Combined Arms Brigade Staff Officers, (Volume 3, Major): S5, S6, Fire Support Officer, U.S. Air Force Liaison Officer, and Assistant Brigade Engineer,* dated December 2004. This manual covers operations-based individual tasks required of combined arms brigade staff officers to perform proficiently. It is volume 3 (of 4), it is 431 pages long, and it is written for five staff officer positions supporting a colonel, not a general. I would argue that it would take tens-of-thousands of pages to encompass the officer foundation standards for all the staff officers serving a 4-star combatant commander or the Army Chief of Staff. Do we think that holding the general officer corps solely responsible for the flawless execution of a 12-foot-thick tome is productive?

Yingling has it partially right when he says "any explanation that fixes culpability on individuals is insufficient … no one leader, civilian or military, caused failure in Vietnam or Iraq". Neither did one corps of officers. Captainship, majorship, and colonelship are inextricably nested in generalship. Holding the general officer corps solely responsible for our recent failures misstates the nature of generalship. It also eclipses the real problem: a failure in leadership.

The leaders we need

Blaming our civilian leadership for our failures is counter-productive. Confining our failures to the general officer corps is self-destructive.

The fix is too big for this essay. But I will tell you the leadership we need has nothing to do with hover-tanks or net-centricity, and much to do with self-development.

I encourage you to develop an understanding of the larger aspects of war, politics, and economics. Read "*The Past as Prologue: The Importance of History to the Military Profession*". Read "*Thinking in Time: The Uses of History for Decision-Makers*". Read something by John Nagl, and then read something by Gian Gentile. Read anything by Joseph Stiglitz. Download "*America's Defense Meltdown: Pentagon Reform for President and the New Congress*" from the Center for Defense Information. Download "*Has Warfare Changed?: Sorting Apples from Oranges*" (Landpower Essay 02-3, by LTG James M. Dubik). Monitor the Small Wars Journal and the blog *Abu Muqawama.*

Fiercely guard against irrational exuberance. One would never think that the United States would experience a dot-com bubble and a real estate bubble within 15 years, and yet we did.

Become an adaptive leader, a balanced warrior, and a creative thinker.

"You should not have a favorite weapon." --- Miyamoto Musashi, *A Book of Five Rings*

"If there is one attitude more dangerous than to assume that a future war will be just like the last one, it is to imagine that it will be so utterly different that we can afford to ignore all the lessons of the last

one." --- Sir John C. Slessor

"People, Ideas, Hardware … in that order!" --- Colonel John Boyd

"Adherence to dogmas has destroyed more armies and cost more battles than anything in war." --- J.F.C. Fuller

"To make no mistakes is not in the power of man; but from their errors and mistakes the wise and good learn wisdom for the future." --- *Plutarch*

LTC Kris Ellis is the commander of the 442nd Signal Battalion.

Signal company focuses on junior officer leadership

By CPT Jason Daugherty

The 7th Signal Company, Special Troops Battalion, 7th Sustainment Brigade, developed a Signal Leadership "virtual" Academy after it deployed to contingency operating base Adder, Iraq in October, 2007. The framework outlined ahead was used for a Signal Officer Professional Development Program during the unit's deployment, which focused on developing leaders as "Pentathletes".

Background

The Army's expeditionary operational environment of the last several years has seen the requirement for junior officers to execute a variety of diverse jobs, missions, and tasks. In short, in an era of persistent conflict, the Army needs "Pentathletes", or leaders who are skilled and agile enough to take on multiple tasks at the same time, and can quickly adapt and learn how to execute new tasks that they are completely unfamiliar with.

The Pentathlete concept was introduced in a version of AR 600-100 *Army Leadership* released on March 8, 2007, as a new essential leader concept. Additionally, "Leader Development" is one of seven major initiatives outlined by the Army's Transformation Campaign Plan, with specific focus on developing Pentathletes with Warrior Ethos. The primary goal of the Pentathlete concept is to develop leaders who can quickly learn and adapt to a constantly evolving environment, who can boldly confront uncertainty and solve complex problems.

During the course of a 15-month deployment, the 7th Signal Company's junior signal officers assumed numerous duties that were signal-related, as well as missions relating to tactical and stability operations. Some of the unforeseen assigned missions included the deployment of tactical signal assets to austere environments that supported military training teams for Iraqi Army units, the duty to lead a brigade personnel security detail platoon, a mission to administer multiple brigade-level tactical reconnaissance and security teams, and missions to lead projects for civil support operations.

The unit's deployment was a significantly unique experience because the company was a tactical signal unit operating in a sustained environment. Due to the constantly maturing joint strategic network capabilities across operating bases in Iraq, tactical signal assets were not in high demand.

I saw this as a prime opportunity to focus on expanding two endeavors:

- Develop junior officers and leaders with the ability to rapidly adapt to a constantly changing environment, and to confront and solve tactical and technical challenges
- Determine a signal company's most impactful contributions to full spectrum operations during persistent conflict

The most difficult challenge that I faced as a company commander throughout the deployment, was the plight to maintain mission focus in a constantly evolving environment, and to lead and manage change in my organization. The leaders and Soldiers in my unit deployed to Iraq with the mentality that our company would provide signal networks and signal support for the entire rotation, because this is the underlying mission of a signal company. As the deployment progressed, the requirements for signal support decreased, and it was very difficult to instill the concept within my Soldiers that our unit will not always conduct only signal-related missions in a new environment of full spectrum operations.

I decided to focus on the leadership in the organization and develop them to understand this new reality, and it was reinforced in the jobs and tasks my leaders assumed, whether the missions involved signal support or not. For the last half of the deployment, the leadership assignments deliberately focused on jobs that were more expected of a true Pentathlete. These jobs are described as follows.

In a deployed environment where stability operations are most prevalent, tactical signal assets were found to provide the most value-added capability when supporting units in austere environments. For the second half of the rotation, the company's Command Post Node team provided data support to the 7th Sustainment Brigade's Logistics Training Advisory Team in an extremely remote environment, which helped enable the LTAT to train a unit from the Iraqi Army. This mission served as a vexing challenge to the assigned platoon leader in the company, 1LT Beverly Wendell, because the concept of support for the CPN team required intricate planning and flexibility. The CPN location could only be approached by ground and was nearly two hundred miles away by vehicle, and the opportunity for resupply only occurred once a week.

Secondly, it was found that the Company could best support civil support operations by exploiting its expertise in Information Tech-

nology and networking, by taking the lead for projects to develop IT infrastructure and capability for local Iraqi organizations. In an ideally developmental role, the company executive officer, 1LT David Hamlin, assumed the responsibility to lead and develop projects in the brigade to support local IT initiatives, as well as various other projects. Later in the deployment he assumed duties as the assigned Special Troops Battalion Operations Officer.

Finally, another platoon leader, 1LT Kyle McNealy, assumed responsibility to lead various platoons in the Brigade that provided reconnaissance and security for combat logistics patrols along main supply Routes, as well as security and escort for the brigade command group during battlefield circulation. During both duties, 1LT McNealy operated in an independent and autonomous environment, which required him to make on-the-ground-decisions with minimal guidance in a dynamic and ambiguous environment. Because he was adept as a tactician, he was chosen for many of the brigade's assignments requiring tactical leadership.

Leader development and posturing for persistent conflict in the context of signal transformation

The role of signal companies has significantly changed in the last few years due to modularity transformation. Instead of a signal company serving a specific function, such as providing a network, today's modular signal companies provide a myriad of services. Now signal companies are packaged to install, maintain, and support data network nodes, support customers down to the lowest level, and to train and support tactical radio communication systems and tactical tracking systems, such as Blue Force Tracker.

This convergence of various functional signal missions into one all-encompassing signal company runs parallel to the ongoing convergence of tactical and enterprise/strategic communications into one integrated net-centric environment, or the Army's LandWarNet. This includes establishing a tactical Point-of-Presence to bridge tactical mobile radios and hand-held data devices by connecting them into an all-encompassing network that integrates these On-the-Move communications, from the individual Soldier to senior commanders, whether at home station or in an expeditionary environment.

As these two developments are integrated, entry-level signal officers are expected to become experienced and learn how to become independently operating SIGOs across maneuver, operations support, force sustainment, and strategic units. If young lieutenants and warrant officers are assigned to these modular signal companies for their first assignments, this serves as a prime opportunity to develop young signal leaders before they move on to support other units on the battlefield. Because of the various missions that the modular signal companies are assigned, this is a great opportunity for young signal officers to experience the wide array of tactics, technologies and concepts, which must be understood in order to manage and operate evolving information systems and lead Soldiers.

Upon arrival to the theater of operations, the 7th Signal Company decided to focus on training leaders (lieutenants and a new warrant officer) in a deployed environment on basic skills that junior signal officers must be proficient at, in order to be successful leaders at various levels along a spectrum of conflict via unrelenting deployment cycles. "Key elements" were developed and paired with specific missions within the unit's deployed mission set. Each officer was assigned specific responsibilities to various key elements, with primary and secondary focus. The key elements have a signal officer focus, but were also specifically designed help develop the leaders into Pentathletes.

For the first half of the deployment, the jobs, roles, and responsibilities of the junior leaders were assigned and reassigned, in order to maximize a diverse experience. The end result was that by mid-rotation, each officer had been developed and had become proficient among key signal leadership tasks, and was prepared to assume jobs at the next level – jobs that are corresponding to a Pentathlete operating in a diverse environment. During the last six months of the deployment, two of the signal lieutenants assumed jobs outside of the company commensurate at the level of a captain. The other two officers used their gained experiences to successfully fulfill two primary duty jobs concurrently, within the company.

This following best practice is designed to be implemented for a modular network support signal company, but can be used as a framework by other signal units as well. The basic methodology paired with a modified focus could be integrated to fit any type of company. Some of the key elements outlined were designed to develop junior leaders of any functional specialty, and can thus be used for any unit training program.

Academy mission

The 7th Signal Company was structurally reorganized to better support an evolving mission set, as well as to allow officers to focus on particular "key elements of signal leadership", based on their particular assigned position. The essential goal of the academy was to motivate young leaders to seek to understand his/her specific role in this overall signal leadership system through professional development sessions - weekly discussions and presentations, actual execution on the job, and by collaborating about gained experiences to other officers in the company.

In doing this, a secondary goal was for every officer to focus on "critical signal leadership skills" (see section following) in everyday tasks, as part of their responsibility to the key elements/missions. During the officer professional development sessions, the officers were able to cross-walk the key elements with

various critical signal leadership lkills, through actual experiences gained. Signal lieutenants rotated jobs during their time in the signal company, so that they could focus and gain multiple experiences within the various Elements and use their experiences to gain an understanding of the big picture. The end-state goal was for junior leaders to instill the skills necessary to be able to quickly assume new missions and adapt to a constantly changing operational environment.

The below three sections include an actual example used for the 7th Signal Company during its deployed mission in Iraq. This serves as one of many examples of how mission sets, roles, and responsibilities can be designed and integrated. In building the framework for the key elements and critical skills, I decided to focus on integrating the company's mission set, personally gained experience from previous deployments, insights gained from undergoing previous unit transformations, and tenets of the Army's Pentathlete definition outlined in AR 600-100

Key elements of signal leadership:

- Support the tactical communications customer
  - o Tactical radio support
  - o Tactical tracking system support (movement tracking system, BFT)
  - o Provide training for tactical radio communications systems (instituted an radio telephoneoperator academy)
  - o Understand how to support the tactical customer
- Support the Enterprise Customer (End Users Support & STB S6 Mission)
  - o Actual subscriber support (help desk)
  - o Implementation of voice, data, and video support to actual users
  - o This includes client support for both the tactical network and the enterprise network
  - o Provide IT and automations training for users
  - o Understand how to support the client customer
- Support signal nodes (network management)
  - o Manage assigned networks that provide voice and data across the battlefield (key mission for brigade network operation)
- Provide signal nodes (Joint Network Node and CPN)
  - o Strive to conceptually understand the network node you provide or manage so you can provide leadership and direction for technical decisions and troubleshooting
  - o Understand how to support your actual subscribers
- Provide tactical leadership
  - o Signal officers are tacticians and Infantrymen first
  - o Develop proficiency at leading and maneuvering small units on the battlefield (combat logistics patrols, tactical convoys, implement escalation of force measures, etc.)
  - o SIGOs must understand how their unit maneuvers/operates/supports
- Provide technical leadership
  - o Signal officers are the technical experts of the field of officers they work with
  - o Signal officers must understand the technical concepts in order to provide leadership to subordinate leaders and Soldiers.
  - o Signal officers must strive to stay abreast of the technology wave in order to stay current and understand new implementations that will occur
- Provide sound leadership and professionalism to Soldiers (basic leadership)
  - o Lead by example
  - o Focus on building the team and developing noncomissioned officers
  - o Strive to improve physical, mental, and emotional strength and readiness
  - o Breed a sense of urgency; take the initiative and be proactive
  - o Integrity and discipline are paramount
  - o Breed confidence and relaxation
- Provide civil support operations and stability support operations
  - o Integrate signal support for multi-national operations
  - o Coordinate with and engage inter-government agencies, IT Contractors, and local leaders
  - o Lead projects to support civil-military operations

Critical signal leadership skills at every level:

These following components should be trained and honed no matter what the signal officer's role and focus of effort is. If there is deliberate focus on these skills, then it should further develop a junior officer's ability to think creatively and strategically – this a major tenet of the Pentathlete definition in AR 600-100.

- Effective communication (verbal and written)
- Planning
- Enhance coordination capability –
  - o Communicate up and down
  - o Hone negotiation skills in everyday activities
- Phased integration (systems integration)
- Keep the boss informed and know his/her priorities
- Focus on value-added tasks and projects
- Innovation: always seek improvement
- Flexibility: always have an alternate, contingency, and emergency plan worked out ahead of time
- Be a problem seeker: actively look for problems and fix them before they become a real issue

Sample use of key element assignments to specific officers in a Joint Network Node orignal company

Command post node & tactical communications platoon leader

Primary elements:

- Supporting the tactical customer
- Providing signal nodes

• Providing tactical leadership
• Provide sound leadership & professionalism to Soldiers

Secondary elements:
• Provide tactical leadership
• Provide civil support operations and stability support operations

Joint Network Node (JNN) Platoon Leader
Primary Elements:
• Providing Signal Nodes
• Provide Tactical Leadership
• Provide Sound Leadership & Professionalism to Soldiers
Secondary elements:
• Supporting the Enterprise Customer
• Provide Technical Leadership

Company executive officer
Primary elements:
• Supporting the Enterprise Customer
• Provide technical leadership
• Provide civil support operations and stability support operations
Secondary Elements:
• Provide sound leadership & professionalism to Soldiers

Company network technician
Primary elements:
• Supporting signal nodes (network management)
• Provide technical leadership
• Supporting the enterprise customer
Secondary elements:
• Provide sound leadership & professionalism to Soldiers
• Provide civil support operations and stability support operations

Concluding remarks

It is a well-known concept that leaders usually learn, evolve, and gain experience best by working through problems encountered during an actual situation or dilemma. It has been my experience that when using a deployment as an environment to focus specifically on developing junior officers, it creates vast learning curves for these leaders. It also helps focus a unit's mission set, and assists commanders in determining how to best support parent units conducting operations along a spectrum of conflict.

Over the last several years, the Basis Officer Leadership Course was redesigned and divided into three segments. For BOLC 1 and 2, all officers complete the course together as it focuses on basic leadership, Soldier skills, and the development of officers as Pentathletes. BOLC 3 is a period where officers get specific training from their basic branch. Subsequently, most of these lieutenants are assigned to units that are resetting and gearing up again for another deployment. This serves as a great window of opportunity to place new officers in assignments that will not only help them learn their area of expertise, but to also further develop skills as a Pentathlete.

It is my recommendation for Army leaders to consider using a developmental program that commences at the time of officer arrival to the unit, with stages of implemented development that last through the completion of the ensuing deployment.

CPT Jason Daugherty is the company commander of the 7th Signal Company, Special Troops Battalion, 7th Sustainment Brigade. The unit headquarters was stationed on COB Adder, Iraq from October 2007 to December 2008 in support of Operation Iraqi Freedom.

Acronym QuickScan

AR – Army Regulation
BOLC – Basic Officer Leadership Course
BFT – Blue Force Tracker
COB – Contingency Operating Base
CPN – Command Post Node
IT – Information Technology
JNN – Joint Network Node
LTAT – Logistics Training Advisory Team
MTS – Movement Tracking System
NETOPS – Network Operations
OPD – Officer Professional Development
PSD – Personnel Security Detail
RTO – Radio Telephone Operator
SIGO – Signal Officer

Professional Development: Recommended viewing list

By LTC Kris Ellis

In a recent issue of Army Communicator, I mentioned that film as well as print media could play a vital role in self-development. For this issue, I'd like to provide my Recommended Viewing List (Top 8). These films are all documentaries, but many non-documentaries are excellent as well: The Bridge on the River Kwai and Twelve O'Clock High are two of my favorite films of all-time.

Three of these movies are related to the Second World War: Why We Fight (WWII Capra Series); Triumph of the Will (Triumph des Willens); and BBC History of World War II - Hiroshima. I freely admit my WWII bias. In my defense (and with my sincerest apologies to the History Channel), re-enactments will only take you so far, so films are limited to the early 1900's. In addition, anyone who was watching the run-up to Operation Iraqi Freedom couldn't avoid hearing the words "Hitler" and "post-War Germany and Japan" twenty times a day, so World War II still casts a significant shadow in 2008.

Commanding Heights: The Battle for the World Economy

Scores 8.6 on the Internet Movie Database (imdb.com).

How much do you know about John Maynard Keynes? How much do you know about "The Tiger Economies" and Global Contagion? If your answer is "nothing", then watch Commanding Heights.

The Commanding Heights: The Battle Between Government and the Marketplace That Is Remaking the Modern World is a book by Daniel Yergin and Joseph Stanislaw, that was first published as in 1998. In 2002, it was turned into a documentary by the Public Broadcasting Service.

Commanding Heights attempts to trace the rise of free markets during the last century, as well as the process of globalization. It takes its title from a speech by Vladimir Lenin, who used the phrase "commanding heights" to refer to the segments and industries in an economy that effectively control and support the others, such as oil, railroads, banking and steel. Commanding Heights dissects macroeconomics, and explains the impact of macroeconomics on political and social issues. To its great credit, the film accomplishes this without ever causing a loss of consciousness for the viewer.

Is the battle for the world economy related to the U.S. Army? In a word, "yes". Thomas Friedman's The Lexus and the Olive Tree, which is centered on the often misunderstood and misapplied term globalization, is on the Army Chief of Staff's Professional Reading List. The March 2006 version of the National Security Strategy of the United States is also included in the chief's reading list: it has a chapter entitled "Engage the Opportunities and Confront the Challenges of Globalization", and the document is peppered with phrases like "economic liberty", "free markets", and "free trade".

While Commanding Heights is a solid introduction to the national security implications of globalization, it is heavily one-sided. The film belittles and minimizes the positions of the anti-globalization movement. Some critics have called the film mere corporate propaganda. In the book The Commanding Heights: The Battle Between Government and the Marketplace That Is Remaking the Modern World, the authors quoted Kenneth Lay and cast him as an entrepreneur who was victimized by India's governmental regulations: not long afterwards, Lay's company Enron collapsed, and Lay was indicted (and later convicted) on fraud charges.

I recommend reading Joseph E. Stiglitz' book Globalization and Its Discontents immediately after you watch Commanding Heights. Stiglitz is an American economist, and a recipient of the John Bates Clark Medal (1979) and the Nobel Memorial Prize in Economic Sciences (2001). He is also the former Senior Vice President and Chief Economist of the World Bank. Stiglitz is known for his critical view of the management of globalization, free-market economists (whom he calls "free market fundamentalists"), and the International Monetary Fund and the World Bank. Stiglitz' book brilliantly balances both Commanding Heights and The Lexus and the Olive Tree.

The website for the documentary is exceptional:

http://www.pbs.org/wgbh/commandingheights/

Why We Fight (WWII Capra Series) (1943)

The various episodes score between 7.1 and 7.8 on the Internet Movie Database. Why We Fight received the 1943 Oscar for best documentary.

These acclaimed documentaries were made during World War II by producer-director Frank Capra (It's a Wonderful Life) of the U.S. Army Signal Corps.

From Amazon: "In December 1941, a hesitant America was forced

into World War II by the Japanese attack on Pearl Harbor. This award-winning series, created by legendary director Frank Capra, was sponsored by the U.S. government to help explain its 'official war policy'. These films were required viewing for the armed forces and were also widely shown in civilian theaters. Considered classic examples of wartime propaganda, they feature masterful editing, classical music and skillful narration all blended together to hammer home their patriotic message."

Why We Fight is classic, wartime propaganda. What makes viewing Why We Fight so valuable in 2008 is that the propaganda is relatively un-sophisticated, and it has the built-in perspective of 60 years. Watching Why We Fight will help you understand rudimentary propaganda techniques (like the "black-and-white fallacy" and "glittering generalities"), build your critical thinking skills, and make you a better decoder in a world of disinformation.

Why We Fight (2006)

Scores 79 percent on the Tomato Meter (rottentomatoes.com), and 8.2 on the Internet Movie Database. Won the Grand Jury Prize at the 2005 Sundance Film Festival.

From Amazon: "Why We Fight offers a revealing look at how America has readied itself for battle and what compels us to so frequently wage war around the world. Why We Fight is an unflinching examination of the forces fueling the American military machine for over half a century and their global consequences. The film opens with President Dwight D. Eisenhower's 1961 farewell speech in which he warned Americans of the growing power of the 'military industrial complex'. Expanding upon Eisenhower's warning, director Eugene Jarecki relies on interviews with American Soldiers, government officials, military insiders, defense industry personnel, congressman, scholars, ordinary Iraqis, and many others to provide personal political and economic analysis of the last 50 years of U.S. military expansion, wars, and interventions. What emerges is an eye-opening and often chilling portrait of how political, corporate, and military interests have become progressively entangled through the business of war."

The entanglement of political, corporate, and military interests in the United States is certainly not new, since Jarecki could have just as easily chosen to begin the film with President Washington's Farewell Address from 1796: "hence, likewise, they will avoid the necessity of those overgrown military establishments which, under any form of government, are inauspicious to liberty, and which are to be regarded as particularly hostile to republican liberty". What is relatively new in the United States is the presence of a standing, "overgrown" military establishment which began at the end of World War II. Why are the United States' military expenditures each year higher than the total of the next twelve nations … combined? And why don't we feel "safe" even at that level of spending? To begin to answer those questions, you should watch Why We Fight.

The Fog of War - Eleven Lessons from the Life of Robert S. McNamara (2004)

Scores 98 percent on the Tomato Meter, and 8.3 on the Internet Movie Database. Won the Oscar in 2004 for best documentary.

From Amazon: "The Fog of War is a spellbinder. Director Errol Morris interviews Robert McNamara, Secretary of Defense in the Kennedy and Johnson administrations, and finds a uniquely unsettling viewpoint on much of 20th-century American history. Employing a ton of archival material, including LBJ's fascinating taped conversations from the Oval Office, Morris probes the reasons behind the U.S. commitment to the Vietnam War--and finds a depressingly inconsistent policy. McNamara himself emerges as not exactly apologetic, but clearly haunted by the what-ifs of Vietnam. He also mulls the bombing of Japan in World War II and the Cuban Missile Crisis, raising more questions than he answers."

When Robert Strange McNamara left the Pentagon in 1968, Doves viewed him as the ultimate technocrat, a man whose blind faith in technology and statistics plunged the nation into a destructive quagmire. Hawks, on the other hand, denounced his interference with the military and his refusal to give it the freedom and tools to win an eminently winnable war. Any Secretary of Defense who is equally reviled by Hawks and Doves deserves serious study.

Triumph of the Will (Triumph des Willens) (1934)

Scores 100 percent on the Tomato Meter, and 7.9 on the Internet Movie Database.

Triumph of the Will is a documentary film by the German filmmaker Leni Riefenstahl. It chronicles the 1934 Nazi Party Congress in Nuremberg. Hitler commissioned the film and served as an unofficial executive producer; his name appears in the opening titles. It is propaganda in its purest form.

From Amazon: "Triumph of the Will is one of the most important films ever made. Not because it documents evil - more watchable examples are being made today. And not as a historical example of blind propaganda - those (much shorter) movies are merely laughable now. No, Riefenstahl's masterpiece - and it is a masterpiece, politics aside - combines the strengths of documentary and propaganda into a single, overwhelmingly powerful visual force. After watching this film, you will understand too clearly how Germany fell under Hitler's spell. The speeches tend to drone on, but Hitler parting a sea of 200,000 party

members standing at attention will electrify anyone into wakefulness."

In 1945, CPT Gustave Gilbert was sent to Nuremberg, Germany, to act as a translator for the International Military Tribunal. Gilbert was also appointed the Prison Psychologist for the German prisoners. One of the prisoners he interacted with was Hermann Wilhelm Göring, the commander of the Luftwaffe (German Air Force), and one of the leading Nazis. Gilbert later wrote a book entitled "Nuremberg Diary". The book contains the following exchange between Gilbert and Göring.

Göring: "Why, of course, the people don't want war. Why would some poor slob on a farm want to risk his life in a war when the best that he can get out of it is to come back to his farm in one piece? Naturally, the common people don't want war; neither in Russia, nor in England, nor in America, nor for that matter in Germany. That is understood. But, after all, it is the leaders of the country who determine the policy and it is always a simple matter to drag the people along, whether it is a democracy, or a fascist dictatorship, or a parliament, or a communist dictatorship."

Gilbert: "There is one difference. In a democracy the people have some say in the matter through their elected representatives, and in the United States only Congress can declare wars."

Göring: "Voice or no voice, the people can always be brought to the bidding of the leaders. That is easy. All you have to do is tell them they are being attacked, and denounce the pacifists for lack of patriotism and exposing the country to danger. It works the same in any country."

Watch Triumph of the Will. Count the number of times you hear Nazi leaders say the word "peace".

BBC History of World War II: Hiroshima (2005)

Jerry D. Morelock, Editor in Chief, Armchair General magazine:

"World history's first - and, to date, only - nuclear weapon attacks were the atomic devices the United States exploded over the Japanese cities of Hiroshima and Nagasaki on Aug. 6 and 9, 1945. The attacks killed outright, perhaps 100,000 Japanese in Hiroshima and about another 50,000 at Nagasaki. Thousands more have since died from the lingering effects of the bombs' deadly radiation. Initially widely celebrated in Allied countries for helping bring history's most destructive war to a close, the attacks began to receive criticism almost as soon as the disturbing images of the bombs' Japanese victims were widely circulated."

"At the 50th anniversary of the bombings in 1995, the smoldering controversy flamed into a nationwide, very public debate in the U.S. focused on plans by the Smithsonian Institution in Washington, D.C., to display an exhibit that many veterans and others who staunchly support the bombings considered one-sided and unfair."

"Such criticism, however, cannot be leveled at Hiroshima, BBC Video's outstanding new addition to its highly-acclaimed DVD series, 'BBC History of World War II'. Without doubt, Hiroshima is the most fair and balanced comprehensive presentation yet produced of what has become one of history's most controversial events. It is also a dynamic example of the inherent power of film media to inform and enlighten in an interesting and absorbing manner."

"All of the latest and most effective techniques in documentary film production - historical participant interviews, docu-drama recreation, archival film footage and state-of-the-art computer graphics - are combined in BBC Video's Hiroshima by a producer of skill and vision into a riveting film that captures viewers' attention from the first frame and firmly holds it until the end. One might be tempted to call it 'entertaining' due to the visual appeal of its colorful and expertly done computer graphics, but the film's grim subject matter makes that term highly inappropriate."

An Inconvenient Truth (2006)

Scores 93 percent on the Tomato Meter, and 8.1 on the Internet Movie Database. Won two Oscars in 2007.

From Amazon: "Director Davis Guggenheim eloquently weaves the science of global warming with Al Gore's personal history and lifelong commitment to reversing the effects of global climate change in the most talked-about documentary of the year. An audience and critical favorite, An Inconvenient Truth makes the compelling case that global warming is real, man-made, and its effects will be cataclysmic if we don't act now. Gore presents a wide array of facts and information in a thoughtful and compelling way: often humorous frequently emotional always fascinating."

While the debate on anthropogenic global warming still rages, Hurricane Katrina, the 2004 Indian Ocean earthquake/tsunami, and FM 3-0 have settled any discussion on the Army's role in responding to climate change and natural disasters. The Strategic Context section of the 2008 Army Posture Statement states: "Climate change and other projected trends will compound already difficult conditions in many developing countries. These trends will increase the likelihood of humanitarian crises, the potential for epidemic diseases, and regionally destabilizing population migrations."

Your own position on anthropogenic global warming is immaterial. The bottom line is that if you want to gain valuable insights into some of the planning factors that would be involved in responding to a mass-scale climate/ natural disaster, or simply learn how to present a killer PowerPoint briefing, watch this film.

Ghosts of Rwanda (2004)

From Amazon: "Frontline marks the 10th anniversary of the Rwandan genocide with a documentary chronicling one of the worst atrocities of the 20th century. In addition to interviews with key government officials and diplomats, the two-hour documentary offers eyewitness accounts of the genocide from those who experienced it firsthand. Frontline illustrates the failures that enabled the slaughter of 800,000 people to occur unchallenged by the global community."

During the 1994 genocide in Rwanda, approximately 800,000 people were killed in 100 days, many of them butchered with improvised machetes. The Rwandan genocide was equal to two Sept. 11 attacks per day … for one-hundred straight days. Actually, given that the population of the United States was nearly 300 million in 2001, while the population of Rwanda in 1994 was closer to nine million, the Rwandan genocide can be likened to sixty-five Sept. 11 attacks per day for one-hundred straight days.

And yet, America stood by watching the slaughter. Why? Watch the film.

Every Soldier should study LTG Roméo Alain Dallaire, the Canadian Army officer who was the Force Commander of the ill-fated United Nations peacekeeping force for Rwanda between 1993 and 1994. Every Soldier should know the name of CPT Mbaye Diagne of the Senegalese Army.

Visit the website:

http://www.pbs.org/wgbh/pages/frontline/shows/ghosts/

LTC Ellis is commander of the 442nd Signal Battalion, Fort Gordon, Ga.

Comcam hero

By SPC Sean Everette

You've just been inserted with the Special Forces team to which you are assigned. You're in a wadi, a dry river bed in Afghanistan, looking up a sheer cliff face you have to climb to reach mission objective. The cliff face is terraced, so you won't have to climb straight up the whole way, but it still won't be easy to reach the top. You and your team start the climb, and make it to a ledge about 60 feet up, before the enemy reveal themselves. Shots ring out. The kak-kak-kak of automatic weapon fire seems to be coming from every direction. Rocket propelled grenades are exploding nearby. It's an ambush and you are caught in the middle of it.

What do you do?

This is the situation in which SPC Michael Carter found himself one day in early April. Carter, a 25V Combat Documentation and Production specialist with the 55th Signal Company (Combat Camera), was attached to a Special Forces detachment to document their mission via photo and video supporting Operation Enduring Freedom. During this situation, however, Carter performed as one of the Special Forces Soldiers he was on mission with, and his actions have earned him a nomination to receive the prestigious Silver Star. This makes him the first Combat Cameraman, since Viet Nam, to receive this honor.

SPC Michael Carter

Carter was a part of the command-and-control node along with the detachment commander, an interpreter, communications specialist, and other team members. As the ambush began, Carter was with the detachment commander.

"We started taking fire from almost every direction. It seemed like 360," Carter said. "And that's when rounds started impacting… everybody just started contact, started firing."

The two of them began to lay suppressive fire while taking cover in a nook in the cliff face. With them was the detachment's interpreter, who immediately on reaching the nook was shot and killed just two feet from where Carter was taking cover. Carter provided suppressive fire for the detachment commander while the interpreter's body was recovered and the two scrambled to find better cover.

The C2 node was pinned down by enemy fire. The communications specialist with the node was about 15 feet away from Carter and the detachment commander when he was shot in the arm and leg. Another Soldier made his way to the wounded communications specialist and had just begun to perform first aid when he was also shot. Under

the protection of suppressive fire laid down by the commander, Carter rushed to the fallen Soldiers, and, avoiding enemy fire, recovered the communications specialist, dragging him back to cover 15 feet away. He then laid suppressive fire while the detachment commander recovered the other Soldier.

Carter again exposed himself to withering enemy fire to recover the communications equipment he was forced to leave behind when he rescued the communications specialist.

"We needed the commo guy's radio, which was still in his bag. When we dragged him back, we didn't get his bag. The captain and the JTAC (the Joint Air Force communications specialist with the team) started laying suppressive fire. I ran out and grabbed the radio and brought it back.

Once he got the equipment back to the detachment commander, Carter assisted in getting communications with higher headquarters reestablished, allowing the detachment to call in Close Air Support strikes.

Carter then moved to giving life-saving first aid to the two wounded Soldiers he and the detachment commander had rescued. This allowed the detachment medic to see to ten wounded Afghan commandos from the Afghan detachment working with the Special Forces team.

At this point, the team had determined there were between 100 and 200 insurgents making up the enemy force. As the fire fight drug on through the day, there was a nearly continuous back-and-forth of gun fire. At one point, the enemy had closed to within 40 feet of the position Carter occupied with the detachment commander and was advancing, threatening to overrun their position. Carter again exposed himself to enemy fire and laid down suppressive fire, breaking the enemy advance and preventing them from overrunning his position.

When, towards the end of the six-and-a-half hour ambush, the team could finally begin a retreat, a new way down the cliff face had to be found. To go back the way they came would have resulted in heavy casualties.

"More people would have died… or gotten wounded," Carter explained.

Carter joined with the team engineer to find a new path down, but it wasn't an easy walk.

"We had to Spiderman down the cliff to find ways. There were 20-foot drops. It was just a bad place to be."

Bad place or not, it was the only way down. Carter helped get the wounded members of his team down the cliff face while shielding them from falling debris.

"I took one (of the wounded Soldiers) down, the one who was able to walk. He wasn't as bad off. He was still conscious," Carter remembered. "I'd climb down first, and there were parts where he couldn't hold [on to the cliff face], so I'd let him drop on me so I could catch him and continue taking him down."

Carter did this with several more Soldiers, moving the wounded to the Casualty Collection Point and going back for more. He carried the wounded communication specialist and a Soldier who had lost a leg and made sure they made it out of the fight.

By the time the medivac helicopters arrived, the fight was winding down, though CAS and gunfire was still occasionally going. Carter assisted in getting the wounded on to stretchers, and getting them across the wadi and into the waiting helicopters.

It was days later when Carter learned he was being nominated for a Silver Star.

"I was writing up sworn statements of what happened and [a Soldier on my team] accidentally told me. I was like, 'What? Huh? What are you talking about?'"

Carter's disbelief stemmed from how he felt about what he did.

"My (thinking) is I do what you would do for me. I'm no one special. I'm just a normal person. I just did (for my team members) what (they) would do for me."

Despite his modest outlook on what he did, Carter is grateful for the recognition.

"Yes, I'm proud of it. Don't get me wrong. (But) I'm a humble person. Medals and badges do not make the person."

That may be true, but the Silver Star will let everyone else know what kind of person Michael Carter is… an American hero.

Acronym QuickScan

CAS – Close Air Support
JTAC – Joint Air Force Communications

LandWarNet Update

Training updates from the Directorate of Training, 15th Signal Brigade and Leader College of Information Technology, Fort Gordon, Ga.

By LandWarNet staff memebers

Continued support to the Active Component/Reserve Component with streamlined, state-of-the-art Distributed Learning products, resources

The Signal Center Directorate of Training strives to provide a variety of dL training products and resources for Signal AC/RC units. The training materials and resources provided are available through the University of Information Technology Division. The Fort Gordon Lifelong Learning Center, a component of the UIT Division, provides the platform for the AC/RC to access dL training resources via the LandWarNet eU and LandWarNet eU Signal web portals and the division as a whole (Publications and Media Branch, Distance Education Branch and Simulations Branch) works to obtain and maintain state-of-the-art training materials and resources to support both the AC and RC training mission. The dL training materials and resources available via the LWN eU and LWN eU Signal web portals are routinely reviewed/evaluated to ensure that they are relevant to today's training environment, easily and quickly accessible, fill critical training gaps, and can be distributed to individual Soldiers or training organizations to meet just-in-time training needs.

Knowledge Online Portal with the LWNeU Signal Portal to create a single on-line training presence for individual Soldiers, units and DOIMs. Along with providing this single point of entry for training, we have made the training easier to access and search. You can access the new portal by going to lwn.army.mil.

Help when you need it: One of the most important improvements to LWNeU is a capability for individual Soldiers and unit training staffs to request training. If you require on-line training on a specific topic or piece of equipment and cannot find it on LWNeU – request it! The LLC staff will find the training and put it on-line for you.

Easier to navigate the site: We have changed the portal's look and how users access the main learning areas. Those areas are; Individual Soldier Sustainment Training, Unit Sustainment Training, and DOIM Training. Each entry area has an intermediary page that gives specific instructions and links for first time users or returning users.

New search feature: We have added a search box to the top of the page that searches LWNeU announcements, downloads, and forums. Now if you want to find out about anything (e.g. Single Channeled Ground to Air Radio Systems [SINCGARS]), all you have to do is use the search box and the site will display a page with all content on LWNeU related to SINCGARS.

Individual Soldier Sustainment Training Site: This new training area is an on-line university for Individual Soldier Sustainment Training. It contains every piece of training that resides on our servers (Signal Military Occupational Spe-

I Still Need Training
If you cannot find the training you need by using the links above, contact the LWN eU Support Desk: (706) 791.2447, DSN: 780.2447, uit-llc@conus.army.

A new LandWarNet e-University - changing the way we train on-line.

As of January 2009, you see significant changes to the LandWarNet Training Portals. First, we are consolidating our LWNeU Army

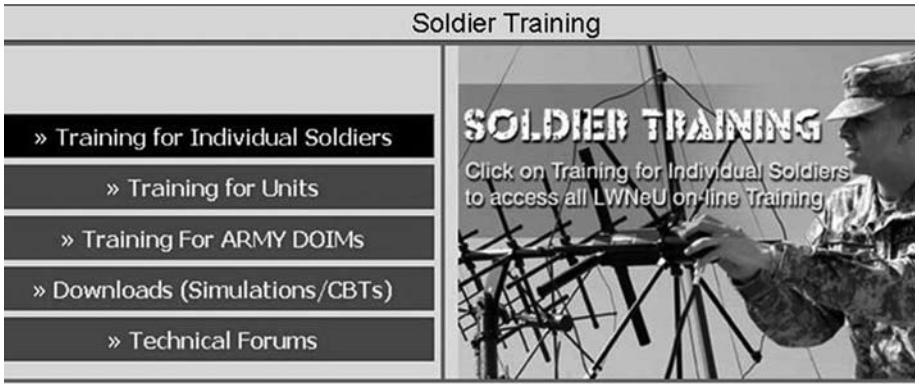
cialties courseware, equipment training, Microsoft server/office/operating system training, and a plethora of training that we have acquired for our Unit Universities for mission support).

Unit Sustainment Training: This site is for Soldiers to access their Unit Universities. Unit Universities are created and administered by LLC personnel and contain training products and courses tailored to each unit's training requirements. They provide sustainment training on Signal MOSs, information technology, and communications equipment. Unit Universities are uniquely designed for each unit with the training they request and each site is branded with unit graphics and/or logos. In addition to the training provided by Fort Gordon, unit training personnel can also upload unit specific training created by their unit into their university.

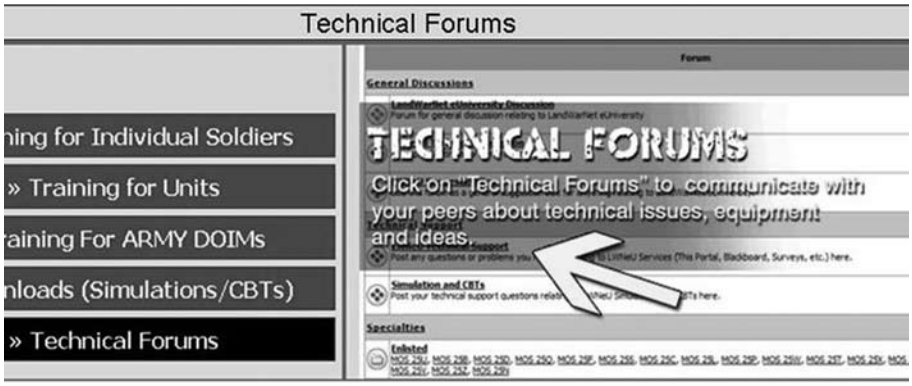
DOIM Training: The Signal Center and LandWarNet e-University developed a program to support Army DOIMs by establishing DOIM Universities. These Universities provide training for their personnel via a specific site tailored for each DOIM based on their unique training requirements.

Downloads Area: The LWNeU-Signal training downloads area remains as is and currently host more than 600 downloadable products; including 25 high-end simulators and more than 90 Computer Based Training products. The download area hosts individual training products and is separate from the LWNeU Individual Soldier Sustainment, and Unit Sustainment Training. Make sure to check both the download area and the sustainment training areas for training.

Consolidated Technical Discussion Area (Forums): We reorganized this area to consolidate discussions and provide a wider audience for each discussion topic.



These enhancements are the first steps of a multi-phase improvement to LWNeU's training capabilities. Future improvements will include a page dedicated to helping individuals and units incorporate LWNeU training into their unit training matrix. Future technical improvements will include user configurable LWNeU homepages with dashboards, widgets, RSS feeds, Wikis, and an improved technical forum interface. Furthermore, the new LWNeU portal fully supports Training and Doctrine Command's



Digital Training Centers in Reserve Components are available with equipment and traing for free.

Warfighter Forum initiative.

You are invited to go to lwn.army.mil today and see what we can do to meet your training requirements.

Digital Training Facilities serve vital role in RC Training

Did you know that as an Army Soldier you have access to a DTF with top-of-the-line equipment and connections allowing access to the Internet and training classes at a phenomenal speed – for free? There are 226 DTFs at 92 locations throughout the world, and three of those facilities are located at the Signal Center.

Your local DTF provides:

- A free, on-base location for Soldiers to access web-based mission critical training away from the workplace and distractions of home
- Increased training flexibility and opportunities
- Less time away from your duty station and family
- Global Collaborative Training Environment:
  - Networked computers that support CD-ROM based training
  - Video Tele-training equipment to support room based courseware transmission from remote sites
  - Computer servers to support the network and provide a high-speed gateway from the classroom to Army intranets and the internet
  - Functional capabilities include a student learning space consisting of electronic messaging and DTF scheduling and collaboration tools

Recently, the Distance Education Branch interviewed one of the training coordinators for the 108th Signal Battalion, 3rd Signal Brigade, MSG George Reese, to find out first hand how our local DTFs at the Signal Center have played a vital role in the organizations training operations. The following questions and answers were recorded in the interview:

Q: How often have you (or your organization) used the DTFs at the Signal Center in the last 12 months?

A: Approximately seven months out of the 12 month period.

Q: How would you rate the service you received?

A: Excellent

Q: What training did you conduct in the DTFs?

A: Skillport/Army eLearning courses to support instruction required to complete the distributed Learning (dL) portions of various Signal MOSs for ANCOC/BNCOC and 10 Level courses. We also have soldiers complete refresher/sustainment training on our Unit University web portal via LandWarNet eU Signal for MOSs 25F and 25N.

Q: What did you like best about the DTF facilities?

A: The facilities are always clean and the computers and audio/visual equipment were always in working order. We've never had to be concerned about using a facility where computers have not been properly maintained and serviced prior to our using them..

It was also very easy for us to reserve the DTF facilities. We usually know our training schedule at least a month in advance. Once we program the number of dL instruction hours our soldiers need, we contact the Signal Center DTF Manager. He immediately reserves the facilities requested for us. At times, we have had to reserve all three DTFs located on the installation at once (three DTFs containing 16 student workstations each) to accomplish scheduled training.

We have never had a problem scheduling the use of the DTFs and

the facilities manager has always been very helpful, especially in regards to training conducted during our weekend training drills. A number of times we have had to come in outside of normal duty hours (6 p.m. to 2 a.m.) to conduct training and the DTF Manager ensured we had access to the facilities during this time, and would even stay on site with us, if needed, during those times to provide technical support.

Q: How would you rate your overall experience with the Signal Center DTFs?

A: Outstanding . . . The DTF Manager is very flexible when it comes to scheduling the facilities for us. This is really important since we are a Reserve Component Unit and many times need the use of facilities like these when other computer lab environments are closed or not open on the weekends. Overall, the availability of the facilities has played a vital part in our accomplishing the training mission and has eliminated the need for us to establish and maintain facilities like these out of our own resources.

If you would like to reserve any one or all three of the DTFs located at Fort Gordon, contact the Signal Center DTF Manager at (706) 791-7159 (DSN 780) or the Chief of the Distance Education Branch , UIT Division, DOT at (706) 791-2303.

State-of-the-art support for Army Force Generation

Interactive multimedia instruction greatly enhances and standardizes instruction for AC and RC units throughout the force when self-development, sustainment, refresher, and remedial training are conducted. The following Virtual/PC-based simulators are available via LWN-eU (https://lwn.army.mil) and LWN-eU Signal (https://lwneusignal.army.mil) web portals to facilitate communications equipment operations training:

FIELDED SIMS

1. SSS (V3)
   Fielded: JUN 08
   Target Audience 25N10, 25F10

2. Phoenix Upgrades (Alpha Version)
   Fielded: JAN 08
   Target Audience 25S

3. Phoenix Upgrades (Bravo Version)
   Fielded: JAN 08
   Target Audience 25S

4. JNN Upgrades (Spiral 5-7)
   Fielded: DEC 07
   Target Audience 25N

5. STT Upgrades (Spiral 5-7)
   Fielded: DEC 07
   Target Audience 25Q, 25S

6. CPN Upgrades (Spiral 5-7)
   Fielded: DEC 07
   Target Audience 25B

7. Baseband Upgrades (Spiral 5-7)
   Fielded: DEC 07
   Target Audience 25N

8. JNN Upgrades Lot 9 (Spiral 8)
   Fielded: DEC 07
   Target Audience 25N, 25B

9. CPN Upgrades Lot 9 (Spiral 8)
   Fielded: DEC 07
   Target Audience 25B

10. Baseband Upgrades Lot 9 (Spiral 8)
    Fielded: DEC 07
    Target Audience 25N

11. 85/93
    Fielded: APR 07
    Target Audience 25B, C, F, L, P, Q, S, U, W, 250N, 251A, 53A, 25A, LT/CPT

12. SATCOM Hub (Spiral 5-7)
    Fielded: MAR 07
    Target Audience 25S

13. Baseband Hub (S2-4)
    Fielded: FEB 06
    Target Audience 25N

14. JNN (S1)
    Fielded: OCT 05
    Target Audience 25N

15. BN-CPN (S1)
    Fielded: OCT 05
    Target Audience 25B

16. KU (S1)
    Fielded: OCT 05
    Target Audience 25Q

17. DTOC
    Fielded: OCT 05
    Target Audience 25B

18. TIMS (ISYSCON)
    Fielded: OCT 05
    Target Audience 25B

19. HCLOS
    Fielded OCT 05
    Target Audience 25Q

20. GSC-52
    Fielded: JAN 04
    Target Audience 25S

21. BSN
    Fielded: OCT 04
    Target Audience 25F, Q, P

22. FBCB2
    Fielded: OCT 03
    Target Audience 25U

23. TRC-173
    Fielded: NOV 01
    Target Audience 25P, Q

For more information on the status of virtual/PC-based simulator training products, contact Pat Baker, chief, University Information Technology Division, DOT at DSN 780-7445 or commercial at (706) 791-7445.

Acronym QuickScan

AC – Active Component
AKO – Army Knowledge Online
ARNG – Army National Guard
ASAS – All Source Analysis Sytem
CBT – computer-based training
CCNA – CISCO Certified Network Associate
DOIM – Directorate(s) of Information Management
DOT – Directorate of Training
DTF – Digital Training Facilities
FBCB2 – Force XXI Battle Command: Brigade and Below
IMI – Interactive Multimedia Instruction
IT – Information Technology
JNN – Joint Network Node
LCMS – Learning Content Management System
LLC – Lifelong Learning Center
LWN – LandWarNet
LWN-eU – LandWarNet-eUniversity
MTS – Movement Tracking System
PC – personal computer
RC – Reserve Component
SINCGARS – Single Channeled Ground to Air Radio Systems
SKL – Simple Key Loader
TRADOC – Training and Doctrine Command
UIT – University of Information Technology
USAR – United States Army Reserve
VTT – Video Tele-training

TCM update

Updates from Training and Doctrine Command capabilities managers for networks and services and Warfighter Information Network-Tactical

TCM-N&S

Tactical Services Manager

The Training and Doctrine Command Capabilities Manager Networks and Services is currently developing a Joint Capabilities Integration and Development System Capability Production Document titled *Tactical Services Manager*. The TSM describes an automated Application & Services Management capability needed to monitor the performance of end-user applications, remote hosted applications or web-based services, discovery, storage, operating systems, prioritize information flow or services, and other similar functions associated with operating a modern information technology infrastructure.

Current G6s/S6s do not have this capability. Modern, highly automated/very complex Service Oriented Architecture/Service Oriented Environment supporting today's commanders are expected to operate at peak performance within command posts. Mission success or failure is directly impacted by the availability & timeliness of critical sensitive information. Through effective monitoring and management techniques, potential system failures can be quickly detected and corrective actions taken immediately. Once approved, TSM will become the standard services management system for Network Enabled Command & Control, Command Post, and FBCB2/BFT. It will provide enhanced IT situational awareness for G6/S6 staffs at all echelons in the tactical domain.

Product Director NetOps-Current Force, under Project Manager Warfighter Information Network – Tactical, Program Executive Office Command, Control and Communications – Tactical at Fort Monmouth, N.J., is the materiel developer for this capability.

A pilot initiative in cooperation with Tactical Battle Command based on draft development efforts have already begun. Pending approvals and identification of funding, the TSM could begin fielding in fiscal year 2011.

For further information on TSM, contact William Righter, (706) 791-2721 or Fredrick Hollis, (706) 791-7600. DSN prefix is 780. Email addresses are william.righter@us.army.mil or fredrick. hollis@us.army.mil.

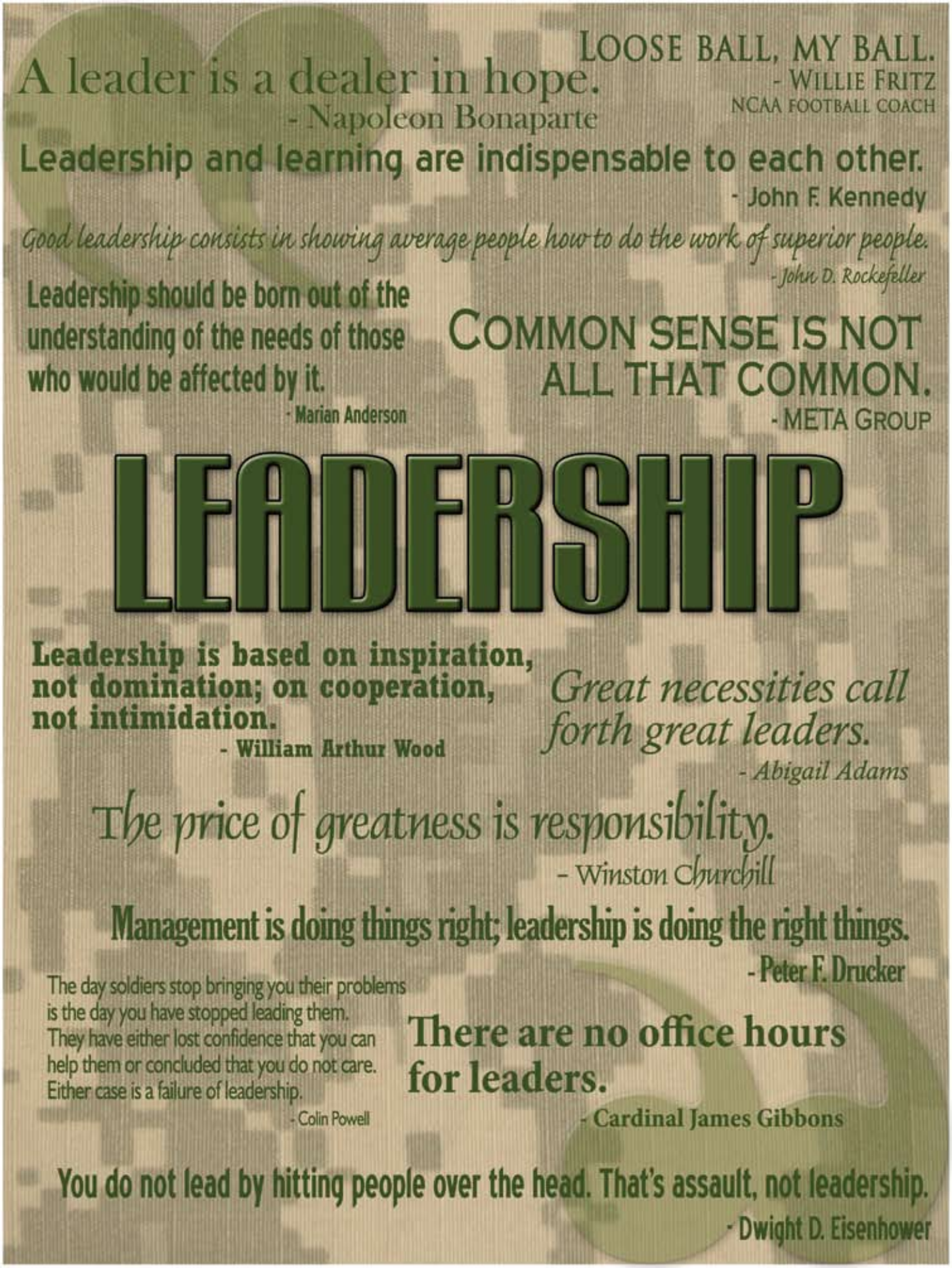
Acronym QuickScan

CP – Command Post
CPD – Capability Production Document
IT – information technology
JCIDS – Joint Capabilities Integration and Development System
NECC – Network Enabled Command & Control
PD NetOps-CF – Product Director NetOps-Current Force
PEO C3T – Program Executive Office Command, Control and Communications – Tactical
PM WIN-T – Project Manager Warfighter Information Network – Tactical
SOA – Service Oriented Architecture
SOE – Service Oriented Environment
TBC –Tactical Battle Command
TCM N&S – TRADOC Capabilities Manager Networks and Services
TSM – Tactical Services Manager

TCM-SNE

2008 Army Satellite Communications Architecture Book

The 2008 Army Satellite Communications Architecture Book is


A leader is a dealer in hope.
- Napoleon Bonaparte
LOOSE BALL, MY BALL.
- WILLIE FRITZ
NCAA FOOTBALL COACH
Leadership and learning are indispensable to each other.
- John F. Kennedy
Good leadership consists in showing average people how to do the work of superior people.
- John D. Rockefeller
Leadership should be born out of the understanding of the needs of those who would be affected by it.
- Marian Anderson
COMMON SENSE IS NOT ALL THAT COMMON.
- META GROUP
LEADERSHIP
Leadership is based on inspiration, not domination; on cooperation, not intimidation.
- William Arthur Wood
Great necessities call forth great leaders.
- Abigail Adams
The price of greatness is responsibility.
- Winston Churchill
Management is doing things right; leadership is doing the right things.
- Peter F. Drucker
The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership.
- Colin Powell
There are no office hours for leaders.
- Cardinal James Gibbons
You do not lead by hitting people over the head. That's assault, not leadership.
- Dwight D. Eisenhower

What is the most important quality/ability for a junior leader to have when reporting to your unit?

To lead by personal example.
- MG Dennis L. Via
CG, C-LCMC

To lead your Soldiers with character, courage, and confidence every day.
- COL John W. Baker
Cdr, 35th Signal Bde

Listening to your team, your boss, and your conscience.
- LTC Maria Blank
3rd ID G6

Set the example - be smart, fit, professionally competent, and of strong moral character.
- COL John M. Schleifer
Chief, LB SYNC DIV

Listening.
- COL Augustus Owens
Dep Cdr, C-LCMC

Come with motivation and a simple sense to learn something new.
- LTC Patrick Kerr
Cdr, 53rd Sig Bn

An open mind and a willingness to learn. They must also be able to lead from the front, physically.
- CPT Thang V. Ly
Former BCT Company Cdr

All leaders must have INITIATIVE; without it they are called FOLLOWERS.
- LTC Kelly Knitter
Cdr, 114th Sig Bn

To seize responsibility for your people's welfare, combat readiness, and development.
- CSM Vernon Praymous,
Cmdt of Reg NCO Academy

Time management skills coupled with determination; when perseverance and a plan come together, it's like magic.
- CW4 Michael Salaun
MIL USA, FORSCOM

available for distribution in CD format to all Soldiers. The purpose of this publication is to explain in clear, concise terms the requirements and capabilities that shape the Army's SATCOM architecture from the present to the foreseeable future. It contains a wealth of information on SATCOM programs, systems, planning and access procedures and SATCOM use in support and intelligence operations.

The book is an excellent introduction for those who have little or no experience in satellite communications but want to learn more about how the Army uses SATCOM in a Joint environment.

To obtain a copy of the CD, contact Debbie Linton, TCM-SNE, email: debra.linton@us.army.mil or 706-798-6711, DSN 780-5666.

TCM-TR

Headline: Rifleman Radio Tested at Army Evaluation Task Force

By MAJ Tracy Mann

The Joint Tactical Radio System Rifleman Radio received the first operational user assessment by the Army Evaluation Task Force, Fort Bliss, Texas. On Nov. 4, 2008 the JTRS Handheld, Manpack, Small Form Fit team set-up an operations cell and delivered 29 engineering development model Rifleman Radios to the AETF at Fort Bliss in preparation for the program-led user assessment of the Rifleman Radio. The user assessment was executed in three phases: New Equipment Training (Nov. 12 – 14, 2008), technical assessment phase one (Nov. 17-20, 2008), and operational assessment phase two (Dec. 7-11, 2008).

The purpose of the user assessment was two-fold. First, to allow a platoon equipped with the Rifleman Radio to begin developing tactics, techniques, and procedures to incorporate the new intra-squad communications into squad and platoon combat battle drills. Second, the user assessment gave the Product Manager for HMS an early look at the Rifleman Radio's technical and operational performance allowing the materiel developer to make technical and Solder-suggested improvements to the radio prior to formal testing in April/May 2009.

Rifleman Radio

The Rifleman Radio is the first step towards Soldier in the network. It provides affordable intra-squad, protected, command and control voice communications in doctrinal voice networks with automatic transmission of position location information to leaders.

The Rifleman Radio user assessment team

The user assessment was conducted by the Product Manager Handheld, Manpack, Small Form Fit radios in conjunction with the Army Research Laboratory - Human Research Engineering Directorate. Soldiers and leaders from the 1st Platoon, Delta Company, 2nd Combined Arms Battalion put the Rifleman Radio through its paces by incorporating the new radio into its squad and platoon battle drills.

New equipment training

The Rifleman Radio user assessment began on Nov.12, 2008 with New Equipment Training. The General Dynamics training team conducted four iterations of the three-hour training. Each training session consisted of a concept of operations overview, radio characteristics, features, ancillaries, radio operations, pre and post combat operation checks and maintenance, position location information computer and display, and hands-on squad operation. The user assessment team documented many Soldier comments to help improve the next iteration of new equipment training.

Rifleman Radio technical assessment

The Rifleman Radio conducted technical assessment phase one on Nov. 17-20, 2008. The purpose of the phase one assessment was to allow the Soldiers to become familiar with and gain confidence in the Rifleman Radio. The units also began to develop squad and platoon tactics, techniques, and procedures, and updated the unit's standard operating procedures for employing the intra-squad communications while executing their battle drills. The Rifleman Radio technical parameters that were assessed included the voice quality, operating ranges, ease-of-use, battery life, and radio networking. The rifle platoon operated the radio in both urban and mountain environments executing a variety of tactical scenarios to include platoon attack, cordon and search, and battle drill #6: (enter and clear a building).

Rifleman Radio operational assessment

The Rifleman Radio operational assessment phase two was executed on Dec. 7 – 10, 2008. The purpose of the phase two assessment was to evaluate the operational benefits of Rifleman Radio. The goal was to determine the extent that Rifleman Radio improved command and control while dispersed in complex terrain during day and night operations; increased speed of movement; increased ability to employ bolder maneuvers; and reduced fratricide. Squads of 1/D/2 CAB conducted a live fire exercise to seize a building as part of a platoon attack. The platoon conducted three iterations of the attack during both day and night while rotating squad missions each time. The plan was to allow each squad to seize the primary objective, form a base of fire, and seize a secondary objective. Since the training event was a 2 CAB squad LFX, the training focus was on validating the squads' ability to execute battle drill #6: (enter and clear a building) in preparation for the LFX. Throughout each attack, the platoon leader was able to command and control his squads with the Rifleman Radio.

Assessment results

The Rifleman Radio hardware used in the AETF assessment was an engineering development model. The EDM radio had early immature versions of software for both

the HMS operating environment and the Soldier Radio Waveform. The assessment team entered the user assessment aware of the EDM limitations. First, the EDM radio has a limitation in the number of radios that can participate in an SRW network. Currently, a Rifleman Radio network successfully scales to 22 radios. Second, the delay between when the voice push-to-talk is activated and when a Soldier can begin talking is greater than one second. As the radio operating environment and SRW software mature, the HMS team is confident that a Rifleman Radio network will scale to support an Infantry platoon (40 Soldiers). Mature software will also reduce the PTT delay. Third, the position location information computer and display was not assessed during the usability study. The final external device for displaying Soldier icons on a map background has not been determined and the current surrogate display device was not ready for evaluation.

Technical parameters

The technical parameters that were assessed included voice quality, operating ranges, ease of use, and radio networking.

Voice quality

The AETF Soldiers praised the voice quality of the Rifleman Radio. The Soldiers and leaders noted that the Rifleman Radio allowed them to easily identify who was talking as well as hear the emotion and sense of urgency in speech. The veterans of Operations Iraqi Freedom and Enduring Freedom stressed the importance of voice quality in a radio. "In a fire fight, being able to hear the calm confidence in your leader's voice can make all the difference." There were two critical areas identified by the Soldiers for improvement. The first was the delay between activating the push-to-talk button and beginning to transmit. "Initially, the delay was too long and made the radio almost ineffective during actions in contact…as we trained with the radio during the week we got used to the delay, but anything that can be done to minimize this delay will really help when bullets are flying." The HMS product manager is working with the materiel developer and the JTRS Joint Program Executive Office to identify all unnecessary software in the radio to minimize the PTT delay. The second was the surrogate headset, the MBITR Lightweight Urban Headset, used to evaluate the radio at AETF. Some of the Soldiers did not like the ear piece or the PTT button. At the end of the day, the choice of headset came down to Soldier preference. Many of the Soldiers brought after market headsets/handsets to use during the evaluation. The HMS product manager took the lessons learned from all of these headsets and is pursuing an acquisition strategy that will allow for Soldier preference.

Ease-of-use

The AETF Soldiers identified ease-of-use of the Rifleman Radio as one of its greatest strengths. "You don't get any simpler than this…two knobs and a PTT…one to turn it on and adjust volume and one to change who you are talking to." The HMS team took many human factors lessons learned from the assessment. One of the main areas identified for improvement were in the voice "status" alerts. "I got to where I ignored the radio because it was telling me GPS (Global Positioning System) unavailable, GPS reacquired so much that I just got to the point where I ignored everything. I don't care if I know about the GPS or not… It's not information that I need to know." The Rifleman Radio does not have a display to view the current settings or operating status of the radio. The Soldier relies on audio alerts to obtain this status information. The Soldiers gave invaluable insight into these audio alerts to help improve the radio and make it even easier to use.

Operating ranges and radio networking

The physical environment in which Soldiers operate is one of our most significant communications challenges. Our greatest mitigation of physics is to use radio networking waveforms that enable single radio frequency line-of-sight connections to automatically relay radio transmissions to all other radios within LOS. The result of this attribute is a network of radios exchanging voice communications and PLI defeating the physical constraints of direct, point-to-point, LOS radios. In other words, every radio acts as a network node, and if a LOS connection exists to one radio in the network, then communications are established with all radios in the network.

Operational benefits

The HMS team was able to capture anecdotal lessons learned for the operational benefits of the Rifleman Radio. The squad and team leaders identified that they were able to make better, quicker decisions because of improved situational awareness offered by the Rifleman Radio voice. "We are still in the learning phase of how best to use this radio…as we develop our SOPs and TTPs, we will figure out when and when not to use it and what battle drills/missions are really improved with this new radio." Team members identified that being able to hear their squad leader issue orders to their team leaders really helped them understand the greater intent. "Hearing what my team leader hears allowed me to anticipate what our team would do next…we were able to begin movement immediately." Soldiers also identified continuity of command as operational reality. "If I have to become the team leader…I know what he knows…this radio will really save lives by allowing me to assume the [team] leader role immediately."

The Soldiers recognized that squads should benefit operationally from increased speed of maneuver, reduced exposure to the enemy, and reduced risk of potential fratricide. Squad leaders identified that they would be able to employ bolder and more sophisticated tactics to attack identified threats decisively. "Being able to maneuver my teams with a radio really opens up my options…I don't always have to be in hand and arm signal range…I can send my teams on routes that offer better cover and concealment…I can be

more aggressive in how I attack an objective…seize the initiative early and save Soldiers lives." With improved situational awareness, team movement distances are increased, halts are minimized, and movement location options are widened.

While out of visual or shouting distance, leaders can more confidently coordinate fire and maneuver and make more accurate and timely decisions. Leaders can more efficiently synchronize fire and maneuver in complex terrain.

Soldiers can communicate with leaders to conduct individual movement techniques when they would otherwise be out of contact. "In the streets of Baghdad, being able to talk to your team leaders and Soldiers could really save lives…I wish I would have had this radio."

LUT the next step

JTRS HMS will conduct the Rifleman Radio Limited User Test at Fort Bliss in April – May 2009. The LUT represents the final system demonstration prior to the Milestone C decision scheduled for third-quarter fiscal year 2009. The data collected during LUT will help in the development of the System Evaluation Report which is required in support of a Milestone C decision.

This decision will move Rifleman Radio into the production and deployment phase of the Integrated Defense Acquisition, Technology and Logistics Life Cycle Management Framework acquisition process and will authorize entry into Low Rate Initial Production.

The LRIP award is currently scheduled for the end of 3QFY09. LRIP is intended to result in the completion of the manufacturing development process. LRIP will ensure we have enough radios to operationally outfit units to conduct Initial Operational Test and Evaluation.

MAJ Tracy Mann is a Network Systems Engineer with TCM-Tactical Radios, Fort Gordon, Ga.

Acronym QuickScan

AEFT – Army Evaluation Task Force
ARL – Army Research Laboratory
CAB – Combined Arms Battalion
EDM – engineering development model
FY – fiscal year
GPS – Global Positioning System
HMS – Handheld, Manpack, Small Form Fit
HRED – Human Resource Engineering Directorate
JPEO – JTRS Joint Program Executive Office
JTRS – Joint Tactical Radio System
LFX – Live Fire Exercise
LRIP – Low Rate Initial Production
LOS – line-of-sight
LUT – Limited User Test
NET – New Equipment Testing
PdM – Product Manager
PLI – position location information
PTT – push-to-talk
QFY – Quarter Fiscal Year
RR – Rifleman Radio
SER – System Evaluation Report
SOP – Standard Operating Procedure
SRW – Soldier Radio Waveform
TTP – tactics, techniques, and procedures

Signal Conference 2008

By Charmain Z. Brackett

More than 800 signaleers met at Fort Gordon Dec. 3, 2008, to discuss the changes in the Signal Corps and look ahead to its future during the Signal Conference.

LTG Rick Lynch, Fort Hood's commanding general and commander of III Corps, spoke to the group on Dec. 3 via live video.

When it comes to rank of importance on the battlefield, "Signal is on the top of the list," Lynch said in his keynote address.

From the keynote address, there were many breakout sessions with leaders among the chief warrant officers, sergeants major and those in the FA-53 and FA-24 fields.

Also, nearly 30 retired and current general officers met during the course of the event.

Retired general officers included LTG Peter Cuviello, former Chief of Signal and Department of the Army Staff Chief Information Officer/G6, BG Velma Richardson, who served as Fort Gordon's deputy commander under Cuviello, and

LTG Robert Gray, who served as Fort Gordon's commanding general and Chief of Signal, from 1991 to 1994.

Current general officers in attendance included LTG Jeffrey Sorenson, chief information officer/G6; MG Dennis Via, commanding general USA Communications, Electronics Life Cycle Management Command; former Fort Gordon deputy commander, BG Ronald Bouchard, director, J6, United States Pacific Command; and BG Susan Lawrence, commanding general, United States Army Network, Enterprise Technology Command.

Other highlights of the week included the Signal Corps Hall of Fame induction dinner on Wednesday, Dec. 3, and a golf tournament to end the conference on Dec. 5.

Prior to the conference, BG Jeff Foley, Fort Gordon's commanding general and chief of Signal, said he especially looked forward to meeting with the retirees.

"There has been an absence of that. We want to introduce them and update them on Signal Regiment training and how we are doing at Fort Gordon," he said.

He added that he hoped this conference would become an annual event.

Mrs. Brackett is a correspondent for The Signal newspaper, Fort Gordon, Ga.

ACRONYM QUICKSCAN

USA – United States Army

LTG Lynch brings Signal Conference keynote address

By Charmain Z. Brackett

When LTG Rick Lynch was commander of the multinational forces in Iraq in 2007, he oversaw a space roughly the size of West Virginia with units in 60 different locations.

Communications was an invaluable commodity, which was made possible by the Signal Corps.

"You are absolute heroes," said Lynch, now commander of III Corps and Fort Hood, Texas, who was the keynote speaker at the Signal Conference Dec. 3, 2008. "I am president of your fan club."

While he applauded the Signal Corps and its efforts to get the message through to ensure the safety of Soldiers and the completion of the mission, Lynch told those via a video link at Alexander Hall not to sit on their laurels. "Spend all your time to take this puppy to the next level," he said.

Lynch said he would change training so that every Soldier would be trained on equipment and systems before deploying.

And don't just focus on the current war in Iraq and Afghanistan, he said.

"We will be called on to go into places we can't even think about," he said.

He threw out some figures to cause people to think about meeting the changes in the world.

"By 2030, 60 percent of the world's population will live in urban areas," he said."

"We have to think about designing systems capable of operating in urban areas. Twenty-five nations currently possess WMDs (Weapons of Mass Destruction). With climate changes, by 2040, the arctic ice will be gone."

The days are coming when water will be a more precious resource than oil, he said.

"We've got to think bigger," he said.

After his brief speech, Lynch fielded questions from senior leaders. BG Jennifer Napper, commander of the 7th Signal Command, asked Lynch the one thing he would change if he could.

Lynch said he would change training so that every Soldier would be trained on equipment and systems before deploying. Learning in the field is not the optimal situation.

BG Jeffrey Foley, U.S. Army Signal Center and Fort Gordon commanding general, said strides are being made in that area.

Mrs. Brackett is a correspondent for The Signal *newspaper at Fort Gordon, Ga.*

ACRONYM QUICKSCAN

WMD – Weapons of Mass Destruction

Signal Conference dignitaries: (Left to right first row) Retired LTG William Campbell; Retired LTG Peter Cuviello; LTG Jeffrey Sorenson; BG. Jeffrey Foley; Retired LTG Stephen Boutelle; Retired LTG David Kelley; Retired LTG Robert Gray; (second row) BG Stuart Dyer; BG Steven Smith; Retired B Robert Morgan; Retired BG Velma Richardson; Retired MG Donna Dacier; B Ronald Bouchard; Robert Gilbert; MG Dennis Via; Retired MG Leo Childs; Edward Siomacco; BG Mark Bowman; MG Dennis Lutz; Edward Thomas; (third row) Retired MG Dennis Moran; Retired BG Gregory Premo; BG Jeffrey Smith; David Keetley; BG Gregory Batts; Joe Capps; Henry Muller; Michael Krieger; Retired BG Robert Wynn; Daniel Bradford; Retired MG Conrad Ponder; Retired MG Gerard Brohm; and Victor Ferlise.

"It was important to invite key leaders and members of our Regiment back to our Regimental Home to learn how the Signal Center has transformed in support of our expeditionary Army. Equally important was to listen to our Regimental leaders to see where we must go in the future. We met our objectives and we will build on that success in the coming months....nothing is more powerful than a group of motivated people intent on achieving irreversible momentum toward shared goals...we are moving out"

BG Jeffrey Foley
Chief of Signal

BG Albert Meyer accepts award at Signal Conference

By Larry Edmond

A crushing silence rippled through the crowd waiting to see who would actually accept a special recognition at the 2008 Signal Conference awards dinner Dec. 3 at the Gordon Club.

Acknowledging that the recognition was 142 years overdue, COL Jack Bryant, U.S. Signal Center and Fort Gordon chief of staff based his first nomination of the night for the 2008 Signal Conference's distinguished Signal Regiment membership on a letter from a future President of the United States. BG Jeffrey Foley, U.S. Army Signal Center and Fort Gordon commanding general quickly approved the nomination.

The letter from GEN Ulysses Grant written July 30, 1866, said, "I would respectfully recommend the appointment of Albert J. Myer to the place of Chief of the Signal Corps as provided for by act of Congress. COL Myer is the inventor of the system used both in the Army and Navy which would seem to give him a claim to the position of chief which he once held and which the Senate has refused to confirm any other person in."

In addition to the letter from Grant, Bryant showed a video of the many accomplishments of the father of the Signal Corps.

Then Bryant called for the recipient to accept his award.

It was a surprise to some when BG Albert J. Myer stepped boldly to the stage to accept his award. Of course it was not really Myer but a very reasonable facsimile in the person of Robert Gilbert a historic re-enactor.

Gilbert, a retired National Guardsman, has performed the role of Myer for more than three years, mostly at National Atmospheric Oceanographic Service events.

Robert Gilbert, addresses attendees before his acceptance speech. He portrayed BG Albert J. Myer during the 2008 Signal Conference awards dinner at the Gordon Club on Fort Gordon, Dec. 3, 2008

This was the first time Gilbert had come before a group of Signal Regiment members.

Gilbert has labored to research and bring to life the embodiment of the man who implemented the programs that evolved into the modern Signal Corps. Meyer's work also served as the foundation of the modern world-wide weather service.

Gilbert spent time with Robert Anzuoni at the Signal Museum and poured through all of the annual reports written under Myer's administration of the Signal Corps.

"One of the things that General Myer always did was to thank all of the people with whom he worked," said Gilbert.

In his address to the 2008 Signal Conference Gilbert thanked all those who were instrumental in him being at the conference. Then he launched into an oration that he says he believes is exactly the visionary things Myer would have shared with the corps.

Gilbert says he wants to continue his work and has written a book detailing the tremendous accomplishments of Myer both for the Signal Corps and the world.

Mr. Edmond is the editor of The Signal *newspaper, Fort Gordon, Ga.*

Nine Distinguished Members honored in ceremony

By Susan Wood

Chief of Signal BG Jeffrey W. Foley appointed nine new Distinguished Members of the Regiment in a ceremony held Dec. 3, 2008, during the Signal Conference at Fort Gordon, Ga. The Distinguished Member program was established at the onset of Regimental Activation to recognize those people who have made a special contribution and distinguished themselves in service to the regiment. These Distinguished Member positions are also designed to promote and enhance the history and traditions of the regiment and foster cohesion among its members. A summary of the prestigious careers of our newest Distinguished Members follows.

BG Albert J. Myer

BG Albert James Myer was the first chief of the Army Signal Corps and the originator of the visual system of flag and torch signaling known as "wigwag". He was an Army surgeon with an interest in a sign language for the deaf. While serving in the Southwest Territory, he developed the technique of waving a single flag on a long pole. His system received its first test in combat during the Civil War, when it was used to direct the fire of a harbor battery against Confederate positions. During the war, the Signal Corps also operated thirty telegraph trains. Myer continued to innovate and even conducted lighter-than-air balloon experiments at the first Battle of Bull Run. Throughout his career Myer always led the way, striving to create new and better innovations for our military and our country.

CS M (Ret) Charles J. Johnson

CSM (Ret) Charles J. Johnson exemplifies the enduring qualities

BG Albert J. Meyer

we seek in a senior noncommissioned officer. A consummate leader, educator, and mentor he completed a myriad of military schools and held every enlisted leadership position from team chief to command sergeant major. He served in Vietnam, Korea, Washington, D.C., Germany, and in Desert Shield/Desert Storm as the Command Sergeant Major of the 44th Signal Battalion. He culminated his military career as the CSM of the Communications Electronic Command at Fort Monmouth. Since his retirement, he has worked with Computer Sciences Corporation as a communications advisor to the product manager for air traffic control. Our country has benefitted greatly from his dedicated service, both in and out of uniform and he continues to display the qualities of one who serves with pride as a member of our Distinguished Regiment.

CW 5 (Ret) Robert L. Pace

CW5 (Ret) Robert Pace has served the regiment continuously since his arrival on Fort Gordon for Advanced Individual Training 1n 1970. Trained as a microwave repairman, he was assigned to a variety of units to include the 226th Signal Company which supported

BG Jeffery Foley presents CSM (Ret) Charles J. Johnson with award.

BG Jeffery Foley presents CW 5 (Ret) Robert L. Pace with award.

the last Honest John missile unit that served in the U.S. Army. He was appointed a warrant officer (256A) in 1980, serving nine years with the 1st, 2nd and 4th Infantry divisions. He spent the rest of his warrant officer career in support of joint operations and operational testing. Retiring in 2002, he went work with the Army G-6 as a contractor where he was part of the three-person team that initiated and operationalized the Blue Force Tracking system for the Army. Pace was integral to the technical and material preparation of the Combined Field Land Component Command, as well as the V Corps units for operations Iraqi Freedom and Enduring Freedom. He has traveled into the most remote areas of the area of operation 20 times within the last five years researching technical communications issues to order to expertly represent the needs of the deployed warfighter to the Department of the Army and OSD staff. He has approached every job with competence, passion, and humor, always remaining focused on signal Soldiers.

BG Jeffery Foley presents CW5 (Ret) Bruce P. Gardner with award.

CW5 (Ret) Bruce P. Gardner

CW 5 Bruce Gardner's three decades of service to the U.S. Army set the standard for warrant officers in the Signal Regiment. He superbly served as the subject matter expert for the Department of Defence in information assurance operations and to the National Command Authority in the security arena. His work with the National Security Emergency Preparedness Program in support of National Disaster Recovery will reap great benefits for our Army and our nation for years to come. Gardner is a national asset who continues to serve the regiment and warfighters worldwide as a support contractor to the Defense Information Services Agency.

Victor J. Ferlise

Victor J. Ferlise was approved as a Distinguished Member in 2001 but attended this year's ceremony for official recognition. As deputy to the commanding general of CECOM, he compiled a remarkable record of accomplishments driven by his desire to take care of the American Soldier. His focus was never just on the big programs like Mobile Subscriber Equipment or Warfighter Information Network-Tactical but also very much on ensuring that the signal Soldiers on the ground or jumping in or carrying a radio on patrol had the right signal equipment to support their commanders. He played a crucial role in Army programs such as Single Channeled Ground to Air Radio System and Satellite Communications, both successful because of his vision and leadership. His team-building innovations brought together Army, other services and industry to jointly solve some of the most critical issues facing the DoD and our nation. The Signal Motto best sums up what Vic Ferlise accomplished, as he was ever-"Watchful for the Country."

BG Jeffery Foley presents Victor J. Ferlise with award.

BG Jeffery Foley presents MG (Ret) Alan B. Salisbury with award.

MG (Ret) Alan B. Salisbury

MG (Ret) Alan B. Salisbury is a true scholar, communications professional, and leader in the National Capital Region's Signal community. He dedicated much of his life to the study and research of electrical engineering and computer science, graduating from the United States Military Academy in 1958 and completing PHD work from Stanford University in 1973. As a Soldier, he excelled as a signal staff officer, USMA instructor, and Program Manager for Position Locating Reporting System and Operations Tactical Data Systems. He is the author of numerous technical and management papers and was the founding editor of The Journal of Systems and Software. In 1984 he assumed command of the United States Army Information Systems Engineering Command. Since retirement, he remains active in regimental organizations, serving as an absolute example of personal and professional dedication to the Signal Regiment.

LTG (Ret) Michael W. Ackerman

LTG (Ret) Michael W. Ackerman

LTG (Ret) Michael W. Ackerman's outstanding contributions to the Signal Regiment are indeed worthy of recognition as a Distinguished Member. Beyond his service to the regiment, his contributions to the Army and his country are especially noteworthy and are bookended by important assignments. The first is his highly decorated service as a combat infantryman in Vietnam. Ackerman transferred into the Signal Regiment where he served with honor and distinction, to include assignment as the 27th Chief of Signal. His final assignment was as the Army's Inspector General where he was tasked to review a number of significant and sometimes troubling events in our Army's history. But it was Ackerman's unquestionable qualities which made his selection the right choice for our Army. His long and illustrious career ranks him among the very best and clearly as a Distinguished Member.

LTG (Ret) Vaughn O. Lang

LTG Vaughn O. Lang began his service to our country as a second lieutenant at the Officer's Basic Course at Fort Monmouth, N.J., in 1952. His subsequent assignments were as company commander and S3 for the 50th Signal battalion and as the

signal advisor to the Vietnamese 21st Infantry Division. His assignments then began to include those which engaged him in materiel acquisition. Interspersed with those assignments, Lang commanded at every level to include both the 447th Signal battalion in Europe and the 39th Signal battalion and the 1st Signal brigade in Vietnam. He went on to command the Communications and Electronic Materiel Readiness Command and the Army Communications Agency. Lang has risen above his peers at every level and dedicated himself to the service of his regiment. In his last assignment, he served as the director of a program devoted to the continuity of our constitutional form of government and to the survival of the Office of the President of the United States.

John R. Turns

John R. Turns was posthumously inducted as a Distinguished Member of the Signal Regiment for outstanding service to the nation during a career spanning 52 years of federal service. Turns enlisted in the Army as a communications specialist in 1954, attained the rank of first sergeant prior to his retirement in 1970 when joined the Civil Service at Fort Gordon, Ga. He assumed his last position as Chief of Professional Development, 442nd Signal Battalion in 1987. Through numerous changes and organizational restructures, Turns never lost sight of his mission – training the newly commissioned officers of the Signal Regiment. He directly impacted the lives and careers of more than ten thousand signal lieutenants and one thousand international officers from 54 countries. He embodied the Army values and lived them long before they were articulated by Army leadership. His many years and contributions solidify him as a Distinguished Member.

Ms. Wood is the chief of the Regimental Division of the Office Chief of Signal, Fort Gordon, Ga.

ACRONYM QUICKSCAN

DoD – Department of Defense
NCO – Noncommissioned OfficerCW5 (Ret) Bruce P. Gardner

Mrs. John Turns and family accept award from BG Jeffery Foley on behalf of Mr. Turns.

WIN-T takes conference center stage

By Charmain Z. Brackett

A centerpiece of the Signal Conference surrounded discussions and briefings concerning the Warfighter Information Network and its function in the field.

"The purpose was to allow the Signal Regiment and acquistions community to get together to share lessons learned in a series of briefings which highlighted speeches from units and provided direct feedback from the field," said MAJ Russ Hernandez, assistant Training and Doctrine Command capabilities manager for network and services.

The conference featured many displays of equipment for all to see.

Among those units providing feedback were the 3rd Infantry Division, 4th Infantry Division, 10th Infantry Division, Multi-national Corps-Iraq, 40th Expeditionary Signal Battalion, and 35th Signal Brigade.

Throughout the event, a WIN-T static display was available for attendees to view and receive a closer look.

Hernandez said preliminary feedback from attendees on the conference is positive.

"All attendees really thought it was outstanding and hit the mark," he said.

Mrs. Brackett is a correspondent for The Signal *newspaper at Fort Gordon, Ga.*

ACRONYM QUICKSCAN

WIN-T – Warfighter Information Network-Tactical

Pacific command leader reflects on conference

By Charmain Z. Brackett

Learning what's on the hearts and minds of the warfighter and how the Signal Corps plays into those needs was a priority of the inaugural Signal Conference.

"We need to listen to the warfighter to define what the requirements are and to develop the equipment which focuses on the needs," said BG Ronald Bouchard, director, J6 of United States Pacific Command, and a former deputy commander at Fort Gordon. "The Signal Corps is the enabling force."

Meeting with about 30 retired and current general officers was a key part of the event, he said.

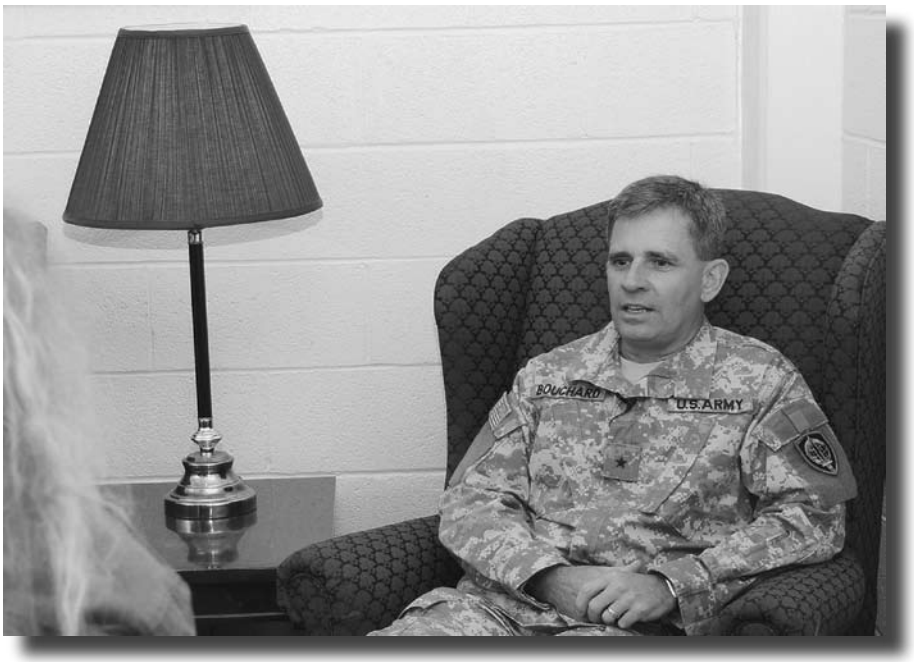
"It's always good to get together with fellow general officers to share ideas and continue to grow friendships," he said.

Bouchard had a lot planned for only a few days at Fort Gordon.

"It's great to roll back through the gates of Fort Gordon. It's been 18 months since I last rolled out. I plan to see some very good friends," he said.

Not only was he interested in hearing about the changes within the Signal Regiment as set out in the Signal Conference, but he wanted to see as many of the upgrades to the installation as possible.

"I'm looking forward to seeing the things we had started," said Bouchard, Touring the new housing and visiting the Regimental Noncommissioned Officers Academy forward operating base were on his list of sites to see. He was also interested in the barracks upgrade projects currently underway.



BG Ronald Bouchard, director, J6 of United States Pacific Command is interviewed.

As to rumors he might succeed BG Jeffrey Foley as Fort Gordon's commanding general, Bouchard said they are only rumors.

"It does make me feel good" that people have considered him a possible successor, he said.

"I'm truly humbled to be able to do what I'm doing and be with Soldiers," he said. "I will continue to serve wherever the Army decides to send me."

However, he said he and his wife, Marcia, would not complain if they were sent back to Fort Gordon.

"My Family did fall in love with the Augusta area," he said. If he returns to Fort Gordon, his son, Michael, will not be with them. Michael recently learned of his acceptance to the United States Military Academy at West Point. Although Bouchard planned to talk to as many of his friends in the area as possible during his stay, he knew he could not reach them all.

Mrs. Brackett is a correspondent for The Signal *newspaper, Fort Gordon, Ga.*

Cuviello comments on conference

By Charmain Z. Brackett

There was some satisfaction for retired LTG Peter Cuviello as he returned to Fort Gordon for December's Signal Conference.

"I signed the first operational requirements document for WIN-T probably around 2000," said Cuviello, who served as Fort Gordon's commanding general and Chief of Signal from 1998 to 2000 and later served as the Department of the Army Staff Chief Information Officer/G6.

LTG Rick Lynch, Fort Hood and III Corps commander, publicly thanked Cuviello for his efforts in the Signal Corps during the keynote address on Dec. 3 at Alexander Hall.

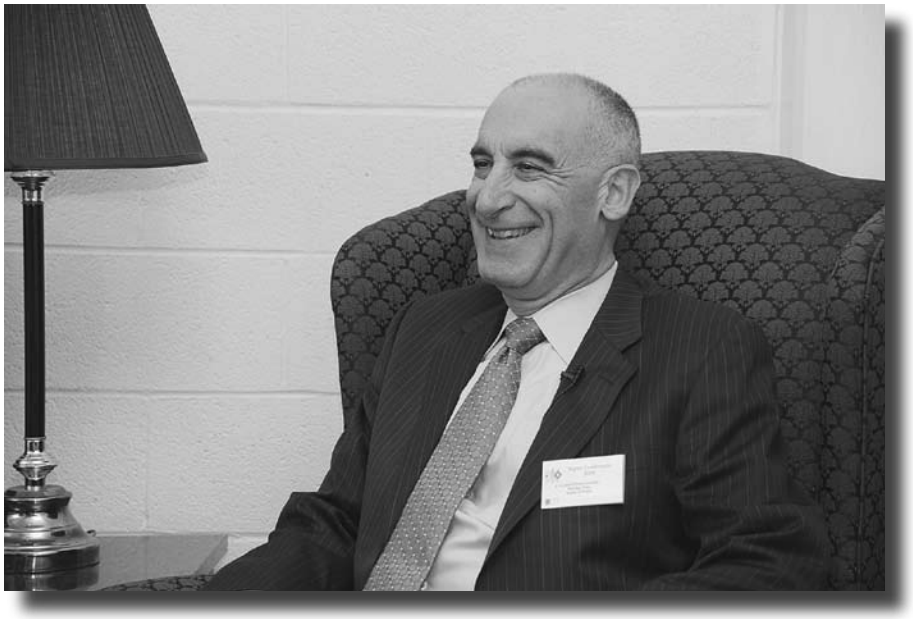
Cuviello was instrumental in the beginnings of WIN-T as Signal Chief and worked to establish the Army Knowledge Online portal as the CIO/G6.

While the public thanks was good, Cuviello said things could be better.

WIN-T is just now entering its second level of operation, and Cuviello said he wishes it had come further along by now.

"We've got to get things out quicker. The commander in the field still wants it in his lifetime, and his lifetime is two to three years," said Cuviello, who retired from the Army in 2003 and now works for BearingPoint Inc., as a senior strategist.

WIN-T replaced the mobile subscriber equipment to provide the latest communications technology with secure channels to the battlefield.



LTG (Ret) Peter Cuviello

"Security on the battlefield is a little different that security in the commercial world," he said.

Cuviello said he attended the conference because he wanted to be updated on what was happening in the Signal Corps and Fort Gordon since he left.

"What you are doing here is saving lives and making life a lot easier out there. The Army is providing the capability to every single Soldier not only in his mission but allows him to do video with his Family he's left behind. Through video, Soldiers can talk to spouses at home, and all of this is being done by the Signal Regiment," he said.

Cuviello also wanted to see some of the current Signal Corps leaders such as CSM Thomas Clark, who Cuviello promoted from specialist, and BG Jeff Foley who he's known since Foley was a captain.

"That's the kind of people who were super as young folks and are extra super as chiefs," he said.

Mrs. Brackett is a contributing writer for The Signal *newspaper at Fort Gordon, Ga.*

Signal retirees share at conference

By Charmain Z. Brackett

(Left) CPT Jeff Kuechenmeister and CPT Demetrius Howard listen to retired BG Velma Richardson during a lunch conversation with Signal Soldiers during the 2008 Signal Conference at Fort Gordon, Dec. 4.

Retired BG Velma Richardson didn't mind sitting down to have lunch in Dining Facility 1 on Dec. 5.

"I came on a good day," she said of the food.

In between bites, Richardson, who served as deputy commander at Fort Gordon from 1998 to 2000, compared her experiences in the Army with a couple of officers and noncommissioned officers currently serving at Fort Gordon. Richardson was one of the general officers at Fort Gordon for the Signal Conference in December.

Richardson, who was one of the first women to be promoted to the rank of brigadier general in the Signal Corps, shared with them her experiences in the Women's Army Corps, which she joined in August 1973.

Richardson retired from the Army in 2003 and now works for Lockheed-Martin in business development.

There have been many changes in the military Richardson has seen.

She remembers attending the U.S. Army War College pre-9/11.

"Almost none of us had been in combat," she said. "We were making it up as we went along."

Now, everyone has that experience of being in a combat situation.

Richardson also talked about her first experience in the field and laughed about the way technology has changed from her early days. And the equipment she trained on was not the equipment she encountered in her first duty station.

"I left out to Korea, and I'd never heard of multichannel equipment," she said.

"It was a rude awakening to find out what the Signal Corps had."

CPT Demetrius Howard, of the 447th Signal Battalion was one of those at Richardson's table.

"It's a great experience to talk to someone like that. There's a lot of history there," he said.

Mrs. Brackett is a correspondent for The Signal *newspaper at Fort Gordon, Ga.*

Signal Conference FOB ops

By Charmain Z. Brackett

Past and current Signal Corps leaders got a peek into the up-to-date training signaleers receive at Forward Operations Base Dunham Dec. 5.

COL Mark Horoho, 15th Signal Brigade commander, gave a brief overview of the brigade and training before the officers were divided into three groups for a closer look.

"This is not the AIT (Advanced Individual Training) of the past," he said.

The 15th Signal Brigade's mission is to ensure Soldiers are "tactically, technically, physically and mentally" ready for their first assignment out of their advanced training.

Unlike at other military installations, training doesn't stop except for two weeks out of the year.

"It's 24 hour-a-day continuous with no cycle breaks," he said.

The FOB is operational six-and-a half days a week. New AIT Soldiers come to the FOB prior to starting their classes. They usually arrive on Thursdays and spend time at the FOB before Monday's classes begin.

Then, Soldiers complete their capstone exercises at the FOB and are inducted into the Signal Regiment there.

Soldiers demonstrate to Signal Conference attendees current Signal war fighter tactics and training at Forward Operations Base Dunham at Fort Gordon on Dec. 5, 2008.

The FOB simulates what life in the Middle East will be like during a deployment.

The Islamic call to pray is broadcast over a loud speaker five times a day. Also during the tour, the VIPs got a look at training for clearing a building and security measures at the gates.

Just because someone is wearing the uniform and has a military ID doesn't mean that person can come onto the FOB. Gate guards check a list of people who are cleared to visit the base. If the name is not on the list, the guard radios a higher authority to get clearance.

Guards demonstrated the procedure to clear a foreign national wishing to gain access. The procedure includes having the national get out of the vehicle then checking the person as well as the vehicle for explosive devices.

Mrs. Brackett is a correspondent for The Signal *newspaper at Fort Gordon, Ga.*

First Electromagnetic Spectrum

Q: *Why did you choose to reclassify to 25E and become an Electromagnetic Spectrum Manager?*

A: I chose to reclassify because I love the challenge of doing this job. Every day is a new challenge ensuring the commander has approval to use every emitter maintained by his Soldiers and finding the right way to seek and receive authority to operate changes from command to command. Keeping that in mind, no two assignments are exactly the same and as a result every challenge is a new one that must be overcome to achieve mission success.

Q: *In March 2008, you converted from 25W50D9 to 25E50; in June 2008, you were selected for promotion to sergeant major, and in December 2008, you were promoted to SGM. You are the first SGM of a new, all-non-commissioned officer military occupational specialty in the newly-named Year of the NCO, how does it feel?*

A: It is such a great honor to be selected as the first 25E SGM. When first notified of the selection, I was a bit shocked.

Q: *What are your thoughts concerning your new MOS?*

A: The MOS was much needed. However just as any other new field, we will have to go through our growing pains to ensure each Soldier's skill sets are maintained once they depart the schoolhouse. Ensuring the EMSM has all the tools available to perform their job (ie, access to SIPR, TS Clearance, coordination with the I/O cell, coordination with the EWO etc.) is up to the commander however it is up to us to ensure the commander fully understands what the SM brings to the fight.

Q: *What are the advantages of the new MOS versus ASI D9? (Career Progression?)*

A: The main advantage is each 25E will know what job they will perform prior to arrival at any unit. The only question will be at what level. Under the ASI D9, an NCO would in many cases perform BSM duties for a few months, PCS and be assigned as a platoon or first sergeant only to be called back to perform BSM duties years later when the skill set has diminished. As a 25E, each NCO will know what career track is needed to make the next rank.

(Pictured left to right) SGM Haynes M. McCoy, III, Senior Spectrum Manager for Forces Command, Fort McPherson, Ga.; MSG Raymond Reyes, Spectrum Management Chief for I Corps, Fort Lewis, Wash.; MSG Daniel McNamara, assigned to Deputy Chief of Staff, Ops and Plans at the Pentagon; met at Fort Gordon, Ga., Jan. 27 - 30 to participate in the kick-off meeting for the Functional Needs Analysis of Electromagnetic Spectrum Operations. SGM McCoy is the first segeant major promoted from the ranks of 25E, a new all NCO MOS.

Q: *Since becoming a SGM, have you had a chance to talk with Soldiers about reclassifying to 25E?*

A: No, I am looking forward to speaking with Soldiers soon.

Q: *NCOs are accessed after Basic Non-Commissioned Officer Course graduation from tactical signal MOSs.*

Is this the optimum time in an NCO's career to make the transition to Spectrum Management?

A: Yes, since our MOS does not have a BNCOC it would fit the ARMY NCOES requirement as well as ensure the NCO has a background in tactical and strategic communications which although it is not a requirement, it is a great help when it comes to explaining the possibilities of interference, bandwidth requirements and restrictions due to the limitations of available spectrum. This knowledge will provide the commander with much needed information in order to make a more informed decision when it comes to priority of signals.

ACRONYM QUICKSCAN

BNCOC – Basic Non-Commissioned Officer Course
MOS – military occupational specialty
NCO – Non-commissioned Officer
SGM – sergeant major

COMSEC custodian: Getting right Soldier for COMSEC account

By SFC Neftali Diaz

So you need to get a new Communications Security custodian? Will they be trained? Will they have the proper clearance? Or will you spend unit funds, once again, to pay to get someone up to speed? The COMSEC custodian and their assistant positions are identified as MOS 25B on Signal Modified Table of Organization and Equipment and Table of Distribution Allowance. Unit authorization documents have specific paragraph and line numbers with the duty title of COMSEC custodian or assistant COMSEC custodian. If the position requires a top secret clearance, there should be a code attached to the line number indicating that requirement. Currently, there are no requirements for a specific military occupational specialty to be a COMSEC custodian.

AR 380-40 requires that all COMSEC accounts have trained personnel to perform as COMSEC custodians. There are two different types of training for COMSEC material management. For manual accounts, the appointed COMSEC custodian must have successfully completed the Standardized COMSEC Custodian Course. For those automated accounts, the appointed COMSEC custodian must have successfully completed the SCCC and most importantly, the custodian and at least one alternate must successfully complete the Local COMSEC Management Software Course. How do you get a trained Soldier and not waste time and resources sending him/her to temporary duty to complete the required courses? The unit must requisition the required individual through Human Resources Command with the required COMSEC training called out in the special instructions. If the Soldier, who is on assignment instructions to replace your COMSEC custodian, has not attended, and graduated from the SCCC or LCMS course, HRC can send them TDY en route to attend the required courses. It will take another month to receive that Soldier but they will be trained. This will avoid the need to spend unit funds to send the Soldier TDY for the required training.

Top secret COMSEC accounts will require four Soldiers with a top secret clearance; one to be the primary COMSEC custodian and the other to be the assistant COMSEC custodian. In addition to the primary personnel, two alternates are required to meet the two person integrity requirements. The requisition process for Soldiers with the required clearance is the same as for getting trained COMSEC custodians. Once you know that you will need a Soldier with a Top Secret/Sensitive Compartmented Information clearance, you should submit individual personnel requisitions to HRC. State on the requisition that the replacement must have a TS clearance; that way HRC can identify a Soldier with the correct clearance to replace the current COMSEC custodian.

As with any personnel action, this process is not always perfect. The right Soldier for your COMSEC position may not be readily available when needed, considering Operating TEMPO and other factors. Go the extra mile and call Signal Branch at HRC to ensure a trained Soldier is requisitioned who will be there in time to allow for an orderly transfer of the custodian duties. However, if unit personnel managers and senior leaders prep the battlefield, so to speak, it will be set for success in your COMSEC account.

SFC Diaz is 25B Career Manager, Office Chief of Signal, Signal Center, Fort Gordon, Ga. He is a member of the Integrated Capabilities Development

ACRONYM QUICKSCAN

COMSEC – Communications Security
HRC – Human Resources Command
LCMS – Local COMSEC Management Software Course
MOS – military occupational specialty
MTOE – Modified Table of Organization and Equipment
OPTEMPO – Operating TEMPO
SCCC – Standardized COMSEC Custodian Course
TS/SCI – Top Secret/ Sensitive Compartmented Information

Circuit Check

News and trends of interest to the Signal Regiment

Soldiers welcome New Year with renewed commitment to serve

By SPC Christopher M. Gaylord, Multi-National Corps - Iraq PAO/ Blackanthem Military News

BAGHDAD, Iraq - Many people ring in the New Year watching the crystal ball drop in Times Square and counting down with great anticipation to a brand new beginning.

For more than 130 Soldiers of the 40th Expeditionary Signal Battalion from Fort Huachuca, Ariz., Jan. 1 was a new beginning all of its own, as they renewed their commitment to serve in the U.S. Army, at Al Faw Palace, Camp Victory, Iraq.

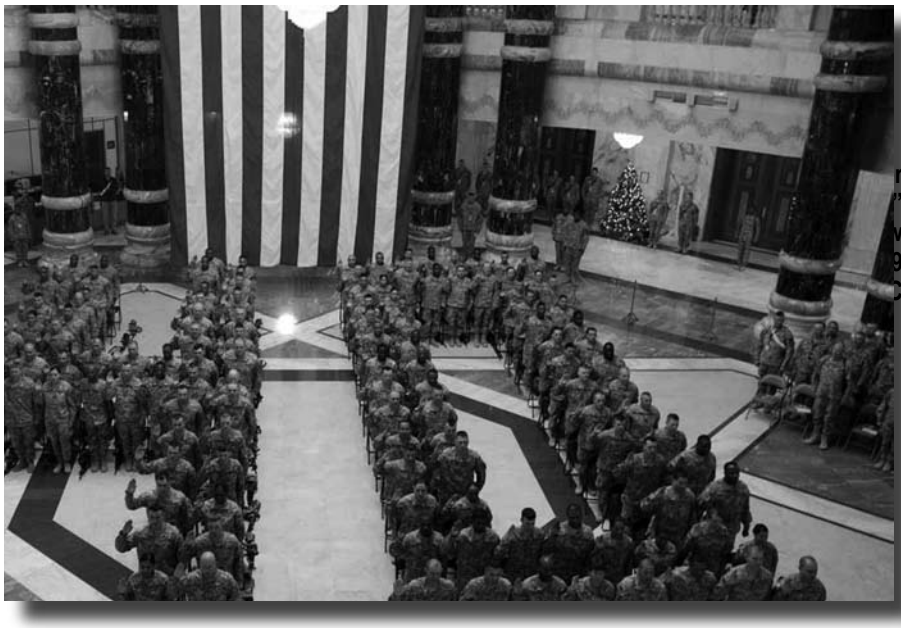
The event was not only a time to welcome their fellow brothers and sisters into a new term of service, but also to observe the vast accomplishments for which the battalion has worked hard.

"These Soldiers have done a phenomenal job over the past year," said LTC Linda Jantzen, battalion commander, 40th ESB. "This was a real tribute to the entire battalion; the entire team. We picked New Year's in order to say thank you for what they [the 40th ESB Soldiers] are doing."

For the past year, the 40th ESB has served as the primary theater signal battalion in Iraq- as well as in Kuwait and Afghanistan - installing, operating and maintaining a strategic communication network.

With communication being so important in this theater of operation, the battalion's efforts have been vital to the accomplishment of the military's overall mission.

"The warfighters live on communications and have no tolerance for outages," Jantzen said. "The importance of what these Soldiers are doing is installing a network and making it reliable for the warfighter. They're all proud of what they're doing."



Soldiers from the 40th Expeditionary Signal Battalion salute for the playing of the National Anthem in a formation creating a "40" during a mass re-enlistment ceremony for the battalion at Al Faw Palace Dec. 31. More than 130 40th ESB Soldiers welcomed 2009 with a new term of military service.

(Right) Soldiers from the 40th Expeditionary Signal Battalion raise their right hands at Al Faw Palace Dec. 31, renewing their oath to the U.S. Army during a 40th ESB mass re-enlistment ceremony in which more than 130 Soldiers took part.

The night was quite special for each and every Soldier who reenlisted, but for one Soldier who feels an obligation to serve, it was the event of a lifetime.

SGT Charles Wantland, cable systems installer and maintainer, 40th ESB, originally enlisted for four years in the Army in 1990 as an infantryman, but received a hardship discharge to take care of his father one year into his term. It seemed as though his military service had come to an end.

In 2005, Wantland was able to rejoin the Army with the new communications skills he had developed for the past 13 years outside the military. He felt his re-enlistment was necessary.

"I just felt like I owed those three years back to the Army," Wantland said. "I felt obligated to pay them back."

Wantland felt the mass re-enlistment was a great achievement for the battalion and the rest of the Signal Corps and emphasized the importance in building a well-experienced force. He also noted the success the battalion has had in country.

"It's a large step for the Signal Corps," Wantland said. "We're going to have knowledge and experience present, and Soldiers to pass on their experience to new Soldiers, so we'll have a strong corps."

"We've been effective and efficient in our duties here," Wantland said. "We've probably laid over 200,000 feet of cable and fiber."

In the end, 2009 was welcomed with one large step for the Soldiers of the 40th ESB, and the night served as a wonderful opportunity to recognize the performance of the unit, which is soon to end its tour in Iraq.

"This was a real thrill for me," Jantzen said. "If I go to war again, I want these Soldiers with me."

SPC Gaylord is with the Multi-National Corps - Iraq Public Affairs Office..

Signal Community Comes Through for the 146th ESB

By LTC Daniel "Matt" Johnson

A generous outpouring of support from the signal community aided my battalion in overcoming a tough road to war. While we are now in Iraq providing robust communications to the warfighter, the 146th Expeditionary Signal Battalion was initially faced with challenges. In October 2006, this Florida Army National Guard unit was the first Reserve Component signal battalion to become an ESB and one of only seven ESB's in the Army. With a new Modified Table of Organization and Equipment, the 146th increased in authorized strength from 434 to 515, with the majority of the increase in the 25Q (Multi-channel Radio Operator) Military Occupation Specialty. This influx of 25Q slots was felt not only by my battalion, but by all of the new ESB's which struggled to fill the positions with qualified 25Q Soldiers.

The 146th received its official alert order in January 2008 and began the fielding of new Warfighter Information Network-Tactical equipment, along with new equipment training the next month. The battalion's first challenge was the overwhelming deficit in the number of deployable Soldiers. Later, the deployment became a huge exercise in logistics, when we needed to move specific equipment immediately from the ship in Kuwait straight to more than 20 sites in Iraq in order to meet our deployment timeline. As if we were not already challenged, the fielding and NET coincided with an immediate recruiting effort within the Florida Army National Guard for Soldiers who were willing to deploy with the unit and who were also willing to reclassify to a Signal MOS. Of course those Soldiers would need to have the right Army Skill and Vocational Aptitude Battery line scores and the ability to receive a security clearance. The effort, spanning the entire state of Florida, yielded 180 Soldiers, filling needs for not only 25Q, but for 25B, 25S, and 25L as well, depending upon their line scores.

At the conclusion of NET and equipment fielding in May 2008, the battalion conducted a confidence test as well as a three-week Network Exercise where every piece of equipment was tested and the battalion network operations was validated. During this time, coordination was made between the unit and the U.S. Army Signal Center of Excellence, namely with the director of training, Fort Gordon, Ga., to quickly assemble quality instruction for the four signal MOS's in order to qualify the "volunteer" Soldiers. All of the new Soldiers had to become qualified in their new MOS by Sept. 1, 2008 in order to participate in the mandatory pre-mobilization training scheduled Sept. 2 -28, 2008 at Camp Blanding, Fla.

The 25L volunteers were trained at Fort Gordon by a United States Army Reserve training battalion; the course was put on specifically for the 146th. Another USAR training battalion out of Sacramento, Calif., traveled to Camp Blanding to train the new 25Ss. The 25S training was conducted using the 146th's

SPC Joshua Green and PFC Edward Bussey prepare an STT for an upcoming CPN mission.

tactical satellite equipment. The 25Qs were trained by General Dynamics at Camp Blanding using the exact same equipment that General Dynamics had previously fielded to the 146th during the WIN-T fielding. Lastly, the 25B volunteers were trained at Florida Community College, Jacksonville, using the same program of instruction used by the Signal Center to train new 25Bs at Fort Gordon.

Additionally, the deployment became a huge logistics exercise due to move equipment immediately from the ship in Kuwait to more than 20 final destinations across Iraq in order to meet the battalion's deployment timeline. In fact, in just seven months after receiving an alert order, the 146th ESB recruited 180 volunteers, converted 130 of them to signal Soldiers, executed a four month WIN-T NET, fielded 1.7 million dollars of equipment, conducted a three week NETEX, orchestrated a month long pre-mobilization training event, fielded the Phoenix satellite terminal, and prepped, blocked, and braced nearly 400 pieces of equipment to be railed to the Port of Charleston, upon which it would be loaded onto a boat headed to Kuwait. All of this was accomplished with only 20 full-time support personnel augmented by 20 Soldiers brought on duty to support the pre-mobilization tasks; tasks normally accomplished by an active duty battalion of 400 Soldiers.

The 146th ESB was deployed in October 2008, reporting to Fort Bliss, Texas, for post-mobilization training. With so many new Signal Soldiers, a Mission Readiness Exercise was sorely needed. NETCOM acquired the assistance of COL John Baker, commander, 35th Signal Brigade, to conduct an MRE in order to validate the battalion on all 30 points of presence. Baker directed the 50th ESB out of Fort Bragg to rail load several sets of equipment to Fort Bliss. Soldiers from the Fort Hood-based 57th ESB received the equipment, and Soldiers from the 67th ESB co-located with the 35th at Fort Gordon, conducted the exercise as observer/controllers. Baker orchestrated a group effort from within his brigade which paid dividends when the 146th was ultimately validated on all 30 points of presence.

While the unit was at Fort Bliss, many Inactive Ready Reserve Soldiers were received after undergoing quality refresher training at Fort Gordon. By the time of the Transfer of Authority in late December 2009, the 146th was truly mission ready as evidenced by the exquisitely executed relief in place with the 44th ESB out of Germany. Now the battalion, manned with more than 450 well-trained Soldiers, is fully engaged in missions at more than 35 different locations throughout Iraq. Although many bumps existed on this journey to deployment, the 146th ESB, with the help of some "friends" in the signal community, were able to overcome those bumps and even now continue the contribution to the fight.

LTC Johnson serves as the commander, 146th Expeditionary Signal Battalion, Florida Army National Guard. His unit is currently deployed in support of Operation Iraqi Freedom 2008-09. Johnson also served as a platoon leader in a National Guard Signal Company during Operation Desert Storm in 1991.

PM TEAM PROVIDES STRATEGIC COMMS IN AFGHANISTAN IN TIME FOR U.S. RAMP-UP

By Stephen Larsen

FORT MONMOUTH, N.J. – President Barack Obama has said that the U.S. needs to increase its focus on Afghanistan in the global war on terrorism, deploying possibly 30,000 additional troops – two or three brigades' worth. Whatever the number turns out to be, warfighters in Afghanistan will benefit from enhanced C4 (command, control, communications and computers) capabilities, thanks to strategic communications infrastructure provided at the International Security Assistance Force Headquarters in Kabul by the Product Manager, Defense Wide Transmission Systems, part of the Defense Communications and Army Transmission Systems Project Office of the Program Executive Office, Enterprise Information Systems.

At ISAF Headquarters, PM DWTS' Afghanistan Team, led by Maj. Mark Henderson, transformed an Area Distribution Node (AND) into a full-blown Tech Control Facility (TCF) that supports thousands of warfighters and saved $820,000 out of a budget of $4.0 million in implementing the project.

"The PM DWTS-engineered and installed solutions at ISAF Headquarters have directly facilitated an improvement of services for warfighters in Afghanistan," said customer CPT Edward Minor, Commander of the 278th Signal Company in Afghanistan.

LTC Clyde Richards, the Product Manager, Defense Wide Transmission Systems, noted that the Team was only given six months to complete the project, which started in March 2008, and was required by no later than Sept. 30, 2008.

"However, due to urgent warfighter requirements, the Team was required to complete Phase 1 of the project – replacing the ADN's outdated multiplexer with a modern Promina-series multiplexer and migrating all fiber optic cable and circuits with no loss of service – in only four months," said Richards. "This part of the project, alone, would typically take five-to-seven months to achieve. MAJ Henderson did an exceptional job in rallying the Team, encouraging them to go 'outside-the-box' to devise solutions."

That out-of-the-box thinking led to the Team using a new split-design microwave radio system – with part of the radio on the tower and part in a shelter – that delivered superior functionality at 50 percent less cost than previous models available. They submitted the new radio system as well as two others for Army-level certification – a process that typically takes nine months – and through extensive coordination by Team member Al Thompson of PM DWTS, they achieved certification of the radios in only three months.

Also, Henderson said, the Team fielded, for the first time in the Army, KIV-7M communications

PM DWTS-engineered and installed solutions at ISAF Headquarters have directly facilitated an improvement of services for International Security Assistance Force warfighters in Afghanistan, such as these U.S. Marines and Afghan National Security Forces Soldiers who are shown here planning a joint patrol.

security modules using a DS3 ultra high-speed connection capable of transmitting data at rates up to 45 Mbps – a configuration so new there was no complete or accurate tech manual for it.

The solution? The Team members wrote updated loading and operation procedures working with the Joint Interoperability Test Command, the Information Assurance Technical Assistance Center at Lackland Air Force Base, Texas and the KIV-7M manufacturer, SafeNet, Inc., and then conducted training to teach the operators.

"These devices had never been tested in this configuration by JITC (the Joint Interoperability Test Command) because they didn't think anyone would use them the way we did," said Henderson. "So we had to rapidly figure out how to make them work in this configuration and then write the procedures and teach our users."

Henderson said that the Team also worked together to overcome and correct numerous project hurdles at ISAF including insufficient floor strength in the TCF; an insufficient HVAC (heating, venting and air conditioning) system, no lightning protection, improper grounding and insufficient power distribution, equipment failures and even incorrect mail sorting and subsequent delivery of parts, in some cases, to the wrong country. At one point, he said, he received a schedule update showing a slip just short of a month, which he managed both immediately and aggressively until it was back on track.

"We overcame no fewer than 15 separate critical issues in that project," said Henderson, adding, "I didn't sleep much."

He compared the Team's experiences in these projects with a scene in the film "Patton," where Gen. George Patton pushed his force so hard and fast that the tanks ran out of gas – and eventually ammunition – so the troops got out of their tanks and fought hand-to-hand.

"These efforts were the project management equivalent of that scene," said Henderson. "It came down to aggressive, intensive project management, 24-hours-a-day."

Teaming is everything

The key to the projects, said Henderson, was to quickly get on the ground in Afghanistan and pull together all stakeholders to find out what capabilities they really needed. He assembled an Integrated Product Team spanning multiple commands, stakeholders and industry, including the 335th Theater Signal Command, the U.S. Army Network Enterprise Technology Command/9th Army Signal Command (NETCOM/9th ASC), the 160th Signal Brigade, the 25th Signal Battalion, the 278th Signal Company, Combined Joint Task Force - 101, the 101st Airborne Division, the U.S. Army Information Systems Engineering Command, the U.S. Central Command and contracting partners DataPath, Inc., Computer Sciences Corporation and General Dynamics C4 Systems. Once Henderson and the IPT got a handle on the requirements, he pushed PM DWTS' Afghanistan Team to come up with innovate solutions.

"I had to adapt many of the things I'd been taught about acquisition and customize them to the mission, then teach myself how I could apply them to get things done – quickly – in the war zone," said Henderson. "I had to stress to the Team every day – 'think outside the box.' Things like, if we can't get cabling manufactured and delivered into theater on time, then why don't we make it ourselves, right on the site? – which we did."

Minor, along with Staff Sgt. Ira Howard, Project Non-Commissioned Officer of the 335th Theater Signal Command, gave Henderson and PM DWTS' Afghanistan Team across-the-board "superior" marks in executing the project – from capturing the user requirements, to keeping the stakeholders informed about cost, schedule and risk issues through weekly IPT meetings and periodic critical design reviews, to providing enhanced and reliable C4 capabilities.

"The weekly IPT Meetings provided constant feedback," said Minor, "and allowed us, the customer, to be an interactive part of the projects process. We always felt there was a responsive forum available to voice our issues."

Minor appreciated that the PM DWTS Team provided several no-cost alternatives to facilitate a complete solution – "which is a reflection of this Team's ability to manage cost and provide optimal results," he said.

Randy Hollowell (left) and Tom Gutman (right) of the Product Manager, Defense Wide Transmission Systems Afghanistan Team conduct tests in the Tech Control Facility at the International Security Assistance Force Headquarters in Kabul, Afghanistan.

Minor also rated the PM DWTS Team's local and rear-echelon leadership as "superior," and hailed Mike Wallace, PM DWTS' eyes-and-ears on the ground in Afghanistan, as "a gravitating leader" in the Afghanistan C4 community. "All communicators involved in the process sought Mike's guidance," said Minor.

Gary Winkler, the Army's Program Executive Officer, Enterprise Information Systems, was so impressed by the team's achievement that he created an award, the first-ever PEO EIS Team Excellence Award, to honor the accomplishments of Henderson and PM DWTS' Afghanistan Team, which included Salvatore Granata, Robert Peterson, Mike Wallace and Alan Thompson of PM DWTS, who provided operations and logistics support; Bryan Kleese, CC Caywood, Joe Medarec, Jim Davolt, Tom Garlington and Randy Hollowell of ISEC, who provided engineering and quality control support; and LTC Ardis Ferguson and MSG Ronald Reese of the 335th Theater Signal Command, who orchestrated transportation coordination. Winkler presented the award on Oct. 29, 2008 at Fort Belvoir, Va.

In addition, Henderson was honored with the U.S. Army Signal Corps Regimental Association's prestigious Bronze Order of Mercury in September 2008 at Fort Monmouth, N.J. and COL Jeff Mockensturm, the PM DCATS, presented the Army Achievement Medal to Henderson on Nov. 13, 2008, also at Fort Monmouth, N.J.

Mockensturm noted that the quick tempo of operations in theater has demanded that the Army Acquisition community respond to the warfighter's needs more quickly than traditional acquisition models allow.

"However, teams like Mark's (Henderson's) show that our Acquisition professionals can – and do – produce critically-important capabilities in extremely short timelines," Mockensturm said. "This quickly-delivered, enhanced C4 capability provides greater warfighter situational awareness and supports a more robust communications infrastructure throughout Afghanistan."

Mr. Larsen is a public affairs writer with PM DCATS at Fort Mon-

PM DWTS RELOCATES USACE FREQUENCIES, UPGRADES MICROWAVE NETWORK

By Stephen Larsen

SACRAMENTO, Calif. – The U.S. Army Corps of Engineers Sacramento, (Calif.), District will be able to better perform its missions of providing flood risk mitigation, disaster response, and civil and military construction management, thanks to the upgrade of its radio system from aging analog equipment to a modern digital system by the Product Manager, Defense Wide Transmission Systems.

The upgrade, which started in September 2008 and is scheduled to be completed by the end of March 2009, is part of the Department of Defense-wide initiative to relocate frequencies from the 1710 to 1755 MHz range to free that spectrum for commercial use to meet demands for new wireless services, in accordance with Public Law H. R. 5419. PM DWTS, part of the Defense Communications and Army Transmission Systems Project Office of the Program Executive Office, Enterprise Information Systems, has partnered with USACE though the U.S. Army Spectrum Management Office, part of the Army Chief Information Office/G6 to relocate USACE's frequencies, and in the process, is modernizing USACE's radio system infrastructure.

According to PM DWTS project leader Al Thompson, PM DWTS upgraded USACE's system with modern digital microwave radio equipment at 10 sites throughout northern California. "We also provided these sites with sufficient power infrastructure and HVAC (heating, venting and air conditioning) systems and reinforced or relocated their microwave towers, if needed," said Thompson, along with providing a comprehensive integrated logistics support package, including training, spares, and two years of operations and maintenance support.

The U.S. Army Information Systems Engineering Command provided engineering support and

quality control for the project, said Thompson, with Computer Sciences Corporation serving as prime contractor and LGS Innovations as subcontractor.

LTC Clyde Richards, the Product Manager, Defense Wide Transmission Systems, noted that Thompson is also executing projects to relocate frequencies for USACE's Portland (Ore.) District, Los Angeles (Calif.) District and New England District; the Defense Criminal Investigative Service; and Fort Rucker, Ala. "Al has done a great job in putting a plan together, assembling a team and executing the Army portion of this DoD initiative," said Richards.

According to LTC Jim Porter, Deputy District Engineer of the USACE Sacramento District, the DoD initiative to relocate frequencies was "a blessing in disguise," as it brought with it the funding to update their aging radio system, which was comprised of all-analog components that were up to 25 years old.

"For us, this is a win," said Porter. "We had radio equipment at sites that was installed in the 1970s, and over time, as equipment was added, we wound up with a mix-and-match of technology. We wondered how it would work when we transitioned to the 1755 to 1860 MHz range – now we've replaced all this aging equipment with a uniform, modern digital system."

Porter said that the modern radio system will help personnel of the USACE Sacramento District perform their key mission of managing and maintaining levees and river systems for flood risk reduction, noting that the city of Sacramento is at the confluence of the American and Sacramento rivers and that some 6,000 miles of levees snake through the northern half of the state.

"Pre-Hurricane Katrina, Sacramento's risk of flooding was the greatest of any major U.S. city – including New Orleans," said Porter. "I remember a former FEMA (Federal Emergency Management Agency) official saying that if you had told him, pre-Hurricane Katrina, that an American city was under water, he'd have asked 'what happened to Sacramento?'"

At headquarters of the U.S. Army Corps of Engineers Sacramento District, LTC Jim Porter (left), Deputy District Engineer and Al Thompson (right), project leader with the Product Manager, Defense Wide Transmission Systems, discuss the project to relocate USACE's frequencies and modernize its radio system infrastructure. Above them are microwave reflectors provided by PM DWTS as part of the project.

USACE is the nation's largest recreational area provider

Porter said the radio system upgrade would also help the Sacramento district in its mission to operate parks, lakes, and recreation areas at nine flood risk mitigation project sites and one river project site.

"The Corps of Engineers operates the largest recreational system in the country," said Porter. "Our district gets more than two million visitors at our parks, lakes, and recreation areas each year. Park Rangers are the primary users of our radio system."

And therein lay an issue, said Thompson, in that the Sacramento District's Park Rangers use analog handheld radios and there was no funding to provide new digital handheld radios.

"The trick was to connect the legacy handhelds to the digital backbone," said Thompson, "because there were no 'as-built' drawings of the legacy network. We had to reverse-engineer the handheld network to reconnect the handhelds to the new digital backbone."

According to Jonathan Friedman, Senior District Park Ranger, the meshing of the analog handhelds with the digital backbone worked like a charm. "We have seamless transmission," said Friedman. "The signal is clearer and much stronger."

It even beats cell phones. For one thing, Friedman said, with a cell phone, you can talk only to the person on the call, while with a radio, you can talk to anyone on that frequency. "So if we want to get the word out about the release of water on a damn, a road closure or vessel traffic on a lake, we can reach all of our people with one radio transmission instead of a having to make separate phone calls to each person," said Friedman.

Also, cell phones have a nasty tendency to lose signal near hills, canyons, and ravines – an important consideration when you spend a lot of your day in the foothills of the Sierra Nevada mountains, with peaks rising to more than 14,000 feet high.

"Plus, in a natural disaster, one of the first things to go are cell phones," said Friedman. "We really depend on our radios to communicate directly with Rangers in the field when we have flood events and natural disasters."

Because the backbone is digital, Friedman said, Park Rangers can now transmit info other than voice. For example, he said, if a sensor on a river was communicating information about water flow, they had to send it to a server and bring it up on a computer, with, maybe a lapse of a half-hour to receive the data. Now, they can stream that data constantly and have actual, real-time data.

"The doors are now open to us," said Friedman. "We can outfit Rangers with laptop computers to send data back and forth – such as topographic maps for search and rescue missions, using this new digital capability."

Door to digital world also opens for USGS in northern California

Another federal organization benefitting from the USACE Sacramento District microwave radio system upgrade is the U.S. Geological Survey, which collects, monitors, and analyzes data about the Earth to provide scientific understanding about natural resource conditions and issues. USACE has a cooperative agreement with USGS, under which USGS helps to maintain and monitor the network and has 46 individual seismic stations carried on USACE's backbone. These seismic stations are part of the USGS' Northern California Seismic Network, which spans the northern two-thirds of California, from Bakersfield to the Oregon border, and records and reports earthquakes and tremors.

"This backbone upgrade is going to be a boon for us," said David Croker, field supervisor for the USGS' Northern California Seismic Network. "Logistically and practically, we couldn't do it (upgrade the backbone) on our own."

Croker said that the USGS' 46 seismic stations riding the USACE backbone are currently analog, but now USGS will be able to start to install modern digital seismic systems, and not be limited anymore by the bandwidth of a telephone line, which was the bandwidth of the microwave modems in the old USACE backbone.

"Before, data was compressed in a telephone line so we didn't see the tops and bottoms of seismograms (traced images recording the dynamic range of seismic events)," said Croker. "In the digital world, we can get high-bandwidth, superfast broadband connections – and, we can see the whole picture."

In addition, he said, with an analog system, seismic data can be lost if power goes out, while digital equipment has on-board storage, allowing data to be automatically recorded if power is lost and entered into the system when power is restored.

"The robustness of the backbone has increased dramatically," said Croker. "It's opening new doors for us."

Mr. Larsen is a public affairs writer for Program Manager, Defense Communications and Army Transmission Systems, Fort Monmouth, N.J.

GENERALS DISCUSS SATCOM CAPABILITIES OF THE PAST, PRESENT AND FUTURE

By Josh Davidson

So, you're wondering - just how far has the United States military expanded in its reach into cyberspace? This simple comparison might shed some light for you.

Upon her recent entrance into the Air Force Academy, Air Force GEN Kevin Chilton's daughter received a computer. Her father, the first astronaut to obtain a fourth-star in the military and commander of U.S. Strategic Command, received a post slide rule as a freshman in the academy in 1972.

"Cyberspace wasn't a word and computer networks weren't invented when I joined the Air Force," said Chilton, as he shared stories of the tool's capability to solve simple mathematics equations, while interviewed at a press conference during LandWarNet 2008, held in August in Fort Lauderdale, Fla.

Satellite communications capabilities have emerged today, such as the Army's Warfighter Information Network-Tactical Increment One. The system provides battalion-level and above Warfighters with the ability to connect to the Army's digitized systems, voice, data and video via satellite Internet connection at locations across the globe. On this communications pipe, are systems like Army Battle Command Systems 6.4, a suite of digital capabilities, which Warfighters use to locate friendly units through Global Positioning System technology, organize logistics, analyze intelligence data and terrain, manage the airspace, along with other missions.

Chilton used arguably primitive tools such as the Hewlett-Packard calculator he obtained for $250 as a sophomore at the academy, as an upgrade to the slide rule, to illustrate the military's proclivity for technological advancement.

"So, that's where I came from and now I look today at the information we move; the calculating power of computers today is just unbelievable," Chilton said. "It is unbelievable what we can push forward and the decisions tools that are at hand for a commander, the bandwidth connectivity. It just amazes me."

WIN-T Increment One is filled with information that includes command and control applications and sensor-based video of the battlefield and allows for communications at the quick halt. Bandwidth amounts will expand in WIN-T's three remaining increments to support that data, as applications will always continue to fill the Army's network. WIN-T Increments Two and Three will bring the initial and full on-the-move capability, where stopping is not required for communications, to the entire Army. The further-specialized Increment Four will leverage the secure anti-jam, low probability detection satellite communications

capabilities of things like the Transformation Satellite Communications system into radio systems.

WIN-T Increment Two already underwent two successful Engineering Field Tests. The first, held in October 2007 at Fort Dix/Navy Lakehurst, N.J., consisted of 15 Highband Network Radios and eight Network Centric Waveform modems. It was performed in a highly mobile environment over cross country terrain, WIN-T Increment Two and Three lead test engineer Kenneth Hutchinson has said.

The 30 node EFT held at Fort Huachuca, Ariz., recommenced the "build–a-little, test-a-little" development strategy, which uses networks of increasing scale to identify developmental issues early on and address them before they magnify.

The objective of the WIN-T Increment 1a Initial Operation Test and Evaluation, held at Fort Lewis, Wash., in October, was to demonstrate operational effectiveness, operational suitability and survivability in support of a full rate production decision, Increment One test engineer, Herbert Cort has said.

The Army will proceed with further tests of WIN-T in 2009 and beyond.

Operational benefits rather than risks will emerge among the Joint forces, as bandwidth is moved to the edge of the battle space, Chilton said.

"And you provide to the Soldier, Airmen, Marine, and Sailor forward - what they need to accomplish their mission," he said.

While generally not against the notion of pushing information down to the battle space's edge, Chilton stressed that discipline must be exercised when hooking applications to those data streams.

To illustrate this point, Chilton harked back to the military's early experiences in the information technology realm.

"Part of one of the problems, when you look back, not too many years ago; was when we first said, 'OK, we're going to get our arms around cyberspace: well - where is it, what is it, what's on it?'" he said. "And, we found all kinds of applications, the pedigree of them, the source code for them, et cetera, not well understood. So, getting an understanding and having configuration control and an understanding of what applications allow you to ride on this network is really important, but certainly not beyond our capability. We just need to be disciplined about it."

BAGHDAD, Iraq - SGT David Denny of Ridge Crest, N.C., sets up a sandbag that is used to train Iraqi Army Soldiers on the Buffalo truck's long arm at Al Rasheed. "They can sweep and clear IEDs by themselves without needing coalition help, so it's really good," said Denny, a member of the 515th Company, 5th Engineer Battalion, attached to the 225th Engineer Brigade, Multi-National Division - Baghdad.

In a joint force, it is "absolutely essential" for Soldiers to stay aware of the capabilities the other services are adding to the network, Chilton said.

"We are a joint force; we fight together jointly," he said.

This proves evident today, in the close integration between air and land forces conducting operations in Iraq and Afghanistan, he said.

"They are already sharing common operating pictures between cockpits and Soldiers on the ground and passing information back, using whiteboard-type technology that's really making them more powerfully combat effective," Chilton said. "And so, if you don't know what your buddy is using and that technology then you are ignorant perhaps of the increased capability you can bring to the fight and vice versa."

Understanding the capabilities of another Warfighter in any domain, is key for leveraging the tools necessary to complete one's mission, he said.

Today, efforts such as LandWarNet are providing Soldiers with a single identity, so they can access the network from any location. It also yields significant cost savings for the tax payer.

The Global Network Enterprise Construct, will leverage Network Service Centers and provide a way to centrally manage limited network resources, such as spectrum and bandwidth, with a decentralized capability, said MG Susan Lawrence, commanding general, NETCOM.

This means determining the capabilities a Soldier or Airman needs to fight and delivering it through an enterprise network. The use of a singular network, rather than mul-

tiple ones, allows for significant cost savings.

"We have to be responsible stewards of our defense dollars as we move forward," said Lawrence, citing the current economic situation in the United States.

Efforts such of these are aligned with the initiative of GEN George W. Casey Jr., chief of staff of the Army, to increase the amount of Army enterprises, Lawrence said.

Casey has asked the Army's leaders to examine "how can we do things more efficiently and effectively and get returns on our investments; deliver a better capability that is value-based," Lawrence said.

"So, he is forcing all of the leaders in the Army to think about how we deliver services different than we did yesterday," she said.

The incremental delivery of WIN-T allows the Army to field technologies that already exist in the WIN-T program to satisfy current Warfighter needs, while planning for the future, said LTG Jeffrey A. Sorenson, the Army's chief information officer/G6.

Separating the delivery of WIN-T into timeframe-based increments, contingent on the availability of technology, is an approach which is similar to that of Future Combat Systems, said BG Jeffrey W. Foley, the Army's chief of Signal and commanding general, U.S. Army Signal Center, Fort Gordon, Ga. It lets the Army deliver capability to the Warfighter when it is technologically available and reliable, he said.

"…Get capability into the force as soon as possible, and celebrate the success of that, work on it and build upon it," he said. "It's a very powerful acquisition process."

The Army will stay the course with WIN-T as its main communications pipe for Army Team C4ISR systems, as it evolves into the future.

"WIN-T is our flagship program for the Army C4 world," Foley said. "There are others out there; many of them, and it's important to keep their work redundant, to keep robustness and the bandwidth capability coming. But it is our flagship program."

Sorenson, Foley, and Lawrence were interviewed during a press conference at the 2008 Association of the United States Army Annual Meeting and Exposition held during October in Washington, D.C.

Regional combatant commanders and the joint services would benefit from a Joint Task Force-developed list of metrics of which reporting requirements they should request from their network warriors, Chilton said. These lower echelon Soldiers would report this information to their commanders, to allow them to understand the readiness of their network for a mission or possible degradations, he said. These metrics can help commanders ensure the health of their network both prior to and during the fight.

"So, I think there can be an educational part of that, as well, that flows; not only top down, but bottom up," he said.

During his experience as a wing commander, Chilton carefully examined maintenance metrics to be proactively aware of the health of his fleet in order to conduct combat operations.

Project Manager, WIN-T is assigned to the Army's Program Executive Office for Command, Control and Communications-Tactical. ABCS 6.4 is assigned to Project Manager, Battle Command, of the PEO C3T.

Mr. Davidson is a writer with Team C4ISR Knowledge Center editor-in-chief, News Team Lead, Symbolic Systems, Inc. He can be reached by telephone at COM: 732-427-0188 or DSN: 987-0188 and by email at: joshua.b.davidson@us.army.mil

Acronym QuickScan

ABCS – Army Battle Command Systems
ASVAB – Army Skill and Vocational Aptitude Battery
C4 – command, control, communications, and computers
C4ISR – Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CENTCOM – Central Command
COMSEC – Communications Security
CIO – Army Chief Information Office
CSC – Computer Sciences Corporation
DCATS – Defense Communications and Army Transmission Systems
DoD – Department of Defense
EFT – Engineering Field Tests
ESB – Expeditionary Signal Battalion
FEMA – Federal Emergency Management Agency
GDC4S – General Dynamics C4 Systems
GPS – Global Positioning System
HVAC – heating, venting and air conditioning
ISEC – Information Systems Engineering Command
IPT – Integrated Product Team
ISAF – International Security Assistance Force
ISEC – Information Systems Engineering Command
JITC – Joint Interoperability Test Command
MOS – Military Occupation Specialty
MTOE – Modified Table of Organization and Equipment
MRE – Mission Readiness Exercise
NET – New Equipment Training
NETCOM – Network Enterprise Technology Command
NETEX – Network Exercise
PEO C3T – Program Executive Office for Command, Control and Communications-Tactical
PEO EIS – Program Executive Officer, Enterprise Information Systems
PM DCATS – Product Manager, Defense Communications and Army Transmission Systems
PM DWTS – Product Manager, Defense Wide Transmission Systems
TSAT – Transformation Satellite Communications
USACE – U.S. Army Corps of Engineers
USGS – U.S. Geological Survey
USAR – United States Army Reserve
WIN-T – Warfighter Information Network-Tactical

2008 Index

2008 Index

Army Communicator
Voice of the Regiment

For Volume 33, Issues 1-4

Editorial/support staff
Editor-in-chief/graphic designer … Janet A. McElmurray (33: 1-4)
Senior Advisor … Susan Wood (33: 1-4)

Illustrator
Billy Cheney (33:1-4), 2LT Karen Derrickson (33:2,3)

Photography
Charmain Z. Brackett, 33:1; Jason Brock, 33:3; Billy Cheney, 33: 1,2,3,4; Donald Cook, 33:2; SPC Kevin Doheny, 33: 4; MAJ Jeff Etienne; CPT Mallory Fritz, 33:3; 33:1,2; CPL Jessica Graham, 33:1,2; Cory Hanes, 33:1,2; Brian Heaton, 33:2; Stephen Larsen, 33: 1,2,3,4; SPC Evan D. Marcy, 33:4, Russ Meseroll, 33:3; PFC Matthew Malabanan, 33:3; 2; MSG Sheila Sango, 33:1,2; SGT Michael Taylor, 33:1,2; Gordon Van Vleet, 33:3; Paul Wein, 33:4;

Titles:

Authors:

Subjects:

50th Signal Battalion:

Digital Battlefield:

Doctrine:

ESB:

G6/S6:

Information Operations:

Lean Sigma:

SATCOM:

Spectrum Management:

StratComm:

StratComm the NCO Piece; *SGT Mary E. Ferguson; 33:1*

WIN-T:

Advancing the Army through an innovative pro cess; *BG Nick Justice; 33:3*
Army Key Management System 2008 Update ; *Al len Walton or Allen Transou; 33:2*
Army ready with the next generation of network operations; *Greg Wagner; 33:3*
Battle Command Battle Lab at Fort Gordon, a rich heritage of support to WIN-T; *Dale A. White; 33:3*
Defense in-depth strategy ensures security across WIN-T; *Deryk Gannon; 33:3*
Enabling Wideband SATCOM on-the-move com munications; *Chris Swenarton, Eugene Levchenko, Lino Gonzalez, Mark Lange, Eugene Pedoto; 33:3*
HNW – WIN-T Increment 2 LOS solution; *Darren LeBlanc; 33:3*
Joint Network Node transitions to the Warfighter Information Network; *Rick San Miguel; 33:3*
JTRS/WIN-T networkingWaveforms quick refer ence sheets; *MAJ Tracy Mann; 33:3*
PMO WIN-T the future is now!; *COL William C. "Chuck" Hoppe; 33:3*
NSCs enable Expeditionary information; *Geoffrey Wells; 33:3*
NetOps Update; *Wade Tate and Tori Carlile; 33:2*
New Equipment Training for Increment 2 to build on Increment 1; *Timothy Rider; 33:4*
PD TNAC2 ensures interoperability among sepa rate systems; *Jennifer Zbozny and Josh Davidson; 33:4*
Requirements for ESB recognized following OIF; *Billy Johnson; 33:3*
Regional Hub Node connects Expeditionary Force to Enterprise; *Charlie Fulford; 33:3*
Satellite communications for company level warf ighter; *Rich Wexler and Sayed Ali; 33:3*
Services Manager Capabilities Production Docu ment; *Bill Righter; 33:2*
Theater Tactical Sig Bde concept now a reality; *2LT Jon Reiss, CPT Joseph Kachmar, and MAJ Rob Fago; 33:3*
Users examine WIN-T Increment 1's challenges, successes, lessons learned; *LTC Rodney Mentzer and Josh Davidson; 33:3*
WIN-T Information = combat power magnifies effects; *COL Edward H. Eidson; 33:3*
WIN-T to evolve with modularity; *Josh Davidson and James J. Sintic; 33:3*
WIN-T Networking Waveforms Unprecedented Spectrum Efficiency; *Richard Hoffman; 33:3*
WIN-T Air Tier – providing beyond line-of-sight coverage for ground forces; *Denee Lake; 33:4*
WIN-T from a logistics perspective; *Diane Concep cion; 33:3*
Wideband Global SATCOM System Underway; *Dale Sleeper; 33:3*
WIN-T enabling battle command for the Joint Warfighter through total system Life Cycle Man agement; *MG Dennis L. Via; 33:3*
WIN-T Increment 1 Test Strategy; *Herbert Cort; 33:3*
WIN-T Increment 1 Update; *Douglas Kuehl; 33:2*
WIN-T Increment 2 Test Strategy; *Kenneth Hutchinson; 33:3*
WIN-T Personnel Requirements; *MAJ Alprentice "Al" Smith and John Plotts; 33:3*

Writing for the Army Communicator
How to submit an article

Steps involved in submitting an article to *Army Communicator* are below. To better ensure your chances of publication, we recommend that you read all the criteria contained in this article as well as apply the guidance contained in the AC style manual (See www.gordon.army.mil/ac). The AC editorial policy and philosophy page, as well as the manuscript guidance page, may also be of some assistance.

Select a relevant topic of interest to the U.S. Army Signal Regiment / military information-technology community. The topic must professionally develop members of the U.S. Army Signal Regiment.

Write an outline to organize your work. Put the bottom line up front and write clear, concise introduction and conclusion paragraphs.

Follow the writing standard established in AR 25-50, *Preparing and Managing Correspondence, Section IV* (the Army writing style), and DA Pamphlet 600-67, *Effective Writing for Army Leaders,* especially Paragraphs 3-1 and 3-2. The Army standard is writing you can understand in a single rapid reading and is generally free of errors in grammar, mechanics and usage. Also see *Army Communicator's* style manual.

Maintain the active voice as much as possible. Write "Congress cut the budget" rather than "the budget was cut by Congress." (DA PAM 600-67, Paragraph 3-2, b[1])

Write as if you were telling someone face-to-face about your subject: use conversational tone; "I," "you" and "we" personal pronouns; short sentences and short paragraphs.

Send the article to Commander, USASC&FG, ATTN: ATZH-POM (Army Communicator), Bldg. 29808A (Signal Towers) Room 713, Fort Gordon, GA 30905. Or send a copy of the article by an email to the Army Communicator Editor.

a. Photographs and graphics with an adequate description of the images and photographer/illustrator credits.

b. If mailing snail mail, send a computer disk with the article in Microsoft Word or Rich Text Format (RTF) text. Whether snail mail or email, include any graphics files (separate these from the text).

c. A short biography (3-4 sentences) with the full names of all the article's authors. The biography should highlight the author's present duty position, education and former jobs that reflect his/her expertise in the area of the article.

d. A cover letter/cover page requesting publication. Include work phone number, email address, snail mail address and manuscript word count.

If photographs/illustrations are embedded in your submission, or if your article lacks a professional-development focus, this will delay or "kill" your article's publication. Articles on unit deployments that don't contain a professional-development emphasis may be adapted as news-briefs or updates for the "Circuit Check" section.

Notes on "department" updates

Department updates are "Signals," "Doctrine update," training updates, book reviews and the Training and Doctrine Command systems manager updates provided by each TCM. Signal Center subject-matter experts provide all these except book reviews.

The aim here is a terse update -- there should be no information repeated from any previous AC. The combined word count for the entire department's submission should be about 500 words.

If a subject warrants more coverage and it hasn't been discussed in a previous AC -- a new program, procedure, or piece of equipment or system would be candidates for exception -- contact the editor for discussion about the update's submission as a regular AC article. Email ACeditor@conus.army.mil; telephone (706) 791-7204 (DSN 780).

Book reviews

Any Signaleer may submit a book review. Focus on any Signal/communications book that should be brought into the professional-development light. Tell how the book will professionally develop fellow Signaleers, but keep the book review to about 1,000 words.

A book review's format is narrative, preceded by a paragraph stating the book's title, its author, city where published, publisher, year published, page count, price per copy, paperback or hardback, and sources if the book isn't readily available at the local bookstore. The publisher's website address is optional.

References

Army Regulation 25-50, *Preparing and Managing Correspondence*, especially Chapter 1, Paragraph 1-10; and Section IV (Paragraphs 1-43 through 1-46). See also Appendix B, style practices.

Department of the Army Pamphlet 600-67, *Effective Writing for Army Leaders.*

Army Regulation 360-1, *The Army Public Affairs Program.*

The Associated Press Stylebook.

For more information go to the website at www.gordon.army.mil/ac

General manuscript requirements and formatting

Acceptance

A manuscript is accepted for publication only after thorough examination. The manuscript is subject to grammatical and structural changes as well as editing for style.

Manuscripts should be original and unpublished, and not being considered for publication elsewhere. (Do not send a manuscript to us, to the Armed Forces Communications-Electronics Association's Signal magazine, or other publications at the same time.) Material accepted for publication, including photos and artwork, becomes our property.

"Legalities" (payment, copyright, reference/source attribution, Public Affairs and security clearances)

We do not pay for articles or illustrations other than providing contributors with complimentary copies of the magazine.

AC is not copyrighted. All material published is considered in the public domain unless otherwise indicated. (Occasionally we use copyrighted material by permission; this material is clearly marked with the appropriate legal notification.)

Credit your reference and source data within your manuscript (not as footnotes). Enclose quoted material in quotation marks. We will retain bibliographies and footnotes on file with your manuscript, but we do not print them, as in the academic manner.

If you get permission to use someone else's graphic or photo, especially from the private sector, we need proof of that in writing.

Clearance requirements are outlined in Army Regulation 360-1, Chapter 5, Paragraph 5-3. Headquarters Department of the Army/Office of the Secretary of Defense clearance is required if your article meets any of the criteria listed there. Article clearance is further covered in Paragraph 6-6, with procedures on how to do so outlined in Paragraph 6-9. The bottom line on most article clearance is discussed in Paragraph 6-6 -- while you certainly may ask your local Public Affairs Office's advice, it is the "author's responsibility to ensure security is not compromised. Information that appears in open sources does not constitute declassification. The combination of several open-source documents may result in a classified document." So while AC may question the sensitivity of an article we receive, it is not our responsibility to clear articles and we do not do so as general policy and practice. It remains the author's responsibility, as outlined in AR 360-1.

Submissions

Double-space your manuscript and type on one side of the sheet. The first page should have your name, address and telephone number in one of the top corners, plus a suggested title and your byline.

Please don't forget the cover letter/cover page requesting publication, including work phone number, email address, snail-mail address and manuscript word count.

Be sure to include a short biography. Include current position, highlights of the author's career, military and civilian education. We ask that you place this information at the end of the article but prior to the acronym listing you provide the editor. (Do not place acronyms in the text's main body; instead provide an acronym listing at the article's end.) The main idea is to establish the author's "credibility" on why he or she is qualified to write about his or her article's subject; experience and education should be pertinent and selected to support one's claimed expertise.

If you snail-mail AC an article on a CD, also send a hard-copy version of the article. Send the art supporting the article (if any) on a disc and in hard-copy.

We'll accept articles and art in the proper format via email; please send them as attachments to a message, rather than in the body of the message itself.

NOTE: Please do not fax us articles.

Submit the article as a simple word-processing file. Especially **do not:** Set the article in columns.

Use more than one type font.

Set up table formats in the computer file, nor any tabs except the front-of-the-paragraph tab. If you wish to indicate to the editor how you'd like the table to appear in the magazine, print the article out hard-copy with its formats as an example for the editor and then delete the formats/tabs before copying the article to a disc. This will help the editor visualize what you have in mind and will keep complicated formats and tabbing from failing to convert in the desktop-publishing system.

Illustrations/photographs

We encourage photographs, graphics and illustrations to accompany your article. We'll accept color or black-and-white photographic prints. Hard-copy illustrations or diagrams should be the original or a clean, "crisp," high-quality first-generation copy.

Do not embed art (photographs, charts, diagrams, etc., are all considered "art") in the text. For electronic submissions, save each piece of art as an individual file separate from the manuscript itself, whether submitting the article via email or on diskette. Each piece of art should be a single JPG or TIF -- do not paste illustrations into word-processing software. The JPG or TIF must be of high enough resolution (300 dpi recommended) and sufficient physical size (5 inches wide recommended, unless a diagram is very detailed, then scale to 7 ¼ inches wide) to meet offset-print-quality standards. Do not embed art in PowerPoint or similar software – PowerPoint brings the art's resolution down to 72 dpi. (This resolution is OK for the web but too low for offset printing off a printing press, which is how AC is published.)

If your art (illustrations or diagrams) does not meet quality standards as outlined in the preceding paragraph, it must be redrawn to meet print-quality standards. The art should therefore arrive in Army Communicator's editorial

office three weeks earlier than the manuscript deadline for each edition. Coordination with the editor on artwork is recommended unless you obtain the services of a qualified illustrator, such as an artist in your Training Support Center's Visual Information (or equivalent) Branch.

In summary

Your manuscript package should consist of these items in this order: Cover letter/cover page requesting publication, including work phone number, email address, snail-mail address and manuscript word count;

1,000- to 3,000-word original, unpublished manuscript submitted as simple word-processing document and with proper attribution to sources;

Manuscript on a CD if submitting article hard-copy, or attached to email if submitting electronically;

Author biographical sentences at article's end;

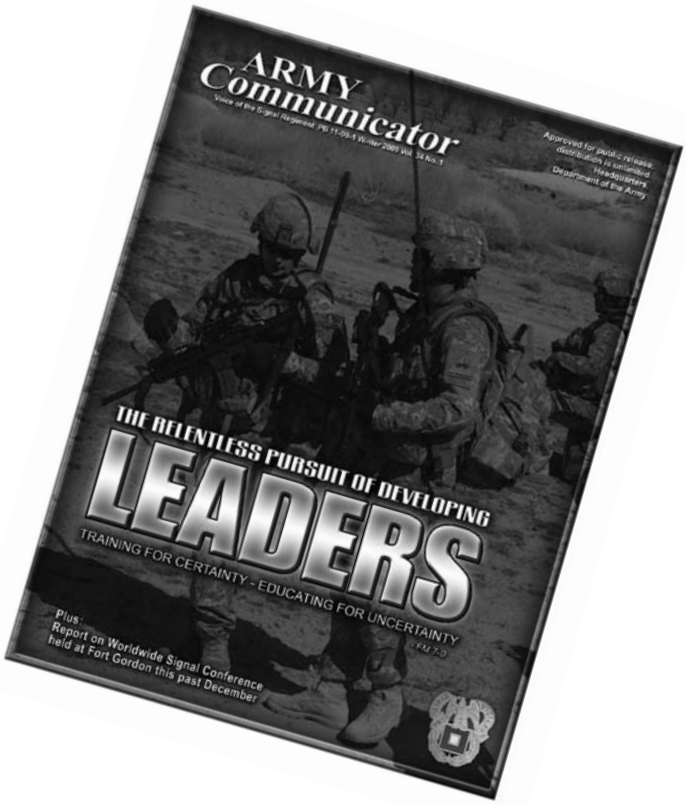
Acronym list following short author biography;

Photos or illustrations submitted separate from the text (not embedded in the text), with each piece of "art" as an individual file in JPG or TIF format;

Letter or email getting permission for to use private-sector photo or illustration and/or copyright release, if applicable;

Word-processing document containing adequate description of the photographs/illustrations and photographer/illustrator credits.

For more information go to the website at www.gordon.army.mil/ac



A question we often receive is "how long should the article be?" AC articles average between 1,000 and 3,000 words. Shorter or longer articles, as well as two- and three-part articles, are accepted if we deem them appropriate in interest and value.

DEPARTMENT OF THE ARMY
ARMY COMMUNICATOR
USASC&FG
ATTN: ATZH-POM
Fort Gordon, Georgia 30905-5301

OFFICIAL BUSINESS
ISSN 0362-5745

PERIODICALS
Postage and fees paid
at Augusta, Georgia and
additional cities

ARMY Communicator

Signal Towers, Room 713
Fort Gordon, Georgia 30905-5301

PIN: 085331-000