ARMY COMMUNICATOR

May 2023

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REGIMENTAL LEADERSHIP

Col. Paul D. Howard, 42nd Chief of Signal

Command Sgt. Maj. Linwood E. Barrett, Regimental Command Sergeant Major

Chief Warrant Officer 5 Chris R. Westbrook, Regimental Chief Warrant Officer

On the Cover:

Soldiers of the 1st Signal Brigade battle it out on Day 1 of the Best Signal Squad competition which took place April 17-21 in Camp Humphreys, Korea. Throughout the competition, Soldiers had to demonstrate their competence in a number of different ways such as the Mercury Circuit, gas chamber, and a knowledge test just to name a few. (Photo by Pfc. Minjo Cheon, 1st Signal Brigade)

Honoring Asian Pacific Americans who served

Team Signal,

A very wise history instructor once said to me: "A military force is a reflection of the nation they serve." How true this is for the United States Armed Forces.

We have people from many different backgrounds, experiences, and talents. This was realized during World War II in several aspects. Some have been brought to the public eye such as the Windtalkers, who were native speaking Navajo Marines used to encode tactical messages on the front lines. Others are less highlighted, and since May is Asian American and Pacific Islander Heritage Month, I would like to present some service members of that heritage that contributed to our efforts to defend our nation and its interests.

The 442nd Regimental Combat Team was a unit comprised of primarily second-generation Japanese Americans coming from Hawaii and internment camps to serve despite widespread prejudice and discrimination. Their activation was marked by a speech from President Franklin Roosevelt, who proclaimed, "Americanism is not and never was, a matter of race and ancestry." "Go for Broke" was their motto, and Soldiers in the unit received over 4,000 Purple Hearts and 4,000 Bronze Star Medals. The unit was awarded seven Presidential Unit Citations, and 21 Soldiers were awarded the Medal of Honor.

Closer to home, in 1942, we had the 987th Signal Company serving under the 14th Air Service Group to support operations in China. This unit was made up of all bilingual Chinese Americans to include their officers. Their mission was to support communications and serve as two-to-four-man liaison teams (mostly on horseback) with Chinese army contacts. They facilitated ground, air, and long haul communications from their area of operations.

World War II was just a starting point. In recent history, we had Gen. Eric Shinseki from Hawaii as the 34th chief of staff of the Army, later to serve as the secretary of Veterans Affairs. Former Representative Tulsi Gabbard from American Samoa became elected to Congress and still serves as a lieutenant colonel in the Army Reserves. Senator Tammy Duckworth, currently in office, was born in Bangkok, Thailand. She served as a Blackhawk pilot for the Illinois National Guard and was wounded in action when a rocket propelled grenade struck her helicopter, causing her to lose both her legs. She retired as a lieutenant colonel in 2014.

My coverage is far from exhaustive, and there are many resources out there to continue to explore the contributions from Asian Americans and Pacific Islanders. The official Army site is: www.army.mil/asianpacificamericans/index.html, and the Department of Veterans Affairs has a reference I used to jumpstart my look back into this rich history here: www.va.gov/centerforminorityveterans/docs/factsheetaanhpionepage.pdf.

Pro Patria Vigilans!

Chief Warrant Officer 5 Chris Westbrook

Regimental Chief Warrant Officer

The Volunteer Signal Corps is organized for the war against Spain

125 years ago

Steven J. Rauch
Signal Corps Branch Historian

On April 25, 1898, Congress declared war against Spain. At that time, the strength of the U.S. Army was 28,000 men which included the eight officers and 50 enlisted men who comprised the entire Signal Corps.

To increase the size of the Army, the nation called upon its state militia to provide volunteer units of infantry, cavalry, and artillery as they had done during the Civil War. The Signal Corps also needed to expand once again to provide command and control capability to the newly forming divisions and corps. On May 18, 1898, Congress authorized the organization of the Volunteer Signal Corps (VSC) for the duration of the Spanish-American War.

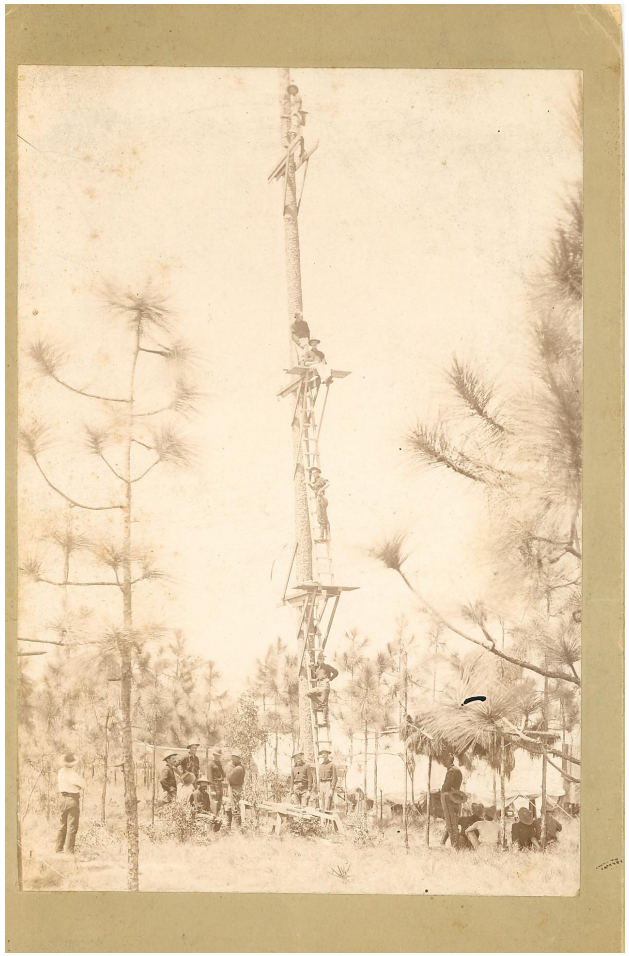
The VSC was authorized a maximum strength of 138 officers and 1,115 enlisted men. Its actual strength, however, reached only 115 officers and 1,046 men. The VSC was authorized to form 19 companies, but only 17 came into existence. Each company was authorized a total of five officers and 55 enlisted men, though actual strength averaged four officers and 51 Soldiers, depending on where it was recruited.

In the Congressional provision, two-thirds of the officers and enlisted men had to be skilled electricians or telegraphers. These men were some of the best operators in the United States who left lucrative positions in their civilian life to join the VSC to offer their skills and education so that the Army could have effective communications. To obtain the best men, the Army paid them the highest pay rate: $20.40 for privates to $54 for first class sergeants, in addition to rations and clothing.

Above the company level, the VSC was authorized a colonel, lieutenant colonel, and staff to raise, recruit, and train these units. Henry H. C. Dunwoody, a former weather service signal officer, was appointed as the colonel in charge of recruiting and organizing the VSC.

The field officers were appointed from the officer ranks of the Regular Signal Corps in addition to highly educated sergeants who were appointed as second lieutenants. The companies were assigned to forces in the field in Manila, Santiago, Puerto Rico, and the Army camps throughout the nation. Usually, the companies were consolidated at corps headquarters and then distributed as needed to divisions as required.

Some notable officers who joined the VSC for the war would go on to achieve prominence later in their military careers including 1st Lt. Charles E. Kilbourne, Jr., and 2nd Lt. William Mitchell of 2nd Company.

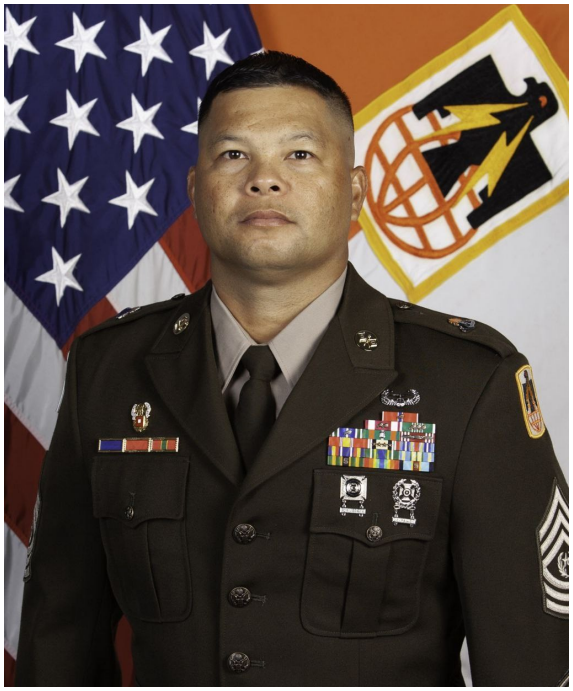


Men of the 2nd Company, U.S. Volunteer Signal Corps Constructing Signal Tower at Camp Cuba Libre, Jacksonville, Florida, in 1898.

Celebrating Asian Pacific Heritage Month in the Signal Corps

A conversation with CSM Castro

Staff Sgt. Matthew Johnson
11th Signal Brigade



Command Sgt. Maj. Jimmy Joe B. Castro, 11th Signal Brigade command sergeant major, Fort Hood, Texas. (Courtesy photo)

May is Asian Pacific American Heritage Month, an occasion to honor and celebrate the achievements and contributions of Asian Americans and Pacific Islanders in the U.S. Army.

As part of this celebration, the Army Communicator is pleased to share an exclusive interview with Command Sgt. Maj. Jimmy Joe B. Castro of the 11th Signal Brigade, Fort Hood, Texas.

Originally from the Island of Guam, “Where America’s Day Begins,” Castro embodies the spirit of dedication and resilience that exemplifies the Asian Pacific American experience in the U.S. Army and the U.S. Army Signal Corps.

Early Life and Joining the Army

Growing up in Guam, Castro was raised with a deep appreciation for his Pacific Islander heritage. He fondly recalls the strong sense of community and importance of family that defined his upbringing.

When asked what prompted him to join the Army, Castro explained: "I joined the Army to serve our country and provide a better future for my family. Growing up in Guam, I was exposed to the military presence on the island and was inspired by the professionalism and discipline I saw. I knew I wanted to be a part of something larger than myself."

His decision to eventually join the Signal Corps from a combat engineer (12B) was influenced by his natural curiosity about communication technologies and his desire to make a continued positive impact on the Army's mission. Castro's passion for selfless service and his commitment to excellence in the Signal Corps led him to serve in various leadership positions throughout his career.

The Role of the Signal Corps in the Army

The U.S. Army Signal Corps plays a critical role in the success of military operations by providing communication and information systems support across the full spectrum of military operations. As a member of the Signal Corps, Castro has been responsible for ensuring the rapid and reliable flow of information to enable mission success.

"The Signal Corps is the backbone of the Army's communication infrastructure. Our ability to communicate effectively and securely is vital to the success of our missions. We are constantly adapting to new technologies and staying ahead of potential adversaries in the information domain," Castro shared.

Asian Pacific Heritage Month and the Signal Corps

Asian Pacific Heritage Month offers an opportunity to reflect on the diverse experiences and contributions of Asian Americans and Pacific Islanders in the Army, including the Signal Corps.

When asked about the importance of celebrating Asian Pacific Heritage Month, Castro said, "It's essential to acknowledge and celebrate the rich history and contributions of Asian Americans and Pacific Islanders in the U.S. Army. Our diverse backgrounds and experiences bring unique perspectives and skills to the table, enhancing our readiness and ability to adapt to different situations."

Castro is proud to represent his Pacific Islander heritage in the Army and is committed to fostering an inclusive environment where every Soldier is encouraged to reach their full potential.

"Throughout my career, I have had the privilege of working with Soldiers from different backgrounds and cultures. The strength of our Army lies in our diversity. As a leader, I strive to create a culture and an environment where everyone feels valued and respected."

Castro's Experiences and Advice for Future Leaders

Castro's journey through the ranks of the Signal Corps has not been without challenges, but he attributes his success to the support and mentorship of his fellow Soldiers and leaders. Reflecting on his experiences, Castro offered the following advice for future leaders in the Signal Corps:

1. Never stop learning. The information environment is constantly evolving, and as Signal Soldiers, we must stay ahead of the curve. Invest in your professional development and seek opportunities to expand your knowledge and skills.

2. Build strong relationships with your team. The success of the Signal Corps relies on teamwork and collaboration. Take the time to get to know your Soldiers and foster an environment of trust and open communication. Be understanding.

3. Embrace diversity and inclusion. Our Army is stronger when we recognize and appreciate the unique talents and perspectives that each Soldier brings to the table. Create an environment where everyone feels valued and empowered to contribute their best.

4. Lead by example. As a leader in the Signal Corps, your Soldiers will look to you for guidance and inspiration. Set high expectations for yourself and demonstrate the commitment, integrity, and professionalism you expect from your team.

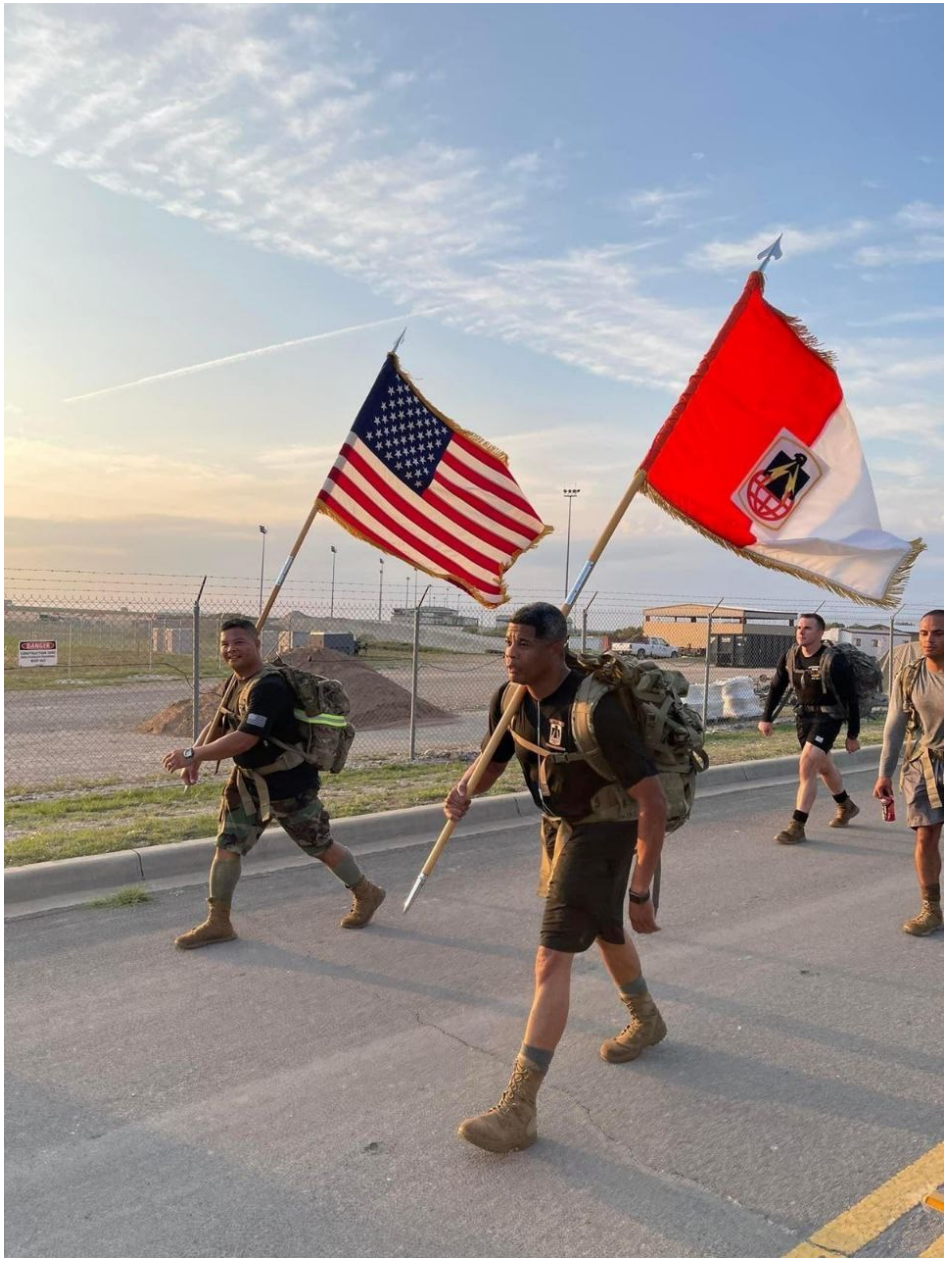
5. Never forget the importance of family. Our families are the backbone of our support system and the reason many of us serve or extend our service. Try your best to balance your career with quality time spent with your loved ones."

Final Thoughts

As we continue to celebrate Asian Pacific American Heritage Month, we are reminded of the invaluable contributions and sacrifices made by Asian Americans and Pacific Islanders throughout the history of the Army. Castro's story is just one example of the dedication and resilience that define the Asian Pacific American experience in the Signal Corps. By honoring and recognizing the achievements of Asian Americans and Pacific Islanders in the Army, we reaffirm our commitment to diversity and inclusion as a source of strength and inspiration.

As Castro aptly stated, "Our diverse backgrounds and experiences bring unique perspectives and skills to the table, enhancing our readiness and ability to adapt to different situations."

The Signal Corps is proud to stand alongside our Asian Pacific American Soldiers in celebrating their rich heritage and unwavering commitment to the mission.



Command Sgt. Maj. Jimmy Joe B. Castro (front left), 11th Signal Brigade command sergeant major, and Sgt. Maj. James Lee Dawson lead the charge while reflecting and honoring the fallen during a commemorative 9/11 ruck march. (Photo by Staff Sgt. Matthew Johnson, 11th Signal Brigade)

Command and control of brigade retransmission teams

Large scale combat operations

Capt. Garrett Gentry
Joint Readiness Training Center—Signal Company, Observer Coach/Trainer Team

Providing the network is one of the core foundations of the Signal Corps, and intrinsic to that is extending the network through various means of beyond line-of-sight and Field Manual (FM) operations.

Retransmission operations are often brought to the forefront as a maneuver element fights across land to seize and control key terrain. However, years of fighting in Iraq and Afghanistan has overstimulated commands as it pertains to operational requirements while somehow desensitizing them at the same time. The trend that has been observed through my 12 rotations as an observer, coach, and trainer (OC/T) at Joint Readiness Training Center is a perceived requirement for a formal command relationship controlling the brigade retransmission teams from the brigade signal company.

The initial maneuver plans overlaid with terrain and SPEED analysis drives the retransmission teams' specified location to be inlaid within a maneuver battalion's area of operations. The basic requirements of route and site security as well as sustainment weigh heavy on the Signal Company and brigade S6 during the formulation of the brigade order. The overwhelming answer to both the perceived required command relationship and solution to providing security and sustainment is utilizing tactical control (TACON) as a method of tasking the respective maneuver battalion that controls the specified location's area of operation. The brigade S6 and signal company commander provide the grid locations for retransmission by phase throughout the rotation but retain a TACON command relationship. This causes several problems from the doctrinal perspective as demonstrated on Table A-2 from Army Doctrine Publication (ADP) 3-0, *"*Operations" dated July 31, 2019. The table states, "are assigned position or AO by – gaining unit" and "have priorities established by – gaining unit." This is in direct conflict with the brigade S6 and Signal Company commander retaining the positioning authority.

TACON doesn't answer the sustainment problem set properly as under no command relationship lower than "attached" does sustainment come from gaining unit. The TACON command relationship doctrinally gives away all control of the retransmission teams from a field grade officer and a senior captain to a battalion S6. It also requires additional clarity and understanding between the two echelons as to the purpose of the relationship. Battalion commanders as well as battalion S3 and executive officers fully understand what these words mean and could leave open the possibility of the maneuver battalion establishing priorities and emplacement locations that support battalion efforts at the detriment of the brigade network. While discussing this with the commands, I often get asked, "Well, then is it a general or direct support relationship?" If you review the definition under Army support relationships (ASR), you'll find that brigade retransmission teams do not meet the criteria for any ASR as teams are not supporting the maneuver battalion due to them executing brigade-level nets, meaning the retransmission teams are never the supporting unit and maneuver battalions are never the supported unit.

The coaching approach that is offered to units is to place the responsibility and expectations within the operations order, under the "Task to Subordinate Units" in a very clear concise manner. For example, "Maneuver BN X, you will provide area security and Class I, III, and IX to BDE RXMT1 located at <Grid>, from <date time group>." This clearly defines what the maneuver battalion is expected to provide to the teams while remaining clear of doctrinal relationships that could lead to confusion and relinquishment of authority over the teams. It further meets the desired outcome that the retransmission teams are receiving the benefit of route security by following behind the maneuver battalion's forward line of troops and only emplace once the security zone is expanded a reasonable distance from the desired emplacement grid.

This is not an exclusive answer to treatment of brigade retransmission teams; this is a start to desired discussion by the Signal Corps community to hopefully drive more consideration within the military decision-making process while constructing the operations order as well as clearer understanding that these designations have deeper impacts and words matter. Large scale combat operations are extremely complex but rely on small details such as command relationships to fully realize the end goals.

Bringing back the lost art of high frequency communications

Reconnecting

Sgt. 1st Class Sandy K. Baron
U.S. Army Signal School

Long gone are the days where high frequency (HF) radios are primary or even alternate on a unit's Primary, Alternate, Contingency, and Emergency (PACE) communications plan.

The operational demands for faster data rates and higher bandwidth capabilities for data transmissions have brought on the decline of HF communications. However, HF provides stable beyond line of sight (BLOS) communications in potential electronic warfare (EW) environments. HF requires trained operators who have an in-depth understanding of HF propagation and antenna theory, while satellite communications does not. Simply put, HF is a skill set that needs to be honed to enable a well-rounded warfighter.

A field-expedient antenna is created by using copper wire wrapped around a knife stuck into a pine tree with an RF cable wrapped around the tree trunk three times. (Photo by Sgt. 1st Class Sandy Baron, U.S. Army Signal School)

Knowledge of HF propagation and antenna theory is a key component in becoming an experienced HF operator. Understanding how HF signals propagate, The Solar Cycle, which antennas to use, and how to properly cut them to a given frequency is critical when working with HF communications.

A webinar titled "The Rebirth of HF,"given by Paul Denisowski, a product management engineer at Rohde & Schwarz, is a great starting point when trying to understand the basics of HF propagation and highlights some of the advantages of HF in today's society.

With the military moving away from counterinsurgency (COIN) and intelligence, surveillance, and reconnaissance (ISR), and moving ahead to large scale combat operations (LSCO) and multi-domain operations (MDO) missions, HF competency has become even more critical for modern warfighters today. As our technology continues to become more advanced, so does the capabilities of our near-peer adversaries such as Russia and China. With the potential use of EW on the battlefield that threatens to degrade, disrupt, or even deny very high frequency (VHF), ultra-high frequency (UHF), and satellite communications, HF radio communications becomes a critical skill all warfighters on the battlefield need to be technically competent in.

While HF radio equipment is also vulnerable to an electronic attack, it can still provide stable BLOS communications to initiate a prompt global strike, if necessary. HF's use of skywave signal propagation provides it with the ability to reflect signals off the ionosphere to establish communications BLOS. This makes the ability to target an HF transmission's location even more difficult to identify than that of VHF and UHF radios that transmit by line of sight (LoS) ground waves.

When VHF, UHF, and SATCOM are degraded, having the ability to employ HF communications greatly enhances the Army's ability to communicate more effectively in a potential EW environment. The equipment has already been fielded throughout the military, whether it be the use of legacy systems or newer HF radios, such as the Harris 160's; there is low cost for units to start prioritizing its use down to the lowest level. It's a matter of cultivating and improving our warfighter's skills and understanding of HF propagation by putting that knowledge and skill into practical use during field exercises. Prioritizing the use of HF higher on the PACE plan is one way to ensure units are improving their HF skills and maintaining their unit's readiness on the battlefield in case of a well-executed EW attack.

HF communications has a well-established backbone through U.S. Army Network Enterprise Technology Command's (NETCOM) U.S. Army Military Auxiliary Radio System (AMARS) program that was established in 1925. Army MARS is a Department of Defense (DoD)

program made up of dedicated civilian volunteers whose aim is to establish reliable and interoperable communications links using HF radios for when access to cyberspace is impaired or denied. The Army MARS program trains, organizes, and tasks volunteer amateur radio operators to provide contingency communications support to the DoD, combatant commanders and their staff, DoD directed international Humanitarian Assistance and Disaster Relief (HADR), and support for National Guard training and operations.

NETCOM also hosts multiple HF training exercises and competitions throughout the year to enable military personnel opportunities to conduct operational training and refine their HF operator skills. NETCOM hosts two DoD communications exercises (COMEX) a year during the first and third quarter, an HF Skills Challenge (JulyX), and its annual DoD low power HF competition known as the QRPX. During these events there are numerous HF stations across the country and overseas on the air to conduct single channel, ALE, 3G ALE, TacChat, and opportunities for over-the-air cypher text training.

The Canadian army annually hosts Noble Skywave, the most prestigious military-led HF competition in the world. During this competition, hundreds of highly skilled HAM/CFARS/MARS or military radio operators around the globe get together to test, strengthen their expertise, and compete in a friendly atmosphere. This also creates a great way for Signaleers to be able to network and expand their knowledge of HF communications.

The U.S. Army Signal School is dedicated to taking advantage of these exercises to improve its Signaleers' knowledge and skills in HF communications. The U.S. Army Signal School HF Team recently competed in Noble Skywave and NETCOM's QRPX 2023 competitions. These exercises enabled the teams of HF operators to test and prove their understanding of HF communications as well as test out various types of field expedient antennas in the process. The team learned new skills through these competitions and contacted a MARS station at Schofield Barracks, Hawaii, by turning a pine tree into a field expedient antenna. Instructors of the 25U10 course were able to use these events to enhance training for the 25U10 Advanced Individual Training students by providing real world experiences of seeing HF work in real-time in hopes of creating a spark in our new generations of Soldiers by creating highly skilled and well-rounded HF communicators.

Signal Soldiers do not normally see many exercises dedicated entirely to enhancing or improving their HF Skills. Typically, this training is limited to Special Operation Forces organizations, multi-national, multi-service commands, signal units or those stationed overseas. It is less common that Soldiers will be in positions where they can continue to maintain and improve their HF communications skills. Incorporating these events into unit's long range training calendars (LRTC) is imperative for the success of HF competency for operators. This not only dedicates specific blocks of time for Signaleers to maintain and improve their HF skills, but it also shows Signal Soldiers that their units are invested in ensuring our Signaleers are the most highly trained and well-rounded HF warfighters. Prioritizing HF communications on the PACE plan and incorporating already established HF events into the LRTC are crucial steps in the development and maintenance of HF communications skills which are necessary for the Army and for modern warfighters to be successful on today's battlefield.

Staff Sgt. Anthony Williams, 25U10 instructor, 369th Signal Battalion, makes radio contact with MARS Station, Schofield Barracks, Hawaii, after turning a pine tree into a field expedient antenna. (Photo by Staff Sgt. Anthony Williams, 369th Sig. Bn.)

Changing doctrine is a sign of the Signal Corps evolving

Times are changing

Mark McIntire
U.S. Army Cyber Center of Excellence

The Army's key warfighting doctrine, Field Manual (FM) 3-0, Operations, published in October of 2022, established a new paradigm for Army commanders to think about the art and science of warfare. The United States foresees a return of the age of great power competition and large scale combat operations (LSCO) against regional peers. LSCO are the most likely and most dangerous threat facing U.S. forces in the foreseeable future. These types of operations are much more complex and dangerous than the past two decades of counterinsurgency fights against numerically and technologically inferior enemies.

With the new version of FM 3-0, the Mission Command Center of Excellence and Combined Arms Center formally established multi-domain operations as the new Army operating concept. This reflects much more than a simple name change from unified land operations. Army commanders have traditionally concentrated their efforts and attention on the land domain, and to a lesser extent the air domain, to create effects and protect forces in their areas of operations. Advanced technologies and adaptive threats will force Army commanders to consider the totality of conditions in the air, land, maritime, space, and cyberspace domains and the electromagnetic spectrum as they relate to an operational environment. FM 3-0 also introduced the concept of information advantage, which will be outlined in greater detail in a new Army Doctrine Publication (ADP) 3-13, Information.

At the same time, joint doctrine has replaced the phased model of operations with the joint competition continuum—cooperation, competition below armed conflict, and armed conflict. FM 3-0 describes the strategic situation across the competition continuum through three contexts: competition below armed conflict, crisis, and armed conflict.

Regional peers have developed tactics, techniques, and procedures to contest U.S. forces in all domains across the strategic contexts, from competition, to crisis, to armed conflict. Consequently, commanders must defend their units in all domains across the competition continuum and plan to engage enemies in all domains in large-scale combat operations. Success in multi-domain operations requires Army commanders staffs to take a systems warfare approach, analyzing friendly and enemy capabilities as "systems of systems" rather than discrete functions. Cyberspace operations and electromagnetic warfare are key elements of the combined arms approach to converge effects against enemy "systems of systems" to create temporary windows of opportunity and protect friendly forces and preserve friendly warfighting capacity.

As the Army begins adapting to multi-domain operations, each center of excellence is tasked with updating its proponent doctrine to align with the new Army operating concept. The updated doctrine will be informed by lessons learned and best practices from combat training centers and real-world operations. The revised publications will also begin to implement emerging doctrine for information advantage. The updates to existing doctrine begin with field manuals and cascade down to the supporting Army techniques publications. The primary target audience of the field manuals is maneuver commanders and staffs at Army echelons corps and below. The secondary audience is the branch professionals who implement the capabilities to support the commander's scheme of maneuver. The Cyber Center of Excellence is in the process of updating two field manuals—FM 3-12, Cyberspace and Electromagnetic Warfare Operations, and FM 6-02, Signal Support to Operations.

FM 3-12 outlines the framework in which cyberspace operations and electromagnetic warfare contribute to combined arms operations in competition, crisis, and conflict. The update provides details on how unit staff can integrate and synchronize electromagnetic warfare with signals intelligence to achieve mutually supporting capabilities. It also describes contributions of cyberspace operations and electromagnetic warfare to achieving information advantage. FM 6-02 describes how signal Soldiers support command and control of Army forces at echelons corps and below as they conduct operations across the competition continuum. The new version of FM 6-02 will also redefine core competencies of the Signal Corps.

Modernized doctrine is critical to setting the Signal Corps and the Cyber Corps on the path to supporting the Army of 2030. Many of the capabilities and some of the supporting force structure for the future force do not yet exist. However, the threat context and operational challenges of 2030 are the same as what U.S. forces face today. Adjustments to Army tactics, techniques, and procedures can partially mitigate the operational gaps while capability development in the organization, training and education, materiel, personnel, facilities, and policy domains catches up.

A glimpse into ever-changing doctrine and how to help

On the horizon

Vanwyck Swanson
U.S. Army Cyber Center of Excellence

Army doctrine publications require periodic review and revision to ensure they remain current and relevant. With the change to multidomain operations as the Army operating concept, the U.S. Army Cyber Center of Excellence must update its entire doctrine portfolio.

The initial drafts of the following Signal Corps doctrine publications will be staffed Army-wide for comments over the next several months:

FM 6-02, Signal Support to Operations (Revision): FM 6-02 describes how signal Soldiers support Army forces as they conduct operations across the competition continuum—competition, crisis, and conflict. The principal audience for FM 6-02 is Army commanders, leaders, and staff at echelons corps and below. The secondary audience is signal Soldiers who provide communications and information systems support to maneuver forces.

ATP 6-02.53, Techniques for Tactical Radios and Retransmission (Revision): ATP 6-02.53 is the primary doctrine publication for tactical radios and tactical radio networks. The principal audience for ATP 6-02.53 is commanders, staff, supervisors, planners, radio operators, signal Soldiers, and other personnel responsible for operating tactical radios, or employing tactical radio networks at all echelons.

ATP 6-02.45.1, Expeditionary Signal Company (New Publication): ATP 6-02.45.1 outlines the framework in which expeditionary signal companies and their subordinate platoons and teams operate in support of large-scale combat operations. The principal audience for ATP 6-02.45.1 is leaders and signal Soldiers in expeditionary signal companies in corps signal brigades and theater tactical signal brigades.

ATP 6-02.96, Brigade Combat Team Signal Support (New Publication): ATP 6-02.96 is the primary doctrine publication for signal support to the brigade combat team. This publication will discuss techniques for S6 staff and signal company Soldiers to integrate signal support with the scheme of maneuver and commander's intent in support of multidomain operations. The primary audience for ATP 6-02.96 is brigade combat team S6 staff and signal company personnel.

ATP 6-02.91, Division Signal Support (New Publication): ATP 6-02.91 is the primary doctrine publication for signal support to Army divisions. This publication outlines the roles, responsibilities, and techniques for division G-6 staff and the signal portion of the signal, intelligence, and sustainment company as they integrate signal support with the scheme of maneuver and commander's intent across the range of military operations. The primary audience for ATP 6-02.91 is the division -6 staff and the signal portion of the signal, intelligence, and sustainment company.

ATP 6-02.92, Corps Signal Support (New Publication): ATP 6-02.92 outlines the framework in which the corps G-6; the signal portion of the corps signal, intelligence, and sustainment company; and the corps signal brigade operate in support of a deployed corps in large scale combat operations. The principal audience for ATP 6-02.92 is the corps G-6 staff; signal Soldiers in the signal intelligence, and sustainment company; and the commander, staff, and signal Soldiers in the corps signal brigade.

ATP 6-02.71, Techniques for Department of Defense Information Network Operations (Revision): ATP 6-02.71 is the primary doctrine publication for Department of Defense information network operations to support the Army's mission. The principal audience for ATP 6-02.71 is Army professionals and contractors whose duties involve installing, operating, maintaining, and securing the enterprise network.

ATP 6-02.70, Techniques for Spectrum Management Operations (Revision): ATP 6-02.70 provides techniques for operators, supervisors, planners, and controllers of Army spectrum management operations at the strategic, operational, and tactical levels. The principal audience for ATP 6-02.70 is Army professionals and contractors whose duties involve spectrum management operations.

Draft manuals will be staffed Army-wide through the Army Enterprise Task Management Software Solution.

Dedicated and experienced Signaleers who wish to help influence the doctrine are should contact the Cyber Center of Excellence Doctrine Division at: usarmy.gordon.cyber-coe.mbx.gord-fg-doctrine@army.mil.

Transitioning to Information Technology Services Management

Modernization

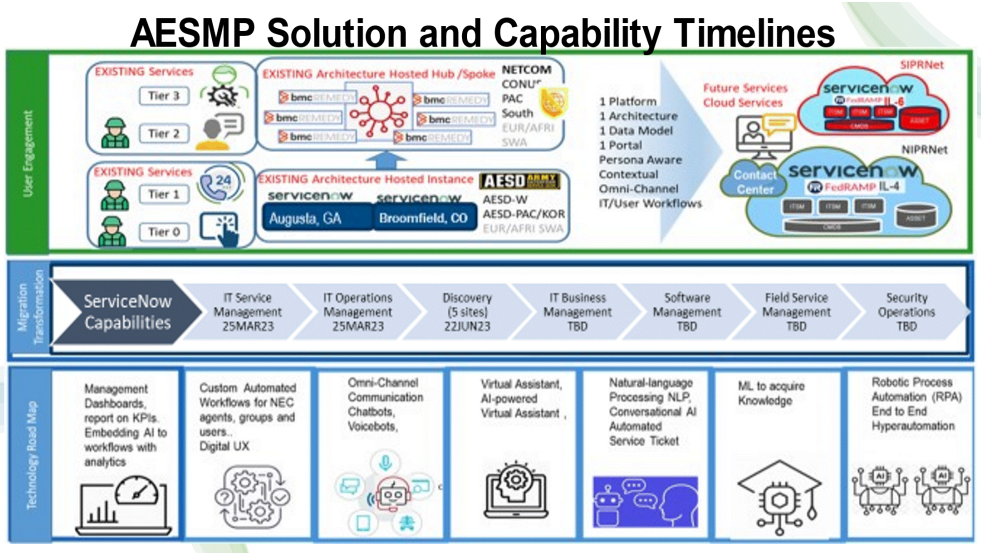
Edward Jones
Army Enterprise Service Desk-Worldwide

The Army chief information officer, the deputy chief of staff/G-6, U.S. Army Cyber Command, and U.S. Army Network Enterprise Technology Command (NETCOM) have started the transition of the Army's Enterprise Service Management System (ESMS) to a global cloud-based service using ServiceNow. This transition establishes a Software as a Service (SaaS) capability sustained by the Army Enterprise Service Management Platform (AESMP).

AESMP will provide the following initial capabilities:

* **Information technology service management** (ITSM) – providing change/problem/incident management, etc.
* **Information technology operations management** (ITOM) – providing hardware discovery/service mapping initial capability to five installations (with planned expansion of this capability overtime).
* **Future capabilities** may include – IT Business Management (ITBM), Software Management (SM), Field Service Management (FSD) and Security Operations (SecOps). More to follow on each as they are realized.

The service transition began on March 30 with the AESMP "Go-Live" and transition of the AESD CRM over to ServiceNow. The transition will continue as a phased process and will eventually provide customer support to all theater signal commands (TSC)s for the unclassified (NIPRnet) and classified (SIPRnet) networks.



This upgrade is part of the Army's Orgnet convergence and Unified Network consolidation efforts. The end-state is the effective integration and consolidation of the AESDs into a single platform, centrally managed, increasing both efficiencies and capabilities across the Army and the IT mission partners.

AESMP ensures standardized methods and procedures providing users a single-entry point for IT service support and requests. AESMP is permissions-based, granting general users the ability to request IT services and report issues via an online portal while IT service personnel can route and log activities within the system. This provides unprecedented insight and the ability to track, report, and measure service performance across Army's IT environment.

AESMP will support Network Enterprise Services as aligned within the Army Information Technology Portfolio (AITP) and Army Information Technology Service Catalog (AITSC) for voice, messaging, video teleconferencing, computing, network infrastructure, customer support, cybersecurity support, and hosted applications. Additional information can be located at the below public links on SharePoint.

If you, your command or organization require more detail information or have additional questions, please inquire via the SharePoint links provided.

AESMP Public Channel: AESMP Public Channel - Home (*sharepoint-mil.us*).

NETCOM G3 Link: *https://armyeitaas.sharepoint-mil.us/sites/NETCOM-G3/SitePages/AESMP.aspx*

Preparing for and enduring in LSCO environments

Retransmission teams

Louis A. Crain
U.S. Army Cyber Center of Excellence

The National Training Center (NTC) provides units the unique opportunity to explore the full potential of their communications equipment. Many times, an NTC rotation is the first time a unit employs its single-channel radio retransmission (RETRANS) teams because most home station training locations are physically too small to exercise a RETRANS team providing beyond line of sight radio network extension.

Additionally, RETRANS team survivability continues to be an issue during rotations at NTC. These issues are alarming as these tasks are essential to ensuring crew survival in large scale combat operations.

Home Station Training

RETRANS teams are rarely certified according to the signal assessment tables in Training Circular (TC) 6-02.1, The United States Army Signal Corps Training Strategy, before their NTC rotation. Experience at NTC demonstrates that teams rarely prepare for their rotation by conducting any RETRANS training beyond the technical basics. This results in junior teams moving alone throughout the training area without the tactical skills needed to defend their RETRANS site in rough terrain and in view of the enemy.

Site Selection

A RETRANS site is selected for its technical ability to extend the range of a frequency modulation (FM) radio network to beyond line of sight and over irregular terrain. Besides the need to meet the technical requirements for radio range extension, site selection for a RETRANS team needs to include tactical considerations for sustainability and survivability in combat. Using the reverse slope of a hill, for example, allows the antennas to crest the elevated terrain while also masking the location from enemy observation. Using camouflage nets to hide trucks and other support vehicles also helps with terrain masking.

Observations and Trends

NTC trends indicate the home station training focus for RETRANS teams concentrates too heavily on the team's technical tasks without incorporating realistic tactical scenarios or tasks. Brigade S6s and signal company commanders manage to achieve the walk stage of collective training by ensuring their RETRANS teams have the technical skills to extend the range of FM radio networks, but never graduate to the run stage by training to accomplish their mission in a combat environment. In other words, while the RETRANS teams may be technically proficient in signal-specific tasks and drills, they lack the tactical proficiency necessary to survive in combat. These teams lack the understanding of what successful RETRANS teams do beyond technical execution. These issues have been substantial factors in RETRANS teams failing to employ effective camouflage, establish site security, or submit timely and accurate spot reports and situation reports.

It is common for RETRANS teams to be among the most junior or undertrained signal teams within the brigade S6. RETRANS team chiefs may be technically competent but often lack skills necessary to understand the tactical situation. In one observation, a team chief was doing an excellent job battle-tracking the fight via Joint Battle Command-Platform (JBC-P) but waited for the battalion S6 to provide a move order when their predetermined trigger to jump was met. This resulted in an hours-long delay in moving the RETRANS team to a more tactically suitable alternate site. During another rotation, a RETRANS team had established a tactically advantageous observation post (OP) and could observe the opposing force (OPFOR) counterattack maneuvering toward the battalion command post. In this case, the team did not send a spot report to the command post because they did not consider themselves an OP capable of making and reporting tactical observations.

Two major factors have led to RETRANS teams struggling during their NTC rotations. Firstly, the signal assessment tables in TC 6-02.1 state that crews must train on individual tasks without providing sufficient detail of which tasks to train. The supporting RETRANS team training and evaluation outline vaguely describes these survivability tasks during the prepare step as "location provides physical security." Secondly, commanders focus on the technical aspect of their prescribed mission essential task list (METL) without including the supporting individual survivability tasks. RETRANS teams exclusively receive training that will move the company METL assessment towards "trained" status while teams receive limited or no training in the tactical skills necessary for survival.

Recommendations

Moving forward, RETRANS teams preparing for combat training center rotations and real-world deployments must include survivability tasks during home station training.

While these sub-tasks are not yet included as a part of the RETRANS mission essential task (11-CW-7017 Conduct Combat Net Radio Retransmission Operations), crews must be evaluated on these tasks during crew certification:

* 07-CO-3036: Integrate Indirect Fire Support
* 052-COM-1361: Camouflage Yourself and Your Individual Equipment
* 071-004-0008: Prepare a Range Card
* 071-COM-0815: Practice Noise and Light Discipline
* 171-COM-4079: Send a Situation Report
* 171-COM-4080: Send a Spot Repot

Additionally, teams should collectively train to proficiency in the following squad battle drills:

* 07-SQD-D9501: React to Direct Fire Contact While Dismounted
* 07-SQD-D9505: Break Contact – Squad
* 07-SQD-D9502: React to Ambush (Near) – Squad
* 07-03-D9504: React to Indirect Fire While Dismounted – Squad

These tasks are available on the Central Army Registry Website at: *https://rdl.train.army.mil/catalog/dashboard.*

Conclusion

By including critical tactical tasks and drills in home station training exercises, crews will not only understand the importance of survivability in large scale combat operations, but also be prepared to endure and prevail in that environment.

Washington National Guard Spc. Brady Dickinson with Charlie Company, 898th Brigade Engineer Battalion, 81st Stryker Brigade Combat Team, sets up long-range, mobile antenna systems on Joint Base Lewis-McChord, Washington. The retransmitting teams and their equipment were sling-loaded to strategic battlefield locations by a CH-47 Chinook crewed by 1st Battalion, 168th General Support Aviation Regiment. (Photo by Pfc. Abigail Clark, U.S. Army National Guard)

Preparing for command post survivability on modern battlefields

Command and Control

Maj. Steven Pyles and Capt. Seth Revetta
U.S. Army National Training Center

The article "Examining Survivability in the Operating Environment," published in the April 2023 issue of the Army Communicator (page 24), outlined the Army doctrine that provides guidance on functions, operations and training of command posts and discusses the commander's role in determining configuration and systems required to effectively control the battlefield. It also discusses the doctrine needed to reference when building a training plan for the main command post (MCP). While that article is intended to drive doctrinal preparation for MCPs, the following lessons learned are intended to focus commanders and staffs on priorities for survivability in a large scale combat operations (LSCO) environment.

The Situation

Since the re-publication of Field Manual (FM) 3-0 in October of 2022, observer, coach/trainers (OCTs) from the National Training Center (NTC) have started focusing on the MCPs ability to function and maintain survivability. During this period of focus on the balance of function and survivability, Operations Group, NTC, has collected lessons learned from 39 battalion/squadron, brigade, and division level MCPs. These lessons learned were used to develop the Survivability Considerations chart, which outlines the most common threats to a battalion/squadron MCP at NTC and subsequently combat as we know it. This model is intended for us in preparation for any deployments to help MCP personnel understand the threats most likely to them and how to mitigate those threats.

Units that understand the threats to the command post by each form of contact and how to properly mitigate those risks are more likely to maintain a functional and survivable posture longer. Accurate indirect fire is one of the most dangerous forms of contact to an MCP in an LSCO environment, and by leveraging the mitigation factors outlined in the model (dispersion, rapid displacement, terrain masking, etc.), the MCP can reduce the risk to force and risk to mission. An organization that fully understands the threats in their operational environment (OE) can begin to leverage training and resources to rehearse the mitigation

Unit Preparation

As unit headquarters and command post teams prepare for a combat training center (CTC) rotation or deployment, it is important that MCP survivability training becomes a priority. Units are faced with nine forms of contact that can impact the MCP's capability to provide situational awareness and operational effectiveness for the unit commander and staff. Deploying the MCP in major training events, such as gunneries or company live fire exercises, provides opportunities to train and synchronize warfighting functions and develop MCP survivability battle drills. Units can rehearse scenarios that replicate the nine forms of contact during home-station training to develop standard operating procedures (SOPs) and responsibilities of MCP personnel designed to counteract the effects from the nine forms of contact. Survivability efforts include planning and requesting engineer assets to dig in MCPs or using unmanned aerial systems (UAS) to capture the disposition of the MCP from an aerial viewpoint.

Designing an effective home-station training plan for MCP survivability begins with the unit commander visualizing and describing the definition of success for MCP survivability. The staff plays an important role in this effort by offering recommendations by warfighting function on the critical systems needed and the best practices to safeguard those assets under a red/amber/green configuration. The intent is to provide the commander with all the tools needed to maintain situational awareness and enable informed decision-making while also remaining survivable.

Recommended Training Focus

Based on the nine forms of contact outlined in FM 3-0: Operations, OC/Ts from across Operations Group, NTC, have determined the most common threats by form of contact and how to mitigate those threats. Specifically, we've identified five 'high payoff mitigations' that are recommended for priority rehearsal due to their effective mitigation of multiple threats. They are dispersion, terrain masking, rapid displacement/mobility, 360 security, and reconnaissance. For example, dispersing is effective against direct, indirect, CBRN, visual, and electronic contact with the enemy. Thus, the MCPs ability to disperse is deemed as a high payoff mitigation.

Dispersion

FM 3-0: Operations explains that dispersion disrupts enemy targeting efforts. As units prepare for CTC rotations or deployments, leveraging dispersion is critical to survivability of the MCP. Units experience a high rate of survivability when they disperse vehicles and effectively utilize camouflage and intervisibility lines. Dispersion is also effective from an aerial perspective as the opposing force (OPFOR) must risk exposure of UAS capabilities attempting to positively identify the MCP. It takes significantly longer to determine the disposition of the MCP when effective dispersion is used.

Commanders must consider the possible degradation of command and control (C2) capabilities when dispersing. As the MCP disperses units run the risk of challenging an effective PACE plan that maintains constant communication with subordinate and higher echelon elements. Units that leverage their Joint Battle Command-Platform (JBC-P) assets and high frequency capabilities were able to maintain effective communication, which enabled the unit commander to make informed decisions regardless of constant changes within the operating environment.

Terrain Masking

Rotational training units (RTUs) often struggle to balance effective communication and security while emplacing their MCPs. Using the terrain to mask the MCP facilitates the balance between managing very high frequency (VHF) coverage and security. When done effectively, units can mask their presence and maintain VHF coverage with the higher headquarters and subordinate companies. The battalion leaders and staff, specifically the S6, must be heavily involved in the planning of MCP locations based on VHF coverage using tools like System Planning Engineering and Evaluation Device (SPEED) or JBC-P line of sight tool.

When executed correctly, units can use the terrain to protect them from visual contact from the enemy, which in turn will limit the effectiveness of other forms of contact, such as indirect fire. When an MCP establishes on a reverse slope of a major terrain feature, they can mitigate the effectiveness of blind indirect fire by forcing a high angle shot and deny the enemy to direction find using electromagnetic signatures that the MCP is emitting.

Rapid Displacement/Mobility

The ability to employ mobile MCPs is important as it relates to survivability. FM 3-0: Operations explains that mobility is the capability of units to move from place to place within the operating environment without hindering the unit's ability to achieve success with the primary mission. As units apply this concept to survivable MCPs, the unit commanders must begin with issuing displacement criteria for the MCP. This criterion can be tied to metrics or a situational circumstance that causes the MCP to be ineffective with providing the commander situational awareness or informed decision-making capability that it is designed to perform. The unit commander and staff can use the nine forms of contact as a guide to create this criteria and train on its implications at home-station training events. After realizing the cause and effect of the criteria, units can capture lesson learned in unit SOPs.

Staffs enable the unit commander by providing primary and alternate locations for the MCP to jump once the displacement criteria is met. As units rehearse how to reduce their MCP signatures from green status to red, unit executive officers or a designated representative leverages the staff analysis on suitable terrain and line of sight analysis that enable the MCP to jump to advantageous locations, which enables continuous decision-making capabilities for the unit commander.

360 Security

Most of the units that have come to NTC in the past two years have struggled to maintain 360 security around their MCP. This is due to either a lack of manning, not understanding the troop to task or struggling with priorities of work. When 360 security is properly executed the MCP can have early detection against air threats, which will allow them to prepare Air Defense Artillery (ADA) assets in a timely manner, or even redirect displaced civilians to ensure main supply routes (MSR) are open. 360 Security should also include monitoring traffic on upper tactical internet systems to see if there is suspicious traffic on the network. Failures in network security can have just as significant repercussions as failures in physical security.

Reconnaissance

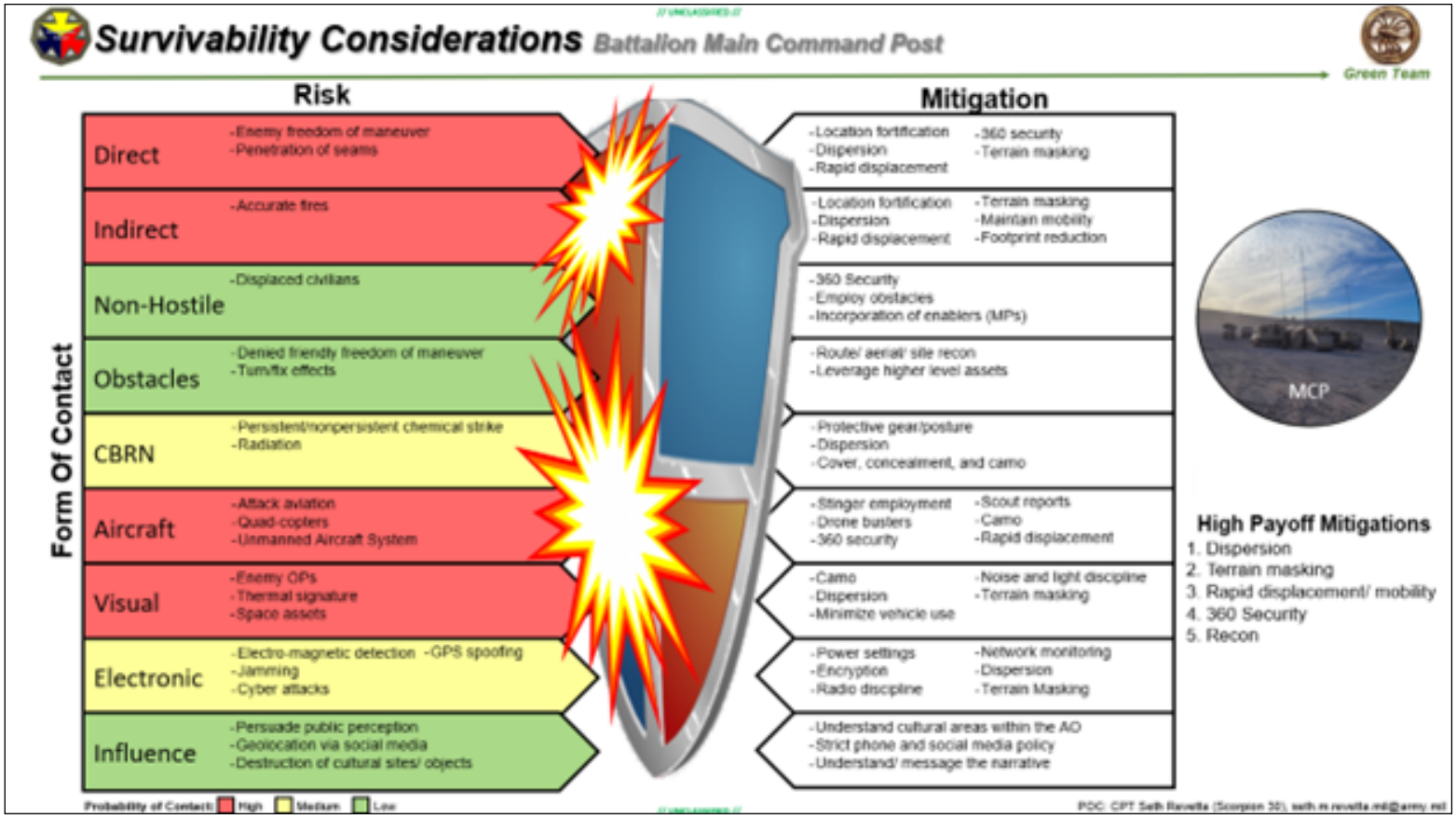
MCP survivability hinges on the staff and command guidance to exercise effective reconnaissance. Reconnaissance enables survivability by leveraging advantageous elements of the OE. Successful units prioritize finding suitable terrain that enables dispersion, masks the electronic and physical signatures of the MCP and allows the unit commander and staff to remain oriented on the objective without disruptions. Units should leverage organic scouts, UAS capabilities, and map analysis to ensure the protection and survivability of the MCP.

Home-station training is a perfect opportunity to practice getting the right recon assets in place to see how a staff can utilize recon capability to achieve MCP survivability. Through iterative analysis of multiple locations, staff and reconnaissance entities are able to select MCP sites

that mitigate the threat of constant observation from the enemy characteristic of today's hostile OE and increase their unit's survivability. Units that effectively employ their reconnaissance assets are able to leverage the early warning to displace the MCP before being engaged in one of the nine forms of contact.

Conclusion

NTC will continue to identify and share best practices of the RTU that execute training in the most realistic training environment the Army has to offer. The intent of the mitigation efforts chart outlined in this article is to give units a focus point as they continue to employ their MCPs at home-station training events. The OC/Ts at the NTC want to provide "a way" for units to begin thinking on how to protect the MCP in a hostile OE. Once the unit establishes SOPs and battle drills to achieve MCP survivability, the unit can continue to refine the survivability techniques through repetition and tough, realistic training. The raining that units execute in reference to MCP survivability will allow the commander to continue making informed decisions while maintaining the ability to easily coordinate across all warfighting functions.



307th ESB-E and 25th ID aid decision dominance in Philippines

Salaknib 2023

Chief Warrant Officer 2 Douglas Fraites
2nd Infantry Brigade Combat Team, 25th Infantry Division

Salaknib 2023 is a bilateral exercise held March 13 through April 4 that strengthens the 25th Infantry Division (25ID) and the Philippine army (PA) in Fort Magsayay, Philippines.

The 2nd Infantry Brigade Combat Team (IBCT) and Charlie Company, 307th Expeditionary Signal Battalion-Enhanced (ESB-E) communicators are developing a close partnership with the PA's 7th Signal Battalion to exchange tactics, techniques, and procedures (TTPs) in our areas of expertise and to discuss current and emerging technologies that will improve our ability to communicate and provide cyber defense for our nations. The longstanding friendship and alliance between the United States and Philippines grows stronger every time we work together.

Maj. Justin James, 2nd Infantry Brigade S6, said, "With 2nd IBCT organic equipment and personnel spread out between the Philippines, Australia, and Indonesia, [Charlie Company], 307th ESB-E was able to fill a mission essential capability gap of providing command and control to the brigade combat team. In addition to adding depth to our PACE plan, [Charlie Company], 307th ESB-E, and 2nd IBCT Signal Company, Charlie Company, 65th Brigade Engineer Battalion, get to share best business practices and cross-train on the breadth of the Army's communications platforms to include: Tactical Communications Node (TCN), Satellite Transportable Trailer (STT), Transportable Tactical Command Communications (T2C2), and Scalable Network Node (SNN)."

On his deployment from Joint Base Elmendorf-Richardson, Alaska, Sgt. Lance Semler, Charlie Company, 307th ESB-E SNN 520 team chief says, "the Signal Subject Matter Exchange with the Philippine army was an excellent opportunity to learn about the Philippine Army Signal Regiment's equipment as well as share with them our best practices with U.S. equipment." On working with 2nd IBCT, "We love supporting the brigade as they build readiness in the Pacific."

Soldiers with 307th Expeditionary Signal Battalion-Enhanced install set up their Scalable Network Node during Salaknib 2023. (Photo by Capt. Stacey Lasay, 2nd Infantry Brigade Combat Team Public Affairs Office)

Capt. Kyle Tobara, Charlie Company commander, 65th Brigade Engineer Battalion, stated, "During tour Joint Pacific Multinational Readiness Center 23-01 rotation, 2nd IBCT validated the functionality of a BCT rear command post and the capabilities it provides the BCT commander in a large scale combat operation.

By combining the functionality of a BCT BISE, targeting cell, CEMA cell, protection cell, and ALOC while operating beyond the range of long-range artillery, the 2nd IBCT was able to develop quickly and process targets, conduct engagement area development, and plan operations, which were executed by the BCT tactical command post and main command post. The main limitation of this concept is the reliance on a third high-bandwidth tactical C2 system, which is not organic to the BCT. Integrating the 307th ESB-E's SNN in a BCT improves synchronization across all digital warfighting systems by distributing the digital common operating picture between the BCT TAC, MCP, and RCP."

The 307th ESB-E provides global network connectivity on short notice to U.S. Army Pacific and U.S. Army North units, often in harsh locations, from secluded island jungles thousands of miles across the ocean to ice-covered mountains in the Arctic Circle.

The 2nd IBCT, 25th ID, engages with regional partners to shape the environment and prevent conflict across the U.S. Indo-Pacific Command area of responsibility.

Chief Warrant Officer 2 Douglas Fraites is the 2nd IBCT, 25th ID's network technician. For questions on integration, contact Fraites at: douglas.w.fraites.mil@army.mil.

151st ESB and 160th TSB support Operation Spartan Shield

'Forged in fire'

Maj. Jacinda W. White
151st Expeditionary Signal Battalion

The 151st Expeditionary Signal Battalion (ESB), South Carolina's finest expeditionary National Guard communications organization, received Notification of Sourcing (NoS) in September 2021 to provide tactical systems in support of U.S. Central Command (USCENTCOM) forces Operation Spartan Shield (OSS).

Over the next 15 months, 292 Soldiers prepared themselves and 368 pieces of equipment to answer the call. Leaders across the state provided initial validation of individual and collective training at armories and training sites throughout South Carolina to posture the battalion to meet the expedited timeline which traditionally allocated 36 months. The 151st ESB explored nontraditional ways to decrease post-mobilization training and properly certify individuals, teams, and systems to yield precious time to families during the holidays prior to the nine-month rotation. In October 2022, three companies surpassed mandated equipment validation through a vigorous cumulating training event at their home station armories by Rock Island's 1st Army external evaluators.

To minimize delays of available equipment during the relief in place, the team immediately processed equipment for rail and sea transport. The day after Christmas, the 151st ESB conducted onward movement to Fort Hood, Texas, to complete a six-day mobilization process and airlift into theater to conduct reception, staging, onward movement and integration. Since the battalion touched ground January 2023, they assumed responsibility for the tactical networks with forward movement of 13 teams across seven countries in the USCENTCOM area of operation to begin optimizing the signal enterprise to support multiple task forces and the geographical combatant commander's objectives.

The 151st ESB is an intricate part of the success to the 160th Theater Signal Brigade's (TSB) ability to support the USCENTCOM AoR with emerging requirements to extend the strategic network. The integration of S1, S3, S4, and special staff sections across the brigade is invaluable to ensuring command and control to U.S. Army Central, 1st Theater Sustainment Command, Army Support Group-Kuwait, and 17 brigades in the theater of operation to provide continuous network services. The unique structure of 160th TSB relies heavily on the rotational forces to supplement personnel, thus extending the influence outside the organization enabling full integration across Army components 1, 2, and 3.

The professionalism and stewardship of TEAM 151 postured the 160th TSB to maximize talents from Soldiers who serve the civilian community in a plethora of occupations that benefit the warfighter with secure communications, administrative functions, logistics, and legal services. The "Finest of the First" combined with the "Everywhere to the End" showcases the force's ability to seamlessly integrate with partners to maximize lethality and place people first.

Soldiers with 151st Expeditionary Signal Battalion install configurations in preparation for validation at McCrady Training Center, South Carolina. (Photo by Sgt. 1st Class Theophilous Thompson, 151st ESB)

Signaleers refine skill sets in Signal Soldier Exchange Program

Professional development

Maj. Gerald Pasquier II
1st Theater Sustainment Command Operational Command Post

U.S. Army Reserve and New York Army National Guard Soldiers participate in the Signal Soldier Exchange Program at Camp Arifjan, Kuwait.

"Our goal with this program is to facilitate opportunities that will expand the expertise of our team, strengthen our customer-first approach, and develop our Soldiers as leaders for the next generation of Signaleers," said Maj. Gerald Pasquier, G6 assistant chief of staff with the 1st Theater Sustainment Command Operational Command Post (TSC-OCP).

Pasquier credits Sgt. Maj. Todd Eipperle, 1st TSC-OCP G6 sergeant major, for initiating the exchange program.

"Sgt. Maj. Eipperle contacted all the signal units on Camp Arifjan and Camp Buehring to explore opportunities for Soldiers to receive a wide range of signal experiences. His efforts have helped to shape the next generation of signal Soldiers."

U.S. Army Reserve Soldiers, Spc. Cheyenne Myrie and Spc. Luc Rodman, with the 143d Expeditionary Sustainment Command, stepped away from their daily responsibilities as help desk administrators to join the 187th Signal Company, a New York Army National Guard unit, to train and operate live tactical signal equipment. Systems included the Command Post Node, the Joint Network Node, the Satellite Transportable Terminal, and the Single Channel Ground and Airborne Radio System.

"We were able to perform hands-on exercises with the equipment and participate in live troubleshooting with faulty equipment," said Rodman. "This training allowed us an opportunity to utilize our military occupational specialty skills that are rarely exercised and provided insight into operations at a company level in a tactical environment."

Training included the start-up and stopping procedures, operation in a training and tactical environment, and user-level maintenance and preventative maintenance checks and services.

"This training emphasized the importance of knowing how to operate tactical equipment and understanding what each piece of equipment does for us to communicate," said Myrie. "The Soldiers we shadowed did an amazing job answering every question and made our educational experience enjoyable."

Professional development opportunities through unit exchanges in a deployed environment allow Soldiers to learn new skills through on-the-job training and enhance their understanding of how organizations at different levels work collectively.

"As a Soldier in a signal company that primarily handles only tactical communication, I got to see a side of the Signal Corps that we don't operate in," said Sgt. Shavan Reid, S6 noncommissioned officer with the 186th Signal Company. "While working with the G6, I was re-imaging computers and troubleshooting helpdesk tickets. I was amazed to see that only 10-15 tickets were considered a light day, and working three echelons above my company was an interesting learning experience."

Spc. Cheyenne Myrie and Spc. Luc Rodman are help desk administrators assigned to 1st Theater Sustainment Command Operational Command Post. (Photo by Sgt. Maj. Todd Eipperle, 1st TSC-OCP)

‘Zero trust’ headlines 2023 Winter NEC Directors’ Summit

Collaborative thinking

Candy C. Knight
2nd Theater Signal Brigade

The 21st century’s continuous technological evolutions require new strategies, capabilities, and innovations to ensure the Army can successfully respond to any emerging challenge.

The 2nd Theater Signal Brigade’s (TSB) 2023 Winter Network Enterprise Center Directors’ Summit gathered Europe’s local and regional Network Enterprise Center (NEC) directors together to inform senior leaders of the intended path for the brigade and NECs over the next two years, discuss lines of effort, and identify supporting tasks to achieve the desired end-state. Held from March 15-16, at U.S. Army Garrison Wiesbaden, Germany, the summit focused on the following priorities: consolidate and sustain gains; network resilience; drive data based decisions; innovate, increase velocity; decrease bureaucracy; and compete to win and recognize excellence.

“This summit is one way for the brigade’s leadership and NEC’s personnel to advance our shared understanding of NEC operations and construct in order to continuously standardize and streamline IT service delivery,” said Nicholas Carbone, civilian deputy brigade commander, 2nd TSB. “We also held discussions on the future of our host nation employee workforce and their role post-divestment of legacy systems.”

Nicholas Carbone, civilian deputy brigade commander, 2nd Theater Signal Brigade, provides an update to Brig. Gen. Ray Phariss, U.S. Army Europe and Africa's deputy chief of staff, G-6 and chief information officer. (Photo by Candy C. Knight, 2nd TSB)

Supporting the Army Unified Network Plan and zero trust architecture was a major discussion topic. The increasingly complex and distributed battlefield environments require the Army’s unified network operations to become a key enabler for secure global data exchange and a zero trust security architecture. Succeeding in this endeavor enables signal Soldiers to plan, configure and secure the Army’s unified network more effectively, and enhances network security and data exchange.

“Getting key players together to discuss the ways and means to optimize Department of Defense information networks activities is crucial to our mission success,” said Mark Schraeder, deputy S3, 2nd TSB. “This summit provided us with an opportunity to brainstorm ideas and solutions on how we can improve service delivery for our customers.”

The summit covered a variety of topics including base communication contract transition key points; changes to the service delivery and ordering model, installation agreements, and the Army Information Technology Portfolio service delivery.

“I attended the summit to gain further understanding about the NECs and their mission sets,” said Nathan Slack, chief data officer, 2nd TSB. “Understanding their mission requirements gives me insight into how I can better support them.”

Gaining a better understanding about what the future holds for the NECs is why Capt. Jacob Bryan attended the summit. Bryan is an information systems engineer with the 39th Strategic Signal Battalion/NEC Chièvres.

“I’ve only been in my position for about seven months now,” he said. “Attending the summit gave me a chance to put names to faces and build relationships with the key players I’ll be working with over the next two years.”

The summit concluded with an overview of the Cyber Excepted Service Transition and Talent Management initiatives. The transition is designed to provide greater flexibility and options for recruiting and retaining cyber professionals across U.S. Army Network Enterprise Technology Command’s vast enterprise.

“Collaboration is key to our success,” Slack said. “We work every day to bring about change, embrace innovation, and deliver theater communications and cyber capabilities to our customers and mission partners throughout Europe and Africa.”

Tactical comms, the Army of 2030, and developing strong leaders

Professional development

Laura Levering
U.S. Army Signal School

Officers enrolled in the U.S. Army Signal School's Captains Career Course (SCCC) attended a leadership professional development (LPD) session that was hosted by a former student of the course April 19.

Col. Shermoan Daiyaan, project manager for Tactical Radios, Program Executive Office Command Control Communications-Tactical (PEO C3T), traveled from Aberdeen Proving Ground, Maryland, to share his experiences as a signal leader and brief the students.

After thanking everyone for attending, Daiyaan said he hoped to share something the students could "take back out in the field" after graduating from the course.

"I want to be able to give you what's happening at the strategic level, walk you into what's happening in this part of the portfolio, and then transition and give you some thoughts from a guy who spent 31 years in signal communications and as an Army officer," he said to a theater of first lieutenants and captains.

During his presentation, Daiyaan touched on numerous signal-centric topics including tactical radios, Department of Army priorities, transitioning from a tactical to unified network, lessons learned from Iraq and Afghanistan, Army 2030 requirements, and modernization. Daiyaan also challenged the young officers to "know their craft" and "turn pro" as quickly as possible, emphasizing their role as leaders – meaning they should understand and live the Army culture, understand the Army's strategic imperatives, and understand what they are trying to accomplish. All of these things are achievable by putting in the necessary time and work.

"There are 40 to 50 people when you're a platoon leader that expect you to do well by them," he said. "They expect you to know how to act after-hours … you may be fresh out of college, but you're not a college student and you've got people much older than you looking to you to lead them. From Day One, you're in charge."

He also encouraged them to find mentors both in and outside of their branch.

"The mentors have been there before you … we love to tell you what we learned," Daiyaan said. "We love to tell you what our mistakes were, so you don't have to make [them]."

In closing, Daiyaan wished everyone the best and told them to reach out to him and his staff if they need anything.

A native of Phoenix, Daiyaan's Army career began in 1992 when he enlisted as a private. He graduated Officer Candidate School at Fort Benning, Georgia, where he received his commission as a signal officer.

Capt. Shayla Leathers, PEO C3T, contributed to this article.

Col. Shermoan Daiyaan, project manager for Tactical Radios, PEO C3T, speaks to a Signal Captains Career Course at Fort Gordon on April 19. (Photo by Laura Levering, U.S. Army Signal School)

Stepson of Signaleer reflects fondly on time as a military child

Month of the Military Child

April is designated as Month of the Military Child. It is a time to honor and recognize the sacrifices and accomplishments of more than 1.6 million children whose parent(s) serve in the United States military. Like service members, military children come from many different backgrounds and have varying experiences growing up in the shadow of their parents. Ethan Flower is one example. Flower, 22, of Jacksonville, North Carolina, reflected on his time being raised in a military home. The stepson of Sgt. Maj. Timothy Ferraro, a senior leader at the Signal Leader Development College, Flower was elementary-age when his mother married Ferraro. Now he is days away from receiving his college degree and largely has the Army to thank. Underscoring some of the many benefits offered in the military, Ferraro was able to transfer his GI Bill benefits to Flower, leaving him debt-

Walking through the dunes of White Sands, New Mexico. (Courtesy photo)

How long have you been a "military child?"

I was seven years old when my parents got married, so it has been about 15 years since then.

How many places have you lived?

I believe the family moved approximately six or seven times in that span of time, both domestically and internationally.

What has been your favorite duty station and why?

I really enjoyed the time our family has spent in Augusta, Georgia. My father was stationed there multiple times, and out of all of the places we lived, Augusta made the biggest impact on me as an individual.

How would you say growing up in the military has shaped you into the person you are today?

Growing up surrounded by the military and not staying anchored to one single place has forced me to learn how to better adapt to whatever environment I am in. To be successful, one must be prepared to do what they must, whether that be in their hometown or 4,000 miles away in an unfamiliar place.

What are some challenges you had to face being a military child?

It can feel like the military child lifestyle sets you apart from everybody else, especially when you are a child in a non-military area. You don't have the same opportunities to form close personal bonds with people that you do if you are not a military child, and from an early age, you have to somewhat be OK with regularly losing your friends and having to make new ones. Then the process repeats itself.

What opportunities have you had as a military child that your non-military friends have not?

I think that having all the opportunities to travel and experience other cultures that one gets as a military kid are totally worth the social drawbacks. Getting to travel through Europe, for example.

What degree will you have when you graduate from college this month?

Bachelor's degree in community and regional planning with a minor in political science and certificate in geographic information systems (GIS), from East Carolina University in North Carolina.

How does it feel knowing that you will graduate from college debt-free?

It feels amazing knowing that I don't have to start my life off drowning in student debt. I've been extremely fortunate to have received this level of support from my father, and the assistance has been a blessing going through university.

Anything else you'd like to add?

My situation was slightly different than most, as my time as a military child didn't start until I was slightly older than most. But what remains true, regardless of time, is that military children need to develop a good set of coping skills as they continue to move around. Being involved with the military involves a certain degree of loss of autonomy, and it is better to accept that and adjust than to let it negatively affect you and your future.

Enjoying pizza on the canals of Venice, Italy. (Courtesy photo)

You are invited!

Get ready for a night of elegance, celebration, and camaraderie as the U.S. Army Signal Corps commemorates 163 years of "getting the message through!"

The 163rd Signal Corps Anniversary Ball, hosted by Col. Paul Howard and Command Sgt. Maj. Linwood Barrett, will be held at the Columbia County Exhibition Center in Grovetown, Georgia, on June 24, from 5-11:30 p.m. Social hour with professional photographs will be from 5-6 p.m.

This is an opportunity to celebrate the Signal Corps' birthday (June 21, 1860) and its rich traditions. Brig. Gen. Marne Sutten, U.S. Army Forces Command G-6, will serve as guest speaker.

This is a formal/black-tie affair that is open to both military and civilian guests. Be sure to wear any applicable Regimental awards.

Cost of ticket includes a catered dinner buffet with desserts, cash bars, entertainment, music DJ, professional photographer, souvenirs, and more. Onsite childcare will not be available, so please be sure to make appropriate arrangements for children.

Please come out and take advantage of this great opportunity to network, reconnect and socialize with fellow Signaleers and those who make up our Fort Gordon community.

Tickets are available now for purchase. Don't wait!

For more details and to purchase tickets, scan the QR code or visit the Signal Corps Ball website here: Signal Corps Ball.

About the venue

Located less than 10 miles from Fort Gordon and in the heart of Grovetown, the Columbia County Exhibition Center offers 15,600 sq. ft. of open space, a pre-function area with high ceilings and grand Palladian windows, and numerous other features that make it an ideal setting for a formal event. Guests who wish to arrange for overnight accommodations have several to choose from in the immediate area.