



# NETCOM JOURNAL

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# 2009

Year of the Noncommissioned Officer

“No One is More Professional than I...”

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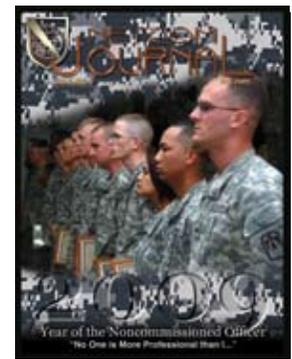


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## ON THE COVER

**Cover Photo:** Inductees face a crowd of peers and leaders during the NCO Induction Ceremony hosted by 160th Signal Brigade on Camp Arifjan, Kuwait. The ceremony symbolizes the transition from junior-enlisted Soldier to noncommissioned officer. (Photo by Staff Sgt. Terrence Daniels/Cover design by Eric Hortin, NETCOM/9th SC (A))



## NETCOM JOURNAL

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## CG's Corner

**A**s a general officer in the United States Army, I can honestly say that any success that I have garnered during my career was derived in great part from the knowledge and professionalism of the noncommissioned officers I was fortunate enough to work with. The Army has designated 2009 as the "Year of the NCO," and I'm pleased to say the focus of this issue of the NETCOM Journal is on our NCOs, the backbone of our Army. They know their mission, they know their equipment, but most importantly, they know their Soldiers – our NCO Corps is second to none. They lead by example and accomplish tough missions. It is fitting for us as a community to take this year to honor our NCOs for all their hard work and dedication to duty.

As I travel to each of our NETCOM organizations and see what we've accomplished over the past year, it's obvious to me that our noncommissioned officer corps provides the glue that holds NETCOM together, and enables us to implement the changes needed to achieve the Global Network Enterprise capabilities required for LandWarNet. When I think of our NCOs, a quote from General George S. Patton comes to mind: "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." Commanders make decisions, fashion policy and issue orders. The NCO executes the mission and provides the forward momentum, initiative and stabilizing force that makes it happen. In a nutshell, NCOs make it happen!

There were many changes in NETCOM in the past months, and the coming year promises even more. The recent transfer all the Installation Management Command (IMCOM) DOIMs into our command is the right step for us to achieve network integration. We've stood up the 7th Signal Command (Theater) as the CONUS theater signal command, and they will be responsible for the command and control of nearly 150 installation DOIMs throughout the United States. The new 7th SC (T) will ensure each of their installations becomes virtual "docking" stations facilitating realistic information-enabled training for expeditionary forces throughout their preparation and road to war. I wish BG Napper and the men and women of the 7th the best in their new endeavor.

As we continue to transform NETCOM, we will call upon our NCOs to work out the details and get the job done. We will continue to meet every mission as a direct result of the contributions and initiative of these outstanding men and women who make up our NCO force.

I am confident we will achieve the goal of providing information superiority and critical network services to the Warfighter. Having personally witnessed the high caliber of our NCOs, our success is assured.

**Voice of the Army!**



**Maj. Gen. Susan Lawrence**



**Left to right: Command Sgt. Maj. Donald Manley, Maj. Gen. Susan Lawrence, Command Sgt. Maj. Kenneth Williams and Brig. Gen. Jennifer Napper made up the official party at the 7th Signal Command (Theater) reactivation ceremony March 6, at Fort Gordon, Ga.**

# CSM's Corner

**T**his year has been declared by the Secretary of the Army the "Year of the Noncommissioned Officer," and as the command sergeant major of NETCOM I'm proud to be able to say that the men and women who make up our NCO Corps are some of the most dedicated, hardworking and professional NCOs in the entire Army. One of the reasons that NETCOM has the highest retention rate of Soldiers in the Army is because of the caring, respect for others and due diligence our NETCOM NCOs display daily mentoring and training our enlisted ranks.

A lot rides on the shoulders of our NCOs. They need to be tactically and technically proficient in a wide variety of subjects, able to handle any situation, operate in less-than-perfect conditions, and make any environment one which ensures both our Soldiers and our mission will flourish. Throughout their careers, NCOs' roles encompass everything from enforcing discipline to counseling – both professionally and personally – they really have to be able to do it all. The life of an NCO can be quite a balancing act, especially when it comes to leading Soldiers during a time of war. They have to have a relationship with their enlisted men and women where it's understood that we – the NCOs – are there to protect them, help them and teach them. Yet they must also create a rapport in which their Soldiers will trust them and do what they've been told without question, because it's the right thing to do.

Accomplishing their mission and tending to the welfare of their Soldiers are the two main responsibilities that we as NCOs must take to heart. While NCOs are without a doubt the backbone of the Army, at the same time, effective NCOs have to have the Army in their DNA. They must eat, sleep and dream in Army digital green, and always present their best. NCOs have to walk the walk and talk the talk at all times, because if they're slipping, our Soldiers can see it, and lose faith. Leading by example and accomplishing tough missions have to be second nature for our NCOs. They must seek constant improvement and continued professionalism, endlessly challenging themselves to be the best leaders they can. And they must challenge the Soldiers who follow in their footsteps, asking them: "Tomorrow the Army will be yours – what will you do with it?"

There have been many ups and downs in my long career as a noncommissioned officer, but in retrospect I can honestly say that the life of an Army NCO suits me perfectly. We're all about getting things done, and there's nothing quite like the satisfaction you feel at the end of a day knowing that you've earned your daily bread. Recognizing the contributions and commitment of our Army NCOs isn't really necessary, because it's obvious if whether or not we're doing a good job – looking to our Soldier's health and welfare tells that story clearly. Yet, I am honored that this year has been declared "Year of the NCO" because I know that the men and women of our NCO Corps deserve the recognition. The United States Army NCO Corps is the glue that holds this Army together, the irresistible force that has led to our many successes on the battlefield throughout the last two centuries. They are the reason why we are the best, the standard to which all nations' armies aspire.

Allow me to salute my fellow NETCOM Soldiers, Civilians and Contractors – we are getting the job done, and making GNEC and LandWarNet a reality.

**Voice of the Army! Army Strong!**



**Command Sgt. Maj. Donald Manley**



# **FORT HUACHUCA'S NCO OF THE YEAR**

**LEADING FROM THE  
FRONT**

# NCO's success comes from teaching, see

**By Staff Sgt. Paula Taylor**

*NETCOM/9th SC (A) Public Affairs Office*

FORT HUACHUCA, Ariz. – Walking into Headquarters and Headquarters Company, Network Enterprise Technology Command/9th Signal Command (Army) Orderly Room, it's not uncommon to hear the first sergeant call out her name, looking for answers. Noncommissioned officers and junior Soldiers enter the room and their eyes naturally gravitate in the direction of her workspace. Rarely is there a time when someone goes straight to anyone but her. She's the first stop most people make when they have questions about policy, their personnel paperwork, Army regulations, or unit procedures. It doesn't take long for new Soldiers to realize she's the go-to person when they need help with their personnel records or paperwork.

Her name is Staff Sgt. Joanna Yanz. She's the personnel services NCO-in-charge, HHC, NETCOM/9th SC (A). Originally born outside the U.S., Yanz moved to this country in 1992 and

eventually settled in Louisville, Ky., the place where she now calls home. She joined the Army at 17 and has been on active duty for almost five years.

"I joined the Army to serve my country," Yanz said. "I was born in Manila, Philippines, and I remember the disadvantages of living there. Coming to the United States has opened my eyes and taught me to be grateful for what I have, and what this country can offer to each and every individual that takes advantages of those opportunities."

For Yanz, one of those advantages is as simple as the right to success. A hard-charger with a won't-quit attitude, she has learned to take bits and pieces of what she has learned from others and combine it with her own knowledge. This, she says, is what drives her to compete for titles... most recently, the Fort Huachuca NCO of the Year.

"Prior to NETCOM, I came from the 2nd Infantry Division and the 10th Mountain Division and I have taken something from every leader I have ever had," Yanz admitted. "However, the

NCOs that impacted my career the most, early-on, were two NCO's from 10th Mountain Division: Sgt. Major Kenneth Rush and Sgt. 1st Class Janeen Simmons. I am and will always be grateful for the mentorship and examples they set for me – examples that drive me to be the best leader I can be.

"I wanted to compete in the NCO of the Year competition to set an example for my Soldiers by setting myself apart from my peers. I lead from the front and then I push for them to compete and strive for the best as well. My Soldiers tell me that I inspire them because it gives them someone realistic to look up to and realize that winning is attainable. I am honored they tell me that and



*Photo by Eric Hortin*

**Staff Sgt. Joanna Yanz, personnel services noncommissioned officer-in-charge, plots coordinates on a map during the NETCOM/9th SC (A) Noncommissioned Officer of the Year competition, June 17, 2008.**

**Previous page: Staff Sgt. Joanna Yanz carries a mock casualty to safety as part of the NETCOM/9th SC (A) NCO of the Year competition, June 18, 2008. Yanz, who was born in Manila, Philippines, often competes in events that test her knowledge and skills as a Soldier, and won the Fort Huachuca 2008 NCO of the Year.**

# king knowledge

the experiences and knowledge they have taught me have given me the motivation to win.”

One of those Soldiers is Spc. Shawncey Gutierrez, who is proud to admit she has learned a lot from her sergeant.

“When Staff Sgt. Yanz was announced the winner, I wasn’t really surprised,” Gutierrez bragged. “I knew she would win because it was an event that was inevitable. What went through my mind was, ‘I wish I was like her,’ and, ‘I hope one day I make others as proud as she has made this unit.’ I am working with the winner – I am working with the best – and she will always be the best leader in all aspects of her life.

I have had the privilege of working with Staff Sgt. Yanz in my almost two years working here at NETCOM. I have worked with her as she was a specialist, then as a sergeant, and now as a staff sergeant.

“My knowledge as being a [human resources specialist] grows everyday because, everyday, Staff Sgt. Yanz has something new to teach us; she has little tricks and shortcuts that are useful tools in order for us to provide the best customer service to the Soldiers. She teaches us by example and then watches us as we put her example into action. She puts training wheels on our work skills and watches us as we advance in our knowledge.”

To set the standard and lead from the front, Yanz said she uses the NCO Creed to guide her and believes it is more than just words on paper.

“Leaders should take the Creed of the Noncommissioned Officer to heart, live by it and truly believe it,” Yanz said. “This is the first step to becoming a great leader and impacting our Soldiers. We should remember that they look to their leaders to set the example, and most of all, we should remind them that we learn from them as well.”

In addition to the Creed, Yanz believes NCOs should never stop teaching their troops – it’s an on-going process that never ends.

“I train them on a daily basis as well as our



*Courtesy photo*

**Staff Sgt. Joanna Yanz shows her daughter, Jasmine, how to spell her name at a local restaurant in Sierra Vista, Ariz.. Yanz was proclaimed the Fort Huachuca 2008 NCO of the Year.**

mandatory sergeant’s time training,” she said.

“The best thing that we as leaders can do is to conduct training day-to-day, ensuring our Soldiers are learning something new every day. I instill in all of my Soldiers that we need to be committed to lifelong learning. It is important to guide and lead them to ensure that everything our Army was founded on remains intact.”

Gutierrez, who is stockpiling her Soldier toolbox with things she has learned from Yanz, said that she hopes other people know her NCO is the best person that can ever walk into their lives.

“She will teach you things you don’t know and will provide you with useful tools to use in your personal and professional life. She is a great leader, a great NCO, a great co-worker, a great individual and a great friend. Everybody comes into our lives for a reason, and her reason is to give people encouragement and hope.”

Yanz’s best advice for Soldiers is to remember that no matter how hard their life may be, they can achieve anything as long as they put their mind to it and work hard for their goals. “I am a Soldier, a single mother, a college student and now, the Fort Huachuca NCO of the Year. Anything is possible with determination, faith and hard work.”

Yanz was honored as the post NCO of the Year at the Fort Huachuca Awards Banquet, Feb. 6, at the Thunder Mountain Activity Center here. ❖

# New flag, new mission

## 7th Signal Command reactivates with updated responsibilities

By Charmain Z. Brackett

Signal Correspondent

FORT GORDON, Ga. – At first glance, the mission of the newly reactivated 7th Signal Command (Theater) seems a far cry from the original one back in 1975.

“The 7th worked closely with the Department of Defense managing the Army’s portals,” said Maj. Gen. Susan Lawrence, commanding general for Network Enterprise Technology Command/9th

Signal Command (Army), at the reactivation ceremony March 6, in front of Signal Towers.

Three decades ago, it was a computerless Army, and there were phone banks to man and help desks to run as America was engulfed in the Cold War. Despite the changing times and technology, the 7th SC (T) is once again needed to manage another portal.

“It’s beginning to look oddly similar to the mission it’s carried out since its inception,” Lawrence said.

The 7th SC (T) will oversee the networks in the continental United States, a much-needed task according to Brig. Gen. Jennifer Napper, the 7th’s commanding general.

Napper said she’s discovered the need for her unit’s mission on trips to other installations. Making an outgoing call should be simple.

“It takes half an hour to figure out the prefix. There are 99 different ways of dialing off post,” she said.

Napper and her staff have spent the past six months laying the groundwork for the command.

“We started with 12; now we are up to 60,” she said.

During the ceremony, the newly designed 7th SC (T) flag and patch were unveiled; and the flags for 106th Signal Brigade and the 93rd Signal Brigade were unfurled.

Lawrence may have felt a sense of déjà vu during the March 6 ceremony. She remarked it was the third time she had passed colors to Napper. ❖

*(This article reprinted from the March 13 edition of the Fort Gordon Signal.)*



Photo by Frank Carter

The official party, servicemembers and guests from on and around Fort Gordon, and across the United States, were on hand outside Signal Towers March 6, for the 7th Signal Command (Theater) reactivation ceremony.

# Reactivated Signal command presses on as new staff arrives

Story and photos by Eric Hortin

NETCOM/9th SC (A) Public Affairs Office

FORT GORDON, Ga. – For nearly two decades, the 7th Signal Command was the stateside Army’s one-stop shop for automation support. It managed dozens of phone and data banks across the United States, for all the major commands, installations, posts and camps. More than 15 years have passed since the automation support mission of the previous command was divested to the major commands and installations, and the unit deactivated.

As a subordinate organization of the Army Communications Command, the 7th commanded under ACC’s colors. At a reactivation ceremony March 6, the newly reactivated 7th Signal Command (Theater) raised its own colors, and in turn, accepted a vital mission that has grown as large as its original mission and is absolutely critical to Army.

The 7th SC (T) was reactivated July 2008, under command and control provisions of the Army Chief of Staff’s “Grow the Army” initiative. Commanded by Brig. Gen. Jennifer Napper, the Army’s newest command will be responsible for the integration, security and defense of the CONUS portion of the Army LandWarNet. The 7th SC (T) was designed to extend LandWarNet capabilities

to operating forces in support of CONUS-based, information-enabled expeditionary operations. This includes monitoring of the Army’s CONUS networks and managing the networks through the 2d Signal center, frequently referred to as the CONUS Theater Network Operations and Security Center.

But as with many good plans, senior leaders saw the potential for much more.

“Our mission has expanded beyond the initial concept approved by the Army,” Napper said. “It will now include the command and control of installation DOIMs at every post, camp and station across the United States.”

Processes and plans taking place today will bring the Directorates of Information Management (DOIMs) under the full command and control of the 7th SC (T) and its two brigades; the 93d Signal Brigade (Fort Eustis, Va.) and 106th Signal Brigade (Fort Sam Houston, Texas). The command took operational control of the Installation Management Command (IMCOM) DOIMs April 1, but administrative control won’t happen until October. For more than six months, the leadership of the 7th and staff at U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) have been planning and laying out the tasks to take on the new responsibilities.



**Brig. Gen. Jennifer Napper and Command Sgt. Maj. Kenneth Williams, 7th SC (T) commanding general and command sergeant major, unfurl the 106th Signal Brigade colors during the command’s reactivation ceremony March 6.**

Continued page 8

**New command, from page 7**

As with many plans of this magnitude, there is always concern for the people who will ultimately be affected by the realignment. Throughout the process, leaders have assured those working in the DOIMs that they play a key role for those they support; and that they will continue to provide quality IT capabilities during the transition and beyond.

“The DOIMs are, and will remain the face seen and known by everyone,” Napper said. “They understand the operations at the local level, and it is critical that we leverage their expertise to help the brigades and my staff understand the AOR (area of responsibility). We will be careful to preserve their relationships with senior mission commanders by not doing anything that would reduce levels of service.”

Beside maintaining current levels of service, the 7th SC (T) will synchronize the offices responsible for providing local entry into the LandWarNet, and standardize network processes and procedures across the United States. Napper said the 7th SC (T) must operationalize the CONUS theater within the Global Network Enterprise Construct, joined and operating under a single network operations architecture. The endstate will be a single Army network.

“One network – agile, defendable, sustainable and operating seamlessly from desktop to foxhole,” said Maj. Gen. Susan Lawrence, NETCOM/9th SC (A) commanding general. “In order to achieve that vision, the multiple network enclaves that exist today need to be brought together under one set of standards and network operating procedures; first into a federation and

ultimately into an enterprise. Nowhere is the need more urgent than here in the continental United States.”

This mission is daunting by itself; but for an organization that hasn’t yet gained its full complement of personnel, it’s a non-stop effort at innovation, initiative and some juggling. Many of the full-time personnel on staff perform functions of other staff offices, which is necessary until the organization comes up to full staffing.

Even through the growth period – which is still going on – the 7th SC (T) has been fully engaged with many Army commands to prepare for their future missions. To accomplish this, the command made hiring the work force and developing business processes their top priorities.

“Over the last nine months, we have grown from six to now 74 strong at the headquarters,” said Col. Ed Morris, 7th SC (T) chief of staff. “As we continue to integrate the expanding Soldier and

Civilian workforce into the headquarters and at the brigades, our capabilities have increased. And as we become able to take on more work, our efforts must be synchronized with those commands, activities, and agencies that used to do that same work.”

Even with the preparation, the fact that the 7th SC (T) is a growing organization has resulted in some challenges. Morris states that his role as the chief of staff grew in complexity when the decision was made for the command to take control of the DOIMs.

“I had to get a lot smarter on the financial management complexities that will inherently become our responsibility once the CONUS-



**Maj. Gen. Susan Lawrence and Command Sgt. Maj. Donald Manley, NETCOM/9th SC (A) commanding general and command sergeant major, unfurl the 7th Signal Command (Theater) colors during the command’s reactivation ceremony March 6.**

# Signaleer receives Purple Heart

Story and photo by Spc. William D. Norris

35th Signal Brigade Public Affairs Office

FORT GORDON, Ga. – A Purple Heart presentation was held Feb. 20, at Bicentennial Chapel for a Soldier assigned to the 35th Signal Brigade. Sgt. Joshua Wolcott, currently assigned to Company B, 63rd Expeditionary Signal Battalion, was presented the Purple Heart award by Brig. Gen. Jennifer Napper, 7th Signal Command (Theater) commanding general.

Wolcott was raised outside of Seattle with his aunt and four cousins, and joined the Army in January 2004. Wolcott attended basic training at Fort Jackson, S.C., and then came to Fort Gordon where he completed advanced individual training as a multichannel transmission systems operator-maintainer. After AIT, he went to Camp Carroll, South Korea, for his first duty station. Upon completion of his one-year tour in Korea, he returned to Fort Gordon to the 56th Signal Battalion. Wolcott joined the 63rd ESB in October 2006, and deployed to Iraq with Company C, 63rd ESB during

Operation Iraqi Freedom 07-09.

“In October 2007, during a convoy my vehicle was struck by an improvised explosive device,” Wolcott recalls. “After the initial blast had come through the windshield, I started to pat myself down and realized that I had been struck by fragments of metal. With teamwork and cooperation, my battle buddies and I were able to give medical aid to the injured and safely transport the wounded to receive medical attention.” ❖



Brig. Gen. Jennifer Napper, 7th Signal Command (Theater) commanding general, pins the Purple Heart medal on Sgt. Joshua Wolcott.

## **New command, from previous page**

based IMCOM DOIMs become assigned to the 7th Signal Command on Oct. 1,” Morris said. “We must be able to administer all aspects of financial responsibilities. We must have the budget management work force and processes in place and trained prior to Oct. 1. We can do it, but will need the right processes and the work force to ensure mission success.”

Mission success of the 7th SC (T) – both their original and emergent missions – is absolutely essential to NETCOM’s mission and our Army’s future, Lawrence said, just as it was more than 30 years ago.

“It is reborn into a new world... a very different

world than 1975,” Lawrence said. “In today’s world, the 7th Signal Command faces an equally dangerous – but much more elusive enemy – than in 1975; an enemy whose aim is to use our dependence on modern technology – our own networks – against us in all possible manners. It is a world in which adversaries often only meet electronically, facing off across the borderless expanse of cyberspace.”

“We will remain focused on the requirements of our mission commanders and Warfighters,” Napper said. “We provide, operate, and defend the network on their behalf. Being responsive to their needs and priorities is imperative.” ❖

# ‘Dragon Warriors’ hail new senior NCO

By Kristopher Joseph

5th Signal Command (Theater) Public Affairs Office

MANNHEIM, Germany – 5th Signal Command (Theater), headquartered in Mannheim, Germany, welcomed a new command sergeant major March 24, during a change of responsibility ceremony at the Sports Arena on Sullivan Barracks.

Command Sgt. Maj. Marilyn Washington accepted the noncommissioned officer sword of responsibility from Command Sgt. Maj. Donald Manley, U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) command sergeant major. Washington replaced 5th’s interim command sergeant major, Sgt. Maj. David Tolver, who held the position since last November.

“Sergeant Major Tolver stepped up to the plate in so many ways for this command, and we are all truly grateful for his leadership,” said Col. Mark Baines, 5th’s deputy commander, during his opening remarks. “This being the Year of the NCO, you (Tolver) truly displayed why NCOs are the backbone of the Army by the way you took care of our Soldiers, Civilians and Family members.”

“Being your (5th Signal’s) command sergeant major was truly a great honor and an experience I will never forget,” said Tolver during his outgoing speech.

Washington most recently served as the command sergeant major for the 1st Signal Brigade in Yongsan, Korea. During her 27-year career, she has held virtually every key leadership position and has



*Photo by Spc. Ida Tate*

**Command Sgt. Maj. Donald Manley (left), NETCOM/9th SC (A), passes the noncommissioned officer sword of responsibility to Command Sgt. Maj. Marilyn Washington, symbolizing her acceptance of becoming 5th Signal Command’s new command sergeant major during a change of responsibility ceremony at the Sports Arena on Sullivan Barracks.**

deployed in support of Operation Desert Shield/ Desert Storm and Operation Restore Hope with the 11th Signal Brigade. She also served in Haiti and Somalia with the 10th Mountain Division.

“I am honored and looking forward to working with each and every one of you,” said Washington during her remarks. “Dragon Warriors – Ready to Rock and Roll!”

5th Signal Command is the communications arm of U.S. Army Europe/7th Army and provides all information technology support to USAREUR/7th Army Warfighters.







### 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*  
Kenneth O. Preston  
Sergeant Major of the Army

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

*Pete Geren*  
Pete Geren  
Secretary of the Army

# Thoughts from 21st Signal Brigade's Senior Noncommissioned Officer

By Command Sgt. Maj. Nicolino Parisi

21st Signal Brigade Headquarters

During the opening of the annual Association of the U.S. Army meeting on Oct. 6, 2008, Secretary of the Army Pete Geren announced that 2009 would be the "Year of the Noncommissioned Officer." NCOs are the backbone of the Army and are the professional trainers of the force. In this era of persistent and extended conflict, their professionalism, dedication, and care for the Soldiers in their charge has ensured Army success on and off the battlefield.

The question was asked why the Army designated 2009 as the "Year of the NCO." Annex C (Initial Public Affairs Guidance) to Operation Order (08-12-081200) for the Year of the NCO states: "The Army's professional NCO Corps has a proud history and continues today with their heroic service in Operations Iraqi and Enduring Freedom. Our NCOs are the backbone of the Army and are the glue that has held this Army together through this period of protracted conflict. Even in an Army that is out of balance, stressed, and strained from more than seven years of conflict, Army NCOs have managed to care for our troops and ensure that missions are accomplished on and off the battlefield. It is time to thank and honor our NCOs for their efforts."

Army Chief of Staff General George Casey Jr. said it best: "As I travel around the Army and I look at what we've accomplished over the past seven years at war, it's clearer and clearer to me that it is our Noncommissioned Officer Corps that is providing the glue that's not only holding this force together at a difficult time, but enabling us to accomplish the near impossible every day. And that's why, next year, we will celebrate their contributions to our Army."

As the command sergeant major of the 21st Signal Brigade, an NCO who has been in the Army for 27 years, I am extremely proud about



this year being designated as the "Year of the NCO." The Noncommissioned Officer Corps has been the backbone of the Army throughout our Nation's history since 1765. The reason we continue to be able to lead the charge from the front on today's battlefields in Iraq, Afghanistan, and other places throughout the world is because of this backbone.

Our roles are trainer, role model, mentor, and standard bearer. We are tasked to ensure our subordinates are prepared to function as an effective unit and team. We are the link that connects our officers to our Soldiers.

This year, "The Year of the NCO," is an opportunity for all NCOs, both previous and present, to tell their story about what being an NCO is all about. Every NCO's experience and reasons for joining the Army may be different, but one thing holds true, they all either served or continue to serve our Nation as a member of a Time Honored Corps, a Corps with a distinct reputation and admiration, The Noncommissioned Officer's Corps.

All Civilians, active duty and retired military are invited to attend future hosted events featured throughout the year in honor of The Year of the NCO. They will be publicized appropriately. I would ask we all take a minute to thank the NCOs for their dedication and commitment and also for their service to the nation.

I thank all NCOs, both present and past, and their families for their selflessness and commitment to duty. I am honored to serve with you.

I am extremely proud of the professional NCOs that are serving here at Fort Detrick. I am proud to be a member of the Armed Forces and to serve in an Army that has the greatest NCO Corps in the world. Our Noncommissioned Officer Corps is the standard to which other nations' armies aspire. The NCO is an exemplary role model of "Army Strong," not only for our Soldiers and our Department of Defense, but for all Americans.

**"Edge of the Sword!" ❖**

# Year of the Noncom

Bringing new Noncommissioned Officers into the corps is one of the Army's enduring traditions. The NCO Induction Ceremony is the first formal recognition by their peers and leaders that they are members of the NCO Corps. The ceremony symbolizes their transition from the junior enlisted ranks into the ranks of leadership.



Top: 21st Signal Brigade noncommissioned officers recite the roles of each of the NCO ranks during an NCO Induction Ceremony. (Courtesy photo)

Far right : German Sgt. Maj. Hartwig Roth (left), German Army 282nd Signal Battalion, and Sgt. Ryan Rowely (right), Special Troops Battalion, 1st Armored Division, take the Oath of the Noncommissioned Officer during 102nd Signal Battalion's NCO Induction Ceremony held at the Wiesbaden Army Air Field Gym. (Photo by Kristopher Joseph)

Bottom: Sgt. Michael Morehead, 44th Expeditionary Signal Battalion, pauses before passing through the arch of responsibility during an NCO Induction Ceremony held at Mannheim, Germany. (Photo by Staff Sgt. Jonathon M. Gray)

Above: Newly inducted noncommissioned officers of the 7th Signal Brigade recite the Charge of the NCO during an NCO Induction Ceremony held at Mannheim, Germany. (Photo by Spc. Ida Tate)

## No One is More Pr

# Commissioned Officer

Ceremonies are marked with the recitation of the NCO Creed and Charge of the NCO, presentations, and ceremonial passages to mark their journey. Once completed, the newest members of “The Backbone of the Army” are charged with the leadership, mentoring and training of the next generation of future leaders.



Professional than I...



# NCO strengthens bonds for Soldiers, Families



By Chaplain (Col.) Byron Simmons

NETCOM/9th Signal Command (Army) Command Chaplain

FORT HUACHUCA, Ariz. – Growing up in Detroit, Sgt. 1st Class Michael Hall had no idea what Lean Six Sigma meant. He had no idea that it would be a critical process to enable Network Enterprise Technology Command/9th Signal Command (Army) to find efficiencies in programs designed to assist Soldiers and their Families in taking care of each other while they support our Nation at war.

Hall is the noncommissioned officer-in-charge of the NETCOM Command Chaplains Office. He enlisted in the Army as a chaplain assistant in 1988. During his time in the Army, he has served as a battalion chaplain assistant, brigade chaplain assistant, and Funds Manager. In 2005, after serving with 41st Field Artillery Brigade in Iraq, he deployed to Pakistan with the Southern European Task Force to assist Pakistan with disaster assistance. In the summer of 2007, he arrived at NETCOM and began his duties of providing support and training to the 41 chaplain assistants assigned throughout the command. During his time here, Hall has traveled all around the world assisting the Unit Ministry Teams (UMT) as they reach out to Soldiers and Families struggling to help their Families grow. The vehicle used for this aggressive endeavor has been the Army's program entitled Strong Bonds.

This fiscal year (2009), NETCOM will receive more than \$1.6 million to execute Strong Bonds

events across the command. These weekend retreats focus on relationships and how to make them better during a time when the stress of deployments has placed a tremendous strain on Families. Each retreat is tailored to the group of couples or families attending the event. Retreats have been tailored to re-deploying Soldier's

Families, spouses of deployed Soldiers, single parent Families and single Soldiers deploying or preparing to deploy. Each group has a specific set of challenges as they strive to grow healthy relationships.

So far during the current fiscal year, NETCOM units have executed 61 separate retreat events. Although this is an admirable feat in and of itself, the challenge for Hall is how to make the process more efficient, freeing more resources to meet the growing demand of Soldiers and their Families for training in relationship building. It is at this point that Lean Six Sigma meets Strong Bonds.

In spring of 2008, Hall attended two weeks of Green Belt training,

enabling him to begin examining the processes used by those conducting Strong Bonds retreats. What he found was a group of motivated agencies who were doing their best to get a product to Soldiers and their Families; but he also found significant inefficiencies in the process. Inefficiencies, which if fixed, could significantly free up additional resources and make the product delivered to the Soldiers and their Families even better.



Photo by Eric Hortin

**Sgt. 1st Class Micheal Hall is making the Strong Bonds a more efficient program for NETCOM Soldiers and Families around the globe.**

After two weeks of Green Belt training, Hall began his project for Green Belt Certification. Working with NCOs from 5th Signal Command (Theater) in Europe, 311th Signal Command (Theater) in Hawaii, and 1st Signal Brigade in Korea, he found that the processes used were as varied as the number of units in NETCOM. Although each UMT was doing their best to execute the commander's intent with respect to taking care of Soldiers and Families, everyone was doing it differently. The end result was an inefficient process that delivered a product that was very different from one event to the next. In many cases, Families went experiencing a retreat at one location only to find something entirely different at their new location. This required over two dozen different training venues to train the chaplains and chaplain assistants conducting the retreats. Hall found, during the Lean Six Sigma process, that it was possible to train all the UMTs in one process, designed to be tailored to a given situation, and save a significant amount of money. The first "Quick Win" for his Green Belt project was a centralized training of all UMTs in the summer of 2008, saving \$105,000. In addition, it provided the UMTs a superior product to deliver to the Families of the command.

Last fall, Hall became the first NCO in NETCOM to be awarded his Green Belt in Lean Six Sigma. Immediately, he began to look for additional ways to provide a better quality product, not only to NETCOM, but to the entire Army. He briefed the U.S. Army Chief of Chaplains' Sergeant Major, and provided briefing to the directorates of Chief of Chaplains Office and the U.S. Army Deputy Chief of Chaplains. As we look to an era when resources may become less available, Hall hopes to find efficiencies that will allow the Army to continue to reach out to Families wanting to make their relationships better, and extend the program to an even wider audience.

Hall is in the process of earning his Black Belt with Lean Six Sigma. His vision is to



*Courtesy photo*

**Sgt. 1st Class Michael Hall and Master Sgt. John Wright, Unit Ministry Team NCOIC, 5th SC (T), meet in Belgium outside the chapel across from 39th Signal Battalion to begin incorporating some lessons learned with Strong Bonds.**

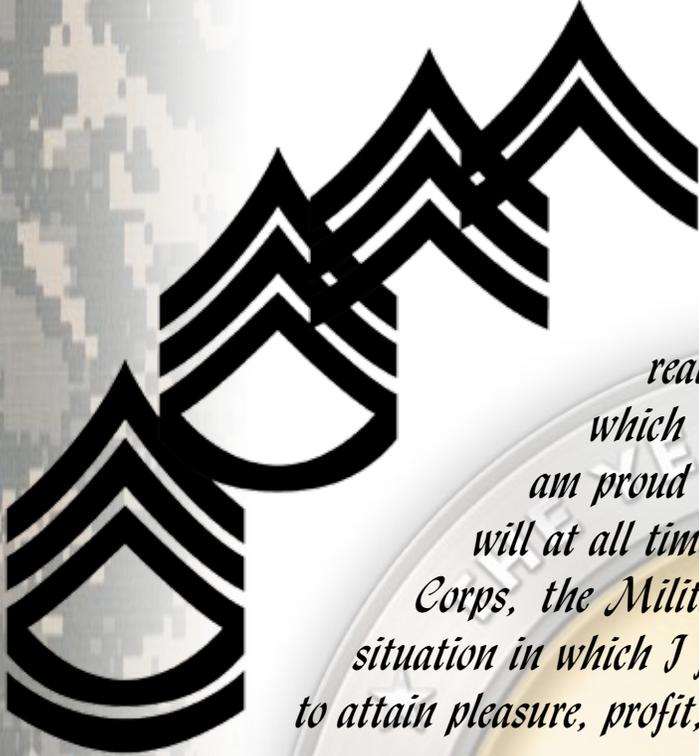
incorporate the learning from the NETCOM Strong Bonds process to the entire U.S. Army Strong Bonds program around the world.

Recently, Hall made a trip with Master Sgt. John Wright, 5th SC (T) Unit Ministry Team NCOIC, to Belgium to begin incorporating some of the lessons learned with Strong Bonds to signal units around the globe.

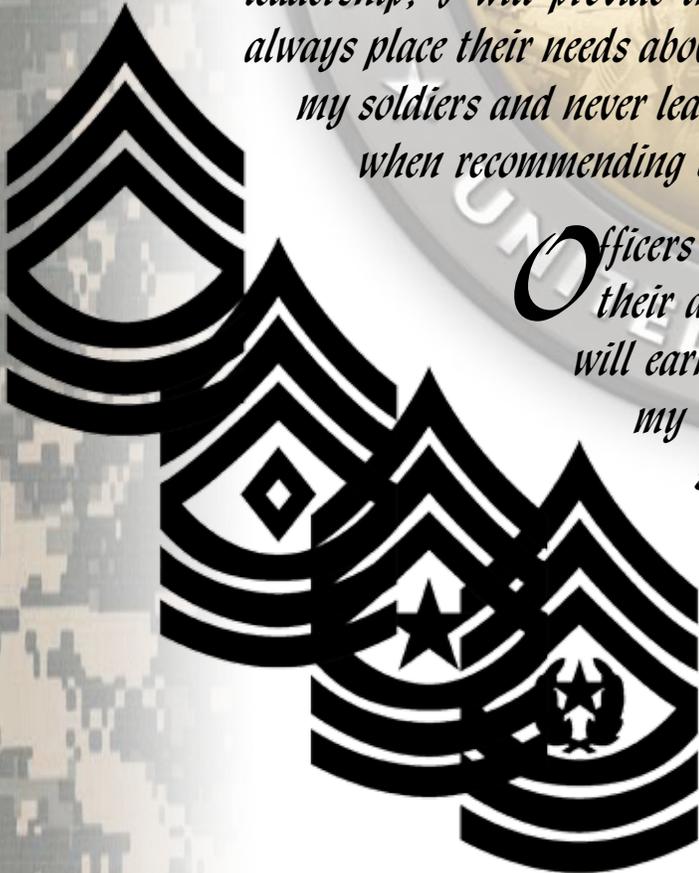
The Chief of Staff of the Army declared 2009 as "The Year of the NCO." One of the desired effects of this yearlong emphasis is to educate and inform the American public and legislative leaders how the training, professional military development, and education opportunities make the Army NCO Corps the reason behind our success on the battlefield; and is the standard to which other nations' armies aspire.

Through dedicated service to Soldiers and their Families, Hall has committed himself to maximize the amount of resources dedicated to our greatest assets: Soldiers and their Families. He exemplifies the truth that noncommissioned officers are indeed the backbone of our great Army. ❖

# The NCO Creed



*No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.*



*Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.*

*Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!*



Capt. Meeshack R. Lee, commander, and Soldiers of the 518th Signal Company (Tactical Installation Networking) render honors to the colors.

## 518th Signal Company cases colors

Story and photos by Spc. William D. Norris  
35th Signal Brigade Public Affairs Office

FORT GORDON, Ga. – Members of the 518th Signal Company (Tactical Installation Networking) held the time-honored event of casing the unit's colors Jan. 22, in a ceremony on Barton Field. The casing of the colors is an Army tradition that, in this case, symbolizes the movement of the unit to a new theater of operation.

The 518th is set to deploy to Southwest Asia in support of the 50th Expeditionary Signal Battalion from Fort Bragg, N.C., later this month. More than 120 Soldiers of the 518th will be responsible for providing support to United States Central Command's area of operation by installing and maintaining cable in

the forms of fiber optic and CAT-5, providing Internet, telephones, and video teleconferencing capabilities. The company will also be manning help desks to provide automation support to users in theater.

This is not the first deployment for the company during Operation Enduring Freedom and Operation Iraqi Freedom. The 518th redeployed from a similar mission in January 2008. Since returning home from deployment, the unit has been training in basic Army warrior tasks, rifleman skills, and the art of slicing CAT-5 cable and running fiber optics.

"We are poised and ready to go downrange to complete our mission," said Capt. Meeshack R. Lee, 518th Signal Company (TIN) commander. ❖



1st Sgt. LaShawn D. Brown and Capt. Meeshack R. Lee, 518th commander and first sergeant, case the unit's colors during a ceremony Jan. 22.

# ‘Finest’ welcomes new communicators

By Rebecca Murga

160th Signal Brigade Public Affairs Office

CAMP BUEHRING, Kuwait – The 160th Signal Brigade hosted a ceremony at Camp Buehring, Kuwait, welcoming over 500 Soldiers Feb 5, from the 50th Signal Battalion out of Fort Bragg, N.C., and the 518th Signal Company out of Fort Gordon, Ga.

Soldiers were met by 160th Signal Brigade Commander Col. Ronald R. Stimeare and Command Sgt. Maj. Kevin J. Thompson, as they took advantage of the opportunity to speak to the battalion before they were split up and sent to their respective locations in Iraq, Afghanistan and Kuwait.

Stimeare touched on three points: soldiering, teamwork and leadership. “You are a leader no matter what rank you hold,” he said.

Stimeare spoke about the importance of being a Soldier first and stressed the importance of individual Soldiers taking care of basic soldiering skills. He emphasized maintaining a high level of physical fitness and marksmanship along with striving to “...be the best Soldier that you can be. Mission success depends on a strong foundation, and our unit’s foundation is you!”

Command Sgt. Maj. Joseph W. Givens, Command Sgt. Maj. for the 50th Signal Battalion,



Photos by Sgt. 1st. Class Giselle Allen

**Soldiers from the 50th Signal Battalion and the 518th Signal Company stand in formation during their welcome ceremony.**

responded to remarks with a resounding, “We embrace your challenge, sir. Look out, Five-Oh is on the loose.”

Soldiers of the 50th Signal Battalion come to theater with different experiences, leaving Families behind.

Alpha Company’s senior NCO, 1st Sgt. Raymond Geoghegan, is not new to deployments. Born and raised in New York City, he deployed to Afghanistan twice before and leaves behind a wife and two children.

“They are used to me going on deployments... it’s just business as usual,” Geoghegan said.

Pfc. Tabitha Green is a different case altogether. Only eight months in the military, she leaves behind a husband and three children. Originally from Port Arthur, Texas, this is Green’s first deployment and she was excited.

“My mom’s a little worried... but I have great leadership and great Soldiers I’m working with,” said Green.

These Soldiers are motivated to begin the mission after seven months of training at Fort Bragg. The 50th Signal Battalion and the 518th Signal Company will be supporting communications for Operation Iraqi and Enduring Freedom and will be located throughout the theater of operation in support of key communication missions.

When speaking about the readiness of his company Geoghegan said, “I have full confidence in my Soldiers... We are ready to (complete) this mission.” ❖



**Col. Ronald R. Stimeare, 160th Signal Brigade commander, talks to Pfc. Tabitha Green from Port Arthur, Texas, as she sets out on her first deployment.**

# 50th accepts keys to SWA comms

Story and photo by Rebecca Murga

160th Signal Brigade Public Affairs Office

CAMP VICTORY, Iraq – The 160th Signal Brigade hosted a transfer of authority ceremony at Camp Victory, Iraq, Feb. 27.

The audience, comprised of Soldiers from the 40th and 50th Signal Battalions and honored guests from the Signal Corps community, gathered to mark the end of the 40th Expeditionary Signal Battalion's 15-month rotation in Iraq and the beginning of the 50th Signal Battalion's deployment.

"To the Soldiers of the 50th Signal Battalion... today marks the completion of seven months of vigorous training during which you validated your ability to... maintain your tactical and strategic communication systems and more importantly, survive on the battlefield as true war fighters," said Col. Ronald R. Stimeare, 160th Signal Brigade commander.

The ceremony was attended by Lt. Gen. Jeffrey A. Sorenson, Army Chief Information Officer/G-6; Command Sgt. Maj. Lawrence Wilson, Multi-National Forces-Iraq; and Brig. Gen. James T. Walton, 335th Signal Command (Theater) (Provisional) commanding general. Before the 40th ESB Soldiers departed back to Fort Huachuca, Ariz., a farewell ceremony was held at Camp Virginia, Kuwait, March 1.



"I just wanted to take this opportunity to personally thank all of the organizations and units that made this a flawless transfer between these two outstanding units," said Stimeare.

The 40th ESB planned, installed, operated and maintained

the largest communication network to support an active warzone. They also supported a myriad of customers including MNF-I headquarters and staff, the U.S. Department of State, U.S. Army Central Command and coalition forces.

"The Soldiers of the 40th can take great pride in their accomplishments over the past 15



A mixed-unit color guard unfurls the colors of the 50th Expeditionary Signal Battalion, during the transfer of authority ceremony Feb. 27.

months," said Lt. Col Brian P. Foley, commander, 50th Signal Battalion.

The 50th Signal Battalion, from Fort Bragg, N.C., will support communications for Operation Iraqi and Enduring Freedom and will be located throughout the theater of operation responsible for key communication missions.

"The quantity and complexity of the tasks the Soldiers accomplished while preparing for deployment are simply amazing, and no group of Soldiers have ever done more to prepare for war... they will earn their pay as communicators during their deployment, and will play a critical role in our country's continued effort to combat terrorism," said Foley. ❖

# 56th reaches 'Beyond the Horizon'

By Capt. Jean Rivera

56th Signal Battalion Training Office

FORT GORDON, Ga. – The 56th Signal Battalion is actively engaged with the Beyond the Horizon (BTH) exercise, which is the newest take on U.S. Southern Command's proud legacy of humanitarian assistance exercise programs. Like the New Horizons exercises over the past two decades, BTH deploys U.S. military engineers and medical professionals to Latin American and Caribbean nations for training and to provide humanitarian services. Troops built schools, clinics, community centers, water wells, and other quality-of-life enhancement facilities. The schools and clinics are built to resist winds up to 150 miles per hour, an important feature in a region that is a hotbed of powerful storms every hurricane season. The program builds upon previous efforts, adding a series of events for U.S. troops to exchange knowledge with host nation officials.

The 56th supports U.S. servicemembers, representing National Guard and Reserve forces from all services going to Honduras, Jamaica, the Dominican Republic and other nations in Southern Command's area of focus. The vast majority of personnel deploy for short periods of time. National Guard and Reserve personnel deploy for two weeks which is their usual training cycle.

Sgt. Amaury Martinez (right) teaches one of his team members how to orient a communications antenna.



Spc. Ashley Kinard, establishes a connection between her laptop and a radio at a base station supporting Beyond the Horizon.

*Courtesy photos*

Some Reserve personnel deploy for three weeks. Some are assigned as part of the long-term staff returning to their home stations at the end of the exercise.

BTH requires units to plan and conduct logistical operations to support these deployments to remote regions. Such mobilization and real-world execution provides unparalleled training that could not be simulated within the United States. This affords the 56th Signal Battalion the opportunity to provide first class communications services.

The Single Channel Tactical Satellite Platoon provides communications using AN/PRC-117 radios, enabling task force commanders to maintain command and control at ports as well as forward construction and medical sites during BTH. These Soldiers and their equipment have traveled throughout Central and South America numerous times in recent years.

It takes a collective effort and an agreement between the U.S. Army and the host nation to make a positive impact on the nation's socio-economic development, said Sgt. Amaury Martinez, BTH Dominican Republic communications team noncommissioned officer-in-charge. Another positive impact is accomplished by providing medical care to those who need it the most as well as providing other human basic needs like food and education.

Martinez also reaffirms that as a Dominican Republic-born U.S. Soldier, this mission gives him the opportunity to directly help his own country while at the same time making his Soldiers culturally aware of his roots. Martinez has been involved in many humanitarian missions around the world, but this is the first opportunity to serve the United States in the country he was born. ❖



## 35th prepares units for SWA deployment

Members of the 35th Signal Brigade deployed to several locations throughout the United States to support training mission readiness exercises for units deploying to Southwest Asia. Soldiers of the 261st Signal Brigade, 146th Signal Battalion, and 51st Expeditionary Signal Battalion trained on the various aspects of maintaining Army communications prior to their deployments.

Top left: Two 51st ESB Soldiers troubleshoot the network during their MRX in Fort Lewis, Wash.

Below left: Spc. Stephen Stolarick, 146th Signal Battalion, checks the cables on a line-of-sight communication antenna during the mission ready exercise in Fort Bliss, Texas.

Below: A Soldier from the 146th Signal Battalion and an observation controller from the 67th ESB work together to install and operate a satellite tactical terminal after convoying to a new site.

Bottom: 51st ESB Soldiers start tearing down tropospheric scatter equipment at Yakima Training Center.



*Photos by Capt. Stephen Joosten*

# 67th takes time out for family fun

Story and photos by  
Spc. William D. Norris

35th Signal Brigade Public Affairs Office

Adventure Crossing opened its doors to the 67th Signal Battalion (Expeditionary) for fun, food, and games on the evening of Feb. 19. Soldiers and Families alike were invited to ride all the rides, eat all the pizza possible, and drive unlimited go-carts from 4-9 p.m. for \$5 per person.

Soldier and Families in the Armed Forces work extremely hard these days. Wives, husbands, and children often feel the stress too as more work and less time at home puts strain on members of the household. Organizational days are important as it gives these individuals time to unwind and forget about work for the day.

"It is important to take time away from work and relax with Families and friends, as well as, to show the Families how much we appreciate their support to their loved ones during these difficult and high operational tempo times," said Command Sgt. Maj. Angel Ramos, 67th Expeditionary Signal Battalion. "I've always believed that if Families and Soldiers are taken care of, your Soldiers will perform at a much higher level. It has yet to fail me."



Savannah Aiello raises her hands high in the air as she and her family take the big down slope on the wacky worm rollercoaster.



1st Lt. Carl Schwede, 67th ESB platoon leader, and his daughter, Aubrey, enjoy their ride on the samba balloons.

The park contained several outdoor rides such as the airplanes, a carousel, samba balloons, and a wacky worm rollercoaster. Other outdoor activities were batting cages, a miniature golf course, and go-karts for children from the ages of five years old and beyond. Inside, Adventure Crossing is filled with arcade games and an indoor laser tag facility.

"We approached Tom Tuckey, Central Savannah River Area Alliance for Fort Gordon, about hosting some events for the troops at Fort Gordon in appreciation for their service to our country," said Ed Harris, Managing Partner for Adventure Crossing. "We included Families because they too sacrifice much in supporting their Family members. Tuckey liked the idea and approached the command of the 35th Theater Tactical Signal Brigade to determine interest.

"It was a great evening," added Tuckey. "My staff and I enjoyed interacting with our neighbors from Fort Gordon."



# NETCOM units receive supply, maintenance awards

NETCOM/9th SC (A) G-4

The Network Enterprise Technology Command G-4 Directorate held its Logistics and Engineer Conference, Feb. 3-5. More than 80 NETCOM logistics and engineering professionals from across the globe gathered for this conference.

The conference addressed key logistics and facilities issues; cross-talk issues and actions from the different commands; and spent time building teams. Programmed topics included property accountability, supply operations, maintenance management, Exchange pricing, contracting, facility upgrades and emerging requirements.

On the first day of the conference, an award ceremony was held to recognize the NETCOM Supply Excellence Award (SEA) and Army Award for Maintenance Excellence (AAME) winners and runners-up. Overall, 16 NETCOM units received winner or runner-up recognition. Additionally, the 11th Signal Brigade's Thunderbird Dining Facility was recognized as a runner-up for the Department of the Army level Philip A. Connelly Award in the small garrison category.

The end result of the conference benefited Soldiers and Civilians of the NETCOM logistical community which came away with more tools to support NETCOM's globally based expeditionary communications requirements. ❖



Photo by Eric Hortin

**Chief Warrant Officer 3 Tameko Friend, 1st Signal Brigade, receives NETCOM's Supply Excellence Award from Col. William Scott, NETCOM/9th SC (A) chief of staff.**

## NETCOM home page goes live behind Army.mil

NETCOM/9th SC (A) Public Affairs Office

The face of the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) home page has a new look.

Sitting behind the Army's home page,

the NETCOM home page's new look comes with regularly updated news from around the command. With content managed by the NETCOM/9th SC (A) Public Affairs Office, using the Army's CORE (Content Online Resource

Enterprise) allows for easier sharing of articles, photos and videos from across the Army. It also allows the NETCOM PAO to place content more rapidly, leading to more timely information on the page.

Any organization can submit articles and photos to CORE; but only designated public affairs personnel can post the information to the Army-wide audience.

This is not the only change people can expect to see. NETCOM/9th SC (A) G-6 office will transform the remaining public pages, making those pages look more like the home page with a similar layout and feel. ❖

A screenshot of the NETCOM home page on the Army's website. The page features a header with the U.S. Army logo and the text 'WWW.ARMY.MIL' and 'UNITED STATES ARMY NETWORK ENTERPRISE TECHNOLOGY COMMAND/9TH SIGNAL COMMAND'. Below the header, there are several sections: 'NETCOM Links' with a sidebar menu, a main content area with a large photo of soldiers and a headline 'New flag new mission', and a 'MISSION' section. The main content area also includes a 'FOR NETCOM STORIES' section with three smaller articles: '5th Signal Command announces force deployments', 'Hannheim Community kicks off Year of the NCO', and 'Sgt. Joshua Wolcott receives Purple Heart'. There is also a 'COMMANDED' section with a photo of a soldier and a quote.

NETCOM/9th SC (A) home page ([www.army.mil/netcom](http://www.army.mil/netcom)) has taken the look of the Army's home page, with content relevant to the command.

# Think Safety

## SAFETY – WHAT NCOs AND CIVILIAN SUPERVISORS SHOULD KNOW

By Jeff Speer

NETCOM/9th Signal Command (Army) Safety Office

Senior Army leadership and commanders are committed to safety and have identified the need to change our safety culture and the way we behave. Safety must become part of everything that we – Soldiers, Civilians and Family members – do, on or off duty. Everyone must be vigilant and intervene when they see dangerous behavior.

At the 2008 Association of the United States Army annual meeting, the Secretary of the Army declared 2009 as the “Year of the Noncommissioned Officer” as a way of recognizing the value of our enlisted Leaders at all levels of command.

“They know their mission, they know their equipment, but more importantly they know their Soldiers,” said Army Secretary Pete Geren.

This is a true statement, as the NCO Corps, is the backbone of the Army; and our Civilian supervisors and team leads are the continuity and institutional knowledge of the Army. The influence exerted by these two groups is critical to the business of keeping everyone safe and ensuring the establishment of a safety culture with all NETCOM organizations.

The value of visible leadership from these groups in shaping and sharpening NETCOM’s safety culture, war-fighting capabilities, and personnel readiness should not be underestimated. Through a consistent safety focus, safety will become instinctive, routine, and an automatic process for each individual, on and off duty.

NCOs and Civilian supervisors are key members of the NETCOM Safety Program since they direct or affect the actions of others. They have a professional responsibility for safety involving daily planning, training, observations and feedback, inspections, discipline, and duties that affect a large number of personnel. There are key elements to assist NCOs and Civilian supervisors in carrying out their SAFETY responsibilities.

1. Set a Good Example. The phrase, “Actions speak louder than words,” is an excellent guide. The example you set must reflect your sincere beliefs in good safety practices and alertness to

hazards.

2. Know the Operation. To be able to understand and evaluate the safety, hazards, and risks involved, you must thoroughly understand the entire task, operation, or process for which you are responsible.

3. Be Alert to Unsafe Conditions. Make every trip through your workplace an impromptu inspection tour; identify and correct hazards that might cause injuries. Also, complete the composite risk assessment (CRM) process during planning and execution of tasks or missions. Ensure all personnel and all members of the team are aware of and understand the risk assessments and the process of how it was accomplished.

4. Inspect Often and Intelligently. Safe working conditions can be achieved only by finding and eliminating unsafe conditions and practices. Inspections help this. While safety personnel should do some inspections, there is no substitute for NCOs and Civilian supervisors’ first-hand looks.

5. Take Effective Corrective Action. To be effective, you must translate your observations into effective corrective action. Make it clear that correction of an unsafe practice is not a reprimand but a step toward improved safety performance.

6. Maintain Discipline. When safety performance falls below reasonable levels and there are no extenuating circumstances, you may need to take disciplinary action.

7. Know Your Team Members. To achieve the safest, most efficient performance, you must know each individual’s characteristics, training status, and qualifications. Test new personnel’s knowledge regardless of whether or not they have been previously certified in a certain area. Consider individual abilities when assigning job tasks.

8. Investigate and Analyze Every Accident, No Matter How Slight. Develop corrective interventions to prevent similar accidents. When minor accidents go unheeded, fatal or crippling accidents may strike later.

Demonstrate your commitment to safety – Think Safe, Act Safe, Be Safe.

***Army Safe is Army Strong!***

# Historical Perspectives

## HELIOGRAPH SUPPORTS THE WARFIGHTER

**By Vince Breslin**

*NETCOM/9th Signal Command (A) History Office*

The end of the Civil War set the stage for the great American westward migration of the late 1800s. As our pioneering fathers expanded the frontiers of civilization, many chose to settle in the New Mexico and Arizona territories.

By 1870, some 9,600 U.S. citizens populated the two territories. The United States government strongly encouraged this migration under Manifest Destiny – and assigned U.S. Army units to guarantee settler safety in the Southwest.

The Army campaign to purge the territories of Apache warriors became an exercise in persistence. More and more Soldiers poured into the region to man more and more forts and posts.

Large-scale cavalry operations maneuvered Apache war parties to surrender or retreat to their strongholds. Once trapped, the Apaches were captured and force-marched to reservations designed to deprive them of their freedom – and the opportunity to war against white settlers.

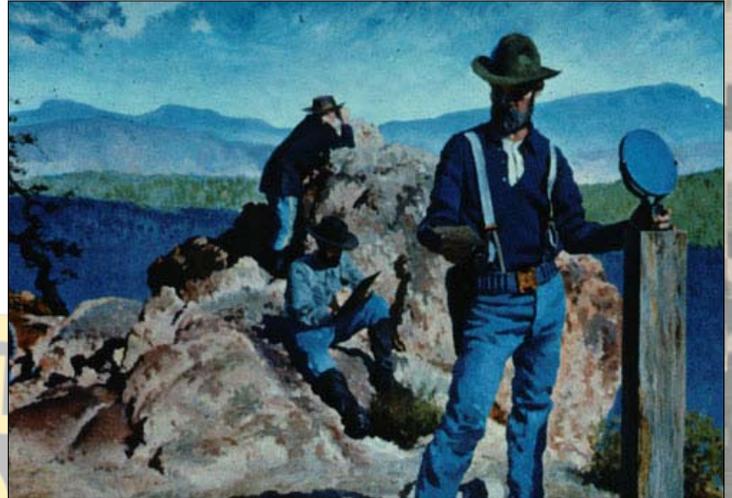
Reservations sprang up for the concentrated control of the Indians. By the 1880s, the glory days of Apache resistance had ended. In 1872, Cochise had surrendered to Maj. Gen. George Crook, who was later sent to Omaha to fight more Indian Wars in the Northern Plains.

With Crook removed, his successors in Arizona established disastrous policies for the treatment of the Apaches. In late 1874, in violation of Cochise's surrender terms, some 4,000 Apaches were forcibly moved by U.S. authorities to a reservation at San Carlos, a barren wasteland in east-central Arizona.

Deprived of traditional tribal rights, short on rations and homesick, they revolted. Spurred by Geronimo, hundreds of Apaches left the reservation to resume their war against the whites.

In 1882, Crook was recalled to Arizona to conduct a renewed campaign against the Apaches. For Geronimo, successive surrenders to the Army over the next four years established a pattern of capture, rest, resupply, recruitment, escape, and renewed activity throughout the New Mexico and Arizona Territories.

In the process, Crook lost all credibility at both



**Artist rendition of a heliograph site in New Mexico during the Geronimo campaign.**

the seat of territorial government in Tucson and with military commanders in Washington, D.C. Amid a firestorm of criticism, he resigned his post in March 1886. Brig. Gen. Nelson A. Miles assumed command a month later.

Discarding Crook's methods of employing Apache scouts and the telegraph network, Miles organized an expedition of hand-picked, hardened Army regulars under the command of Capt. Henry Lawton at Fort Huachuca. In addition to that measure, Miles sought the services of the Army's Chief Signal Officer, Albert Myer, and Myer's entire inventory of heliograph operators and equipment.

Outstretched below Fort Huachuca is the San Pedro Valley; this was a primary hunting and battleground of the Chiricahua Apache. Unfortunately for Geronimo and his followers, the entire valley supported a natural network of surrounding mountains and hilltops, ideal locations for Army heliograph sites.

From these mountains and hilltops, early signalmen flashed Morse code messages across a heliograph network, comprising some 150 sites throughout the territories, and reporting to Fort Bowie the movement of marauding Apaches and the progress of Army columns dispatched to intercept them, as viewed from high above the San Pedro and other valleys of the Southwest.

Miles, in turn, could relay instructions and troop movement orders via the heliograph network from

*Continued page 29*

# Sharp-Shooters



Left: A happy homecoming March 3, for Soldiers and Families of the 40th Expeditionary Signal Battalion. Nearly 600 Soldiers from the 40th ESB and the 69th Signal Company returned from 15 months in Southwest Asia. (Photo by Gordon Van Vleet, NETCOM/9th SC (A))

Above: Team 40, led by Lt. Col. Linda Jantzen and Command Sgt. Maj. John Womble pose for a photo in Southwest Asia. (Photo courtesy of Lt. Col. Linda Jantzen, 40th ESB)

Below: 1st Sgt. Warren Close (left), Headquarters Company, 7th Signal Brigade, “wets down the stripes” of Sgt. Seunghan Lee, 44th Expeditionary Signal Battalion, during a Noncommissioned Officer Induction Ceremony held at the Schuh Theater on Sullivan Barracks. (Photo by Staff Sgt. Jonathon M. Gray, 5th Signal Command (Theater))

## Calling all photographers!

If you have a unique image you want to share with the rest of the global NETCOM/9th SC (A) organization in the next edition of the NETCOM Journal, send it via e-mail to [netcom.pao@us.army.mil](mailto:netcom.pao@us.army.mil), not later than Aug. 1, 2009.

The only condition: the subject(s) must be in focus. All activities – military or civilian – are accepted. Soldiers, Civilians, Family Members and Contractors may participate.

The image must be at least 4”x6”, high resolution – no less than 200 dpi (for best quality). The image must include the name and rank (if applicable) of the photographer, organization, and a full description of the activity in the image, to include full identification of the subject(s) if possible. Please ensure your images are in good taste, and don't contain classified information/activities.

Your image, if chosen, will appear in the next edition of the NETCOM Journal on the “Sharp-Shooters” page.



## **History, from page 27**

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Fort Bowie to outposts like Fort Huachuca.

On May 5, 1886, Lawton and his second-in-command, Capt. Leonard Wood, led their command from Fort Huachuca to embark on one of the most grueling pursuits of the Apache campaign.

During this final campaign, at least 5,000 Soldiers were employed at various times toward the capture of Geronimo's small band. Four months and 1,645 miles later, Geronimo was tracked to his camp in Mexico's Sonora Mountains, ironically not by Lawton's force, but by one of General Crook's protégés, 1st Lt. Charles Gatewood.

Escorted by Gatewood to a conference in

September 1886, at Skeleton Canyon, Ariz., Geronimo formally surrendered to Miles. From Skeleton Canyon, Geronimo was transferred under armed escort first to Fort Bowie and then to a reservation in Florida where he was put to hard labor. Miles had effected the end of organized Apache resistance.

Supporting and sustaining the Army of the Southwest, the introduction of the heliograph – a Signal Corp network of mirror communications – to the Southwest Theater of Operations created a force multiplier that orchestrated pursuit strategies, deterred Indian attacks on settlers north of the Mexican border, and inhibited Apache excursions into the Arizona and New Mexico Territories.

## **Army & Defense News**

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### **5th SC (T) announces force deployments**

*5th Signal Command Public Affairs Office*

MANNHEIM, Germany – 5th Signal Command (Theater) units have been identified for deployment to Afghanistan and Iraq in support of Operation Enduring Freedom / Operation Iraqi Freedom for the Fiscal Year 09 force rotation.

The headquarters element of the 7th Theater Tactical Signal Brigade, stationed in Mannheim, Germany, will deploy with approximately 90 Soldiers to Afghanistan, Spring 2009, for up to 12 months as part of the normal rotation of troops. The brigade headquarters will serve as the Joint Network Operations Control Center (JNCC), which is the single control agency for the management of the joint force communications systems.

One of 7th's two battalions, the 72nd Expeditionary Signal Battalion, also headquartered in Mannheim, will deploy with approximately 500 Soldiers to Iraq, Summer 2009, for up to 12 months. The 72nd will provide

communications support to several locations in Southwest Asia using Joint Network Node technology.

### **Army Announces Plan to Reduce Stop-Loss**

*Army News Service*

WASHINGTON, D.C. – The Army announced today that Soldiers affected by "Stop-Loss" will begin receiving \$500 per month soon, and the Total Army will gradually reduce the number of those affected by the program that involuntarily extends Soldiers beyond the end of their enlistment or retirement dates in units deploying to combat areas.

Under a comprehensive plan to reduce Stop-Loss, the Army Reserve will begin mobilizing units without Stop-Loss in August 2009, followed by the Army National Guard in September 2009.

*For full story, go to <http://www.army.mil/newsreleases/2009/03/18/18423-army-announces-plan-to-reduce-stop-loss-payments-to-begin-soon/>.*

### **Budget Provides 'Home' for Warfighters**

*American Forces Press Service*

WASHINGTON, D.C. – Defense Secretary Robert M. Gates says the changes to the budget that he proposed yesterday will provide a "home" for Warfighters that doesn't currently exist in the Pentagon's institutions.

The Defense Department has a set of institutions arranged largely to prepare for conflicts against other modern navies, armies and air forces.

"Programs to directly support, protect and care for the man and woman at the front have been developed ad hoc and ... funded outside the base budget," Gates said during a Pentagon news conference announcing his fiscal 2010 budget recommendations. "Put simply, until recently, there has not been an institutional home in the Defense Department for today's Warfighter."

*For full story, go to <http://www.defenselink.mil/news/newsarticle.aspx?id=53826>.*



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