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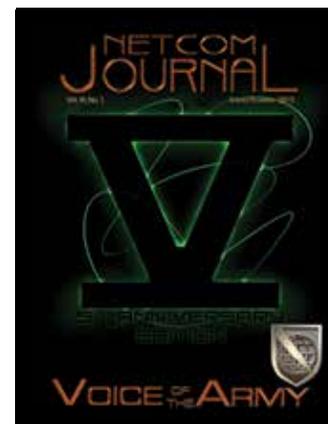
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## ON THE COVER

**Cover Image:** For the past five years, the NETCOM Journal has been dedicated to communicating the commanding general's vision, showing the many facets of this global command to the NETCOM Team, families and the American public. (U.S. Army illustration by Eric Hortin)



## NETCOM JOURNAL

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# CG's Corner

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**W**elcome to the latest issue of the NETCOM Journal. This year I have seen a lot more of you working on balance, in your lives and work environments. This is critical to long term health and happiness. Congratulations! Here in NETCOM it is also critical that we balance our need to upgrade antiquated (copper) infrastructure on our Post, Camps, Bases and Stations with providing our customers an excellent user experience, improved services, and new capabilities.

Your messages about the conditions at your posts have been received and each post has been prioritized for infrastructure upgrades by the Army G-3 and the Chief of Staff, Army (CSA). As money becomes available, we will begin to build out each post's ability to support a Live, Virtual, and Constructive environment (Network 2020). Virtual environments are very demanding on our IT infrastructure so we will have to build a new back bone that will include a mix of MPLS (multiprotocol label switching) high speed Cloud services, Fiber, Ethernet, and Passive Optical Network technologies. Using Passive Optical Networks will also, as a bonus, save us heating, ventilation, and air conditioning (HVAC) (ventilation and air conditioning not required) and power consumption while increasing throughput (if you have ever had an Ethernet switch die in a non-air-conditioned closet during the summer months – you can appreciate this technology).

The goal is to provide speed and bandwidth to end-users while making the underlying transport and infrastructure transparent. At the same time, we will take complexity out of our installation networks, enhance network availability, and shorten repair time.

My message to you is, put yourself in our customers' shoes. Ask yourselves, if all the infrastructure upgrades were complete, would our customers know it? Does increased speed at the transport layer make them appreciate us? Is that what they want? We need balance. Balance between ideal infrastructure upgrades and improved customer experience. As an effort to achieve this balance I have asked the staff to put together a WiFi/Wireless standard with all the proper protections as an above baseline service that the NECs can provide. I believe there will be a great demand at TRADOC installations and other major commands.

Many of you have upgraded your VTC suites to include high definition IP-based VTC yet we continue to use ISDN dial-up circuits (that are expensive/low quality). We cannot solve this Army wide in one day, but if we work together (NECs and customers) to develop a "community of interest" we can take down the elephant one bite at a time. In other words, you would set up a number of one-to-many HD VTC groups that ultimately we can develop into an enterprise solution. You may have your own ideas of other areas that could provide additional capabilities. Ask us to develop a standard for the enterprise. Start today!

The staff and our Futures group is working with Federally Funded Research and Development Labs, Defense Information Systems Activity, and the CIO/G-6 to come up with a worthy mobility platform (iPad, Droid, BlackBerry, etc.). We know our customers want this capability yesterday.

If you have another idea on how we can better serve our customers please forward it to the headquarters. We will work it! Thank you for all your great work out there in the Commands worldwide!

You are the future of the Army, we need your leadership as we move toward the Army of 2020. Keep up the excellent work team!



**Maj. Gen. Alan R. Lynn**

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

# CSM's Corner

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**T**eam... There's a lot coming down the pipe and some of it is going to be tough to absorb.

We're going to be making some difficult decisions here; and in some cases, we're going to see people who normally stay in the dugout stepping up to the plate. Our Civilian workforce is faced with the distinct possibility of furloughs, though thankfully not as many days as was first forecasted. But we may still have to contend with the situation that on those days, people you normally count on to assist with certain missions may not be there.

This is going to cause stress for everyone – from the Commanding General on down to the Civilian in the cubicle and Soldier in the foxhole. It may take our lawmakers a while to hammer out a solution.

Team, you need to look out for your teammates during these stressful times. Talk to them on a daily basis and do what you can to alleviate the stress of uncertainty; and ensure increased workloads aren't burying your people. Our Warrior Ethos says: "I will never leave a fallen comrade." We are all comrades here – Soldier, Civilian and contract workforce. Don't allow your comrade to fall behind or suffer in silence.

One of our Army's priorities is maintaining a Ready and Resilient workforce. Like many other initiatives, the Army's campaign is more than informational – it is educational as well. You are your comrades' first line of defense. Learn to identify the signs of stress and distress, and identify the resources available to help them. If you are feeling the stress... you don't have to bottle it up and gut it out; there are resources out there – Chaplains, friends, supervisors, help lines. Seeking help is not a sign of weakness; it is a sign you are strong and want to continue to be a member of the team.

As a team, we need to keep looking forward and realize that most of these challenges are temporary in nature. And while it may be difficult to solve your issues now, know that some of those issues will resolve themselves in time. Patience and perseverance are traits we learned from a lifetime of experience; and these are the traits we need to cultivate within ourselves to ensure success in stressful times.

Finally, don't sell yourselves short. The work your team performs will continue to be vital to our Army, and will contribute immeasurably in the long run. Your dedication and hard work are going to make that immeasurable contribution.

I can't tell you that everything we plan is going to work out perfectly – no plan ever survives first contact. But we are the United States Army... we are going to get through this time of uncertainty. We will prevail.

You are all valued members of the NETCOM and Army Teams. Thanks for all you do. "One Team."



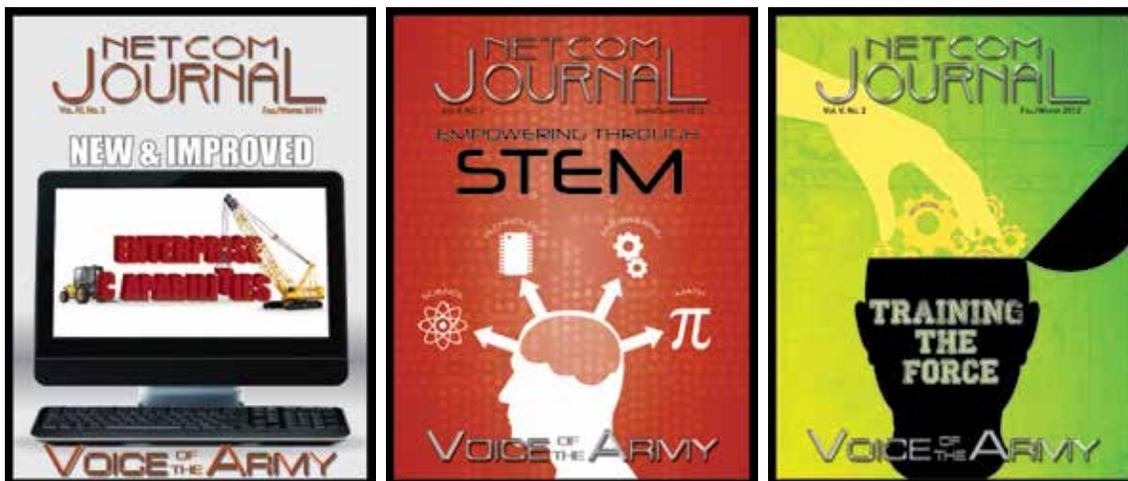
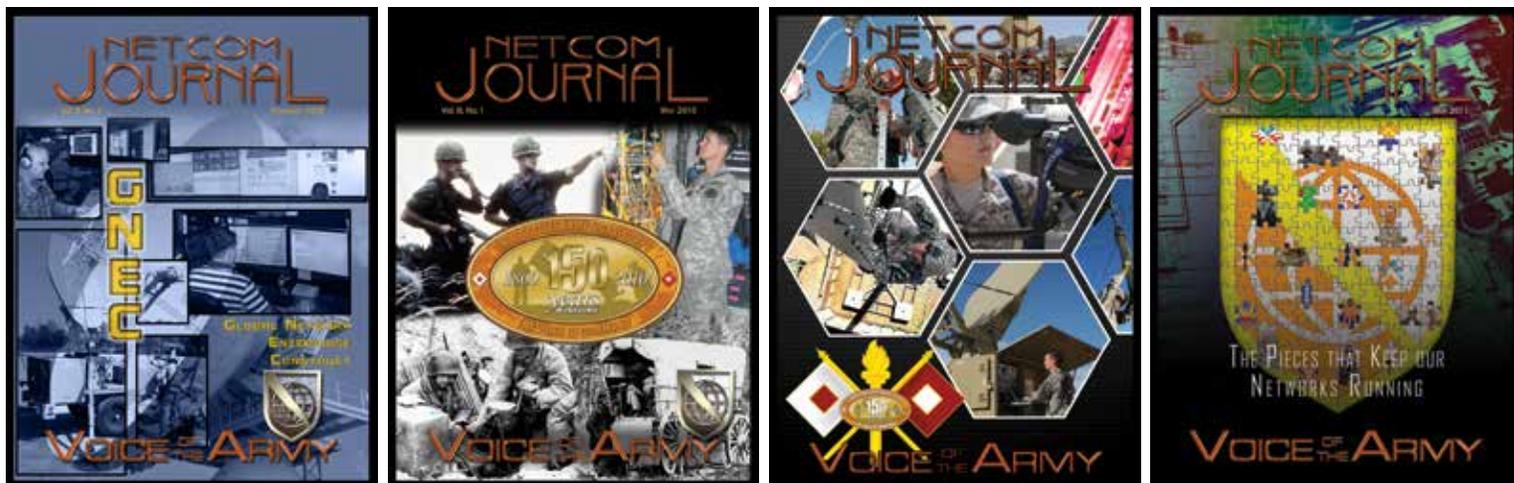
Command Sgt. Maj. Gerald W. Williams

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

**F**ive years... Not a lot of time in the grand scheme of things; but even in that time, the path of the command has changed significantly. The command has led the way in transforming the way the Army carries out its information technology business practices. The Global Network Enterprise Construct was the first process to move the Army toward a true enterprise architecture. The command's reach has spread to every post, camp and station. Enterprise capabilities are the standard, from the Pentagon to the Soldier on patrol, to have a true common operating picture and the most up-to-date intelligence on the ground. The organization is still moving forward today, leading the newest force structure initiatives that will give the Army its most complete view of the network and enable an operational capability unseen at any point in the Army's history.

And the NETCOM Journal will be there for whatever comes next.

## U.S. Army Network Enterprise Technology Command – “Voice of the Army”



# Two NECs ace Army-level Information Assurance inspection

By Siohban Carlile and Neil R. Guillebeau  
*7th Signal Command (Theater) Public Affairs Office*

FORT GORDON, Ga. – The Fort Riley, Kan., and Fort Benning, Ga., Network Enterprise Centers recently became the first two NECs in the Army to pass all 14 information assurance functional areas on the Army Inspector General’s IA compliance inspection.

Fort Riley was the first in the Army to max a DAIG IA inspection. The Riley NEC passed the inspection May 4, 2012, and Benning passed Aug. 24, 2012.

“We plan for these initiatives. A well done plan, and time up front working with our customers are critical to success,” said Robert Windham, Fort Riley NEC director since 2008. “We involve our stakeholders in the planning process, and during operational planning, everyone on the team gets a vote.”

Next comes executing the plan. Even the best plans are useless if they don’t lead to action, according to Windham.

“We didn’t just go from a terrible state to preparing for and acing an inspection,” he said. “We live IA and security day to day. You do the right thing because it’s the right thing to do, not just for the inspection.

Windham has a very holistic view of leadership of the NEC, mainly centered around people, planning and execution.

He is quick to point out that achieving a top score in a DAIG inspection takes a team effort.

“The senior commander of Fort Riley got it, so there was command emphasis at all levels, from the brigades and the installation,” he said. “This is a Fort Riley success because we all pulled together.”

In addition to planning and execution, the key part of success is people. A lot of effort goes into a very detailed process to get the best people for their team. The hiring process is very important to Windham. He and his team work closely with the civilian personnel office to ensure that only the most highly qualified people get hired to work at the NEC.

He notes that Fort Riley has a long and storied history, and it gives people a sense of personal obligation to support Soldiers and to ensure the mission gets accomplished - always without fail.

“It doesn’t take them long; even when our young

people have been here a short time, they get it,” he said. “We tell them that they are either directly or indirectly supporting the war fighter, and they appreciate that.”

Fort Stewart NEC director Kathy Walter said she attributes the NEC’s success to emphasis placed in two main areas, management focus and accountability.

“During the last two weeks prior to the inspection, we detailed an additional division chief to work with the IA division as we finalized preparations.

The additional management attention gave the benefit of a fresh perspective to a harried IA staff that had been working deep in the details for months according to Walter.

She also conducted daily hot-washes with key leaders for two weeks prior to the inspection to review status and formulate action items.

“Note that much of our focus during this time was cleaning up administrative artifacts such as updating SOP documentation,” she said.

One of the key tasks was to organize the Army IA inspection checklist items into a spreadsheet that specifically assigned responsibility for each task to a designated individual. This created accountability and urgency.

The IA Division also created a color coded “chiclet chart” for the DAIG inspection that was used to track progress.

In conjunction with the spreadsheet, the IA division also created and maintained a plan of action and milestones tracker with taskers and due dates.

“Site assistance visits by our higher HQ IA staff provided focused attention and incentive that helped to boost our preparation efforts,” she said. “They provided a valuable sounding board and helped to research points

See “NECs,” on page 15



U.S. Army photo

Jerome Gerone (left) and Gregg Hollingsworth, from the Fort Stewart NEC perform routine server maintenance.



### **Strong-arming it**

Pfc. Seth Kelso, from Houston, Texas, manually adjusts the satellite dish while wearing chemical, biological, radiological and nuclear protective training gear during an exercise at a satellite communication facility in South Korea, March 18. Kelso, a member of 275th Signal Company, 1st Signal Brigade, was manually adjusting the AN/TSC-86C Tactical Satellite's aim, which must be done when the automatic motor breaks. (U.S. Army photo by Sgt. 1st Class Brandon Aird, 1st Signal Brigade Public Affairs Office)

# Command staff practice communicating effectively, managing personal energy

By Eric Hortin

NETCOM Public Affairs Office

FORT HUACHUCA, Ariz. – Anyone who has spent more than a few weeks in the Army knows that stress is inevitable. Whether on the line, in a motor pool or working in cubicles, there are stressors in everyday life; and if it doesn't happen at work, there are always some at home. For those who have endured the hardships of deployment and combat, even the most minor stressors compounded daily can have a lasting effect.

Coping mechanisms, strategies and techniques to combat those stressors can help Soldiers, Civilians and Families “recharge the batteries,” as one master resilience trainer commented.

“Most of us start at full power at the beginning of the day,” said Megan Marcum, master resilience trainer. “As the day goes on, things happen that drain you; but you still want to get the most out of what you have left.”

Christy Freeman, another master resilience trainer, and Marcum visited with the Network Enterprise Technology Command senior leadership to conduct an afternoon of leadership training activities and energy management techniques. (In this case, energy management is not referring to turning off lights, monitors or unused electronics.)

“If you don't take some time to recover during the day, your energy level goes down,” Freeman said. “Through the process of deliberate breathing, you can keep up your energy – your optimum productivity – throughout the day.”

For their part, Freeman and Marcum represent one of the five pillars of the Comprehensive Soldier and Family Fitness-Training Program. They are the master resilience trainers who visit organizations to help others by providing performance enhancement training – another pillar of the CSF2 program. According to Army Directive 2013-07 – the Secretary of the Army memo formally establishing the CSF2 program – the mission of the program itself is to improve the physical and psychological health and resilience of Soldiers, their Families and Department of the Army Civilians, and to enhance their performance by providing self-assessment and training capabilities aligned to five



*U.S. Army photo by Gordon Van Vleet*

**Members of the NETCOM Team demonstrate their ability to form a rope into a square shape while blindfolded April 12, during a communications exercise.**

key functional areas – Physical, Emotional, Social, Spiritual, and Family – known as the “Five Dimensions of Strength.”

In the directive's enclosures, Energy Management is a learned process; one that teaches practical skills to build, sustain and restore personal energy to minimize the effects of stress. This includes relaxation and sleeping techniques, as well as biofeedback technology. The goal of this kind of training is to help an individual learn techniques to maintain composure and succeed under stressful situations.

Another method to reduce stress includes one that most don't attribute to stress reduction – communication. How frustrating is it to talk to



U.S. Army photo by Gordon Van Vleet

**Members of the commanding general's personal staff are blindfolded, and attempt to listen to their coaches to help them navigate their way through a "minefield" of paper.**

someone, only to later realize through their action (or inaction) that they didn't understand what the task was? Stress caused by a lack of communication.

To work on communications, Marcum and Freeman conducted some team building exercises intended to increase the proficiency of communication and understanding among the senior members of NETCOM. While some of the exercise resembled games, they were all exercises in communication and teamwork – the keys to developing cohesion among the members of the team and improve unit and individual performance.

"You had to tune everybody else out and focus," said 1st Sgt. Sophia Hart, Headquarters Company first sergeant. "You had to learn to listen to your leader in order to navigate through the field. It was good training for a crowded office environment. It helps learn to tune out the noise from the instructions you needed to accomplish the mission."

"The 'minefield' exercise requires you to talk your partner through the minefield (balls of paper)," Freeman said. "There needs to be effective communications between the two and focus, because there are other distractions going on. It really requires patience and focus."

"The key for all the exercises was proper

communication," said Chaplain (Maj.) Alan Savage, acting Command Chaplain. "Each exercise required a different communication skill and you had to figure out which skill was necessary to make it through. It showed that we are all connected in some way, as in life we are all connected."

Other activities built on the communications exercises, requiring the participants to adjust communications to the activity. Several of the participants realized quickly that not everyone thinks the same way, and that solutions can come from one person or a combination of ideas.

"When you first start on the task, it seemed everyone had their own idea of how to get it done," Marcum said. "It was after talking as a team that the best idea would come out."

Communications, Freeman says, is a majority of what the team building exercises are designed to facilitate.

"(Communication) will enhance teams and their interaction with each other," Freeman said.

"We want them to walk away, knowing how to be efficient and effective as individuals," Marcum said. "This will allow the team to grow and thrive." ❖

# Army MARS moves into the classroom

By Bill Sexton

U.S. Army MARS Public Affairs

FORT HUACHUCA, Ariz. – Exploring a new source for future Army Military Auxiliary Radio System leaders, two Network Enterprise Technology Command headquarters staffers carried portable gear April 8, to nearby Buena High School and treated students enrolled in the Junior Reserve Officers Training Corps to hands-on emergency communications training.

Army MARS Chief Stephen Klinefelter characterized the event as a trial run for a program offering MARS-type training at JROTC units nationwide. It would include licensing military unit stations to be operated with locally contributed VHF and HF (high/very high frequency) equipment. JROTC programs are military units within the Army Training and Doctrine Command, so amateur licenses would not be required for qualifying students while operating on military frequencies.

The 22 ROTC cadets who expressed interest in radio took part in an actual Arizona MARS network after-classroom training with National Operations Officer David McGinnis and Eddie Collins from NETCOM. Retired Command Sergeant Major Monty McDaniel, the lead instructor for JROTC at Buena HS,

coordinated the special class.

“The cadets were particularly excited they would participate in exercises and events on a military radio network,” McGinnis said.

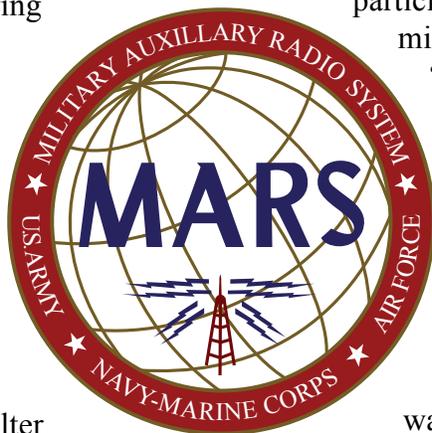
“They were also impressed seeing communications over distances of 250 miles can be achieved with simple battery powered sets without the need for infrastructure.”

The Buena JROTC was presented with an Army MARS military unit authorization to operate in MARS. McGinnis said a course of instruction was devised to accomplish two objectives:

To prepare the JROTC to utilize MARS in support of an upcoming orienteering meet, and; to familiarize the JROTC cadets with Army MARS contingency communications HF radio network. For most cadets it was their introduction to HF radio.

The Cochise Amateur Radio Association is part of the Buena JROTC plan, to provide training and Volunteer Examiner Coordinator services to the cadets. Although the ham license isn't required to operate the military unit station, having cadets obtain an Amateur Radio license is one of the program goals.

The course included hand held VHF radios which were used in the class room to practice basic voice procedures.



See “Army MARS,” on page 15

## *U.S., Canadian hams open joint military support network*

By Bill Sexton

U.S. Army MARS Public Affairs

FORT HUACHUCA, Ariz. – U.S. Military Auxiliary Radio System (MARS) stations throughout the United States reached across the border to join their Canadian counterparts in the first formal emergency communications backup net linking the two nations April 7.

The 50 American ham stations represented all 10 FEMA regions and included member participation from Army, Air Force and Navy-Marine Corps MARS. The Canadian

Forces Affiliate Radio System fielded 39 stations for this net. The longest distance contact was from an Army MARS station in Hawaii.

“Thanks to all stations for their patience and perseverance,” said Bob Mims, the Army net manager. “With so many stations all within the space of an hour and 23 minutes on the two frequencies it was difficult but we handled it because of a lot of cooperation by all involved.”

Planning and testing for the link goes back five years. International

agreement was finally reached to allow joint use of military frequencies. The link was readied just in time for serious flooding predicted in the trans-border Red River system this spring.

This was a great cooperative effort between the two countries' auxiliary radio systems and will continue to expand to ensure that when called upon to provide support, both countries will have trained and capable radio operators ready to get the message through. ❖

# Benning NEC employee retires after 60 years service

Story and photo by Neil R. Guillebeau

7th Signal Command (Theater) Public Affairs

FORT BENNING, Ga. – Henry J. Slavico, Network Enterprise Center Information Systems Support and Services division chief, retired Jan. 3 after more than 60 years of combined military and federal civilian service.

In recognition of his retirement, Slavico received the Order of Saint Maurice, from Col. (Ret.) John Mitchell, former Fort Benning garrison commander for his service as an Army infantryman.

He also received the Army Signal Corp's Bronze Order of Mercury from Col. Maria Biank, commander, 93rd Signal Brigade, for his service as a Signaleer.

"Slavico's fingers were on the pulse of virtually all technological growth in the NEC and ultimately, Fort Benning, since his takeover of the DOIM (Department of Information Management) information center in the late 1980s," said Paul Yates, NEC director, Fort Benning. "Hanks responsibilities here at Fort Benning revolved around service to our customers and, in that regard, I don't think Fort Benning could have had a better, more focused person at the helm."

Mr. Slavico began his military service as an infantryman during the Korean War, left the Army after



Henry J. Slavico (left) receives the Order of Saint Maurice from Col. (Ret.) John Mitchell, former Fort Benning garrison commander.

the war, entered the Air Force, and returned to the Army where he became an automation warrant officer.

In addition to the Korean War he served two tours of duty in Vietnam. Upon retiring from the Army, he entered Civil Service. ❖

## *Smart phone charging increases cyber threat*

By Capt. James Williams III

1st Signal Brigade Public Affairs Office

YONGSAN, South Korea – Smart phone owners with access to government computers in South Korea have rapidly become the number one group of cyber security violators in the country.

Over a recent seven-day period, the Korea Theater Network Operations Center detected 129 cyber violations caused by smart phones alone. Most of the perpetrators did not realize they had done anything wrong.

"The main problem is that people are using their government computers to charge their phones with USB cables," said Lt. Col Mary M. Rezendes, 1st Signal Brigade operations officer-in-

charge.

Violators don't realize that computers recognize their phones as USB devices and that their software puts the network at risk.

The Army's information assurance policies, found in Army Regulation 25-2, prohibit the use of USB devices on its networks. Before being granted access to Army networks, users are required to take cyber security training. They also sign a user agreement that states that they will not use USB devices on government computers.

"Cyber security is at the top of the list of our priorities and we must hold those accountable for violating the Army's policies," Rezendes said.

Service members who violate

the policy are subject to punishment under military law. Civilians may be reprimanded.

"People who violate the policy will lose access to the network and run the risk of losing the data on their smart phones or other USB devices," Rezendes said.

A good cyber security program is a team effort.

"Though the 1st Signal Brigade implements DOD network policies, unit commanders have the authority to enforce them," said Paul H. Fredenburgh, the 1st Signal Brigade commander. "But most importantly, it takes individual responsibility for us to collectively protect our networks." ❖

# Multinational forces support Key Resolve

By Capt. Liana Mayo

311th Signal Command (Theater) Public Affairs Office

CAMP WALKER, Republic of Korea – Uniformed service members of four nations from around the world converged on the Multinational Coordination Center to support exercise Key Resolve 2013, an annual combined and joint command post exercise throughout the Korean Peninsula, March 11-21.

Together with their U.S. and Korean counterparts, several dozen military officers from Australia, Canada, Denmark, and Great Britain overcame language barriers and made history by providing a broad spectrum of sustainment for a theater of operations, paving the way for more streamlined coalition support in Korea. About 10,000 Republic of Korea soldiers and 2,500 U.S. Service members participate in the exercise annually.

“This is a first for the (United Nations) on two accounts, as it is the first time national command elements have been fully exercised, which is a much more complex process than simply assuming all international coordination has been completed, as was done in the past,” said Group Capt. Paul Aggett, deputy director, MNCC. “It is also the first time to include our (United Nations Command-Rear) element, located in Japan, which is a very important part of the process.”

Key Resolve 2013 was also a first for the Republic of Korea, as it was led for the first time by the RoK Joint Chiefs of Staff. The exercise was one of many benchmarks in establishing the basis for transitioning wartime operational control to the RoK.

Signal Soldiers of the 311th Signal Command (Theater) helped fulfill both the real-world and notional communication requirements of the exercise. Nine 311th Soldiers travelled to Korea to provide support on the ground while 21 Soldiers provided support from the command’s headquarters at Fort Shafter, Hawaii. Of those supporting in Hawaii, six Army Reserve Soldiers travelled from Costa Mesa California, where they are assigned to the command’s Support Unit.

“The 311th Soldiers arrived early and worked with the U.S. Army, Pacific G-6 and the 36th Signal Battalion to ensure the Wide Area Network was up and functioning at Command Post Oscar,” said Maj. Mikel Hugo, a plans officer for the 311th and the U.S. Army Pacific Contingency

Command Post G-6 battle major for Key Resolve 2013. “Once the Contingency Command Post arrived on site we worked hand in hand with both the G-6 and CCP communication teams to coordinate support for the theater enabling commands. It was a team effort that worked well. We also participated in the scenario providing notional support, and continued to monitor the network throughout the exercise.”

There are 17 member nations of the United Nations Command including the United States and Korea. In the spirit of the 1953 RoK-U.S. Mutual Defense Treaty, they partner with the 15 UNC sending states – Australia, Belgium, Canada, Columbia, Denmark, France, Greece, South Africa, the Netherlands, New Zealand, Norway, the Philippines, Thailand, Turkey and the United



U.S. Army photo by Sgt. 1st Class Kevin Bell

**Capt. Jung Woon Lee, 2nd Operational Command, Republic of Korea Army, goes over operations with Cpl. Jae Hoon Lee, a Korean Augment to the U.S. Army, during exercise Key Resolve 2013 in Daegu, Korea, March 14.**

Kingdom – to conduct training exercises like Key Resolve which highlight their enduring friendship and commitment to the UNC and the region.

“The multinational partnerships that are being strengthened during this exercise are a critical step toward creating an international coalition,” said U.S. Brig. Gen. William Welch, Joint Operations Chief, United States Forces Korea-Main. “Together we are honing our unique military capabilities in order to increase alliance readiness, protect the region and maintain peace and stability on the Korean Peninsula.”

Between 1950 and 1953, 22 nations provided combat, combat support, or combat service support forces to the United Nations Command in response to North Korean aggression against the Republic of Korea. By signing the Korean War Armistice Agreement on July 27, 1953, military representatives from 16 of those nations reaffirmed their national commitment to the UNC and defense of the RoK should that agreement fail.

During the exercise, the multinational participants served as staff officers either within the MNCC or in component commands throughout the peninsula. Many also worked as liaison officers representing larger groups from their sending state, providing sustainment support through close coordination with the MNCC.

“Some of our greatest challenges have been communicating with one another,” said Australian Brig. Gen. Graeme Finney, MNCC Director. “But over the past few weeks, everyone has pitched in and we have become far more effective in our processes and procedures to support the mission.”

The MNCC was created in 2009 to enable integration, sustainment and employment of sending state forces contributions to support the UNC mission and RoK-led defense on the Korean Peninsula.

“We are essentially a coordination center, the conduit between all the national command elements and the U.N. forces across the Korean theater, to facilitate the reception, staging, onward movement and integration of the U.N. sending states,” Aggett said.



*U.S. Army photo by Sgt. 1st Class Kevin Bell*

**Australian Maj. Gen. Richard Burr, deputy commanding general (Operations), U.S. Army Pacific, is briefed in the Army Service Component Command (Forward) during Key Resolve 2013 in Daegu, Korea, March 14.**

He also serves as Director for MNCC-Main, which is located within the Operational Support Center and Rear Command Post to coordinate support from U.S. Forces Korea and RoK 2nd Operational Command.

“It’s great to see the multinational involvement here at Key Resolve, which sends a real message that the UNC is still actively engaged with its commitment to defending the Korean Peninsula. It also shows that the sending states are unified in terms of maintaining the armistice agreement,” Finney said. “I have enjoyed the opportunity to participate in the exercise, which is linked to our broader commitment as part of the United Nations Command.”

The roles that the participating nations played in various scenarios were designed to hone the skills necessary to defend the Korean Peninsula, improve RoK-U.S. combined forces’ operational capabilities, coordinate and execute the deployment of combined reinforcements, and maintain RoK military combat capabilities.

“When working among a number of nations and languages, sometimes even simple tasks become complicated,” Aggett said. “However, everyone is working hard together through all of our challenges because we’re all here for one cause - to support the RoK.” ❖

# SEQUESTRATION

## Hagel: Fewer Furlough Days for DOD Employees

By Nick Simeone and Karen Parrish

American Forces Press Service

WASHINGTON, D.C. (May 14, 2013) – After weeks of review, Defense Secretary Chuck Hagel has concluded budget cuts will require most of the department’s civilian employees to be furloughed beginning in July, but that because of other efforts to deal with the shortfall, only half of the 22 days originally envisioned as temporary layoffs will now be necessary.

During a town hall meeting today at the Mark Center in Alexandria, Va., Hagel told Defense Department employees that most will be required to take 11 furlough days beginning July 8, one per pay period, through the end of the fiscal year, Sept. 30, 2013.

Hagel noted that when he took the oath of office less than three months ago, post-sequester plans called for 22 furlough days. Congress allowed the department to shift or reprogram some funds in March that cut that number to 14. Now, he said, as maintenance, training, flying hours and ship deployments are increasingly affected, he had no choice but to authorize the furloughs.

“We kept going back. And finally, we got to a point where I could not responsibly go any deeper into cutting or jeopardizing our formations, our readiness and training,” he said.

In a memo to senior department leaders, Hagel said he had “very reluctantly” concluded that major budgetary shortfalls triggered by a \$37 billion cut in defense spending for fiscal year 2013 forced a decision he said he deeply regrets, and one that he acknowledged will disrupt lives and impact DOD operations.

However, he credited congressional passage of a

defense appropriation bill in March in part for helping to reduce the number of days civilians would be temporarily laid off by half.

It may be possible later in the year to “knock that back” to an even lower number, the secretary said, but he emphasized that he could not promise such an outcome.

“I won’t promise that,” Hagel said. “You deserve fair, honest, direct conversation about this, and I’m not going to be cute with you at all. This is where we are. We’ll continue to look at it, [and] we’ll continue to do everything we can.”

Hagel said the furloughs will affect every military department and almost every agency, with limited exceptions. “We will except civilians deployed to combat zones and civilians necessary to protect life and property,” he wrote in his memo, adding that others will be excepted if forcing them to stay off the job would not free up money for other needs.

Employees set to be furloughed will begin receiving written notification June 5.

In March, defense officials had told civilian employees to expect as many as 22 furlough days during the current fiscal year, part of department-wide efforts to slash spending in response to across-the-board budget cuts known as sequestration. In the time since, Hagel has been working to avoid or reduce the temporary layoffs, saying he had sought advice from department leaders and agencies, both civilian and military, but found no other way to help in closing the budget gap.

In his memo today, Hagel said if the budget situation eases, he would strongly prefer to end the furloughs early. “That is a decision I will make later in the year,” he added. ❖

NETCOM Portal resources, information for Civilians

<https://west.esps.disa.mil/netcom/pages/home.aspx> (Common Access Card required)

# NETCOM chooses Civilian of the Year

By Jonathan Hicks

NETCOM Public Affairs Office

FORT HUACHUCA, Ariz. – In a ceremony held in the Greely Hall Auditorium Feb. 27, the Network Enterprise Technology Command announced their 2012 Civilian of the Year.

Tina Delaney, a Program Integration Support Analyst with NETCOM's Operations Management Division, was selected the 2012 Civilian of the Year for her outstanding work as a lead analyst in supporting the Army wide C4IM services provided that NETCOM provides as part of its mission.

Prior to the announcement, guest speaker Dr. Michael Gentry, former senior technical director of NETCOM, talked about the history of the civilian workforce in the United States Army. He emphasized the value and impact civilians have had within NETCOM and how its utilization of a civilian workforce exceeds the ratio of the Army as a whole.

"Above else, the Army is people," Gentry said.



*U.S. Army photo by Lawrence Boyd*

**Tina Delaney is congratulated by Maj. Gen. Alan R. Lynn, NETCOM Commanding General, and Daniel Q. Bradford, NETCOM Senior Technical Director, after winning the NETCOM 2012 Civilian of the Year Award in Greely Hall on Feb. 27.**



*U.S. Army photo by Lawrence Boyd*

**Maj. Gen. Alan R. Lynn, NETCOM Commanding General, stops by to congratulate the nominees for the NETCOM 2012 Civilian of the Year just prior to the awards ceremony Feb. 27, in Greely Hall.**

"The Army team includes the Active Army, National Guard, Army Reserves, the Civilian employees, and support of contractors as well."

Gentry then encouraged all the civilian federal employees in the audience to stay strong during the current climate of uncertainty with the looming possibilities of layoffs and furloughs. He stressed that despite these challenges, all Department of the Army civilians still have a sworn obligation to support the Army and our nation as members of the Army Civilian Corps.

"As the Army becomes smaller and more dependent on technology, the support of dedicated civilians to America's Army, especially you supporting NETCOM, will only increase in importance. Civilians are irreplaceable players on the Army team and I now that you as members of the Army Civilian Corps today will continue to write a proud and lasting legacy in support of the nation's defense," concluded Gentry.

Maj. Gen. Alan R. Lynn, commanding general of NETCOM, followed Dr. Gentry's remarks with a diligent reminder to everyone to never take for granted all the hard work Civilians do and valuable

**See "Civilian," next page**

## Civilian, from page 13

contributions they make to help NETCOM accomplish its mission.

“Sometimes when you get up in the morning and go to work, it can be easy to forget about how important what you do is to the overall mission of the United States Army,” Lynn said. “But the truth is, where our civilians are concerned, as Soldiers we couldn’t do what we do without their dedication and hard work on a daily basis.”

All 12 Civilians of the Month for 2012 were awarded the Civilian Achievement Award for their selection as the monthly winners. Afterwards, Lynn shared a playful moment with the Army’s Band drummer, who provided an energetic drum roll as the general opened the envelope and revealed Delaney as the 2012 Civilian of the Year.

Delaney was also presented the Superior Civilian Service Award. After accepting her awards, Delaney spoke about the positive influences of mentors and read quotes from historic leaders she keeps posted around her work station. Then praised her numerous coworkers and family who supported her efforts during her work on various projects.

Wrapping up the ceremony, Daniel Q. Bradford, deputy to the commander for NETCOM, spoke about the teamwork and importance of the current workforce.

“Our Nation is one of civilian rule established through the electoral process—all citizens get a voice in who will lead us,” Bradford said. “The citizenry ultimately holds the power on who will govern, and our system epitomizes the characteristics of a democratic society. Our civilian leadership defines policy and our military is one instrument of executing that policy.” ❖

### Some CONUS NECs enlisting Soldier, Civilian assistance

Spec. Richard Bradshaw (foreground), 67th Signal Battalion, uses a Loop Analyzer Test Set to check integrity of telephone connections at Network Enterprise Center, Fort Gordon, Ga., while Spec. Jonathan Sabinson (center), 63rd Signal Battalion, assists with checking phone connections. The Soldiers are working in the NEC as part of the Supported Commands Network Integration Program, recently executed by the 7th Signal Command (Theater), which integrates Signal Soldiers and Department of Defense Civilian IT specialists from supported commands into NECs to provide them a means to maintain skills, assist with NEC manning challenges, and improve network responsiveness within units. Nathaniel Jones (rear, hidden), telecommunications specialist, Fort Gordon NEC, supervises program participants and knows first-hand the program’s success. “We have reduced work order turnaround in the NEC from a backlog of two or three months to next day service in most cases,” said Jones. The program currently includes about 125 Soldiers and Civilian IT specialist integrated at seven NECs assigned to the 93rd Signal Brigade, and nine NECs assigned to the 106th Signal Brigade, with additional NECs and supported commands slated to participate. Generally, assignments to NECs last from 90 to 180 days. When Soldiers and Civilians rotate back to their assigned units, they will become an extension of the NEC in the unit, retaining System Administrator elevated privileges.



U.S. Army photo by Neil R. Guillebeau



U.S. Army photo

Spec. Justin Tyndall, 7th Cyber Mission (Provisional), prepares his route during the evening land navigation event during the 7th Signal Command (Theater) Noncommissioned Officer and Soldier of the Year competition held at Fort, Gordon, Ga. The winner of the SOY is Pfc. Cody Casey, and the NCO of the Year is Staff Sgt. Brandon Mendez, both from the 21st Signal Brigade, Fort Detrick, Md.

## **NECs, from page 4**

of confusion.”

The IA division began preparing for the DAIG several months in advance.

The inspections help measure an organization’s effectiveness. The checklists are valuable for developing and maintaining our internal processes and SOP’s, and these inspections provide a tangible target for employees, building incentive and offering opportunities for everyone to excel according to Walter.

“The inspection team was impressed with the amount of information available in the documents and the knowledge of the NEC personnel they interviewed,” she said. “We are very proud of our staff and believe we have hired the very best for meeting the demanding IT needs of today’s modular Army.”

The unit received outstanding support from all of their tenant IT staff officers (G-6/S-6) and their information management officers who worked side-by-side with the NEC team to prepare for the inspection. ❖

## **Army MARS, from page 8**

The radios utilized a half duplex frequency scheme for the “directed net procedures” part of the instruction so that cadets could not hear each other but only the Net Control Station.

Following the class room instruction, the cadets adjourned outside for hands-on HF operations. Under instruction from Mr. Collins, cadets erected the AS-2259 antenna and attached it to a PRC-

104B transceiver. Elsewhere, Arizona Army MARS members were standing by.

Arizona Army MARS member Brian Handy was the net control station, and directed Arizona Army MARS stations in turn to call the JROTC unit and provide their distance from the JROTC location. On each call, a different cadet operated the PRC-104B radio set. Stations up to 250 miles away gave the JROTC cadets favorable signal reports. ❖

# It's up to you to do the right thing

By Jeffrey Speer

NETCOM Command Safety Office

Senior NETCOM leaders are strongly committed to achieving an incident free environment as part of our "Doing the Right Thing" when it involves safety. We believe no one should be harmed as a result of any work they do or services they provide. There is a story behind every accident, injury or fatality... whether on or off the job. Accidents are usually preventable – and predictable. Sometimes complacency occurs as work becomes more routine. When this occurs, dangerous habits may form and a potential disaster can result. Simply knowing the signs of inattention, continuing to do the right thing or reminding each other about the importance of safe work practices may be all it takes to avoid a disaster.

Within in NETCOM, we constantly seek to eliminate the causes of accidents and risks. We learn from every incident to try and ensure it never happens again. Regrettably, we know safety is often left up to the individual to juggle along with their assigned primary job tasks. Safety is a group effort beginning with leaders at all levels. This is a brief review of what safety resources are available to you and your organization. These resources have been proven to work in terms of teaching and refreshing safety habits to personnel within your organization so that safety responsibility becomes easier to manage, more efficient to implement and successful too! Safety is everyone's responsibility.

One of the first critical steps in the safety process is hazard identification. A hazard is defined as risky, perilous or dangerous condition or situation that could result in the exposure of individuals to unnecessary physical or health risks or property damage. Hazards can be biological, chemical, physical, mechanical, human-made or naturally occurring. In determining a hazard, there is a lot of information available.

\* Physical inspections – these give us a feet on the ground opportunity to identify hazards.

\* Frontline Feedback – personnel are usually aware of the hazard and working with them to identify hazards is often efficient and effective.

\* History – a record, whether verbal or written (preferred), of past incidents will provide a valuable glimpse of the future.

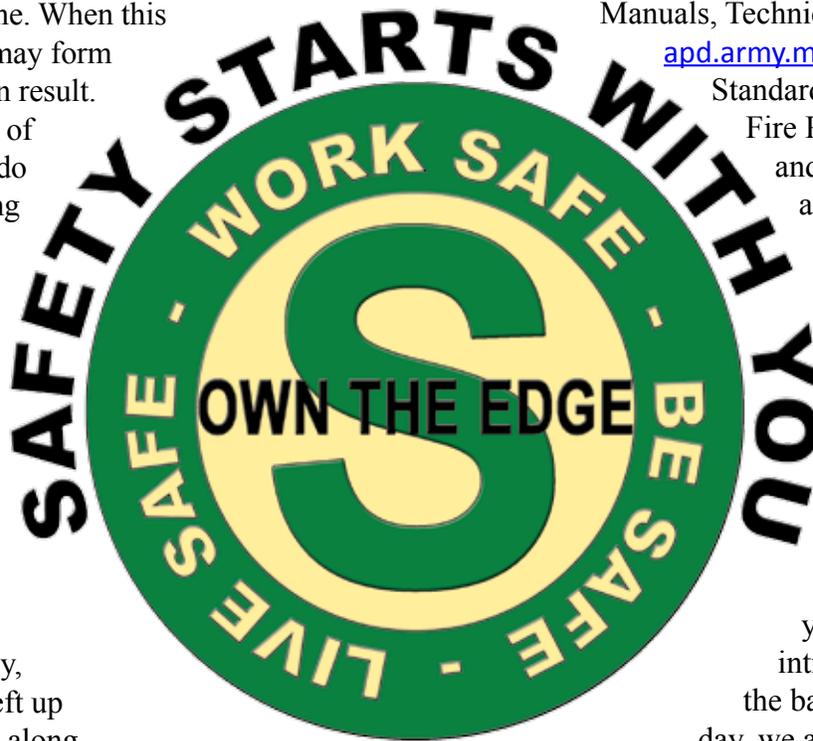
\* Industry Standards and Manuals – a range of standards (Army Regulations, Pamphlets, Field Manuals, Technical Bulletins, [see [www.apd.army.mil](http://www.apd.army.mil)], American National Standard Institute, National Fire Protection Association and Operator Manuals) are available which identify common hazards.

\* Legislation – some hazards are so common, or so significant, that they are addressed by the government (see [www.osha.gov](http://www.osha.gov)).

Risk assessments are another important tool in ensuring that your activities do not introduce risks, and forms the basis for control. Every day, we automatically make simple decisions about safety. For example:

when pouring water into a bath, we check the water temperature by sampling with our hand. This tool is to control the hazard of scalding because the water is too hot. In the same way, we need to use the same automatic risk management process for activities such as lifting a box, maintaining communication and data systems, working at heights or at a computer (desk/workstation). By following the activity in steps, and identifying the potential hazards in a logical way, we can perform the task safely.

Risk management and hazard assessment within the Army and NETCOM is a systematic process whereby supervisors, managers, commanders, and staff personnel identify, assess, and control hazards that may affect staff, personnel, visitors or mission success (AR 385-10 and FM 5-19). Once a hazard is



identified, a course of action is prepared and the hazards are then controlled by being eliminated or minimized. Leaders, staff and employee consultation is an essential part of the process. Risk assessments and job safety/hazard analysis (JSA/JHA) can be pro-active ways of preventing an accident or incident occurring and can be useful in preventing an incident/accident reoccurring (see <https://safety.army.mil> or [www.michigan.gov/documents/cis\\_wsh\\_cetsp32\\_137664\\_7.doc](http://www.michigan.gov/documents/cis_wsh_cetsp32_137664_7.doc)). Formally documenting the process allows us to systematically address the hazards present in our workplace. Ongoing monitoring is one way to ensure the implemented controls are working effectively, and new hazards have not been introduced. Also, this allows leaders to increase hazard awareness as studies have confirmed that many workers simply do not see the connection between their safety and doing a risk assessment or JSA/JHA properly.

Any accident at work – no matter how small – must be reported immediately to your supervisor along with completing the accident report form. Hazards are recognized through trend monitoring and investigation of accidents and incidents. Information and data collected represent clear indicators of systems' deficiencies and should be therefore investigated to determine the hazards that played a role in the event.

Lastly, get input from personnel; they probably know a lot about what's safe and what's not, but nobody has bothered to ask them. Their ideas may be pertinent because they'll be grounded on the reality, on the application, or the area where you are. And then, act on it. These two techniques go together.

The current Army Safety Campaign 'Know the Signs,' provides guidance and tools for leaders and individuals to about hazards, risks, and making a difference. The campaign addresses individual accountability by encouraging everyone keep their eyes open for the signs that they or their buddies might be at risk of an accident and intervene before tragedy strikes (see <https://safety.army.mil/multimedia/CAMPAIGNINITIATIVES/KnowtheSigns/tabid/2369/Default.aspx>). By making our Soldiers, Civilians, and Family Members aware of the risks, our Army maintains its people - the most powerful resource. The biggest challenge for SAFETY will continue to be getting people to accept personnel responsibility and then "do the right thing" even when they are the ones will ever know. Professionalism, integrity, and knowledge are the last barriers against unapproved or unwise decisions or short cuts. ❖

**Think Safe. Act Safe. Be Safe.**

## Off-Duty Safety Awareness Presentation available

**Directorate of Communication and Public Affairs**

*U.S. Army Combat Readiness/Safety Center*

FORT RUCKER, Ala. – With spring here and summer rapidly approaching, the U.S. Army Combat Readiness/Safety Center recently released an update to the Off-Duty Safety Awareness Presentation, a tool designed to help Soldiers recognize hazards during these high-risk seasons.

Data from previous years show accidental fatalities generally rise between April and September, with a majority of those deaths occurring off duty.

"During the last five fiscal years, the Army has lost an average of 133 Soldiers to off-duty accidents annually," said USACR/Safety Center Command Sgt. Maj. Richard D. Stidley. "As an institution, we can and must change this trend."

The 2013 version of ODSAP, themed "What Have You Done to Save a Life Today?", contains materials

and statistics that highlight the role of safety in off-duty activities, address risky behaviors and emphasize the often deadly consequences of fatigue and alcohol.

"Soldiers can be part of the solution in preventing the next accident and senseless loss of life," said Lt. Col. James Smith, director, USACR/Safety Center Ground Directorate. "This presentation provides great conversation starters for young leaders by sharing real-world stories Soldiers can relate to and talk about."

"Our goal is to help Soldiers recognize the off-duty hazards they face," Stidley said. "We need to ensure they apply the principles of training, discipline and standards, which they embrace on duty, to their off duty activities as well."

The 2013 presentation is available at <https://safety.army.mil/ODSAP> (AKO login is required). ❖

# May is Motorcycle Safety Month - Be Aware. Be Seen. Be Safe.

# Army & Defense News

## Employment numbers nearly triple initial 'Joining Forces' goal

American Forces Press Service

WASHINGTON, D.C. (May 2, 2013) – Some 290,000 veterans and military spouses have been hired since the inception of the “Joining Forces” initiative two years ago, nearly tripling the initial goal, First Lady Michelle Obama announced here, April 30.

Numerous businesses also have vowed to hire or train an additional 435,000 people during the next five years, she added during a White House briefing.

The first lady and Jill Biden, Ph.D., wife of Vice President Joe Biden, established Joining Forces in June 2011 to mobilize support from every sector of American society to help service members, their families and veterans.

“[Michelle and Jill] identify so deeply with these military families because they understand the sacrifices that they’re making,” President Barack Obama said at the announcement event.

The president acknowledged Cabinet members, the Joint Chiefs of Staff and other top military leaders in the audience.

“We appreciate all the great work that [you’re] doing,” he said, “and your presence reflects our commitment to this cause across the entire government.”

“I applaud the first lady’s and Dr. Biden’s leadership in challenging U.S. businesses

to employ America’s veterans and military spouses,” Defense Secretary Chuck Hagel said in a statement released after the event. “Their announcement today demonstrates that American companies can benefit greatly from the highly skilled and hard-working members of our military family.”

For full story, go to [http://www.army.mil/article/102414/Employment\\_numbers\\_nearly\\_triple\\_initial\\_Joining\\_Forces\\_goal/](http://www.army.mil/article/102414/Employment_numbers_nearly_triple_initial_Joining_Forces_goal/).

## Mil-to-mil couples must now ‘opt-in’ to Family SGLI coverage

American Forces Press Service

WASHINGTON, D.C. (April 29, 2013) – Service members married to other service members are no longer automatically enrolled in the Family Servicemembers’ Group Life Insurance program, Pentagon officials said. They must now opt into the coverage.

The change was effective Jan. 2, and to date affects about 4,500 service members, said Coast Guard Cmdr. Kristen Martin, who heads the Defense Department’s SGLI policy office. She spoke during an interview with American Forces Press Service.

Martin emphasized that no changes have been made to the Servicemembers Group Life Insurance, or SGLI, program, in which all service members are enrolled. SGLI provides up to a \$400,000 payment to a service

member’s beneficiary, while the Family SGLI term insurance benefit provides a payment to a service member of up to \$100,000 upon the death of a spouse or \$10,000 for dependent children.

For full story, go to [http://www.army.mil/article/102153/Mil\\_to\\_mil\\_couples\\_must\\_now\\_opt\\_in\\_to\\_Family\\_SGLI\\_coverage/](http://www.army.mil/article/102153/Mil_to_mil_couples_must_now_opt_in_to_Family_SGLI_coverage/).

## DOD counters Internet posts on religion issue

American Forces Press Service

WASHINGTON, D.C. (May 3, 2013) – Internet posts making the rounds claiming that the Defense Department will court-martial service members who espouse Christianity are not true, a Pentagon spokesman said today.

“The Department of Defense places a high value on the rights of members of the military services to observe the tenets of their respective religions and respects, [and supports by its policy] the rights of others to their own religious beliefs, including the right to hold no beliefs,” Navy Lt. Cmdr. Nate Christensen said in a written statement on the issue.

“The department does not endorse any one religion or religious organization, and provides free access of religion for all members of the military services,” he added.

For full story, go to <http://www.defense.gov/news/newsarticle.aspx?id=119931>.

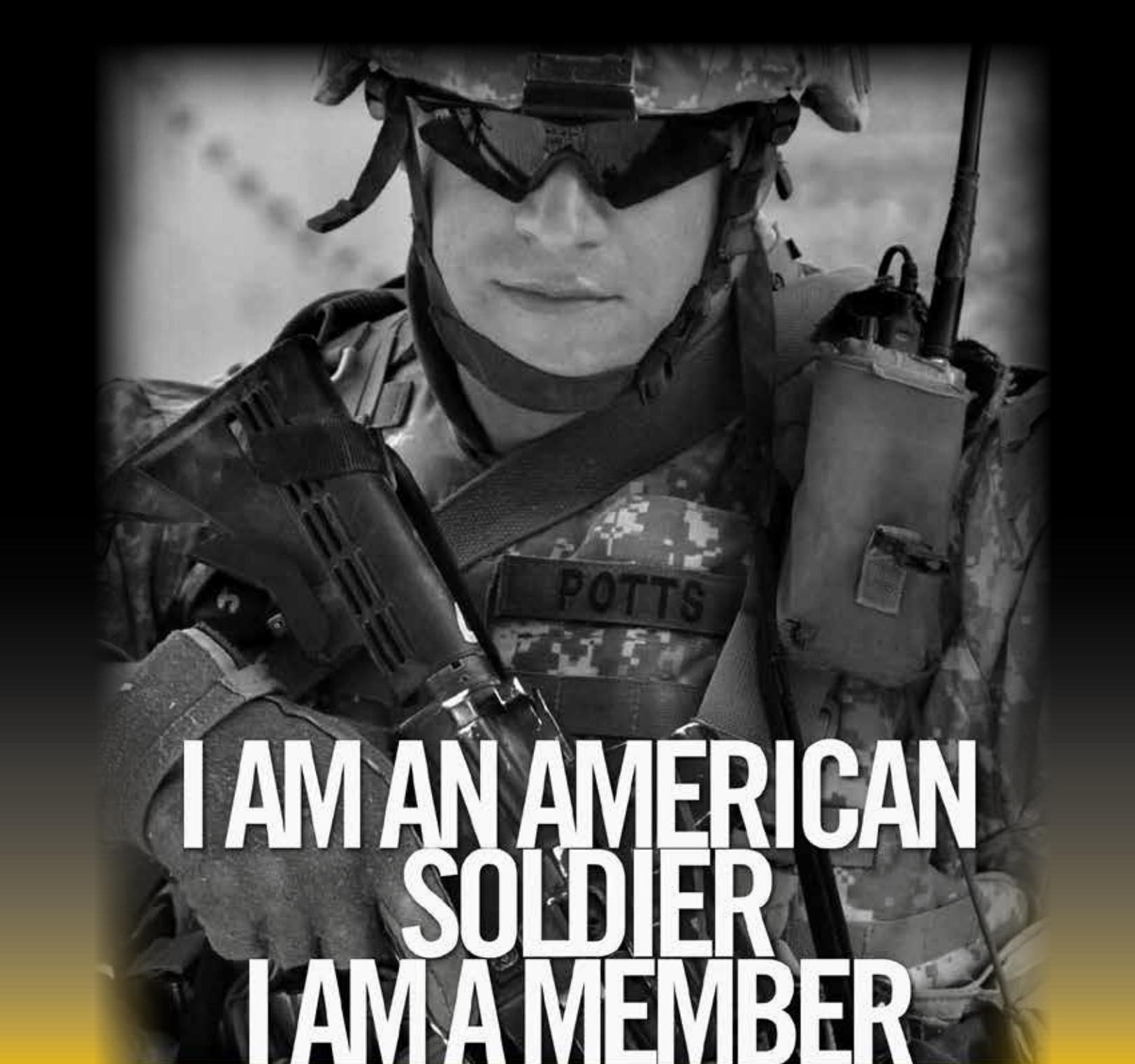


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SOLDIER  
I AM A MEMBER  
OF THE PROFESSION  
AT ARMS**

