THE BYTE

CIVIL SERVANTS:
More Than Continuity

On the Cover

LINTHICUM HEIGHTS, Md. – The 780th Military Intelligence Brigade (Cyber) Soldiers, Civilians, Praetorian alumni, friends, and Family, culminated their Senior Leader's Week and AvengerCon VII with their 2022 Brigade Holiday Ball at the BWI Airport Marriott, December 1. The keynote speaker was retired Army LTC TJ O'Connor who provided an inspirational message to young officers and Soldiers to 'Stay Army'.

THIS EDITION OF THE BYTE MAGAZINE focuses on our brigade's Civilian work force – their thoughts, concerns, and recommendations. Except for 11th Cyber Battalion and Task Force Echo, Army Civilians serve in every staff section at the brigade and battalion level, and hold key positions on the Combat and National Mission Teams.

A reoccurring narrative discussed during the Brigade's Senior Leader Week, as well as throughout the Army's Civilian Corps has been that the Civilian work force is the continuity for their respective organizations; however, as The BYTE articles can attest to, the brigade's Civilians are "Civilian Servants: More than Continuity."

Additionally, inside this edition of The BYTE magazine: the seamless transition between two Army National Guard Cyber Protection Battalions marks the seventh iteration of Task Force Echo; and the historic activation of the 11th Cyber battalion (Leviathans).

Although AvengerCon VII was held on November 30 and December 1, the next edition of The BYTE will focus on AvengerCon VII, which returned as a hybrid in-person and virtual event following a two-year COVID hiatus.

Praetorians! Strength and Honor

v/r,
Steve Stover
Public Affairs Officer
780th MI Brigade (Cyber)
Editor, The BYTE

Senior Civilian Advisor

By Gregory Platt, Senior Cyber Advisor, 780th Military Intelligence Brigade (Cyber)

HARD TO BELIEVE THAT ANOTHER SUCCESSFUL YEAR is in the rearview mirror. The Brigade continues to execute its core mission at a fast pace and at a high level. None of which could be done without our excellent workforce of technical experts and outstanding staff support. Thank you for your thoughtful engagement on hard problems, your technical innovation and for not taking "NO" as the final answer. Keep moving forward.

What's in store for FY23?

Our pilot program to support vigilant wellness "Snacks with DACs" was a tremendous success. The goal to strengthen relationships and build each other up was met … and we got to enjoy a few treats along the way. Ask your Civilian Work Council Representative what's in store this FY.

Targeted Local Market Supplement (TLMS) for the Defense Civilian Intelligence Personnel System (DCIPS) Cyber Effects workforce is nearing completion. After many months (really years) of hard work and pushing the special pay program has finally reached its final level of approval. I am hopeful we will get people transitioned to this new salary rate in FY23.

While the TLMS has seen progression in FY22 we haven't forgotten about the Professional Development Training Plan for noncompetitive promotions. We will continue to work with INSCOM and Army leaders to advance this critical element of our talent management vision.

New Army People Strategy published at the end of FY 22. Lays out new initiatives for Civilian Talent Management via four Strategic Priorities (Transform Workforce Planning and Management, Modernize Civilian Talent Acquisition, Evolve Enterprise Civilian Talent Management Services, and Build World Class Supervisors) over the four Lines of Effort (Acquire, Employ, Develop and Retain). I invite you to read the full plan (https://army.deps.mil/army/cmds/INSCOM_780MIBDE/780/sca/SitePages/Home.aspx) and provide your comments.

New Awards and Recognition Program will go into full effect in FY23. While exact budget figures have not been released the INSCOM plan is to provide about 2.5 percent of civilian pay budget for the recognition program. The goal is recognize innovation and outstanding contributions as they occur vice waiting until the end of the year. This translates to smaller awards more frequently over the course of the year, vice saving up for one big award. Supervisors, get on it!

Recognition of our workforce of Excellence!

Recent Awards:

Ron Diak: New Civilian Work Council Secretary; thanks for stepping up.

Che Carr: Superior Civilian Service Medal

Eric Kola: Superior Civilian Service Medal

Jackie Edouard: Civilian Service Commendation Medal

Jeff Ferguson: Civilian Service Commendation Medal

Plus 124 Special Act Service Awards over the last 90 days. Congrats to all!

Retirements:

Ricky Eden: DEC 2022. More than 8 years with the BDE.

Eric Manthei: SEP 2022. More than 11 years with the BDE.

Michael Taylor: DEC 2022. More than 4 years with the BDE.

Thank you for your dedicated service to our Brigade and to the Nation. God Speed on your new adventures. ◼

"Everywhere and Always…in the Fight"

Civilian Work / Life Balance

By Steve Lim, Deputy S3 (Operations), 780th Military Intelligence Brigade (Cyber)

IN 2018, I BEGAN OBTAINING A MASTER'S DEGREE after years of delays and excuses. In April of 2018, I started my first class at the University of Maryland, Global Campus (UMGC) (formerly the University of Maryland University College (UMUC)), seeking a master's degree in intelligence management. I had two young children at the time (one and three years old), and I worried about my ability to keep up with coursework, family life, and performing my job within the 780th MI Brigade daily. With this in mind, I opted to take one course (three credit hours) every semester (12 weeks). Unfortunately, I didn't realize the enormous amount of research and writing that would consume my life for the next four years. I ultimately finished in April 2022 with a 3.94 GPA.

There were times I had to leave work early to research and write. Sometimes I came in late because I wanted to get a few hours of writing done on specific papers. There were times I used annual leave to spend the day at the library working on coursework as the mission allowed. After many long nights and weekends consumed with writing research papers, I realized the work schedules afforded to U.S. Army Intelligence and Security

Command (INSCOM) employees were a force multiplier in my success. I was on a maxiflex (AWS Code 5) work schedule, which enabled me to vary the length of the work week and work day as long as I obtained 80 hours during the pay period. If I left early or arrived late, I could always make up the time during the pay period to reduce the annual leave I had to take. If I were on a more rigid work schedule, it would have affected my schoolwork, home life, and work life with the added stress of late nights and long weekends.

Studies show that employees participating in fitness and health promotion programs experience increased readiness and resiliency, enhanced morale, increased productivity, reduced sick leave, and increased job and life satisfaction. In January 2021, the Army emphasized Civilian fitness and wellness in their formations through a series of policy memos. Shortly after, INSCOM implemented an Army Civilian Fitness and Health Promotion Program (ACFHPP). The brigade further codified this guidance through an operations order (OPORD 21-066). The brigade Civilian wellness program affords Civilians up to three hours per week, or 80 hours total, for the calendar year to participate in health,

wellness, or physical fitness activities. The leave is captured as administrative leave for physical fitness purposes. Civilians are encouraged to use on-base facilities to reduce the time spent between driving and personal hygiene. This program, as with work schedules, is tied to mission priorities. I like to go to the gym during lunch or go for a run around Fort Meade. I've seen others in the headquarters go for a walk. Get creative and make time for yourself. Self-care is often overlooked, and the benefits result in a higher-functioning organization. Regardless of how you approach it, get up and move. Encourage your fellow Civilian teammates to join in!

The programs afforded by INSCOM and the 780th MI Brigade are designed to increase personal wellness and a better work/life balance. I encourage all Civilians to explore the possibility of using these tools at their disposal. The key to success is effective communication with your supervisor to ensure you have all the appropriate documents approved and your requests align with mission requirements. Sit down with your leadership and discuss what works best for you, the unit, and the mission. Set a goal, create a plan and go get it! ■

The Army Civilian

By Jonathan Goodwin, Resource Manager, 780th MI BDE (Cyber)

"I am an Army Civilian – a member of the Army team. I am dedicated to our Army, Soldiers, and Civilians. I will always support the mission. I provide leadership, stability, and continuity during war and peace. I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army. I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. I am an Army Civilian."

THIS IS THE ARMY CIVILIAN CREED; did you know there was one? Department of the Army Civilians are an Important part of our Unit. At more than 300 personnel, Civilians make up a large part of our workforce. Most of us would say that the role of the Civilians is to provide continuity for our mission as our Military personnel transfer to other assignments.

While that is true, a large portion of our Civilian workforce also transition to new jobs every three years or so for career progression.

So what then does the Army Civilian Corps bring to the fight? Many of our Civilians have years of military service before they even come to our formation. Those Civilians who are not prior military have valuable experience in the private sector and all share a heart for service to our Country just like our military team members. While our Civilian personnel were hired to perform a specific job, the whole of their contributions to the Organization is greater than the sum of their assigned duties and performance objectives. We hire Civilian personnel based on their knowledge, skills, and abilities, but we also hire them because they are a good fit for the team and can help make the organization better.

What then, are we as Civilians doing to make the organization better? Sure we are great at our jobs, we put in our eight hours and support the mission, but then what? What are we doing to improve the mission, to build the team, to make the organization a place where we, and others, truly enjoy coming to work? I challenge all my fellow Civilians to assess what we bring to the fight. Are we doing all that we can to improve the processes and performance of the Brigade? Are we sharing our knowledge and experiences with the people around us, or are we just putting in our eight hours and following the letter of our position descriptions? Many of us will move on to new jobs in the next few years but as military leaders come and go we do still truly represent continuity for the mission and for the culture. If 780th is not a place where you enjoy coming to work what are you doing to make it better for yourself, and for those who come after us?

Are we helping to create the change we crave? ■

THIS PLACE STINKS

This place stinks!

The leaders are dumb
The people untrained
I can't be bothered to even explain.
This place stinks!

We don't get along
The people are strange
With me in charge things would change.
This place stinks!

The parking's a mess
The people are slobs
I could fix things, but that's not my job.
This place stinks!

There's trash on the floor
The rug's out of place
I don't care, just stay out of my space.
This place stinks!

Chaos abounds

No values are shared
I could make things better If only I cared.
This place stinks!

I wish things would change
Attitude's the key

But what if it's me?

Civilians Bring Teamwork and Continuity to the 780th Military Intelligence Brigade (Cyber)

By Ricky Eden, Deputy Chief, Current Operations, 780th Military Intelligence Brigade (Cyber)

GREETINGS TO THE MILITARY, CIVILIANS, AND CONTRACTORS of the "Cyber Brigade." I felt compelled to write a few lines as I get ready to retire this December after more than 41 years serving the U.S. Army as a Soldier, contractor, and DA Civilian. It has been a thrill!

I started working as a civilian in the 780th MI Brigade on November 3, 2014, as the Deputy CHOPs, coming over from my roots in the 704th MI Brigade (was CONUS MI Group back in '83 as my second assignment in the Army). I served in the brigade's predecessor units, to include Detachment Meade beginning in 2001, ANWB, and the 744th MI Bn. Back in my S3-NW days, I worked for Al Monteiro, known as the "Godfather of Cyber" in most circles. He was the best "Leader" I ever worked for. I learned many of my civilian leadership skills from him. I can tell you though, not knowing exactly what this "Cyber" brigade did and not being a "technical" expert, I found myself a little paranoid!

Starting out in 2014, I worked for LTC Brian Davis and COL Joe Hartman (whom I refer to as General Joe when he is not around). Davis was easy going and easily distracted, while COL Hartman was cyber savvy and laser focused, and they made a great Team! After receiving a great evaluation along with a QSI (the only one I ever received), I realized I was doing a pretty good job and my confidence began to grow.

I gained an understanding of the Cyber Teams; learned how they operated and who they supported, how CSCB functioned even as they were crashing drones in the trees out on the soccer field, what Plans actually did and gained a general understanding of Intel Ops and the other staff and special staff sections. I focused on creating a positive atmosphere in Current Operations as we provided the continuity between S3's, CUOPs OICs and NCOICs.

There were many great S3s in the past eight years, LTCs Burnett, Davis, O'Connell, Sandefer, Arner, Snow (The longest serving S3 in brigade history and provided me two years of pure entertainment!), Bushouse and now Raser. There were also many CHOPs during that span; MAJ Sarah Get (now LTC Crane) MAJs Lathey, Baca, and Lorenz (now LTCs), CPT B, MAJ Brechler (retired), CPT Evans (when I received my Master CUOPs tab), and MAJs Adams and Owens. Eight S3s and nine OICs in eight years, plus the many NCOICs. They all had different personalities, and it usually took me at least a couple of weeks to figure out their quirks, strengths, weaknesses, and most importantly, whether they had any humor! I learned a long time ago, if you cannot have fun when you go to work, find a different job that will make you happy.

As the Deputy CHOPs, I was afforded the opportunity to put together the team I wanted on the civilian side. I inherited Marilyn Washington from day one. Then, as I did from my first day in the Army, I began to surround myself with excellence. After two years, I finally convinced Scott Brown to leave the 781st and come down to the "big house" in 2016, the Team was coming together. Toni Pisciotta rounded out the civilian part of the CUOPs Team after prying her out of the Training Branch a couple of years ago. The CUOPs Civilians alone had 147 years of experience! Almost one hundred of that was military experience in various leadership positions to include two 1SGs, a CW3 and a three-star nominative level CSM. That is a lot of years and a lot of experience!

Within the brigade, Civilians have a thousand years of collective military experience in all levels and leadership positions. Trust me, we civilians have seen many things invented, reinvented, and changed – only to go back to their original shape. Brigade Civilians have a lot to offer as far as ideas, mentorship, and the history behind what happened the last time we tried "that" and "that" did not work out so well! We build solid Teams, create Teamwork, bring folks together, and provide that thing called continuity.

CUOPs had many people come and go over the years, and I fully supported those who wanted to move on and try different things. I especially encouraged them to stay in the brigade. Anytime a civilian could better themselves, I fully supported it. A couple of them moved on to brigade teams; Marilyn Washington moved to the 782d and is still there, a couple moved on to NSA, and one started his own business and will probably retire at 40 years old (good luck Matt Ellis)! At least most are still in government service, so the investment in their training is still paying dividends.

I worked under five brigade commanders, all of which were completely different. On every command climate survey, (I did all of them) I always recommended commanders get out in the workforce and talk to the junior enlisted to see what is on their minds. How is their family? What is driving them to stay in or get out of the Army? What can I, as a commander do better? It is a simple thing, yet one that carries so much weight across an enterprise like the 780th, and potentially pays big dividends. If people believe you genuinely care about them, their family, and their career, they work harder, are happier and might just decide to stay in the Army instead of chasing the money as contractor. Same thing with Civilians. Find out what drives them and how do we keep them in the 780th or continued service to the government in some form or fashion.

As you read earlier, the numerous S3s,

CUOPs OICs and NCOICs, as well as the five brigade commanders, just in my short eight years, highlights the fact there is much turnover and change. This brigade is a fabulous place to work. It ranks right up there with my Drill Sergeant and First Sergeant time. Being retired military, the best thing about working for the Army is it is like not being retired. I am still part of the Army team! I still get to be around Soldiers, but they work nine to 12-hour days like I did on active duty. As a Civilian, I work 8-hour days most of the time. Sometimes I get an "eye problem" – not seeing myself being at work!

I can tell you military folks that if you are willing to listen, Civilians have a lot to offer. Many of the brigade's Civilians are retired military so, they have seen what works and what does not. They can offer advice, recommend courses of action, tell cool jokes, long stories (like CSM's like to tell, i.e. CSM Potter), and most Civilians are very proficient at their job.

I tell everyone, it is great not being a "Green Tabber" any longer! I am a facilitator. I do not make decisions, and I do not want to make decisions unless it is an emergency with no one else around. I made enough decisions in my 20-year Army career and in trying to raise my four boys the right way.

I am especially proud to be a "Master of CUOPs"! 15,000 hours–that is what it takes. That is a lot of hours. I have enjoyed serving this brigade and its Soldiers, Civilians and contractors for most of those hours.

I firmly believe most brigade Civilians try to earn their pay and are an essential part of the team, but I also must emphasize it is critically important to make intelligent hires when we, as a brigade, hire Civilians. As the continuity for the brigade, our civilians must be key contributors to the brigade's success while ensuring the military leaders in this brigade never fail!

Ricky L. "Doc" Eden
"Master of CUOPs"!!
U.S. Army (Retired)
"Army Strong" ■

SAN ANGELO, Texas – Back in 1991, then SSG Ricky (Doc) Eden served as an instructor at the school house for Signal Intelligence Anyalysts (35N MOS) and Army Cryptologic Linguists (35P MOS) for two years; followed by an assignment as a Drill Sergeant (six months) and Senior Drill Sergeant (18 months), with the 344th Military Intelligence Battalion at Goodfellow

Scott Brown, Marilyn Washington (framed poster), Doc Eden, and Toni Pisciotta.

Immediate Impact

By Stan Collins, S3 Readiness, 780th MI Brigade (Cyber)

SOMEONE ASKED ME RECENTLY how I thought I was able to make an impact in the Brigade S3. I have had success getting some things done relatively quickly. I'm hoping this article can provide some insight into how I was successful and be helpful to others. Bottom line is this, for me, success is not about what I give, but what I take.

TAKE time with people! An organization is "a group of people aligned to a single goal". In that definition, the people are a resource. A group of resources aligned to a single goal. A group of people can also be a **TEAM** which is **MORE** than an organization. A team is a group of people that "come together to achieve a common goal". It is the people actively looking out for and helping each other and finding ways to succeed.

You can't make a team without treating people like humans. The more time you spend with someone, the more human they become. Treat them as the unique individuals they are, not just cogs on a wheel. Not only will it make them feel valuable and included, it also gives you an understanding of why they are the way they are. It connects the both of you. It creates "Us". Treating people like humans builds teams. This is not just being friendly, saying good morning, etc. It's helping people however you can. You might not be the person they need, but you might know the person they need. Connect those people with each other. Build relationships. Take the time to care about the success of the people around you.

Listen to people. Not just to what they are saying, but why are they saying it. If someone has brought up a problem with you it could mean they trust you and think you can help. It means they feel the need to talk about it at the very least. Listen to them. The words have meaning to the person saying them. What do the words mean to you? What does the interaction with that person mean to you?

TAKE care of yourself! You are a person too. You need to talk to people, you have problems, and you have stress. You need to be taken care of sometimes. We must be mindful to take care of ourselves and know we are our own best advocates and worst enemies.

Setting aside for time mental, emotional, and physical fitness is crucial for me. I make time for reflection, meaningful thought, hobbies, and physical activity away from other people, daily. Just as I try and listen to other people, I listen to my own **mind** and **heart** and ask why I feel the way I feel. I listen to my **body** and how I physically feel and ask why too. I perform better physically when I am paying attention to what I eat and staying active. Just being conscious of these things is a great motivator to let go of things, find my responsibility in the world, treat other people like people, eat right, and get moving! This sets conditions for me to be the best I can be for the people around me, my Team.

I make it a point to talk to spend meaningful time with other people as well. Some of that is at work talking to people and checking in. Some of that is meeting with people or calling friends and family and connecting. Listening to others has a way of putting some perspective on my life, my emotions, and my actions. It helps me find gratitude and adjust my attitude.

You are also only in control of yourself. Don't rate yourself against others, good or bad and take the time to invest in yourself. What they do is their business! It is only your business if you are a supervisor. Even then you still can't control what they do anyway. Worrying about others' actions builds contempt and resentment. Teams are not built on a foundation of contempt and resentment, isolation is. Taking care of yourself makes you a better teammate.

Take Action! "A good plan violently executed now is better than a perfect plan executed next week." - GEN George S. Patton. Do the hard things and do them your best, no matter what others think. If you see something needs to be done, do it. Don't wait to be asked or told or for someone else to do it. Whether it's something routine, solving a problem, or leading an effort, be the catalyst of success and change and don't let negative thoughts or feelings stop you.

So often, things don't happen because they are seemingly hard to do too difficult. Most of the time people are thinking too hard. Thinking back to Patton's quote, the only part of the plan that you need to execute now, is the part you are executing now. Don't worry about the challenges to come, worry about the immediate challenge. Eat the elephant one bite at a time. Eventually, you'll have a clean plate, a full belly, and there will be no more elephant in the room.

Sometimes when you work hard or volunteer for the hard things, people think you are just trying to get something. Don't listen to that garbage. Also, be mindful enough to hear yourself thinking it. Do the hard work because it needs to be done, not because it gets you something. Again, you only control yourself. Don't let what people think, especially yourself, be a roadblock. Get over it, like any obstacle. Remember, one day you will die. It might tomorrow. Get things done!

TAKE responsibility! Never let anyone tell you that you made a mistake or miss a suspense. A team depends on every member knowing and doing their part. Don't wait for someone to tell you what to do and don't hesitate to help others when they need it.

You admitting you made a mistake when someone calls you on it is accepting responsibility. That's passive. Go tell the team you messed up. Be active! If you are involved in something, you are a part of the success or failure. Be active by taking responsibility. Again, if you see something that needs to be done, get after it! People will respect you more for it and teams are partially built on mutual respect.

The only time I shift responsibility for something is when something goes right. I know why things are successful and it ain't me working alone. Again, I can only control myself, my lane. Success creates plenty of good things to go around, take care to share them.

TAKE a balanced approached! You have heard that life is about balance. I agree but I think there's more. My life has been a series of things balancing out. I would not know success without knowing failure. I wouldn't recognize a good team without being on a bad one. When I reflect on what's going on around me, I often look to the past. Not to reminisce or regret but to ~~put things into~~ apply context. I almost always see where the situation has a reflection, positive or negative. I must admit, I'm not great at this. Sometimes I can immediately put things into perspective and move on with my work (Good). Other times, I get tired and angry and end up yelling into my headset over Skype at the higher headquarters staff (Bad).

Balance between everything is incredibly important here. We tend to think of just work and home. Most people have more than that. When you aren't balanced something is suffering. When one thing is suffering, it often creeps into the other parts of your life. Just as I don't physically perform as well when my diet is out of whack, I don't focus as well at home when I have work issues on my mind. Finding in all areas of your life will let you devote the time and attention where it needs to be, when it needs to be.

The more we learn and grow as people, the more we learn and grow as a team. This has been true for me during my service in the Army and everywhere else. I encourage anyone and everyone to be thoughtful about what your impact is. Hopefully there is something I've written that was helpful. Take what you like and leave the rest. ■

Flip the Switch

By Brandi Hurley, 102 CST, 782nd Military Intelligence Battalion (Cyber)

THE CIVILIANS ARE A CONSISTENT COMPONENT across the teams; their knowledge and experience are generally in abundance, which develops junior reports, strengthens the team, and lends itself to mission that are more successful. The Civilians are versed in documentation and mentorship, being able to reach the different minds in reporting is a key function of the releaser as it elevates the quality of reporting and analysis published by the unit. A mentor once said, "A report can either send operators in with a flashlight or flip the switch to light the whole room!"

Reporting is the finale of intelligence production, without reporting there is no intelligence community collaboration. Cyber teams have a variety of work roles, including the Target Analyst Reporter (TAR) and the TAR subject matter expert—Releaser. A releaser is commonly referred to as the "gatekeeper," the release of a national intelligence report is required prior to the execution of a military cyberspace operation, a cyber-effects operation (CEO), the submission of electronic targeting folders or mission packages.

Releasers are in a constant shortage across the enterprise and within the Cyber Mission Force (CMF); a qualified releaser is often recruited to the other teams, organizations, or agencies. The majority of reporters assigned to the mission teams are military, 35Ns or 352Ns, who only serve on a cyber-mission team for around three years before a permeant change of station (PCS). The Civilians provide the continuity, breadth of knowledge, and experience for the team to continue mission. It is beneficial to have a service member with release authority, as it adds to a team's bench. However, solely relying on service members with release authority is a huge risk, as the continual PCS cycle would leave teams without a qualified releaser or in a continual training stage as

U.S. Cyber Command (USCYBERCOM) reporters are to complete at least 124 hours of formal training with the National Cryptologic University. Additionally, the average timeline to develop a reporter to the USCYBERCOM senior or master level Job Qualification Record (JQR) proficiency is between five to 10 years, depending on their active Signals intelligence (SIGINT) experience, writing proficiency, and detailed understanding of the National Security Agency (NSA), ODNI, USCYBERCOM reporting policies, and guidance. Due to the limited time of a service member, developing a reporter to a potential releaser is challenging, if not unrealistic as once a reporter obtains approval to train as a releaser it can take upwards of a year to complete the certification process.

Having a wealth of knowledge and broad experiences lends the Civilians to be better suited in the releaser role. A Civilian is often better able to assist the mission because their networks are established, the training needs for the mission are known, and has consistently performed for the success of the mission. A civilian releaser is also more familiar with the requirements, the processes, and the wording that operations need or a partner agency, which can significantly affect the ways forward.

Releasers are the first line for recommendations and training; providing quality training strengthens the team, whether it is familiarization training for a new arrival to developing a junior reporter to the next level. The civilian releaser is versed in building teams, maintaining a strong bench of releasers cultivating teamwork and commitment to the role. All senior releasers have likely experienced those effective immediately policy changes, a releaser's ability to digest and action the information is what counts. A delay in processing the information or not understanding the impact to mission leaves the team vulnerable, which is why

the expertise and longevity of the civilian releasers provide the critical backstop for missions as we understand relevant reporting and compliance policies and work with the sensitive reporting and policy offices when necessary.

A releaser also undergoes a quarterly Analytical and Integrity Standards (AIS) review, where the releaser is evaluated (graded) on the team's published reports. Reporting errors can damage the credibility of the mission team, negatively affect decision-making, and increase risks to cyberspace operations. If a releaser has excessive errors in published reporting during the AIS reviews, the release authority can be revoked and the mission will no longer have organic release authority. The Army requires Army Combat Fitness Test (ACFT) and range qualifications annually, language analysts have DLPTs annually, but releasers qualify quarterly!

Civilians are the more stable components within CMF, therefore, it makes sense why civilians would be the more ideal candidates to be a releaser. Releasers are again the subject matter expert, the first-line for training and recommendations, to the last line of defense for quality control prior to dissemination to the intelligence community. Reporters…flip the switch! ■

Army Civilians-Silent Heroes

By Susan Hart, Cyber Training Manager, Detachment Texas, 782d MI Battalion 781st MI BN (Cyber)

AS THE ARMY'S OPERATIONAL ENVIRONMENT has evolved to incorporate multi-domain operations, the Civilians role has also increased. Previously the Army focused on the doctrinal roles of Officers, Warrants Officers, and the Enlisted Corps. Today, the Army is relying more on its fourth element, the Civilian Corps, as it expands their role. As a result, the Department of Defense (DoD) identified the need to harness Civilian contributions via its policy, DoD Instruction 1430.16, calling for Civilians to, "lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the enterprise" (Under Secretary of Defense for Personnel Readiness, 2022). As a retired Soldier turned Army Civilian, I have seen, first-hand, how Army Civilians exemplify DoDI 1430.16 through the Leadership Model of Be-Know-Do.

Army Doctrine Publication (ADP) 6-22, Army Leadership and Profession (Headquarters, 2019), defines leaders as exhibiting the attributes of "BE" through their character and presence. With 47 percent of the DoD Civilian workforce being veterans (Bixby, 2022), our Civilians embody the Army values through their roles as trainers for Job Qualification Requirements (JQRs) and NCU Adjuncts for the USCC pipeline courses. They also exemplify professionalism through their roles of assessors during Operational Readiness Assessments (ORAs) and mentors to personnel new to the cyber environment. Their dedication is the bedrock for our mission continuity, a critical need not typically afforded by the military personnel management system.

The ability to maintain mission continuity cannot be fulfilled by character and presence, alone, they must also have the knowledge. Clearly our Civilians epitomize the "KNOW" which they have gained through experience from previous operational assignments as veterans, learning the latest from academia through continuing education, completing technical certificates and degrees in relevant curriculum, and collaborating with others in various disciplines within the operations and Intelligence Community. Whether hiring non-military, college graduates into a developmental positions or supporting these experts when they chose to cross train into a new work role, we are supporting the DoD's strategic priority of developing leaders, "who have an enterprise-wide perspectives as well as critical skills needed to lead and achieve results in an ever-evolving and complex national security environment" (Under Secretary of Defense for Personnel Readiness, 2022).

The third pillar of the Leadership Model, "DO" is also evident in our Civilians' work environment. Our Civilians continue to develop and lead their team members through encouragement and support on JQRs, daily tasks and sometimes even more personal matters. One of our Civilians initiated a mentorship program to aid individuals seeking to expand their awareness of cyber/intelligence environment. Another developed a reporting boot camp to improve the team's capabilities and achieve mission readiness. Another is a LinkedIn mentor specializing in helping other apply for federal jobs. Others stay late in order to complete Soldiers' personnel actions, listen and provide advice on personal growth, or become certified as adjuncts for pipeline courses to ensure mission success.

Finally, I believe our Civilians will continue to serve the Army well into the future. Most likely in expanded roles and numbers as the demands on the service members will also likely increase. The challenge will be retaining Civilians in the Federal workforce. Presently, the Army makes up 25 percent of the DoD Civilian workforce. Yet their wages remain 25 percent under that of the civilian sector. If the Army plans to maintain their trained and qualified work force, it must adjust to changing times and competition for their personnel.

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Pay System changes for supporting U.S. Cyber Command

By Angel Castro, Detachment Texas, 782nd Military Intelligence Battalion (Cyber)

THE TIME IS RIGHT TO CHANGE the pay system currently in use to compensate federal government Civilians supporting U.S. Cyber Command. One of the main issues service components supporting USCYBERCOM are having is the retention of the Civilian population. Why is that?

Well, there are many reasons, but one that keeps coming up when you talk to individuals leaving the organization is pay. Why does compensation seem to be one of the main issues associated with Army Civilian retention? That is easy to answer, because there is a lot of competition with industry and other government agencies for the cyber-related skills that Soldiers and Army Civilians have.

There are more reasons why Army Civilians are leaving the organization in large numbers, one way to evaluate why service components' Civilians are leaving the federal government is to use the information already provided by the recently published Army People Strategy, more specifically the Army People Strategy Civilian Implementation.

Just to recap the main points of the Army People Strategy Civilian Implementation, the strategy focuses on four main Lines of Effort (LOEs). (US Army, 2020)

• LOE 1: Acquire Talent - Marketing, recruiting, and onboarding
• LOE 2: Develop Talent - Educating, training, and credentialing
• LOE 3: Employ Talent - Identifying, aligning, and advancing
• LOE 4: Retain Talent – Engaging, compensating, and transitioning

For the purpose of this article I think the issue would be part of LOE 4, Retain Talent, because pay is absolutely a retention issue, especially as people grow in their work roles and start to look outside of the organization to leverage and validate their knowledge, skills, and abilities gained while in the organization. This is where the organization at large is having significant issues with the lack of a flexible personnel system.

The current GS pay system under DCIPS is not the appropriate vehicle to use to pay a compensation level that is anywhere close to what the industry can pay for individuals that have highly coveted skills in the cyber realm. As a general rule, the GS pay system rewards longevity and time in grade versus knowledge, skills, and abilities that individuals might have from the day they start federal government service.

There have been studies conducted evaluating the gap between federal government wages and the private sector and the conclusion has been that federal government salaries have fallen behind the private sector by about 24.09 percent. That is the conclusions as reported by a recent study published by the Federal Salary Council. (Friedman, 2022)

One of the most interesting comments in this article is the statement made by the Senior Executive Association director of Policy and Outreach, Jason Briefel. He stated "the 70-year-old system for federal employee compensation is flawed, and it's creating some drastic consequences, particularly for the Senior Executive Service…It is failing to incentivize federal service and diminishing the pipeline into federal career leadership. (Friedman, 2022)

The one recommendation from this report that is applicable to this article was to modify the current pay systems and change it to be more of a "occupation-based and market-oriented pay system." And that is because "the government's current classification and General Schedule pay system is not meeting the needs of government nor for its employees." (Friedman, 2022)

As individuals progress in their careers and acquire additional training, industry certifications, and even university-level education, there is no easy way to incentivize and reward those who take the time and make the extra efforts to advance their knowledge base. We can argue there are "retention incentives" already in the mix to reward individuals for their contributions.

The retention incentive process is not really optimized for the needs of a highly technical and competitive career such as cyber. Retention incentives are cumbersome to process, are not guaranteed to be approved for more than a year at a time, and the percentages within INSCOM's purview to approve are sometimes not enough to keep Army Civilians in the Civilian corps.

The other feature that makes the GS pay system under DCPIS the wrong system is the grade and step structure. To compensate Civilians that have skill sets of interest for USCYBERCOM with a somewhat competitive salary with industry, individuals would have to be hired at pay grades of GG-13, GG-14, and GG-15 when they first enter civil service.

At the time of this writing, hiring individuals to grades GG-14 and GG-15 routinely at step levels above step five for both sample grades is almost impossible. Perhaps there is a historical burden for the "way it has always been done," or most likely there is a need to influence OPM rules and regulations to be able to hire for those higher grades and step levels without having to get all sorts of exceptions to the rules.

Additionally, there is an expectation for those higher grades in the GS system to be a lot more involved in the leadership and management of things because of the perception that higher pay for those grades must equal management, leadership, or supervisory roles.

The truth is that a large portion of the civilian population would much rather do their jobs and be straight-up technicians and subject matter experts at their craft rather than have to deal with administrative tasks such as supervising others and all the plethora of paperwork that those responsibilities entail.

There are folks chasing promotions to higher grades and hence having to take supervisory positions just for the pay increases. That is problematic because the reality is that some folks should never be supervisors. Still, because of the pay system we have, folks are forced to compete and be selected for those higher grades just for the money and not because they would want to be managers, leaders, and supervisors.

We need a system that is somewhat like the pay band system with something like four different pay bands with enough cushion to compensate appropriately based on factors such as job difficulty, education, certification, and experience. This system should also make it easier to increase pay without having a grade attached to individuals.

Additionally, there should be a technical track for those individuals that want to remain technical, and there should be a managerial track for those employees that want to be more involved in the management, leadership, and supervision of other Civilians.

One good example of something similar to what I propose here is the Office of the Comptroller of the Currency (OCC) pay band system. OCC does not use the GS pay system (GS-1 to GS-15), but a compensation system called the NB Pay Plan. This pay plan consists of nine pay bands, NB-I through NB-IX. (OCC, 2015)

That is but one example of a pay system already used in the federal government that might be more applicable and more beneficial to the overall cyber force. Today's cyber workforce is highly technical and well-educated, with many well-paid job opportunities with industry

partners and federal agencies that have figured out ways to pay better salaries for those cyber-related job series.

The counterargument to looking for a different personnel system is that there is already one in use by many organization aligned with USCYBERCOM, the Civilian Excepted Service (CES). The CES personnel system features an extended step level scale to step 12 as well as the use of the Targeted Local Market Supplement (TLMS), which is higher than locality for most if not all areas. (DOD CES, 2022)

However, the personnel system we need should offer more flexibility to reward performance without having to worry about justifying promotions to higher grades levels. A personnel system where there is a large enough monetary range where supervisors can reward individuals expertise, education, and qualification levels as individuals gain more experience as well as technical and on the job experience.

The suggestions in this article are not easy to implement and it will take some concerted efforts to research and perhaps find a suitable solution, but I think this is a way to make federal Civilian service more attractive for individuals with the right skills, education, and training to consider employment and to stay long-term with service components that provide support to USCYBERCOM.

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2022 Base Salary Structure

Pay Band	Base Minimum	Base Maximum	Pay Cap (Base + Geo)
I	$26,011	$40,188	
II	$31,752	$54,013	
III	$43,586	$74,166	
IV	$54,248	$100,529	
V.T	$65,650	$119,551	
V	$75,456	$140,483	
V.2	$83,000	$154,530	
VI.T	$83,381	$162,261	
VI	$97,481	$181,139	
VI.2	$104,795	$194,723	
VII	$125,484	$233,277	$281,400*
VII.2	$134,858	$250,735	$284,900*
VIII	$159,381	$288,900	$288,900*
IX	$204,911	$299,900	$299,900*

* Rounded to next highest $100

Veterans Contribute as Army Civilians

By Michael Taylor, Senior Civilian Advisor, Detachment Hawaii, 782d MI Battalion (Cyber)

IN 1921, THE ARMY HIRED WORLD WAR I veteran William F. Friedman as a Civilian to create codes and cyphers. By 1929, he had become the first chief cryptologist of the Signal Corps' newly established Signals Intelligence Service. Initially, Mr. Friedman applied his military and civilian experience as cryptographer and codebreaker to train Signal Corps personnel on how to protect Army communications. Later, he applied his skills and knowledge to not only protect U.S. communications but to build upon the work of Military Intelligence's Black Chamber to exploit foreign communications. His success and the successes, the personnel he trained and led – before, during, and after World War II – would eventually take him to the newly formed National Security Agency in 1952 where he became the first Technical Consultant to the Director and recognition as the father of modern American cryptology. (Center for Cryptologic History, 2021; National Cryptologic Museum, n.d.)

Like Mr. Friedman, Army Civilians in the 780th Military Intelligence Brigade (Cyber) have made and continue to make significant contributions to National security and the Army mission by applying their experience and expertise to enable and execute cyberspace operations. Often, they are veterans who acquired their skills and knowledge through participation in the Nation's military operations across a variety of operational environments against an array of adversaries. Their understanding of military culture coupled with their technical expertise has a significant impact on their ability to train, coach and lead the Soldiers who will likely become the next generation of Army Civilians within the Cyber Mission Force.

The Army Civilians in Detachment Hawaii represents a small sample of the contributions, experience and expertise of the Army Civilians throughout the Brigade. Detachment Hawaii Civilians support the mission by conducting management, administration and security functions. They enable operational readiness by establishing on-site and distance learning capabilities to conduct pipeline courses with an objective of at least half of the courses having an on-site adjunct faculty instructor. As instructors, the Detachment's Civilians provide an organic capability to train personnel in this mission-essential pipeline course, complete prerequisites for higher level courses and obtain certification in Cyber Mission Force work roles.

Operationally, the Detachment's Army Civilians provide expertise and leadership in several cyber work roles. Cyber operations planners have a significant role in the management of team operations and partner engagement in support of National and Combatant Command priorities. As fires planners, they leverage their knowledge of the targeting process and structure to perform development, nomination, validation, and execution of target packages for the supported Joint Forces Headquarters-Cyber. Network analysts provide technical expertise in the development of technical lines of effort; lead lines of effort that produce time-sensitive reports and long-term products which inform senior leaders in their decision making; and serve as the leads for interagency partnerships in developing or refining operational and intelligence requirements. Exploitation analysts break down highly complex, technical problems into achievable objectives then transform those objectives into actionable guidance leading to successful mission outcomes. And, when the opportunity arises, they deploy as key members of high performing teams to both lend their expertise to the operation and develop a broader understanding of their tradecraft and cyberspace operations.

These are the Army Civilians who are part of the high performing teams of Detachment Hawaii. Despite challenges, the Detachment has consistently filled its ranks with Army Civilians who seek tough missions and professional development opportunities while achieving a better work life balance. Like the World War I veterans of the Signal Intelligence Service, Detachment Hawaii's Army Civilians are veterans with a sense of duty, technical expertise and esprit' that comes from their military service in times of conflict.

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1LT William Friedman in 1918_Source National Cryptologic Museum

780th Military Intelligence Brigade Change of Responsibility

By Steven Stover, Public Affairs Officer, 780th Military Intelligence Brigade (Cyber)

FORT GEORGE G. MEADE, Md. – Command Sergeant Major Ronald Krause relinquished his authority as the senior enlisted leader and "Keeper of the Colors" for the 780th Military Intelligence (MI) Brigade (Cyber) to Command Sgt. Maj. Jesse Potter in a Change of Responsibility ceremony hosted by Colonel Benjamin Sangster, the brigade commander, at the Post Theater, October 3.

To farewell Command Sgt. Maj. Krause and welcome Command Sgt. Maj. Potter, and their Families, were their fellow Soldiers, Civilians, Family and friends, representing the brigade and its subordinate battalions – the 781st MI Battalion (Vanguard), 782d MI Battalion (Cyber Legion), 11th Cyber Battalion (Leviathans), and the 127th Cyber Protection Battalion, Task Force Echo VI, Army National Guard – as well as representatives from U.S. Army Cyber Command, the Cyber National Mission Force, and Fort George G. Meade.

In his remarks, Col. Sangster mentioned this was the second time he and Command Sgt. Maj. Krause have served as a command team.

"Ron and I had the honor and privilege of standing up the Cyber Training Battalion back in 2016," said Sangster. "You are the right command sergeant major for the Cyber School and Cyber Corps. We wish you all the best and look forward to all the progress our corps will make with you helping lead the way. Thank you for taking care of the 780th."

Command Sgt. Maj. Krause took time in his farewell comments to thank each Soldier and Civilian across the 780th MI Brigade for their "professionalism and dedication," and then went on to recognize each unit for their key contributions.

"Over the last two and a half years I had the honor of representing this amazing organization's people," said Krause.

"Though there has been no shortage of personal and professional challenges across our formations, I am proud of the leaders and teams clearly demonstrating their care, their commitment, and working through coachable moments. It is the ownership and engagements taken by all that enabled us to make it through each challenge together."

Sangster also welcomed back Command Sgt. Maj. Potter, who previously served as the Brigade S3 (Operations) Sergeant Major, and the senior enlisted leader for the 781st MI Battalion.

"To Command Sgt. Maj. Potter and Family…welcome back! We are truly blessed to have you rejoining the 780th," said Sangster. "In the short time that I've known him, I can already tell he is the right command sergeant major for the job."

Command Sgt. Maj. Potter comes to the brigade after serving as the senior enlisted leader for the Cyber Protection Brigade, The Hunters.

"It's still hard for me to imagine that I have been chosen to return to serve in this one-of-a-kind organization," said Potter. "As many of you know, I have been given the unique and extremely rare opportunity to serve as the brigade command sergeant major of both the Army's only defensive cyber operations brigade, and now the premier offensive cyber operations brigade."

Praetorian seven, signing onto the net. **Everywhere and Always…In the Fight! Strength and Honor."** ■

Historic activation of the U.S. Army's 11th Cyber Battalion

By Steven Stover, Public Affairs Officer, 780th Military Intelligence Brigade (Cyber)

FORT GORDON, GA. – The historic activation ceremony of the 11th Cyber Battalion (Leviathans) and the uncasing of the organization's unique colors took place in a ceremony steeped in Army tradition and hosted by Col. Benjamin Sangster, commander of the 780th Military Intelligence Brigade (Cyber), at the Gordon Catering and Conference center, December 15.

The 11th Cyber Battalion (CYB) is the Army's premiere expeditionary Cyber Electromagnetic Activity (CEMA) battalion. Officially activated on October 16, 2022, the 11th CYB can deliver a range of non-lethal, non-kinetic effects—including offensive cyberspace operation (OCO) and electronic warfare (EW) capabilities.

"The most important thing to recognize about the transition is what is not changing; while parts of our structure are now more stable and doctrinally grounded, 11th CYB will remain adaptive, innovative, and aggressive about supporting the needs of the Warfighter," said Lt. Col. Benjamin Klimkowski, battalion commander for the 11th CYB.

Currently the 11th CYB has three companies, over three hundred assigned personnel, and four established Expeditionary CEMA Teams (ECTs) with a fifth being created by the end of September 30, 2023. By September 2027, the 11th CYB is projected to have a total 12 ECTs, each capable of providing OCO, EW, and information advantage functions and capabilities.

"The ECT provides a scalable unit of action capable of supporting past and emerging requirements for Army centric missions—whether those requirements are forward offensive CEMA operations or remote cyber operations in support of Warfighter needs," added Klimkowski.

The activation of the 11th CYB, an MTOE (modified table of organization and equipment) organization1, follows the deactivation of the 915th Cyber Warfare Battalion (CWB), a TDA (tables of distribution and allowances) organization2. The 915th CWB was activated following the Cyber Support to Corps and Below (CSC-B) pilot program began in 2014 as an effort by General Raymond Odierno, the 38th Army Chief of Staff, to integrate cyberspace operations into the maneuver battleground at the tactical level.

The 11th Cyber Battalion is the first and only battalion of its kind in the United States Army.

"The transition reflects Army Cyber's recognition of the Expeditionary CEMA Team as a permanent part of Army forces and an essential part of future land operations—the need for CEMA Soldiers is increasing," said Klimkowski.

The legacy and accomplishments earned by the Soldiers of the CSC-B pilot program and the 915th CWB have laid the foundation for the future of the 11th CYB and expeditionary Cyber Operations within U.S. Army Cyber Command (ARCYBER).

Command Sgt. Maj Marlene Harshman, former member of the CSC-B pilot program and current 11th CYB senior enlisted leader, witnessed the full evolution of the battalion.

"We have come a long way from our initial CSC-B engagements and Combat Training Center rotations. We educated Army leaders on what Cyber can bring to the fight, but we also learned what the Army needs. We did not have all of the answers and every engagement has been crucial to our Battalion's growth and development. We can thank our leaders and Soldiers for their contributions for the better part of a decade that have helped shape what the 11th Cyber Battalion has become," Command Sgt. Maj. Marlene Harshman, senior enlisted leader for the 11th Cyber Battalion.

For many of the Soldiers taking part in the 11th CYB activation ceremony, the event it is a career milestone, and "will bring a sense of fulfillment and pride for everyone who was a part of the formation of the unit," said Maj. Richard L. Byrne, S3 (operations), 11th CYB.

"The unit has come a long way from when I first arrived to the 915th Cyber Warfare Battalion in June of 2019. We were less than 40 Soldiers and ECT-01 was less than 15 Soldiers," said Byrne. "Now the battalion has more than 300 Soldiers and growing. The growth has been remarkable. What is even more exciting to witness is the maturity of the ECTs, the evolution of the battalion's training program, and the desire from the Army to get the ECTs operational."

For some Soldiers, this has been their first and only Army experience; however, it was one they volunteered for, understanding the challenges, as well as the opportunities, that came with the process.

Capt. Courtney Sullivan, commander of Bravo Company, 11th CYB, arrived to the unit as a newly commissioned 2nd Lieutenant, after completing the Cyber Basic Officer Leaders Course (BOLC) in May of 2019, and signed into the 915th Cyber Warfare Support Battalion (CWSB) prior to its activation ceremony that same month.

"This unit means so much to me, it has been my first and only unit I have been a part of since commissioning. I feel lucky to have worked under and alongside some of the best leaders in ARCYBER and the Army: Maj. Etienne; Lt. Col. Raser; Lt. Col. Klimkowski; Command Sgt. Maj. Harshman; Maj. Byrne, all the previous company commanders…," said Sullivan. "It's incredible to look back at where we started from in a small office space working off laptops on fold out tables

to establish basic army processes, to now seeing us fill motor pools with vehicles and arms rooms with weapons, while inching closer and closer to OCO. I look at all the work-roles, jobs, and opportunities this unit and its leadership has afforded me in four years; from working almost every staff section, becoming a mission commander, an ECT planner, deploying to Afghanistan, and now Company Command, I don't know how any brand-new officer could ask for any more experience, training, and outstanding mentorship."

For other Soldiers, it's another assignment, but it's a memorable one that will have career-long impact.

"The 915th CWB and now the 11th CYB has meant a lot to me over the past three years I have spent in the organization," added Staff Sgt. Breyon Samuel, Alpha Company, 11th CYB. "The friends that I have made and the knowledge that I have gained will follow me through the rest of my career. I have grown to personally care about the mission of the 11th and the impact we are trying to have on the Army. We have a chance to enable operations that can have strategic impacts and keep our elite warfighters safe."

There is still growth in the battalion's future, opportunities to be a part of establishing Army doctrine, and a chance to travel the world.

"To the prospective Soldiers who may be interesting in joining the 11th CYB: do you want to be on the cutting edge of Expeditionary CEMA, working with and supporting the best Soldiers the Army has to offer? Do you want to get the chance to travel the world and conduct realistic training and real-world missions? Do you want to gain a perspective that your peers in traditional cyber units will never get the chance to see; using cyber at the tactical edge to enable our warfighters? If so, then 11th Cyber Battalion may be for you," said Samuel.

"While your brothers and sisters on the combat mission teams, the national mission teams are conducting operations from sanctuary, some of you will be getting mud and dust on your boots," said Sangster. "I'm confident of that, over the next six months, not in six months,

some of you will be going forward and you will be executing cyberspace operations, advanced electronic warfare – that I can guarantee…I am envious"

1. The MTOE (modified table of organization and equipment) is an authorization document for personnel

and equipment, establishing requirements given a specific doctrinal mission.
2. TDA (tables of distribution and allowances) organization. TDA units are organized to perform specific missions for which there are no appropriate TOEs and are discontinued as soon as their assigned missions have been accomplished.

FORT GORDON, Ga. – Lt. Col. Benjamin Klimkowski, battalion commander for the 11th Cyber Battalion, the colors bearer, Staff Sgt. Marion Kirkland, and Command Sgt. Maj. Marlene Harshman, the battalion's senior enlisted leader and "Keeper of the Colors" (left to right), uncase the battalion's unique colors for the first time during an activation ceremony at the Gordon Catering and Conference center, December 15.

FORT GORDON, Ga. – Capt. McKenzie Pepper, commander, Sgt. Thomas Hannan, guidon bearer, and 1st Sgt. Adam Brege, the company first sergeant and "Keeper of the Colors" (left to right), uncase their Headquarters and Headquarters Company, 11th Cyber Battalion company guidon for the first time during a battalion activation ceremony at the Gordon Catering and Conference center, December 15.

FORT GORDON, Ga. – Capt. Gabriel Akonom, commander, Spc. Kevon Armstrong, guidon bearer, and 1st Sgt. Adam Rhodes, the company first sergeant and "Keeper of the Colors" (left to right), uncase their Alpha Company, 11th Cyber Battalion company guidon for the first time during a battalion activation ceremony at the Gordon Catering and Conference center, December 15..

FORT GORDON, Ga. – Capt. Courtney Sullivan, commander, Spc. Tyler Little, guidon bearer, and Sgt. 1st Class Christopher Youngblood, the company first sergeant and "Keeper of the Colors" (left to right), uncase their Bravo Company, 11th Cyber Battalion company guidon for the first time during a battalion activation ceremony at the Gordon Catering and Conference center, December 15.

FORT GORDON, Ga. – Maj. Richard L. Byrne, S3 (operations), 11th Cyber Battalion (CYB), Staff Sgt. Breyon Samuel, Alpha Company, 11th CYB, and Capt. Courtney Sullivan, commander of Bravo Company, 11th CYB, pictured following the battalion's activation ceremony at the Gordon Catering and Conference center, December 15.

FORT GORDON, Ga. – The 11th Cyber Battalion (CYB) command team: Lt. Col. Benjamin Klimkowski, battalion commander for the 11th CYB; Command Sgt. Maj. Marlene Harshman, the battalion's senior enlisted leader and "Keeper of the Colors"; Chief Warrant Officer 4 Ryan Rappold, the battalion's senior warrant officer; Capt. McKenzie Pepper and 1st Sgt. Adam Brege, Headquarters and Headquarters Company; Capt. Gabriel Akonom and 1st Sgt. Adam Rhodes, Alpha Company; and Capt. Courtney Sullivan and Sgt. 1st Class Christopher Youngblood, Bravo Company, pictured following the battalion's activation ceremony at the Gordon Catering and Conference center, December 15. ■

Authorized Heraldry for the 11th Cyber Battalion

The following heraldic items are authorized for the 11th Cyber Battalion, effective 06 December 2021.

Colors

Coat Of Arms

SYMBOLISM:

Black, gold and gray symbolize the unit's alignment as a US Army Cyber Battalion. The black border and dark gray background represent the nightand-day, 24-hour support, cyberspace mission of the unit. The threeheaded hydra represents the three lines of effort: Electronic Warfare, Cyber Operations, and Information Operations. The black and white terrestrial globe indicates the global electronic reach of the command and underscore's the motto "GLOBAL REACH, GLOBAL IMPACT".

Distinctive Unit Insignia (DUI)

SYMBOLISM:

Black, gold, and gray symbolize the unit's alignment as a US Army Cyber Battalion. The black border and gray background represent the night-andday, 24-hour support, cyberspace mission of the unit. The pentagon shape and cluster of five stars denote the five domains of warfare: land, air, sea, space and cyber. The three-headed hydra represents the three lines of effort: Electronic Warfare, Cyber Operations, and Information Operations. The terrestrial globe indicates the global electronic reach of the command and underscore's the motto "GLOBAL REACH, GLOBAL IMPACT". ■

11th CY and Dutch EW Engagement

FORT GORDON, Ga. – CEMA (Cyber Electromagnetic Activity) soldiers from Dutch Army recently attended the Coalition Cyber Operational Planner course and also took time to meet with Soldiers from the U.S. Army's 11th Cyber Battalion in order to build a Cyber/CEMA community and enhance their international network. ◼

11th Cyber Battalion

Leviathans

"Global Reach, Global Impact"

Citizen Soldiers protecting our nation's most critical cybersecurity infrastructure

By Steven Stover, Public Affairs Officer, 780th Military Intelligence Brigade (Cyber)

FORT GEORGE G. MEADE, MD. – Col. Benjamin Sangster, commander of the 780th Military Intelligence (MI) Brigade (Cyber), hosted a transition of authority (TOA) ceremony between two Army National Guard (ARNG) formations whereby one battalion transitioned with another to seamlessly continue the Task Force Echo cyberspace mission, October 28 at the Capt. John E. Smathers U.S. Army Reserve Center.

The battalions complete the sixth and begin the seventh iterations of Task Force Echo (TFE). The task force exists under the operational control of the 780th MI Brigade and conducts cyberspace operations in support of U.S. Cyber Command (USCYBERCOM) and the Cyber Mission Force (CMF). The 780th MI Brigade falls under the operational control of U.S. Army Cyber Command.

"Approximately seven years ago the Army identified the need to secure new cyberspace infrastructure that was coming online," said Sangster. "The active-duty cyber mission force was in its infancy and did not have the necessary human capital to satisfy the need.

"Let me take you further back a few centuries to 1636 when the Army National Guard was founded. Its mission was to protect families and towns from hostile attacks. Today, the Soldiers you see standing before you are National Guard Soldiers from across the United States brought back to active duty for a year to protect one of our nation's most critical cyberspace infrastructures. Over the last year, Soldiers of Task Force Echo VI have worked tirelessly to ensure the Cyber Mission Force can execute its mission."

The outgoing TFE formation, primarily assigned to the 127th Cyber Protection Battalion (CPB), is composed of ARNG Soldiers from Indiana, Georgia, Louisiana, Mississippi, and Texas, with additional Soldiers from Florida, Kentucky, New York, North Carolina, and Virginia. TFE VI was commanded by Lt. Col. Rose Gilroy, commander of the 127th CPB, with Command Sgt. Maj. Kermit Harless as the senior enlisted leader.

"These Soldiers supported over 27 hundred strategic and tactical missions across multiple geographically dispersed locations," said Gilroy. "They spearheaded the overall strategy, vision, and technical implementation of all physical and virtual infrastructure services and components in an ever-constrained environment."

The TFE VII formation, primarily assigned to the 125th CPB, is composed of ARNG Soldiers from South Carolina, California, Michigan, and Ohio, with additional Soldiers in the Task Force from Georgia, Indiana, Louisiana, Maryland, Nevada, and Virginia; and a Soldier from the Army Reserve (Compo 3). TFE VII is commanded by Maj. (Promotable) Daniel Byrnside, commander of the 125th CPB, with Command Sgt. Maj. Timothy Larkin as the senior enlisted leader.

"The Soldiers from Task Force Echo VII come from a wide variety of backgrounds…We bring a wide range of technical talent and experiences from previous Task Force Echo rotations (30 percent of the Soldiers are from previous TFE rotations)," said Byrnside. "We also bring a large geographical demographic from all over the nation, literally all the way from the west coast to the east coast, north to south, our Soldiers comprise the true value and talent that our nation can bring to bear – and truly represents the best of the National Guard."

The 91st Cyber Brigade is the ARNG's first and only cyber brigade. Consisting of five battalions, five cybersecurity companies, five cyber warfare companies, and 11 cyber protection teams arrayed across more than 30 states.

Since August 15, 2017, more than 900 Army National Guard Soldiers have been assigned to the task force, working alongside the 780th MI Brigade to conduct cyberspace operations in support of USCYBERCOM and the CMF.

"Always Ready, Always There" "Everywhere and Always…In the Fight!" ∎

Brigade hosts Hackathon II event with County Library to encourage teen interest in Cybersecurity

By Steven Stover, Public Affairs Officer, 780th Military Intelligence Brigade (Cyber)

ODENTON, MD. – Soldiers and Civilians representing the 780th Military Intelligence Brigade (Cyber) partnered with Anne Arundel County Public Library to host a STEM (Science, Technology, Engineering, and Math) and cybersecurity event for teens September 28 and October 25 at the Odenton Library.

This was the fifth Hackathon event the brigade and library have collaborated on, and this year's event included a Capture-the-Flag (CTF) competition, as well as a Password Cracking, OSINT (open-source intelligence) Tools, and Basic Development / Python and Linux Scripting stations.

"Anne Arundel County Public Library is excited to partner with Fort Meade's military cyber brigade in order to support the STEM interests of our teen customers. It has been wonderful to see how this program, and ones like it, are able to introduce our community to new opportunities and pathways in the STEM and cybersecurity fields," said Johanna Doty, Librarian I, Odenton Library.

Events like these are not recruiting events, but opportunities for the Soldiers and Civilians to give back to the communities they are a part of and impart their passion for their life interests and Army occupations as cybersecurity operations specialists for the U.S. Army and the U.S. Cyber Command's Cyber National Mission Force.

"It is important to educate the future and the best way to do that is starting in the community," said 2nd Lt. James Harris, a cybersecurity operations officer, and the event officer-in-charge (OIC). "I took this opportunity to volunteer to set that example and get kids excited about cyber security."

October is Cybersecurity Awareness Month and according to Cybersecurity & Infrastructure Security Agency (CISA), This year's campaign theme is "See Yourself in Cyber."

According to the CISA Cyber Cybersecurity Awareness Program website "This October will focus on the "people" part of cybersecurity, providing information and resources to help educate CISA partners and the public, and ensure all individuals and organizations make smart decisions whether on the job, at home or at school – now and in the future."

Whether or not the teens who participated in this STEM event join the Army or another branch of military or government service, get a cybersecurity job in the private sector, or choose another career path, events such as these benefit the country through cybersecurity awareness.

"A common problem in Cybersecurity is awareness. It's not that people consciously make unsecure decisions, but rather that they didn't realize a decision was being made in the first place," said 2nd Lt. Andrew Constable, a cyberspace operations officer, and lead programmer for the Hackathon II stations. "Events like this help educate people on what's out there, and how online habits they take for granted can leave them vulnerable. I'd love to say we're raising the next generation of cybersecurity vanguards; however, if all we do is make people think twice before clicking on a link, it will have been a success."
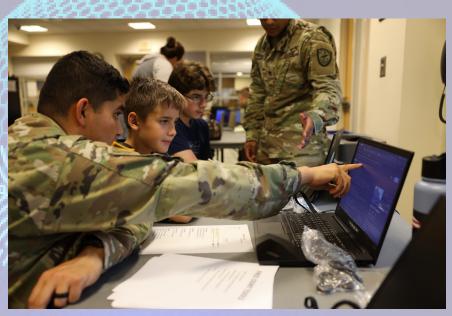
"I feel the public doesn't have complete knowledge of good security practices, especially with the rise of social media," added Sgt. Ananya Kudugi, a cybersecurity operations noncommissioned officer (NCO) and event NCOIC. "Holding events like this is a good way to teach kids to be safe online, and I feel glad that I was able to play a part in this learning process. I really enjoy being a mentor, and this reassures me that I am teaching students how to protect themselves, and hopefully they spread the word to their friends, and create a safer community for all of us."

Soldiers and Army Civilians looking for other volunteer opportunities should register on the Department of Defense Volunteer Management Information System (VMIS) dashboard at https://vmis.armyfamilywebportal.com/volunteer/opportunities. The VMIS dashboard lists volunteer opportunities by organization as well as location.

For more information on the CISA Cybersecurity Awareness Program visit: https://www.cisa.gov/cybersecurity-awareness-month. ∎

AACS STEM Expo

SEVERN, Md. – Soldiers and Civilians representing the 780th Military Intelligence Brigade (Cyber) volunteered to participate in an Annapolis Area Christian School STEM (Science, Technology, Engineering, and Math) Expo and Fall Fair at the AACS upper campus, November 3. The team developed a Capture the Flag (CTF) and Password Cracking interactive event to encourage the teens' interest, and answered the student's questions about their Army service, training, experiences, and life-changing opportunities. ■

780th MI Brigade Trunk or Treat

FORT GEORGE G. MEADE, Md. – Soldiers and Civilians from Headquarters and Headquarters Company, 780th Military Intelligence (MI) Brigade (Cyber) and the 781st MI Battalion hosted a Trunk or Treat for their Families and friends, October 28. There were tricks and treats, a haunted house, pumpkin decorating, a best car, and costume competition, and even video games for everyone to enjoy. ■
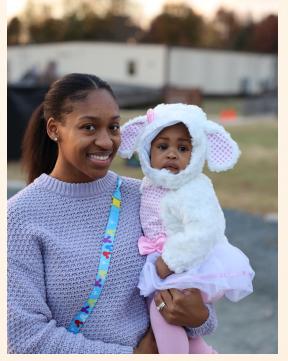
Turkey Bowl

FORT GORDON, Ga. – Soldiers from the 782d Military Intelligence Battalion (Cyber Legion) and the 11th Cyber Battalion (Leviathans) competed in the second annual Turkey Bowl, November 22. This year's winner was Cyber Legion, evening the series at one win apiece
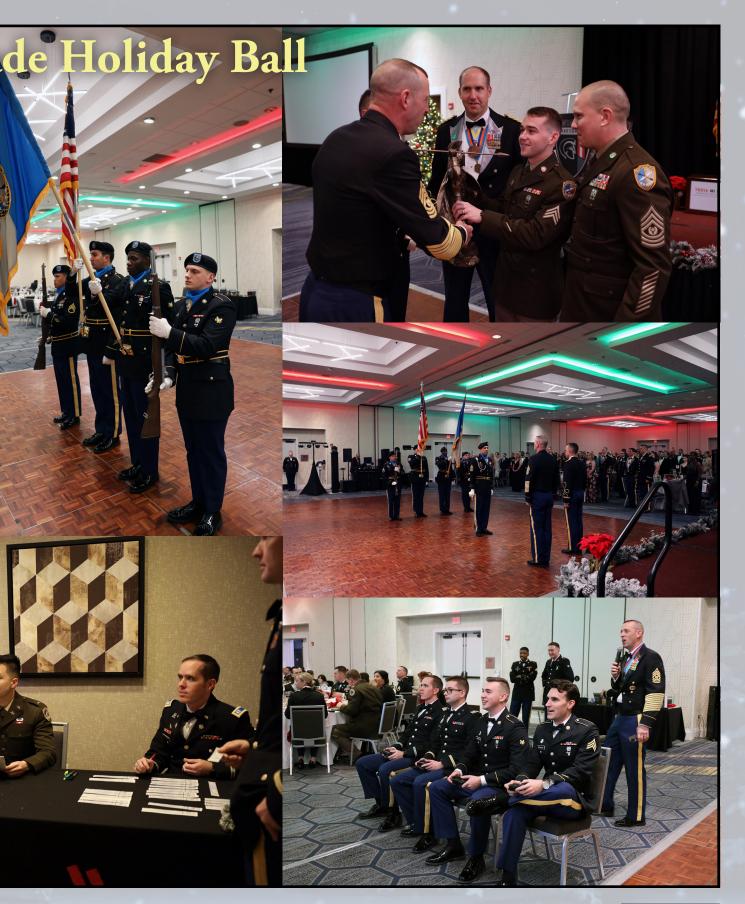
FORT GEORGE G. MEADE, Md. – And the winner of this year's 704th vs. 780th Military Intelligence Brigade Turkey Bowl is...the 704th MI BDE!!! It was a great game filled with incredible action, fierce competition, and great sportsmanship! Thank you, 780th Military Intelligence Brigade, for putting this game together. Thank you to everyone from both Brigades who came out to support our Soldiers.

FORT GEORGE G. MEADE, Md. – 781st Military Intelligence Battalion (Cyber) hosted their annual Turkey Bowl pitting the officers (red) against the enlisted Soldiers (blue) in a high-spirited and yet competitive flag football game on the 780th MI Brigade Soccer Field, November 18. Although the first half was a defensive slug fest, in the second half the enlisted Soldiers won the contest convincingly. ■

de Holiday Ball

DAC Hobby Fair

Snacks with DACs hosted a "Hobby Fair" on December 16 to showcase the interests of the brigade's Civilians outside of the great things they do for the 780th Military Intelligence Brigade. Did you know we have amongst us, home renovation experts, cigar aficionados, and a skilled beer maker? We also have a coworker who raises rabbits, another who owns her own travel and paint company, and a Civilian with a Wanderlust that may surprise you! Each display had some additional surprises and fascinating individuals ready to talk to folks about things you probably didn't know about them.

Shtina Love - Vacations with a Purpose

James Krog – Beer Brewing

Cheryl Queen – Creating Vision Boards

Gregory Platt – Raising Rabbits

Patricia Laird – Paint and Travel

Steve Lim – Podcast

Scott Brown and Jesse Pisciotta – Cigars Aficionados

FORT GEORGE G. MEADE, Md. – The Headquarters & Headquarters Company, 780th Military Intelligence Brigade (Cyber), hosted a potluck for the Soldiers and Civilians and their Family members as part of the Army's Vigilant Wellness initiative and to celebrate the upcoming Thanksgiving holiday in the Brigade Annex, November 18.

FORT GEORGE G. MEADE, Md. – Congratulations to the graduates of Equal Opportunity Leaders Course (EOLC) 22-09! EOLC prepares Army Leaders to assist their respective command teams by supporting the Military Equal Opportunity (MEO) program as representatives. The graduates of the 7-day course are trained in MEO policy and techniques to assist their commanders in resolving and reporting EO complaints to provide a fair and positive work environment for all Service members. A big thank you to the NCOs of the 780th Military Intelligence Brigade (CYBER) and USACIC that stepped up to volunteer as representatives to support the MEO program!

Government's Top Cybersecurity Competition Announces Winners

By Cybersecurity and Infrastructure Security Agency

THE GALAXY HAS BEEN SAVED! The Fourth Annual President's Cup Cybersecurity Competition came to an exciting conclusion last week after the Finals were held over four days at the Cybersecurity and Infrastructure Security Agency (CISA) facilities in Arlington, Va. The President's Cup Finalists competed for ultimate bragging rights of being the best cybersecurity professionals in the federal government.

The competition kicked off with the Track A finals – which focused on defensive work roles and tasks from the NICE Framework. Chris Butera, Senior Technical Director of the Cybersecurity Division, and the U.S. Navy's Principal Cyber Advisor Chris Cleary joined to wish the competitors good luck. They also congratulated the winner of Individuals Track A, Mr. Ben Marks, from the National Security Agency (NSA).

The Track B finals followed on Tuesday with a focus on offensive work roles and tasks from the NICE Framework. The 2022 Track B Finals included the winners from 2019, 2020 and 2021 but was won by a newcomer, WO1 Andrew Fricke, a Cyber Capabilities Developer from the 781st Military Intelligence Battalion. The White House's Deputy National Cyber Director and Federal Chief Information Security Officer Chris DeRusha, CISA's Executive Director Brandon Wales and Deputy Assistant Director for Vulnerability Management Bobby Thompson spoke with the participants and congratulated the winner.

The Teams competition took place over two days. CISA Director Jen Easterly and Deputy Director Nitin Natarajan stopped by to congratulate and thank the finalists for participating in this year's competition. The winning team was "Mandatory Training," with members from the 780th

Military Intelligence Brigade of the U.S. Army. This team proved successful in defending their titles, as they took home last year's first place trophy as well.

The Finals were comprised of the top 10 competitors from each Individual track and the top five teams from Round 2. Over the course of the week, the Individuals Finalists were given four hours to complete as many challenges as they could in a format similar to the qualifying rounds. The Teams Finals was split into two days, with the first day conducted just like the qualifying rounds and the teams getting seven hours to complete as many challenges as they could. During the second day of the Teams Finals, the challenges were presented with a unique cyber video game that was made specifically for this competition. The cyber video game put the competitors in a fictional story onboard the Dauntless spaceship to save a Mars colony from an alien threat.

PRESIDENT'S CUP
CYBERSECURITY COMPETITION

#PRESCUP

Two of the teams were able to recreate the "President's Cup" artifact and save Mars. This video game will be available in early 2023 for all federal employees to play on the President's Cup archive site.

The leaderboard from the Finals can be viewed on the competition site for Teams, Individuals Track A, and Individuals Track B. Stay tuned to see what the future holds for President's Cup at cisa.gov/presidentscup.

As cyber threats continue to grow, our country needs a strong and vast workforce filled with cyber talent to understand, manage and reduce risk to our cyber and physical infrastructure. CISA hosts the President's Cup annually to identify, recognize and reward the cybersecurity professionals in the federal government that are on the front lines defending against those cyber threats.

While the 2022 competition had a fictional storyline, the challenges were based on real-world scenarios that are modeled upon the NICE framework work roles to expand cyber skills through challenging and creative trials.

The previous years' President's Cup challenges are available to play for free on the Archive Site, where federal employees and uniformed service members can test and hone their cybersecurity skills. For those who want to get a better understanding of the way the competition works but are not ready to participate live, this is the perfect opportunity to see what the excitement is all about. Individuals can also visit the President's Cup GitHub page (available to everyone) to find the source code, challenge descriptions, and walkthrough guides from the previous competition challenges.

Learn more at cisa.gov/presidentscup ■

WO1 Andrew Fricke, a Cyber Capabilities Developer from the 781st Military Intelligence Battalion.

NEXT QUARTER'S BYTE IS focused on AvengerCon VII. As in other issues of the BYTE magazine, the command encourages your contribution to drive the Cyber and Information Advantage conversation. If you have an article to share, write a synopsis and send it to steven.p.stover.civ@army.mil NLT Feburary 15, 2023. Final articles are due February 28.

PRAETORIANS