INNOVATION:
Warrant Officer-Enabled Transformation

PRAETORIANS

780th MI BDE
"STRENGTH AND HONOR"

T his quarterly issue of The BYTE magazine is titled "Warrant Officer-Enabled Transformation". Chief Warrant Officer 5 James Richards, Command Chief Warrant Officer, 780th MI Brigade (CYBER), tasked the brigade, battalion, and task force senior technical advisors to provide their unique perspective as "enablers of transformation" and as usual, they delivered.

I have always enjoyed editing and reading the articles submitted by the Brigade Warrant Officers. They offer blunt assessments, are retrospective, include courses of action – and often incorporate humor. If there's one thing I learned after 28 years in uniform and eight as an Army Civilian, is you shouldn't drop "problems" into a commander's inbox without offering COAs.

Another tidbit as The BYTE magazine heads into its 12th year of publication, this magazine is "your" magazine – the Brigade Soldiers, Civilians, contractors, their Families. Since I arrived back in February 2017 and joined the Praetorian Family, the commander's intent has always been to drive the Cyberspace, CEMA, Information Advantage (insert what's important to you) conversation. Thoughtful, insightful, and even controversial articles that are informative, educational, and could drive meaningful change – articles that are discussed in cubicles, the breakroom, and the operations centers. I hope when the Brigade TASKORD goes out, these "taskings" are seen as an opportunity and not just another additional responsibility.

"Everywhere and Always…In the Fight!"

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

On the Cover

FORT GEORGE G. MEADE, Md. – Soldiers, Families, and friends of Task Force Praetorian (TF-P), 780th Military Intelligence Brigade (Cyber), bade farewell to Major Marissa Cina, the outgoing TF-P commander, and welcomed Major Ben Liles, in a ceremony hosted by COL Ben Sangster, the brigade commander, at Club Meade, July 27.

Command Chief Warrant Officer's Column

By CW5 James E. A. Richards, Command Chief Warrant Officer, 780th Military Intelligence Brigade (Cyber)

DEAR READER, YOU ARE IN FOR A TREAT with this issue of the BYTE! The brigade perennially canvasses Warrant Officers across the formation and beyond for articles from their unique perspective – in this case, as enablers of transformation. The articles this year highlight Warrant Officer-enabled transformation across many boundaries, including multiple generations of Offensive Cyber Operations in the Reserve Component of the Army, Cyber Mission Force Workroles, operational disciplines within a team, and even reforging the structure of the brigade itself. There is also a special article about the first Cyber Chief Warrant Officer 5 in the Army National Guard inside the back cover.

Reflecting on the Cyber Operations community's history, by comparison, we are truly in an era of transformation. USCYBERCOM, once a Sub-unified Command itself, has spawned a Sub-unified Command of its own in the Cyber National Mission Force. We are building the second generation of operations platforms, normalizing the routine revision of individual and collective qualification standards, exploring expeditionary cyberspace operations, and constituting new CMF teams for the first time in almost 10 years. We also have the most WOs since the Army established the Cyber Branch, representing the most experience yet in conducting Cyberspace Operations. We have moved from founding to building to maturing the community, and there are articles in this issue that are from WOs at the core of those efforts. WOs often work unnoticed or to enable their teams to achieve optimal technical health; as one author in this issue notes, successful WOs may even appear to the undiscerning observer to be doing nothing at all! Some of the contributors this year describe their lived experience from their own lenses, and I hope their words give you a window into the composition of this era's WO zeitgeist.

For me, this era of transformation even affected the position in which I now sit: I am the Command Chief Warrant Officer (CCWO) of the 780th MI Brigade (Cyber), a position that was known as the Brigade Senior Technical Advisor (STA) until this year. My predecessor, CW4 Erin Ward, made the change as part of her substantial contributions to transformation during her tenure as Brigade STA and as the first CCWO, passing me the responsibility of growing the role of the brigade's senior WO position into a part of the Command Team. This is in line with an effort that CW5 Yolondria Dixon-Carter, the Senior Warrant Officer Advisor to the Chief of Staff of the Army (SWOA-CSA) and another enabler of transformation, is championing across the Army. This effort could not have come at a more opportune time than now, as the Army is rethinking the WO's role, and I plan to work like my brethren in the force to transform my current position, and the Cyber Branch, for the future.

Everywhere and Always, In the Fight! ■

Increasing Skill Depth Through Mentorship, The SHIELD Program

By CW4 Chad Mastbergen, Cyber, Battalion Senior Technical Advisor, 781st Military Intelligence Battalion (Cyber)

THE 781ST MILITARY INTELLIGENCE BATTALION (CYBER) revamped its SHIELD mentorship program focused on the development of structured-on-the-job-training (SOJT) to facilitate training at the lowest level that federates the overheard investment of creating training content. The goal of the program is to enhance the qualitative skills within each work role at each level of proficiency.

Increasing the proficiency and performance levels of individuals, sections and teams is a consistent battle faced by all work forces. The job qualification record (JQR) for a work role provides the baseline knowledge, skills and abilities for a given proficiency. Getting beyond the JQR to grow and expand qualitative skills is the goal of the SHIELD program.

The original SHIELD program was designed to help progress work role proficiency by assigning mentors for each work role and them leaving it up to the mentors to decide the structure of the program. It was implemented November 2021 and set into motion with occasional checkups. Commanders changed in June 2022 and fresh eyes looked at the program. The program was not producing the desired results. The forces were polled to determine what was and what wasn't working across the teams and task forces to produce the desired results. This feedback was vital and provided the foundations for the program focus.

The shifting of program focus occurred in a couple of steps. Part of the program restructure was to appoint a Battalion SHIELD Program Manager as well as update the Work Role Lead Mentors. Having a dedicated program manager to act as the focal point for rebirth of the program has provided great results. The Lead Mentors were chosen from senior & master level proficiency Warrant officers, NCO's & Civilians, people who were passionate about transforming the force into the future force. Structured-on-the-job-training (SOJT) chosen as the format for the program revision. This was based on the success of Target Digital Network Analyst (TDNA) development that was being championed be Mr. Vic Anderson of Task Force 4. Templates were created and distributed to the mentors. A couple of rounds of refinement ensued, resulting in the decision to start with focus primarily on analytic work roles and common core items. The work roles selected were Target Digital Network Analyst (TDNA), Digital Network Exploitation Analyst (DNEA), Target Analyst reporter (TAR), All Source Analyst (ASA), Language Analyst (LA), Exploitation Analyst (EA) and Interactive On-Net (ION); and the common core items included: the intelligence cycle, analysis fundamentals, planning & operations, classification and policy, and SIGINT (signals intelligence) vs. cyber authorities.

Each SOJT document has a matching reference document that details where to find the desired information as well as qualitative information that expands beyond a simple answer. Many also include possible biases in analytical techniques as well as links to foundational documents. Another area of concentration is in the tools that each role uses. Tools are ever changing but documenting and sharing best practices and advanced techniques can help develop a work force effectiveness in short order. The investment costs are believed to be well worth the final products and a solid foundation moving forward. With the Commanders intent to refresh content on an annual basis.

The EA mentors saw a different development possibility and based on the unique requirements of the EA work role. They wanted to use the persistent cyber training environment (PCTE) to conduct their own SOJT training. Initial efforts are focused on the preexisting operator assessments and using them to meet training objectives for EA's. Initial run-throughs have been conducted and should produce promising results, additional training dates have been scheduled to refine the training and processes, it also shows great potential to be used in screening EA candidates. The use of PCTE opens many possibilities, having training that can be accessed simultaneously from multiple locations, ability to additional modules and common training across the force.

The program is still developing and may not be in the final form, but it is showing definite potential for increasing the quality of our analysts and operators. Having living documents in a consolidated location accessible for not only scheduled SHIELD mentorship, but accessible at the lowest level for hip pocket style training on a routine basis. The program will be continually assessed and refined going forward developing the force into both higher proficiency levels and qualitative skills. ■

Warrant Officer Transformers

By CW3 Zachary Hofstra, 782d Military Intelligence Battalion (Cyber)

WHILE WARRANT OFFICERS CAN TRANSFORM UNITS in many ways, the most relevant unit role for a Warrant Officer is as technical experts. Technical Warrants are the stewards and defenders of their technical expertise and requisite equipment. While the highly specific details of specialties change rapidly, the evolution of the employment warfighting functions evolves at a pace that enables Warrant Officers to control and maintain their skillsets and add incredible value to a formation. There are no 'new' problems in the Army, and regardless of what a Warrant has been asked to accomplish within their field, someone has solved it before. Because Warrant Officers make up less than three percent of the Army's force structure, they built a tight-knit community with instant credibility among its members. This enables crowd-sourced solutions and normalizes staff solutions across the force. While this appears to create a conservative and less innovative environment at first blush, this isn't the case at all. By sharing easy solutions to mundane problems, it enables Warrant Officers to focus on refining their craft, training their personnel, and forging new paths forward for their branches.

Officers, or RLOs (Real Life Officers) as we call them, are trained, and groomed to be generalists/generals from the minute they commission. They need to understand logistics, training, and planning at a general level to accomplish missions. They are placed in ever-increasing roles of responsibility further and further from the point of mission execution. Warrant Officers strive to remain as close to the minute of execution as they can controlling the specific tasks and enabling Soldier and NCO success. As the Quiet Professionals, we don't need the credit, only the mission success. We enable the next generation to have agency over their accomplishments and buy-in on the missions. With one foot in each world, the Warrant Officer's double vision enables them to comprehend the commander's intent as it applies to their specialty. A Warrant Officer can take a commander's intent and break success down into individual skill-level 10 tasks to ensure full employment of their resources and mission accomplishment. This can turn arduous mission-planning meetings and IPRs into "we'll get it done" as the Warrant Officer has already designed an entire plan and distilled and delegated all requisite tasks before the "resources and shortfalls" slide of Mission Analysis has been briefed.

Long hours and hard problems don't concern most Warrants, as they work for a very specific goal. Penultimate success to a Warrant Officer is to do nothing. When a Warrant Officer can do nothing, it means that his entire section is fully trained and operating at peak proficiency without the need for his presence or interference. That Warrant can then act as an emotional support officer for their respective RLO. A wise Warrant Officer once said, "When you do things right, people won't be sure you've done anything at all" (this was actually a quote from a Futurama deity but fits well). I like that quote, because it epitomizes Quiet Professionals, putting our Soldiers and NCOs forward and enabling our respective RLOs' successes. A Warrant Officer in a formation will build quantifiable successes while appearing to do nothing. As a defender of their specialty, they will jealously guard their people from tasks that disrupt mission accomplishment and training opportunities, while pushing their people to learn enough to replace them someday. The ultimate success to a Warrant Officer is an extension of appearing to do nothing: to do so much nothing that their NCOs eventually replace them as the subject matter expert, and they can retire with the peace of mind that the mission will continue.

Finally, Warrant Officers are the innovation people in the formation. They may not necessarily be the originator of the idea, but the tight-knit community means that good ideas travel fast enough to appear instantaneously. Similarly, solutions to bad ideas, reputations, and ways to avoid formations, also travel along the same networks at the same speeds. The Warrant Officer is the idea person in an ideal position. RLOs rely on a warrant's years of executing and evaluating the various skill-level tasks as well as that double vision into their world of RLOs that can see the doctrine, planning, and logistics of implementing their warfighting function. This double vision tied with their small community create a unique convergence of knowledge and community. This convergence fosters rapid innovation that can propagate across the Army faster than prepo promotion lists. This same process applies to the defense against poor ideas from staff officers by creating and sharing doctrinally and defensible arguments that keep their sections on task and proficient. In conclusion, Warrants transform Army formations by stealing others' work, doing nothing, and hassling staff officers with a unified front. ∎

Warrant Officers: Cornerstones of Adaptation in the Army's Dynamic Cyber Corps

By CW3 Scott Fether, Cyber Operations Technician, 200 CMT, 782d Military Intelligence Battalion (Cyber)

IN THE RAPIDLY EVOLVING LANDSCAPE OF MODERN WARFARE, where bits and bytes can be just as destructive as bullets and bombs, the role of the U.S. Army's Cyber Corps has become increasingly vital. Amid this digital battlefield, a unique group of professionals has emerged as the cornerstones of adaptation and technical expertise – the Warrant Officers. These skilled individuals, serving in highly technical work roles such as Exploitation Analyst, Interactive On-Net Operator, and Developer, are committed to spending their careers in technical and advisory positions, providing an indispensable foundation for the ever-changing environment of the Army's Cyber Corps.

At the heart of the Cyber Corps' prowess are Warrant Officers who bring not only technical proficiency but also a deep commitment to their roles. In positions like Exploitation Analyst s, these experts delve into the intricacies of enemy systems to identify vulnerabilities and exploit them. The Interactive On-Net Operators execute highly complex missions while ensuring risk is properly assessed as teams maneuver through cyberspace. Developers craft the digital tools that empower the Cyber Corps to achieve its increasingly important mission. The technical complexity of these roles requires a steadfast dedication to ongoing learning and staying abreast of the latest technological advancements.

What sets Warrant Officers apart is their unwavering commitment to remaining in technical and advisory positions throughout their careers. This stands in contrast to the traditional military career path, where officers often transition to leadership roles as they ascend the ranks. By staying immersed in their technical roles, Warrant Officers ensure a consistent stream of expertise and knowledge. This commitment is a testament to their belief that their impact is most significant when they are actively engaged in the forefront of technological advancement.

In the dynamic and ever-shifting realm of cyber warfare, adaptation is a necessity. This is where the Warrant Officers' multifaceted contributions shine. They serve as work-role curators and trainers, assessing the evolving needs of the Cyber Corps and refining the required knowledge and skillset definitions accordingly. Warrant Officers play a pivotal role in shaping these work-roles, ensuring they remain relevant and aligned with the ever-changing cyber landscape. As trainers, their experience becomes a bridge between the theoretical knowledge taught in classrooms and the real-world challenges faced in the field.

Perhaps the most critical contribution of Warrant Officers lies in their role as technical advisors. As an organization in perpetual transition, the Cyber Corps often grapples with incorporating new technologies, strategies, and tactics. Here, Warrant Officers step in as trusted advisors, leveraging their deep understanding of the technical intricacies to guide decision-making. Their insights enable the Army to make informed choices that directly impact the effectiveness of its cyber operations.

In a world where the digital landscape can transform overnight, the Army's Cyber Corps must remain vigilant, adaptable, and highly skilled. Warrant Officers serve as the bedrock upon which this adaptability is built. Their multifaceted contributions as work-role curators, assessors, trainers, and technical advisors, is what enables the organization to stay ahead of the curve.

In conclusion, the Warrant Officers of the Army's Cyber Corps are the unsung heroes of modern warfare's digital frontlines. Their dedication to remaining on the cutting edge of technology, their commitment to serving in technical roles, and their pivotal contributions as advisors and trainers form the foundation of the Cyber Corps' success. As the cyber landscape continues to evolve, these professionals ensure that the Army remains agile, responsive, and effective in the face of ever-changing challenges. Their expertise serves as a beacon guiding the way forward in the digital age of warfare. ∎

SIGINT Enabler in CYBER

By CW2 Kevin Ahn, Operations Technical Director, 504 CMT, Detachment Hawaii, 782d Military Intelligence Battalion (Cyber)

THE ARMY WARRANT OFFICER WITHIN THE CYBER community drives transformative shifts by blending diverse expertise and experience with strategic networking. We provide essential guidance to decision-makers and enable optimal courses of action. As a SIGINT (Signals Intelligence) technician, I offer comprehensive operational insights backed by intelligence and tangible evidence, facilitating precise and impactful cyber operations.

Central to this approach is instilling a comprehensive understanding of the intelligence cycle within the operational force, mitigating impulsive actions. While intelligence typically drives military operations, in CYBER, the pursuit of quick and easy victories can sometimes overshadow basic analytical procedures. Warrant Officers adeptly navigate such complexities, bringing clarity to chaos by advising on precise targeting strategies across the entire intelligence lifecycle, from initial intelligence gathering and tasking's to analysis, reporting, coordination, collaboration, and execution.

Prioritizing intelligence-led operations enables the unit to balance between swift campaign execution and meticulous intelligence assessment. This dynamic equilibrium ensures mission success within a rapidly evolving operational landscape. Detachment Hawaii (DET HI) has expanded its operational scope by venturing outside the traditional cyber domain and forging partnerships with multiple agencies through collaborative efforts. Current line of efforts, once thought unattainable through cyber means alone, has led to several operational success stories, including facilitating the Navy's first ever mission packet staffing process.

Emphasizing the significance of targeting cycles and aligning them with objectives and intent, DET HI now fosters a deep understanding of targets, enabling the identification of vulnerabilities. Warrant Officers further ensure adherence to legal, ethical, and moral standards by providing evidence, justification, and purpose for tracking specific entities. We possess a unique position to identify and propose solutions for emerging challenges, enabling optimal decision-making and providing commanders and units with a range of expert options.

In the realm of CYBER, the transformative prowess of Army Warrant Officers is evident as they seamlessly integrate diverse expertise and strategic networking. Guided by the intelligence cycle, we navigate complexities to drive precise and impactful cyber operations. Our dedication to fostering comprehensive understanding, identifying vulnerabilities, and proposing innovative solutions ensures the attainment of mission success within a rapidly evolving landscape. Through resolute commitment and unwavering professionalism, Warrant Officers embody the essence of transformation, orchestrating a harmonious symphony that resonates throughout the Cyber community. ∎

Warrant Officers Innovating Change in Cyber

By WO1 Matthew Meador, Exploitation Analyst, Detachment Texas, 782d Military Intelligence Battalion (Cyber)

WARRANT OFFICERS (WOS) are the technical experts of the Army. We are the individuals who keep our equipment mission relevant, our systems streamlined, and our formations trained and ready to fight. In recent years, Army Cyber has been undergoing a transformation, and WOs have been playing a key role in this transformation.

One-way WOs are enabling transformation is by spearheading the adoption of new technologies, techniques, and best practices. WOs often train first on new equipment and systems and are the ones who help integrate these new technologies into our formations. In the Cyber realm, we have been subject matter experts and curators for Cyber work roles. WOs are the only group of soldiers who can remain technical throughout most of their careers. Allowing them to serve as technical continuity for the Army Cyber Mission. Enlisted Soldiers, generally, will only be able to remain technical until SSG-SFC and then will take more of a leadership role on teams. The expectation of officers is they will be administrative and operational leaders throughout their careers, except in certain special cases. Sometimes they can be technical as junior officers. However, after becoming senior Captains, they usually transform into Commanders and Team Leads for career progression. Thus, it is vital WOs accurately advise senior leaders in mission direction, while simultaneously encouraging enlisted members with career progression.

Additionally, WOs enable transformation by developing new concepts and doctrine. As experts in our fields, we have a deep understanding of new and emerging technologies that will affect our craft. Such knowledge allows us to research, recommend, and shepherd development of new concepts and doctrine to help the Army fight more effectively. As the technical experts of the Army, we should have latitude to study implementation of new technologies and develop new concepts and doctrine. Along with being able to utilize personal relationships and leveraging those relationships to facilitate mission success.

WOs also enable transformation by crafting, curating, and influencing training for future generations of Army leaders. WOs are often instructors in the Army's technical schools and are responsible for influencing the minds of the next generation of technical experts on how to operate and maintain our equipment. This training is essential for the Army's transformation, as it ensures the Army has skilled personnel needed to operate its new technologies and concepts.

How can commanders apply the concept of warrant officer-enabled transformation?

• Key technical areas to employ warrant officers are: Guiding Policy, Training, and Mentorship

• Create opportunities for WOs to develop and mentor. Give WOs the opportunity to discuss successes, failures, and lessons learned in the training of Soldiers, junior officers, and developing new processes for Commanders to implement.

• Invest in WO education and training (such as advanced technical courses, subscriptions, conferences). Ensure WOs have the skills and knowledge needed to be successful in their roles. Enforce PME attendance.

• Promote a culture of innovation and experimentation. Encourage WOs to come up with new ideas and solutions to problems. Plan and anticipate potential mission-critical vulnerabilities and implement controls to ensure mission accomplishment.

• Establish a culture of trust in the WOs cohort across the formation. WOs seek out institutional and operational problems on a regular basis. We anticipate problems and create solutions to meet mission requirements.

By taking these steps, commands can tap into the expertise and leadership of warrant officers to drive transformation and improve the Army's readiness. ■

Everywhere And Always, A TF-P Story

By CW4 Erin Ward, Senior Technical Advisor, Task Force Praetorian, 780th Military Intelligence Brigade (Cyber)

CHANGE, ESPECIALLY IN AN ORGANIZATION dependent upon its infrastructural ecosystem, is an intricate and formidable force that often presents itself as a formidable challenge. Its capacity to disrupt the familiar and usher in the unknown can be profoundly unsettling. We are all inclined towards comfort and routine, making the prospect of change particularly daunting. Adapting to new circumstances demands reshaping thought patterns, behaviors, organizational culture, and even one's identity. The emotional toll of letting go of the old and embracing the new can be overwhelming, giving rise to uncertainty, anxiety, and resistance. Yet, within the struggle lies an opportunity for growth and renewal, as change has the power to push our organization toward greater resilience and innovation. A laborious journey, but we are almost at the finish line of imagining, resourcing, and building Task Force Praetorian (TF-P).

What happened –

It was a busy November, as it usually is in the 780th Military Intelligence (MI) Brigade (Cyber), COL Ben Sangster, the brigade commander, made a quick-thinking decision to make a new organization under the brigade with reports of Cyber National Mission Force (CNMF) sub-unification looming, requirements to consolidate our developer population, and new teams growing in the brigade. We needed transformation to continue to meet his priorities of Soldier care and having no impact on the mission. COL Sangster appointed the new commander and a warrant officer to that new organization, still without a name, to lead the planning and build the team.

As the new organization was forming its identity, we went through several discussions of what we call ourselves. Were we a small battalion, a squadron, or a company under the brigade? Initially, we landed on Echo Squadron but as the great Army Force Management (FM) sleuths will tell you, we couldn't be a squadron or a battalion in a no-growth Army. We ended up as what we are known as today, Task Force Praetorian. A task force is a temporary and specialized team formed to address a specific issue, problem, or objective within an organization. It was like the definition was made for us, we had an objective, make an organization and we had to build it with no growth or staff…yet.

As Empire Company, 782d MI Battalion (Cyber) had only recently become Fury Company, 781st MI Battalion (Cyber), due to geographic support abilities, they were promptly moved again to Task Force Praetorian with yet another name change. They could not remain in 781st as we postured to support the CNMF sub-unification. Fury Company would now be called HOC, Headquarters and Operations Company. HOC would contain the teams, 100 Combat Mission Team (CMT), 101 CMT, and 100 Combat Support Team (CST). They would grow to also give the TF-P staff, 780th Joint Mission Operations Center (JMOC) personnel, and Intelligence Operations Section a home. As referenced earlier, HOC has had to adapt several times to find its identity and landed on the Herculians. As a former member of this company, I have never seen such a resilient group of Soldiers and Civilians. They have truly shown how to adapt to new circumstances and roll with change.

At this point, the staff of TF-P, billets with or without personnel pulled during the UIC consolidation, was very small and we were supported by the brigade and battalion staffs to carry out actions to minimize the impact on operations. We found ourselves right in the middle of the throes of transformation. It really takes a willingness to break free from the constraints of routine, embrace discomfort, and cultivate a mindset that thrives on uncertainty. That could have been our motto for the first months of the TF-P build. We had to think of new, innovative, and transparent ways to get to the same place as the battalion staff to our left and right that had triple the size staff. Graciously and sometimes coerced, the Brigade staff sections supported the movement of their personnel to the TF-P staff while also helping us plan and build. It was undoubtedly a team effort on the part of the entire Brigade that required loads of consistent communication. We required intellectual courage as our ideas and plans were pushed through the gauntlet of meeting after meeting. We were about 90 percent there and next would be a more complex move, the developers.

Delta Company, Daemons, 781st MI BN was the final organization that needed to move to TF-P to complete the BDE Commanders vision. The complexity of moving all developers under one company command team presents issues when they are geographically separated. Through several meetings, in-person visits, the pain of dealing with change, and adaptation, Delta Company moved under TF-P. Thankfully, Delta Company was able to keep its identity but grow the company to include all Cyber Solutions Development (CSD) organizations across the Brigade, not just CSD-M. The Delta Daemons have found a new home with TF-P.

From the inception of the new organization to the present day, MAJ Marissa Cina, the first commander of Task Force Praetorian, and 1SG Summer Zakar, the first senior enlisted leader, made it a top priority to always ensure TF-P would be people focused. In addition to a people-focused strategy, they wanted transparency at every level and set out to find the people who could make this happen for TF-P. I haven't seen a staff that had to be more flexible and deal with daily changes or issues than the TF-P staff. It

is (absolutely) commendable that what ended up being a group of about 12 people was able to execute staff operations and build a task force between November 2022 to July 2023. I witnessed first-hand the frustrations, victories, disagreements, and transformations that took place to make Task Force Praetorian.

As the title of the article calls out, TF-P is now the organization within the 780th MI Brigade (Cyber) that contains the brigade's enablers, as well as two exceptional CMTs and a CST. It took a transformation of the brigade structure and a change to our identity to create Task Force Praetorian. There was an emotional toll and culture shift whether people would like to admit it, but change is hard, and forging a new path is never easy. Through this evolution of the 780th MI Brigade (Cyber) – Task Force Praetorian is Everywhere and Always, Enabling the Fight! ∎
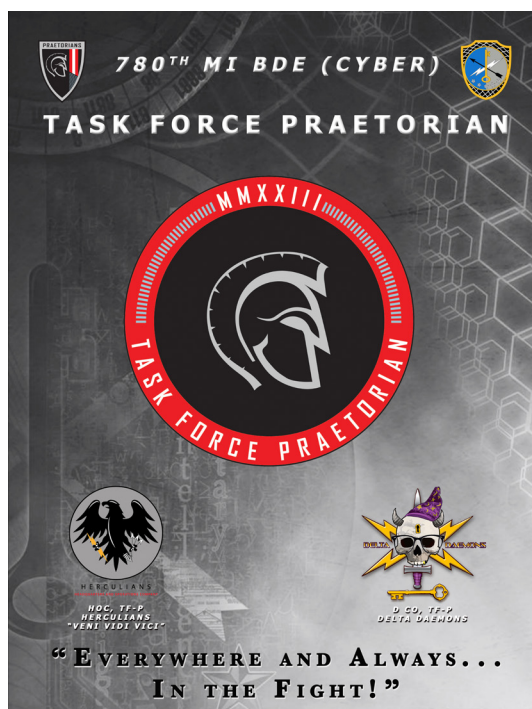
Task Force Praetorian Change of Command

FORT GEORGE G. MEADE, Md. – Soldiers, Families, and friends of Task Force Praetorian (TF-P), 780th Military Intelligence Brigade (Cyber), bade farewell to Major Marissa Cina, the outgoing TF-P commander, and welcomed Major Ben Liles, in a ceremony hosted by COL Ben Sangster, the brigade commander, at Club Meade, July 27.

Task Force Praetorian elements conduct signals intelligence and enable cyberspace operations by creating effects in and through the cyberspace domain to support the Army and Joint requirements. Each of the companies aligned under TF-P maintain critical skills and functions with continued support to the Brigade, its mission partners, and serve with excellence wherever the commander calls. ∎

Enabling Transformation: 11th Cyber Battalion Warrant Officers Embracing the Challenge

By 11th Cyber Battalion 170B Electromagnetic Warfare Technicians

IN THE EVER-EVOLVING LANDSCAPE OF MODERN WARFARE, the role of Warrant Officers in driving transformation within Army formations and their communities have become increasingly crucial. Cyberspace and Electromagnetic Activities (CEMA) exemplifies how Warrant Officers enable transformation. Within most conventional Army units, CEMA is mostly focused on disrupting and denying an adversaries' use of the electromagnetic spectrum. However, the modern battlefield has evolved to encompass a broader spectrum of electromagnetic activities and visualizing the non-visible battlespace. 11th Cyber Battalion (CYB) Warrant Officers play a pivotal role in adapting Electromagnetic Warfare (EW) to this new landscape by integrating data-centric approaches, diverse techniques, and innovative technologies.

The 11th CYB Warrant Officers' ability to bridge the gap between theory and application allows them to translate innovative concepts into tangible operational solutions. This translates into a proactive approach to modernization, where their skills reshape and enhance the capabilities of the Army's formations. One example is the ongoing work to visualize CEMA sensor data using the Elastic Search platform. In support of a major theater exercise, WOs obtained raw sensor data, tailored scripts to transform that data, and provided the supported mission commander real-time visualization of emitter locations and types – demonstrating the particular combination of technical proficiency and mission understanding unique to the Warrant Officer Corps. This and other similar capabilities will be key tactical enablers in the modern battlespace.

Another transformational project enabled by the Warrant Officers' unique depth of technical and tactical understanding is the Electromagnetic Warfare Big Data pilot. Warrant Officers on the 11th Cyber Battalion's Expeditionary CEMA Teams and the Cyber Solutions Detachment — Tactical (CSD-T) are working with tactical units around the globe and with technical and policy experts at Army Cyber Command (ARCYBER) to build a pipeline for EW data into Gabriel Nimbus, ARCYBER's Big Data Platform software system. The idea is to enable seamless integration of CEMA sensors data analysis and interpretation to a more comprehensive understanding of the cyber and electromagnetic environment. This effort requires overcoming the challenges posed by managing different sensors with diverse data types. Warrant Officers provide the necessary expertise in subjects such as electromagnetic spectrum operations, data analytics, and software programming showcases their role in overcoming complex challenges. Their ability to rapidly devise solutions ensures a continuous flow of accurate and actionable data, essential for effective decision-making on the battlefield.

In an era defined by technological acceleration, the 11th CYB Warrant Officers play a pivotal role in enabling transformation within Army formations and communities. Their active participation in cross-functional teams, engagement in knowledge exchange, and documentation of methodologies exemplify their dedication to the Army's growth. This collaborative approach ensures that transformation is not a one-time endeavor but a sustained process that evolves with changing operational landscapes. The Warrant Officer's ability to merge operational insights with technical proficiency drives the adoption and implementation of cutting-edge technologies and techniques leading to more effective and adaptive CEMA operations. As the landscape of modern warfare continues to evolve, 11th CYB Warrant Officers remain at the forefront, empowering the Army to navigate the complexities of an ever-changing battlefield with confidence and innovation.∎

Victory in the Shadows – Reservist Warrant Officers in OCO

By CW4 Larry "Debug" Fuller, 145 Cyber Warfare Company

SINCE AS EARLY AS 2008, ARMY NATIONAL GUARD (ARNG) WARRANT OFFICERS (WOS) have been conducting cyberspace operations, building offensive cyberspace infrastructures, and developing cyber capabilities in support of global operations throughout the Cyber domain. Soon after its creation as part of the Joint Interagency Task Force – Cyber (JIATF-C), early ARNG WOs were imbedded in the Joint Functional Combatant Command – Network Warfare (JFCC-NW) and developed some of the first Offensive Cyberspace Operations (OCO) tools and infrastructures for what would later become US Cyber Command in 2010.

Over the years, from 2009 where Kodiak Cyber Operations Team (KCOT) WOs won friendly competitions such as National Defense University's first Cyber Challenge, to this year where 145th Cyber Warfare Company (CWC) WOs won Computer Network Operation's (CNO) EA-Palooza, Warrant Officers in the ARNG have consistently demonstrated exceptional technical competence and ingenuity when mobilized. As a Cyber Mission Force Package, ARNG WOs forward deployed to CENTCOM and AFRICOM AORs for close access support and as instructors for tactical cyber-enabled capabilities; serving as proof of concepts for recently adopted force models such as Task Force – Cyber. They even planned and executed missions in coordination with kinetic activities that ultimately saved US and coalition lives.

In 2018 as a part of the (KCOT), the 145th Cyber Warfare Company sent forward two exceptional Warrant Officers to support Combatant Commanders and Joint Task Force's global requirements, by conducting Information Operations, Electronic Warfare, Offensive Capabilities and supporting the fielding and operationalization of new capabilities in an immediate and timely operational response. They served under the Expeditionary Cyber Support Element (ExCSE) team for up to seven months each.

An ExCSE comprises a team of experts deployed to an active Area of Hostilities to enable, implement, integrate, and execute cyber operations. The point was to get Cyber to the warfighter. These teams were scalable in size and composition to best meet mission requirements, as well as establish working relationships with the directorates of intelligence (J2), operations (J3), and planning (J5).

The ExCSE Warrants were responsible for conducting Information Operations, Electronic Warfare, Offensive Capabilities and supporting the fielding and operationalization of new capabilities in an immediate and timely operational response. They were to deliver IO, MISO and MILDEC content via web pages, SMS/MMS, and email. They provided SMEs to planning efforts, capability development, and R&E. And they provided technical expertise towards the development process, testing, staging, standardizations, and incorporations into established planning and targeting processes. Using technologies Pulse for SMS for rapid mission-focused engagement to cellular networks to spread information to support warfighter efforts. DDVM for network scanning, surveying, area and precision Denial of Service (DoS) attacks against GSM, UMTS, and LTE cellular networks. And while working with KCOT to support the creation, provisioning, and updating of web hosting capabilities for individual missions. Web hosting aided phishing efforts for deception campaigns and penetration testing.

The Warrants were trained in the use of these systems, and spent much of their time educating and evangelizing for these systems, informing local commanders of their potential. They also had opportunities to give hands-on training to units that had acquired their hardware, so they could use them on the battlefield. But the training they had received in their civilian careers as technical experts and managers enriched their experience with these technologies and their implementation. Both had over 30 years of experience in civilian IT, managing systems and personnel. And have worked with their KCOT, which was comprised of soldiers of similar backgrounds and skills. This is the excellent benefit National Guard soldiers continue to bring to the fight.

Yet, despite those individual and small team successes, there has always been a looming question as to whether OCO had a long-term place in the National Guard and Army Reserve. Could ARNG soldiers consistently meet the same work-role qualification standards? Would access and entitlement restrictions make currency and sustainment requirements impossible? Did the proper authorities exist? Until recently, those questions would keep the ARNG limited to a niche role in cyber operations and riddle each mobilization with exceptions to policy.

That narrative is changing thanks to the hard work of multiple ARNG WOs during the recent deployment of the 145th CWC. Warrant Officers on this tour have demonstrated that reserve components can meet Cyber Mission Force work role qualification standards, be tasked with JFHQ-C(A) top priorities, and execute missions at a level nearly indistinguishable to their Combat Mission Team (CMT) counterparts. For the first time, ARNG WOs are deployed as members of a cohesive company size element with fully qualified Mission Commanders, USCYBERCOM Exploit Analysts, USCYBERCOM Operators, Target Digital Network Analysts, Digital Network Exploitation Analysts, All-Source Analysts, and Cyber Capability Developers. They

have demonstrated success in combining CMT and CST-like capabilities to provide CDR JFHQ-C(A) with a flexible option for addressing hard targets and emerging threats.

There is still room to improve. As technical advisors, WOs on this tour have leaned forward to champion solutions to the long-term challenges facing OCO in the reserves. This includes gaining support for home station Sensitive Compartmented Information Facilities (SCIFs) through interagency agreements and advocacy from State leadership. It includes learning from 782d Military Intelligence Battalion (Cyber) leadership to build sustainable models for collective and individual training. And it includes working with the JFHQ-A(A)'s Cyber Tactical Operation Center and CNO

Operational Readiness and Certification to maintain currency once redeployed to traditional National Guard status. These efforts help assure Army leaders that Soldiers from the Reserve Components can perform consistently on OCO missions while deployed – and sustain those investments in reset until call to duty in the future.

Currently, Warrant Officers are on every team within the 145th CWC. Serving in a variety of roles supporting full spectrum operations. WOs continue to lead the way forward for interagency coordination and industry partnership as well. WOs have been leading the fight in Cyber before the term Cyber was coined and will continue to do so.

For any Soldier interested in transitioning to the South Carolina

National Guard and joining the 145th CWC please contact South Carolina National Guard Recruiting and Retention. https://www.scguard.ng.mil/Join-the-Guard/ ∎

145th CWC Unit Emblem – created for the unit's first deployment upon designation as the sourcing unit for the new OCO mission at JFHQ-C(A). Vincula Bellum translates to "Chains of War".

Chief Warrant Officer 3 Robert Brown and Captain (CPT) Matt O'Reilly deployed in support of 2nd Battalion, 5th Marines in Helmand province and in support of Army Special Forces in Kandahar for specific cyber effects.

Chief Warrant Officer 4 Ken Drennon embedded with the Expeditionary Cyber Support Element – Afghanistan.

Chief Warrant Officer 4 Robert Brown and Chief Warrant Officer 2 Steve Szabo conducting a jump with the Army Golden Knights as Commanders selectees for outstanding performance FY23.

Army's Tool Developer Qualification Course Critical to Retention and National Security

By Steven Stover, public affairs officer, 780th Military Intelligence Brigade (Cyber)

FORT GEORGE G. MEADE, MD. – Cyber Soldiers and a Marine graduated from the 11-month Tool Developer Qualification Course (TDQC) in a ceremony hosted by the 780th Military Intelligence Brigade (Cyber) at the MG Baron DeKalb Army Reserve Center, July 14.

The United States Army has partnered with the University of Maryland Baltimore County (UMBC) to train Soldiers and Marines to become Cyberspace Capability Developers.

The country's insatiable demand for cybersecurity specialists, especially developers, and a critical national security requirement makes the retention of cyber Soldiers and Marines more challenging; however, if the Army and Marine Corps want to retain the "best and the brightest" educational partnership programs like TDQC; a unique U.S. Cyber Command, combatant command, and Army Cyber/Marine Force Cyber mission set; the 170D, Cyber Capabilities Developer Technician (https://recruiting.army.mil/170d/) warrant officer recruitment; the brigade's in house certification of Network +; Security +; Certified Ethical Hacker and CISSP; and advanced civil schooling are all essential enticement incentives.

According to the 780th MI Brigade S3 (operations) program managers, the goal behind the development of the TDQC was to design a progressive education curriculum where students were evaluated based upon how well they could complete individual programming assignments. This thought process ensures that a graduate of the program has enough training and experience to allow them to integrate into a work center and be a productive member of a team with minimal oversight and mentorship being required. Its purpose is to educate individuals who have little to no computer programming experience that have been identified through an assessment as having an aptitude and desire to become a computer programmer.

Graduates of the TDQC are proficient to an intermediate level in creating programs using the C and Python computer programming languages. The TDQC provides an education path for individuals to become experienced at approximately 90 percent of the identified critical developer requirements that an individual must be able to articulate and demonstrate through practical application to be certified as a Cyberspace Capability Developer.

A Cyberspace Capability Developer is a versatile, highly trained individual responsible for the analysis of system vulnerabilities, product research, cyberspace solution development, documentation, and implementation of software and hardware solutions that operate in and through cyberspace and serve as a force multiplier for maneuver forces.

Lt. Col. Chuck Suslowicz, director, Cyber Solutions Development, 780th MI Brigade (Cyber), was the keynote speaker and told the graduating class that following their rigorous TDQC curriculum their learning experience was "just the beginning."

"You will learn a thousand new things every day for the rest of your career as a developer," said Suslowicz. "But it is not really bad news in and of itself. You are going to come in each day, be faced with really difficult challenges, which will force you to grow and learn more, and progress in your proficiency as a developer for the Army or the Marine Corps."

"It's a never-ending process. It's why I love it. It's why I love everything we do, and I encourage you to embrace it," added Suslowicz.

The 2023 TDQC graduating class includes: Chief Warrant Officer Two Richard Soto; Staff Sgt. Joana Palomares; Staff Sgt. Wesley Smith; Sgt. Elizabeth Creek; Sgt. Elliott Lefler; Sgt. Raymone Miller; Spc. Josh Carroll; Spc. Jeremy Carter; Marine Cpl. James Driver (distinguished honor graduate); Spc. Dakota Kellogg; Spc. Rob Myers (honor graduate); Spc. Thomas Repa; Spc. Isaac Sanchez; and Spc. James Viner.

Congratulations to each of the 2023 TDQC graduates, and welcome to the world of capability development.

TDQC Cohort 12 is the 12th graduating class and with less than 200 graduates since 2017 the selection process for applicants is very stringent.

"The graduates didn't just work hard these last 11 months," said Suslowicz. "They had to put in some serious work before that. The process to get into TDQC involves a vigorous assessment program and ultimately involves making a cut which is adjudicated by the Col. Ben Sangster (the 780th MI Brigade commander) – these are the folks we believe have the highest potential to be developers in the Army."

Soldiers interested in applying for TDQC should talk to their command team and contact the 780th MI Brigade S3 for more information. ∎

UMBC

Congratulations to
Tool Developer Qualification Course Cohort 12
26 September, 2022 to July 11, 2023

FORT GEORGE G. MEADE, Md. – Cyber Soldiers and a Marine graduated from the 11-month Tool Developer Qualification Course in a ceremony hosted by the 780th Military Intelligence Brigade (Cyber) at the MG Baron DeKalb Army Reserve Center, July 14. The United States Army has partnered with the University of Maryland Baltimore County (UMBC) to train Soldiers and Marines to become Cyberspace Capability Developers.

First Change of Command Ceremony for the Army's Premier Cyber Electromagnetic Activity Battalion

By Steven Stover, public affairs officer, 780th Military Intelligence Brigade (Cyber)

FORT EISENHOWER, GA. – The Soldiers of the 11th Cyber Battalion (Leviathans), accompanied by friends and Family, bid farewell to Lt. Col. Benjamin H. Klimkowski and welcomed back Lt. Col. Luis A. Etienne, Jr., in a change of command ceremony hosted by Col. Benjamin F. Sangster, the commander of the 780th Military Intelligence Brigade (Cyber), at the Cyber Fitness Gym, June 28.

The 11th Cyber Battalion (CYB) is the first and only expeditionary Cyber Electromagnetic Activity (CEMA) battalion of its kind in the United States Army. 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 activation of the 11th CYB, an MTOE (modified table of organization and equipment) organization, follows the recent deactivation of the 915th Cyber Warfare Battalion (CWB), a TDA (tables of distribution and allowances) organization.

Sangster, in his remarks, said his first interactions with Klimkowski and Etienne was while serving as the Information Dominance branch chief at the U.S. Army Human Resources Command (HRC). Klimkowski had called seeking career advice, specifically debating whether or not to compete for battalion command; and he had called Etienne about heading to the newly activated 915th CWB to serve as the battalion's executive officer (XO).

"When he (Klimkowski) put his name in the hat for battalion command, the then 915th Cyber Warfare Battalion was just being stood up," said Sangster in his remarks as the host. "Fast forward two years, under Ben's watch, the 915th has become the 11th, added multiple ECTs (Expeditionary CEMA Teams), supported numerous exercises, deployed Soldiers in support of real-world operations, and even integrated "Spot" the robotic dog into an Operational Readiness Assessment.

Klimkowski, a native of Wantagh, New York, right outside of New York City on Long Island, comes from a very patriotic Navy family. He graduated from the U.S. Military Academy (USMA) in 2004 and was initially commissioned into the infantry. Klimkowski served in one of the first cyber assignments at Army Cyber Command and was part of the initial functional area transition to cyber when it became a branch in 2014 under the Voluntary Transfer Incentive Program (VTIP).

In addition to thanking his mentors, peers, and Family – Klimkowski told the Soldiers on the 11th CYB that it was an "absolute honor" to serve with them as their commander and listed three things he was most proud of.

"First, your commitment to excellence has been nothing short of outstanding. You have always answered the call… It's no surprise that external organizations are continually submitting requests for 11th Cyber Battalion Expeditionary CEMA Team support," said Klimkowski.

As an example, Klimkowski talked about how the Soldiers came together over a four-day weekend to plan for a significant real-world contingency 18 months ago.

"I have seen other organizations drag their feet, whine about not having the weekend, blame echelons above reality, or adopt other counterproductive attitudes," added Klimkowski. "But not you. You all collectively wanted to be a part of the action and make a difference. From the islands in the Pacific to Europe and the Middle East, this mindset permeated everything you did."

He then highlighted another extraordinary aspect of the 11th CYB, "it's culture of care." Leaders going the extra distance to take care of their subordinates and each other.

"As I mentioned earlier, it starts with the command sergeant major, but cuts across every echelon down to the first line supervisors and battle buddies."

Finally, Klimkowski talked about the Soldiers unwavering commitment to helping the Army leverage cyber and electronic warfare and the long-term success of the expeditionary CEMA brand.

"I have mentioned the following sentiment before, as a new organization, defining a new mission set – the burden of innovation can weigh heavy. It is difficult to ask an organization that is operating at full capacity to simultaneously do those things and be innovative about new approaches and ask that organization to capture those insights for posterity," said Klimkowski. "Whether it was working with special forces groups or other multidomain partners, time and again, you went the distance to make the Amy more prepared to fight its next war."

Lt. Col. Klimkowski's next assignment will be an NSA (National Security Agency) fellowship.

Lt. Col. Etienne is a native of Killeen, Texas. He is a 2004 USMA graduate and also initially commissioned as an infantry officer. Etienne transitioned in to the cyber branch in 2015, and most recently served in the U.S. Army Cyber Protection Brigade as a team lead for a National – Cyber Protection Team, and dual-hatted as the deputy commander of Joint Task Force – 2, Cyber National Mission Force.

"Every chance that I get with the 11th, I want to make sure all the Soldiers understand this. What you do on a daily basis is extremely important," emphasized

Col. Sangster at the end of his remarks. "Ben (Klimkowski) used the word chaotic earlier; and it is chaotic for us. That is just the way we do it right now. Innovation isn't easy. Innovation is dynamic, it's kind of wild, but it is also be fun. So, make sure that everyday you take the chaos we have and just have fun with it because everything we're doing is meaningful and is going to have a huge impact when we're called upon. Thank you for everything that you've done – just like you've supported Ben Klimkowski and his Family for the last two years I ask that you do the same for Etienne."

Currently, the 11th CYB has three companies, over three hundred assigned personnel, and four established 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.

"Global Reach! Global Impact!

"Everywhere and Always…In the Fight!" ■

"11th Cyber Battalion - Leviathan Strong!"
"Global Reach! Global Impact!

FORT EISENHOWER, Ga. – Lt. Col. Luis A. Etienne, Jr., the battalion commander of the 11th Cyber Battalion (Leviathans), and Command Sgt. Maj. Marlene Harshman, the battalion's senior enlisted leader and "keeper of the colors," stand in front of their battalion prior to a change of command ceremony at the Cyber Fitness Gym, June 28.

FORT EISENHOWER, Ga. – The Soldiers of the 11th Cyber Battalion (Leviathans), accompanied by friends and Family, bid farewell to Lt. Col. Benjamin H. Klimkowski and welcomed back Lt. Col. Luis A. Etienne, Jr., in a change of command ceremony hosted by Col. Benjamin F. Sangster, the commander of the 780th Military Intelligence Brigade (Cyber), at the Cyber Fitness Gym, June 28.

FORT EISENHOWER, Ga. – Lt. Col. Benjamin Klimkowski, the departing battalion commander of the 11th Cyber Battalion (Leviathans), provides his farewell remarks to the Leviathan Soldiers, Family and friends, during his change of command ceremony at the Cyber Fitness Gym, June 28.

FORT EISENHOWER, Ga. – Col. Matthew Davis, the first commander of the 915th Cyber Warfare Battalion; Lt. Col. Benjamin Klimkowski, the departing battalion commander of the 915th CWB and the 11th Cyber Battalion (Leviathans); and Lt. Col. Luis A. Etienne, Jr., the battalion commander of the 11th Cyber Battalion (Leviathans), following a change of command ceremony at the Cyber Fitness Gym, June 28.

780TH MILITARY INTELLIGENCE BRIGADE

BEST SQUAD OF THE YEAR

SSG AARON FOX, SGT MICHEAL DULI, SPC TANNER CASEY, SPC KEATON POSEY, AND PFC NATHEN WEAKS, B COMPANY, 782ND MILITARY INTELLIGENCE BATTALION (CYBER)

780TH MILITARY INTELLIGENCE BRIGADE

SOLDIER OF THE YEAR

PRAETORIANS

SPC KEATON POSEY

NCO OF THE YEAR

PRAETORIANS

SSG MICHAEL DULI

Snacks with Army Civilians – Kickball!

FORT GEORGE G. MEADE, Md. – Department of the Army Civilians representing the 780th Military Intelligence Brigade (Cyber) -- with a surprise visit by the DCO and HHC CDR -- had some good food, played games, and fellowship, as part of a resiliency event on the Brigade Soccer Field, June 16.

Brigade Commander - Friday Talks

FORT GEORGE G. MEADE, Md. – COL Ben Sangster, the commander of the 780th Military Intelligence Brigade, hosted a Friday Talks event for Brigade Soldiers and Civilians -- providing an update on the organization, reinforcing his vision; and asking for their input -- with the goal of improving a workplace that they "enjoy coming to" and where each individual has an opportunity to affect positive change.

FORT JACKSON, S.C. – SSG Jamilia Blunt, Brigade Unit Ministry Team (UMT), 780th Military Intelligence Brigade, graduated from the Senior Leader Course (SLC), August 17, earning the Leadership Award and the Commandant's List.

Happy Birthday Chief

COLUMBIA, Md – The warrant officers of 780th Military Intelligence Brigade (Cyber) celebrated the Warrant Officer Corps birthday at Reckless Ale Works, July 12.

781st Vanguard Battalion 2023 Commander's Cup

UBI CETERI NON POSSUNT

FORT GEORGE G. MEADE, Md. – LTC Donald Sedivy, the commander of the 781st Military Intelligence Battalion (Cyber), and his staff hosted the 2023 Vanguard Battalion Commander's Cup, August 14 through 17, culminating in an organizational day at Burba Lake, August 17.

Vanguard Soldiers from the Headquarters & Headquarters Company (Guardians), A Company (Avengers), B Company (Immortals), and C Company (Conquerors) competed in a "TryHackMe" Windows and Linux Lanes on August 14; Land Navigation course and "TryHackMe" King of the Hill on August 15; a Call of Duty tournament on August 16; as well as an Ultimate Frisbee and a Softball tournament throughout the week with the best overall score from all the events, combined, taking home the trophy and annual bragging rights.

FORT GEORGE G. MEADE, Md. – Soldiers from across the 781st Military Intelligence Battalion (Cyber) – Vanguard footprint represent their companies in round-robin style tournaments for both Ultimate Frisbee and Softball with the Championship Games being played August 17. B Company (Immortals) is the champion of the Ultimate Frisbee event as the Battalion Commander's Cup week continues.
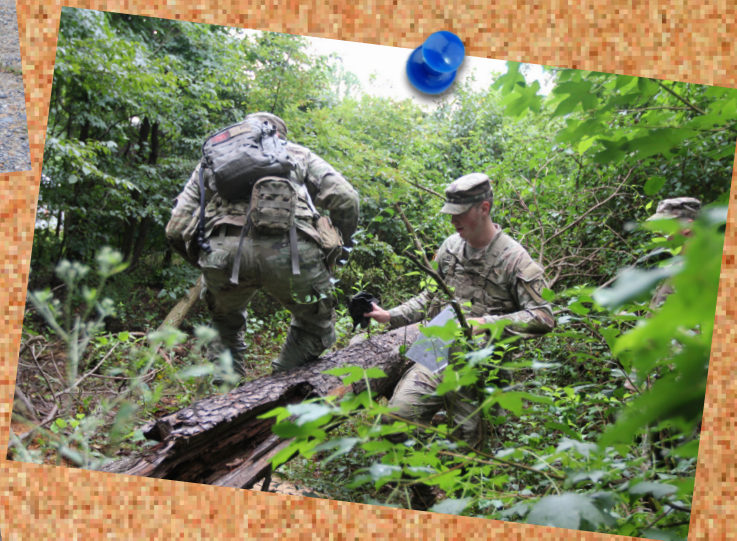
Try Hack Me Linux + Windows

781st Vanguard Battalion
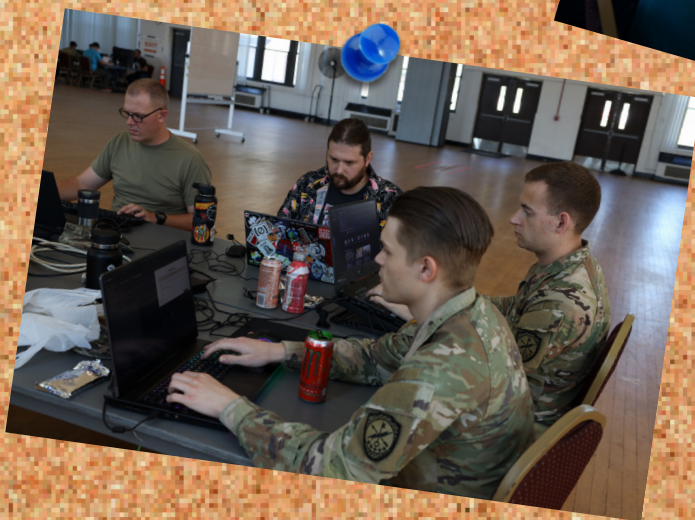2023 Commander's Cup

UBI CETERI NON POSSUNT

Vanguard Land Navigation and Expert Soldier Badge Task

FORT GEORGE G. MEADE, Md. – 781st Military Intelligence Battalion (Cyber) – Vanguard Soldiers from the Headquarters & Headquarters Company (Guardians), A Company (Avengers), B Company (Immortals), and C Company (Conquerors) competed in a land navigation course with Expert Soldier Badge tasks as part of the Battalion Commander's Cup, August 15.

Vanguard Battalion 2023 Commander's Cup

FORT GEORGE G. MEADE, Md. – 781st Military Intelligence Battalion (Cyber) – Vanguard Soldiers again competed on the TryHackMe platform, but in a "King of the Hill" mode, August 16. The company teams attack a vulnerable box, and then hurry to defend it from oncoming attackers with the winner being decided by who can maintain persistence on a box for the longest.

Vanguard Battalion 2023 Commander's Cup

FORT GEORGE G. MEADE, Md. – 781st Military Intelligence Battalion (Cyber) – Vanguard Soldiers again competed on the TryHackMe platform, but in a "King of the Hill" mode, August 16. The company teams attack a vulnerable box, and then hurry to defend it from oncoming attackers with the winner being decided by who can maintain persistence on a box for the longest.

781st MI Battalion (Cyber) Vanguard 2023 Commander's Cup

FORT GEORGE G. MEADE, Md. – Skilled gamers represent their 781st Military Intelligence Battalion (Cyber) – Vanguard companies in a Call of Duty "Search & Destroy" tournament, August 17. Sports events are weighed equally with non-sports events with the winner being awarded the Commander's Cup at the Battalion's Organizational Day, August 18.

# 782d Military Intelligence Battalion (Cyber) Leader's PT
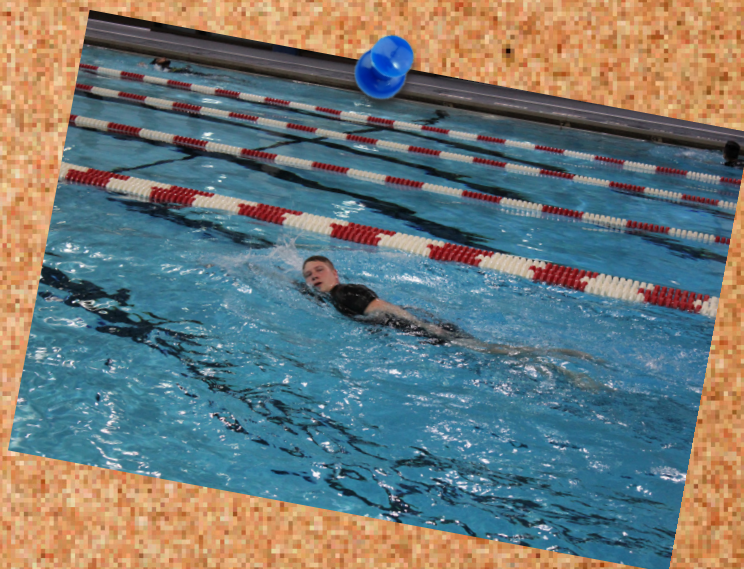
FORT EISENHOWER, Ga. – 782d Military Intelligence Battalion (Cyber Legion) command teams from each company competed in a Leader's PT Challenge led by B Company (Birds of Prey), 782d MI BN, August 17. Delta Company (Dracones), 782d MI BN was the winner of the competition and takes home the 3D printed trophy.

LEVIATHAN STRONG! GLOBAL REACH, GLOBAL IMPACT!

FORT DRUM, N.Y. – Soldiers from the 10th Mountain Division in conjunction with the 11th Cyber Battalion executed direction-finding techniques utilizing electronic warfare equipment during Hunter-Electro Magnetic Spectrum VI, August 14. This exercise enhances Soldiers capabilities to respond to adverse electronic countermeasures appropriately in the modern theater of war.
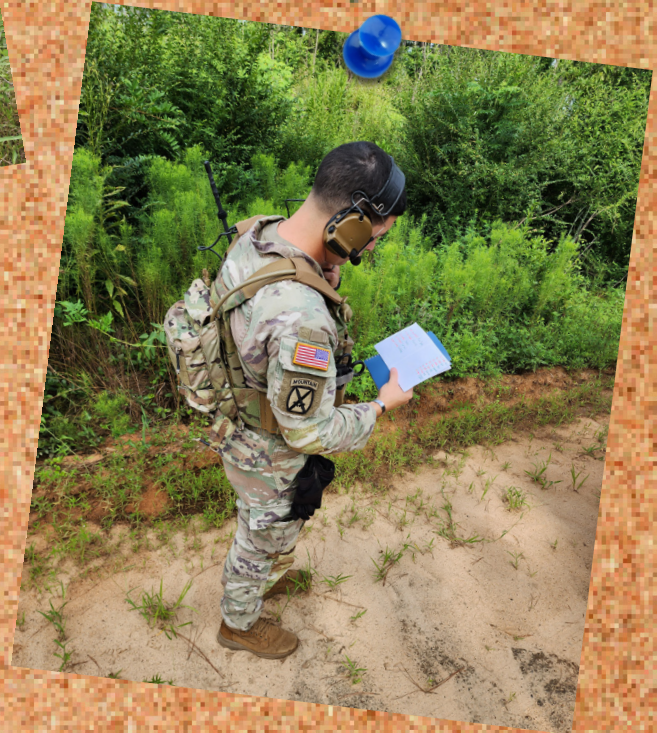
11th Cyber Battalion Mounted and Dismounted Training

LEVIATHAN STRONG! "Leaders and Soldiers at echelon need to stay the course on mastering the fundamentals before we ask them to do bigger things." – GEN (Ret) Michael Garrett, former commander of the United States Army Forces Command.

Leviathans have a tough and unique mission, but what makes the Soldiers of 11th Cyber Battalion elite is that they focus on the fundamentals in training. Tough realistic training is integral to generating a READY expeditionary CEMA force! Leviathans are technical and innovative, but it is their ability to shoot, move, and communicate that lead to winning in competition and enabling lethality in crisis and conflict. TRAIN HARD, FIGHT HARD, WIN EASY! GLOBAL REACH, GLOBAL IMPACT!

About The Chief

CHIEF WARRANT OFFICER 5 (CW5) HERUBIN was born in Dearborn, Michigan on June 30, 1973. He entered service in the Army on July 9, 1991, and graduated Basic Training and Personnel Actions Specialist Advanced Individual Training Course at Fort Jackson, S.C. and was awarded the MOS 75E. After, he attended the Basic Airborne Course at Fort Benning, Georgia. CW5 Herubin was assigned to the 178th Personnel Services Company in Aschaffenburg, Germany, serving as a Personnel Actions Specialist. He also served the 574th Personnel Services Battalion in Hanau, Germany and attained the rank of Specialist. In 1994, CW5 Herubin was assigned to the 82nd Personnel Services Battalion, 82nd Airborne Division at Fort Bragg, N.C. He completed the Primary Leadership Development Course and was promoted to Sergeant. In 1996, he left active duty to be transferred to the Michigan Army National Guard. CW5 Herubin served in the 156th Signal Battalion in Ypsilanti, MI as a Human Resources Specialist. In 1999 he transferred to the 177th Regiment RTI in in Augusta, MI and was promoted to Staff Sergeant. In 2004, CW5 Herubin submitted a Warrant Officer packet to the US Army Signal Center at Fort Gordon, GA to attend Warrant Officer Candidate School as a 251A candidate. In 2005, CW5 Herubin graduated Warrant Officer Candidate School at Fort Rucker, Alabama, appointed as a Warrant Officer assigned to the CND-T at JFHQ in Lansing, MI. In 2007, He graduated from Warrant Officer Basic and was promoted to CW2. In 2010, he graduated from the Warrant Officer Advanced Course and was awarded the 255A MOS. In 2011, he was promoted to CW3. In 2014, CW5 Herubin attended the Information Protection Technical Warrant Officer Advanced Course and was awarded the 255S MOS. He then served a T10 tour at the National Guard Bureau G6 and then as the TRADOC Capability Manager – Cyber Fort Gordon where he also complete Warrant Officer ILE. In 2016, CW5 Herubin became one of the first 36 warrant officers in the Army National Guard to be awarded the 170A MOS. He was assigned to the 172nd Cyber Protection Team in MI, promoted to CW4, and began serving as the State's Senior Branch Manager for Signal and Cyber in 2017. In 2021, he attended Warrant Officer Senior Service Course and was promoted to CW5 in August 2022. CW5 Herubin's civilian education includes a Master of Science in Computer Science from LTU in Southfield, MI. He also possesses 19 Industry certifications in cybersecurity and information technology.

About the Writer

Warrant Officer (WO1) Jordon Creamer was born and raised in South Carolina. She began her career as a 31B, Military Police, in the South Carolina Army National Guard (SCARNG) in 2011 as a Private First Class (PFC). After being promoted to Specialist (SPC), WO1 Creamer transitioned to 35F, Intelligence Analyst, and was promoted to Sargent (E5). From the years 2015 to 2018, she spent her time at the 263rd Army Air and Missile Defense Command (AAMDC) in Anderson, SC. While there Ms. Creamer took part in numerous multi-national and multi-service branch exercise that allowed her to experience Camp Lejeune, Germany, and Israel. She also earned her Basic Space Badge. Her career took a turn to support cyber initiatives when the state of SC gained a Cyber Protection Battalion (CPB), which she transferred to and gained the rank of Staff Sargent (E6). Miss Creamer took the first rotation with the 125th CPB to Fort Meade, MD and operated under the Kodiak Cyber Operations Team (KCOT) from 2018 to 2019. Ms. Creamer began to build her Warrant Officer Candidate Packet and was quickly boarded. WO1 Creamer earned her rank of Warrant Officer in 2020, attended her Warrant Officer Basic Course (WOBC) in 2021 making her a fully qualified intelligence technician. Ms. Creamer is also currently on Task Force Echo VII rotation with CW5 Herubin. She lives in the Maryland area and works as a Senior Cyber Threat Analyst in her civilian career. ■

Interview with 'The Chief'

WO1 Jordan Creamer, Cyber Threat Intel, Task Force Echo VII, 125th Cyber Protection Battalion"

THERE IS A GENERAL STEREOTYPE THAT ANY WARRANT OFFICER over the rank of Chief Warrant Officer 3 (CW3), or over about 40 years old, is rough around the edges, salty about all things Army, and probably possesses one of the best thousand-yard stares you will ever see. In my time serving, I can tell you that can be the case; however, not always. This is certainly not true with Chief Warrant Officer 5 (CW5) James Herubin. CW5 Herubin is one of fewer than forty Cyber Warfare Technicians (170A) in the Army National Guard and the first one in the State of Michigan. He is a true unicorn if you will. I had the pleasure to sit with Chief Herubin and chat about careers, the military, leaving the military, and advice he has for others based on things he learned along the way.

When we first met, CW5 Herubin presented a very relaxed aura. In the same breath, and I suppose as Warrants do best, he demonstrated that he knew the answers to difficult problems, where to find those answers, and how to teach others to obtain them. When we sat down for this interview and for the first time since I began working with him, I felt the unpretentious and confidence that seemingly said: "Ask me anything; I know the answer." For a moment I was a bit intimidated, as one may be with any CW5. That quickly changed as we started our conversation and the first story he shared was of an old warrant he worked with in the past, let's call him Chief G. Chief Herubin described Chief G in the most chiefly way possible stating: "Every time we had a very time sensitive problem or an issue that no one else in the building could solve we could bundle up the issues into a folder and slide this under Chief G's door in the morning. Later in the afternoon that folder would slide back out from under the door, and it would contain the solution."

Chief Herubin mentions he is grossly over exaggerating the story of how problems would become solutions; however, he goes on to state how the exaggeration is representative of how Chief G was indeed capable of being the technical expert in his field and that it blew, at the time Sergeant Herubin's, mind. I took the time to relate with Chief Herubin on my own idolized or 'God' like Chief experience when I was only a Specialist. This brought about the question, what advice would a now CW5 give to folks who are experiencing that 'Chief G' like phenomenon? Chief Herubin laughed and then said, "It's perfectly understandable for Soldiers encountering this type of figure to be reluctant". He went on to explain that if nothing else, those reading these notes of our discussion should understand that we as Warrants love sharing information.

We all but live for Soldiers to ask us to solve problems or share answers and experiences. This is because we not only want to live up to being a true Subject Matter Expert (SME) but also to the motto of the Warrant Officer Career College: "Strength in Knowledge". To elaborate even further, Chief Herubin stated "Strength in Knowledge" is not strength in hording knowledge, but the opposite, it is strength in sharing knowledge. We exist to share knowledge gained from those that came before us and to be SMEs for those who are following us.

Our conversation naturally flowed into the meaning of being a 'technical expert in your field'. On this, we briefly touched on how these things cannot be rushed and becoming an expert is difficult to achieve. There is a reason when you attend schools like Warrant Officer Candidate School (WOCS) and Officer Candidate Schools (OCS), that you are just that Candidates to becoming an officer or warrant officer. School faculty "Train, Advise, Counselors" or TACs, will openly state "there is nothing wrong with not making it here, the Army needs enlisted Soldiers too." So, when I asked about the best path to follow to become a warrant officer Chief Herubin said:

"There is no shame in putting in the time to develop your career, gain leadership skills, and become a subject matter expert as an enlisted Soldier before making that transition. Second, once you become a Warrant Officer, know your role. Non-commissioned officers and officers perform their roles amazingly well, and now you must do the same as a Warrant Officer. Finally, now that you have made it, you need to take total ownership of your career."

"What are the challenges for Warrant Officers in the National Guard?", I wondered. So I asked Chief, "how does one stay on top of their craft and the latest trends while managing being in the Guard/Reserve, having a family, a civilian career (that may not even be what you do in the Guard) and life itself?" Chief Herubin put it simply that you must "Pay yourself first". He went on to relate it to conducting a physical training session to prepare for a fitness test. If you want to pass, you have to train. If you want to stay on top of the greatest, best, and brightest, you have to give yourself that time. We discussed that this could be as simple as reading an article about the latest trends or participating in a hack-the-box or capture the flag event.

One must be curious as to what could possibly be next for Chief Herubin. He indicated that after he completes this round with Task Force Echo VII, he is excited to return to Michigan and push a larger focus on truly integrating cyber into all-domain operations and exercises. He also put stress on recruiting and retention issues across the force. Warrant Officer's most often recruit from NCO ranks, and Chief Herubin is committed to finding creative ways to attain and retain talent by providing unique training opportunities and work roles which can complement a civilian career. Lastly, Chief Herubin has intentions to continue to fulfil his role as a mentor to others and expanding his

cybersecurity role so he may continue to increase his role in the implementation and refinement of his organization's cybersecurity strategy.

As we closed out our conversation, I wanted to see the reaction and hear the feelings of Chief Herubin on service members thinking of ending their careers and how he felt about the support they received from various chains of command. With an overwhelming amount of feeling, Chief Herubin described how those choosing to end their service have first a duty to themselves and their families. At the end of the day, they must put the health and welfare of their families first and this includes financial decisions. He made a special note to say: "The main advice I would give to those hanging up a Guard career, especially if it's before reaching 20 years, is to consider the long-term implications. There are times where the decision is based on instant gratification, short-term gain, or temporary frustration. We [The Guard] have some of the best long-term benefits of any part-time job you will find in terms of pension, education, and health care". I

couldn't help but agree with him as I had, pre-Warrant appointment, considered leaving the Guard. The only thing at the time it would have done for me is given me the instant Army-rules-are-no-longer-my-rules gratification. When it came to covering the chain of command support aspect, Chief Herubin shared two different perspectives. During his time transitioning from active duty to the Michigan National Guard, he had the backing of his battalion commander who fully supported his move to pursue a better education while still serving. Meanwhile, any others he met seemed to follow a common theme 'it's rough finding a job out there' or 'you're going to miss this'. Chief Herubin admitted it was disheartening to hear the others speak this way but having that battalion commander's support made a solid and positive impact. Speaking on having positive impacts, Chief Herubin made it very clear in his verbiage that no matter the circumstance, Soldiers deserver nothing but support in the transition process. He spoke about the Soldier For Life Transition Assistance Program (SFL-TAP) as a step in the right direction.

As a close out statement Chief Herubin said: "Aiding a Soldier in transition out of the service is leadership's last opportunity to leave a lasting impression."

I found that last statement particularly powerful. That might be because he is right, but it may also be that having a positive experience when ending something as significant as a military career can be the difference in how someone speaks about and remembers that time for the rest of their lives. First impressions may have the limelight bestowed on them, but those final ones are long lasting.

As our conversation concluded and drifted to topics that were not pre-planned, we talked casually about dinner and the weather. I felt more like I knew Chief Herubin as James than I did as Chief. James in now and forever will be a friend, and I would like to extend a final 'Thank You' to him for allowing me to interview a rare CW5 as I put pen to paper. Thank you to the BYTE staff for accepting my article and a final thank you to the reader for taking the time to ingest the knowledge so freely given. ∎

NEXT QUARTER'S BYTE IS focused on the Brigade's Civilians. 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 November 15, 2023. Final articles are due November 30.