

THE MERCURY

Network Enterprise Technology Command's Annual Publication

JULY 2024





U.S.
NETWORK ENTERPRISE
VOICE OF



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FACTS ABOUT GREELY HALL

- Built 1950's - originally designated as a research facility
- Named after the late Maj. Gen. Adolphus Greely
- Considered a historic structure
- Today - serves as an administrative building with a data center, courtroom, auditorium, operational spaces, etc.

Farewell to Our Inspiring Commanding General: A Leader of Support, Kindness, Passion, and Visionary Change



Team NETCOM, as we close the books on another great year, I want to say thank you to each and every one of you for what you have done to move the Army closer to a Unified Network based on Zero Trust principles. It is each one of you that make delivering services in support of mission partners possible a success resulting in the best network for the best Army in the world. You truly are the ultimate professionals that the Army needs right now to ensure that GEN George's number one modernization priority, the network, is delivered on time and to standard.

A year ago, I stated that NETCOM is the premiere communications organization in the Army and maybe the DoD and now I know that I was right. Over the past year, you all have improved the network through the gains in security and operations across the globe. Whether it is the deployment of MDE or AUDS or the better alignment of CSSP across the globe, you all have been pushing hard to deliver what Army Senior Leaders have asked of us on time or ahead of schedule. I could write a book about what you all have done

in the last year but on my way out, I would rather tell you how proud of you and honored I am to be a part of your team. Thank you for letting me be your commander...you all inspire me every day. There is no other organization in the Army that has the breadth and depth of mission and global reach each day. You have moved at such a pace that the Army is genuinely surprised at how much you have accomplished in support of Army priorities. Thank you for everything for the last two plus years.



You are a two-star operational command with global responsibility that is in competition, crisis, and conflict every day.



Enabling Decision Dominance!

Very Respectfully,

MG Eubank

Charging Forward with CSM Runk

I would like to start off by saying thank you to the Staff, Senior Leaders, and the rest of the NETCOM for welcoming me onto the team over the last six months. It has certainly been an adventure.

We are now turning the page on another chapter in NETCOM history as we bid farewell to our Commanding General, Major General Chris Eubank, several other Commanders, Command Sergeants Major, and countless valued members of the team across the enterprise. Keep your foot on the pedal as we welcome Major General Denise McPhail and other teammates throughout the command. Processes, procedures, and institutional knowledge during this season of change will bridge the gap.

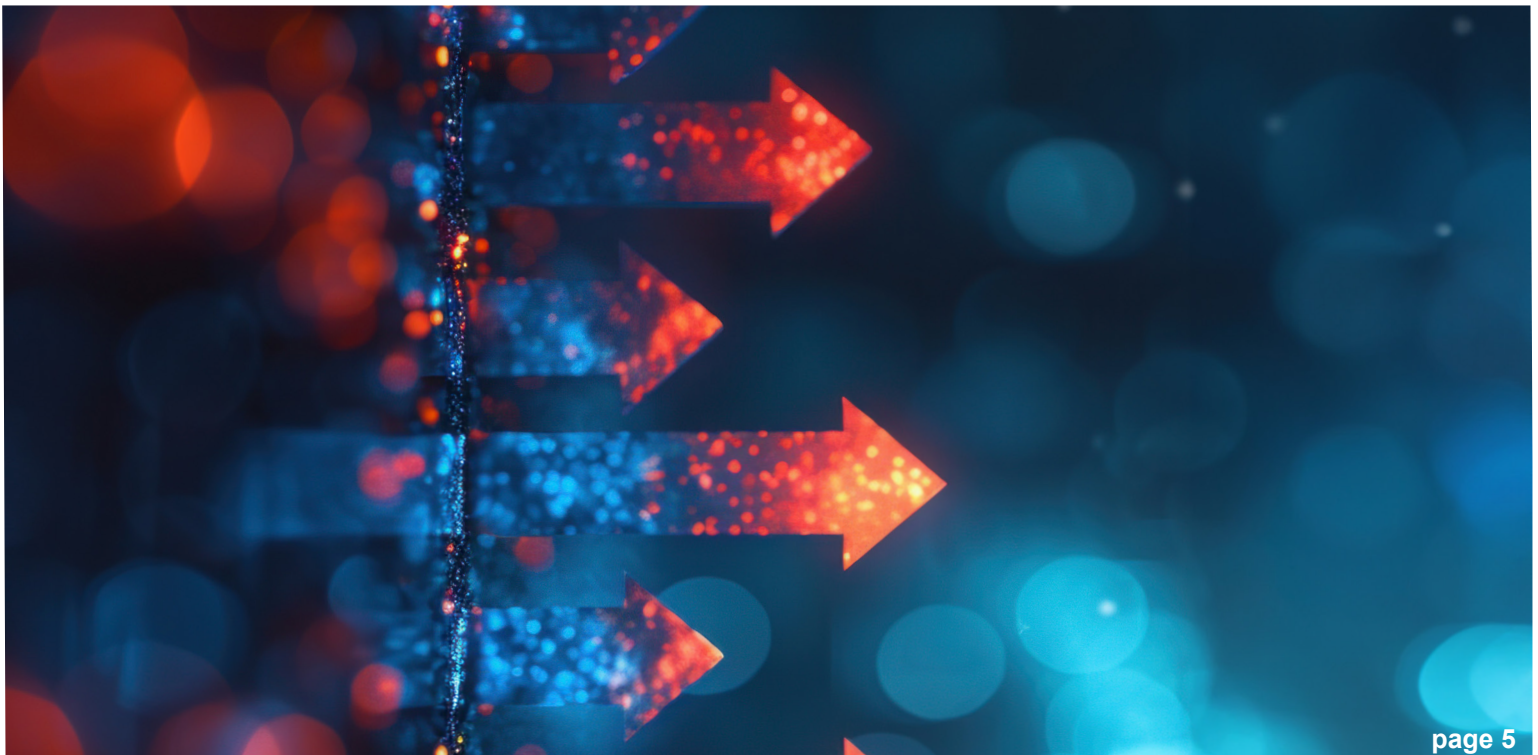
Hats off to all the competitors who made the journey to Fort Huachuca, AZ for this year's NETCOM Best Squad Competition. We had two teams from 1st Signal Brigade, Korea representing the 311th Signal Command; a team from 2nd Signal Brigade, Wiesbaden, Germany; a team from 160th Signal Brigade, Kuwait; a team from the 21st Signal Brigade, Fort Detrick, MD representing the 7th Signal Command; and finally, a team from the Cyber Protection Brigade, Fort Eisenhower, GA. I would deploy tomorrow with any one of these Soliders. It was an

extremely tight competition separating each of the competitors with only a few points. In the end, a team from the 1st Signal Brigade led by SSG Hailer consisting of SGT Gustavo Rivera, SPC Jay Lopez Pagan, SPC Palmore and PFC Terrery came out on top as the fiscal year 2024 NETCOM Best Squad Winners. SGT Mercado from the 2nd Signal Brigade was named the NETCOM NCO of the Year and SPC Himmel from the 21st Signal Brigade, 7th Signal Command was named the NETCOM Solider of the Year. Congratulations to each one of these Soliders.

On June, 13th the United States Army Sergeants Major Academy graduated 22 Senior Noncommissioned Officers and appointed them to the rank of Sergeant Major. Of those 22 Sergeants Major, 6 will join the NETCOM family; SGM Bryan Bartels – 160th SIG BDE, SGM Derek Day – RCC Pacific, SGM Noel DeJesus – NETCOM HQs, SGM Christopher Kaufmann – 1st SIG BDE, SGM Lorenzo McKnight – NETCOM HQs, and SGM Matthew Weber – 93rd SIG BDE.

Happy Birthday Signal Corps! On June 21st the Signal Corps will turn 164 years old. Throughout history there has been countless modernization efforts from morse code and semaphore flags to Army 365. Through it all one thing remains the same; the extraordinary people

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NETCOM Continues Progress for Change

In any dynamic organization, the pursuit of excellence is not just a goal but a journey—one that is guided by a commitment to constant growth and refinement. Within Network Enterprise Technology Command (NETCOM), this ethos is embodied in the Commander's top three priorities: People, Readiness, and Continuous Improvement. Among these, Continuous Improvement stands as the cornerstone of innovation and progress. At the core is the bi-weekly Continuous Improvement Activities Board (CIAB), driving innovation and process optimization. The CIAB explores the vital role of Continuous Improvement and highlights key initiatives to advance our organization's effectiveness and readiness.

An example of innovation is Army Unified Domain Services (AUDS), which enables seamless user and device movement globally while setting conditions for the Army Unified Network based on Zero Trust principles. The operational impacts and capabilities of the AUDS initiative are significant. By collapsing multiple domains into a single Army Domain, AUDS simplifies and standardizes account

provisioning, policy enforcement, and security measures on a global scale. Integrated with several platforms, AUDS reduces account provisioning time from days to hours and offers centralized management for quicker policy implementation and monitoring.

AUDS, like other innovations in NETCOM, is achieved through a cloud-native solution leveraging the Army.mil domain. Currently, commands are well-postured for migration to AUDS. The goal is to migrate completely to AUDS in approximately 18 months.

Another example of NETCOM innovation is the Army's transition to the Army Enterprise Service Management Platform (AESMP). The AESMP deployment across all NETCOM theatres was achieved punctually and within the designated budget. This modernization endeavor entailed the migration to a cloud-based Information Technology Service Management (ITSM) tool. As part of its enhancements, the new dashboards in AESMP provide comprehensive insights into IT workload, effectiveness, and service timeliness. Organi-

zations across NETCOM played a crucial role in refining AESMP workflows and dashboards by actively participating in discussions and working groups to drive constructive changes. The new platform will also change configuration management in NETCOM. It serves as a linchpin for senior leaders, to equip them with the necessary data to make informed decisions about innovation and cost management as we progress forward.

NETCOM's commitment to excellence is an ongoing journey driven by continuous improvement. The Commander's priorities of People, Readiness, and Continuous Improvement embody this ethos, with the latter driving innovation and progress. Forums like the bi-weekly CIAB underscore the commitment to innovation and process optimization. The continued improvements highlight the benefits, including enhanced standardization, reduced risk, and improved efficiency. Moving forward, NETCOM will persist in prioritizing continuous improvement to maintain effectiveness and readiness in a changing landscape.

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NETCOM's Chief Warrant Officer Reflects on a Fulfilling Journey

As I reflect on the past three years serving as the NETCOM Command Chief Warrant Officer (CCWO), it has been, by far, the most rewarding and satisfying assignment of my career. In 2021, when MG Maria Barrett (currently LTG Barrett, ARCYBER Commanding General) selected me to be her CCWO,

“

I promised to be the change agent and change facilitator she needed, doing my part to move the needle on continuous improvement.

She trusted me with influencing positive change and evolution by building relationships within the NETCOM enterprise and with external supporting and supported partners and stakeholders that have the same vested interest: to modernize and improve the Army's portion of the Department of Defense Information Network (DoDIN-A). MG Christopher Eubank expected no less when he succeeded LTG Barrett as the NETCOM CG. MG Eubank is a strong advocate of our cohort; and therefore, has high expectations of Warrant Officers. He



challenged us to deliver on our technical abilities to drive technological evolution and continuous improvement to meet DoDIN's ever-evolving requirements supporting the Army's mission.

I feel comfortable, as I prepare to transition and retire, that we, as the warrant officer cohort, have lived up to expectations set forth by LTG Barrett and MG Eubank; we have collectively influenced and drove change on behalf of NETCOM HQ's and the supporting Theater Signal Commands, Signal Brigades, and Regional Cyber Centers (RCC's) that encompass the NETCOM global enterprise. We held two annual Warrant Officer Huddles in the past two years bringing together the best technical talent, across multiple branches, and all three COMPOs, representing the NETCOM Enterprise. We collectively tackled each represented organization's real challenges, and most importantly we provided our respective leadership the courses of action (COA's) to solve identified gaps and challenges.

During the Huddles, we continually reinforced to each other the narrative that we don't need to ask for a seat at planning and operations events, or an invitation to working groups; our commanders and directors expect us to be present and invaluable. We bring no value by sitting on the sidelines. To influence positive change and drive the commanders' or directors' vision,

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Continuing the Momentum: A Message from the Chief of Staff

As the Chief of Staff for our two-star operational command, I am honored to share my thoughts on the progress we have achieved and the path forward. Over the past year, we have made significant strides in modernizing our operations, enhancing our capabilities, and ensuring that our organization is prepared to meet the demands of today's complex and dynamic environment. This progress has been possible due to the dedication, expertise, and hard work of every member of our team.

Building on a Solid Foundation

Our command has laid a robust foundation for success. We have implemented new technologies, refined our processes, and strengthened our partnerships. This solid groundwork allows us to not only maintain but also accelerate our momentum. As we **Move Forward**, it is essential that we continue to build on these achievements and strive to **Go Further**.

Leveraging Expertise and Resources

One of our greatest assets is the wealth of knowledge and expertise of our People. Our subject matter experts, who possess deep insights into their respective fields, are crucial in guiding our efforts. Their experience and skills provide invaluable support as we navigate the challenges and opportunities that lie ahead. It is imperative that we continue to leverage these resources, fostering an environment where knowledge sharing and collaboration are encouraged and celebrated.

Embracing a Culture of Continuous Improvement

The journey towards excellence is ongoing. We must embrace a culture of continuous improvement, where feedback is valued, and innovation is encouraged. By constantly seeking ways to enhance our performance, we ensure that we remain agile and responsive to changing circumstances. This mindset of perpetual growth will enable us to stay ahead of the curve and maintain our competitive edge.

Fostering Strong Partnerships

Our success is not achieved in isolation. It is the result of strong partnerships and collaborations with external stakeholders. These relationships are vital in providing us with diverse perspectives, additional resources, and broader support networks. As we advance, it is crucial that we continue to nurture and expand these partnerships, working together towards our common goals.

Staying Focused on Our Mission

At the core of our efforts is our unwavering commitment to our mission. Everything we do is driven by our dedication to serving and protecting our nation. As we move forward, we must remain focused on this mission, ensuring that our actions align with our strategic objectives and contribute to our overall success.

The Road Ahead

The road ahead is filled with opportunities and challenges. However, with the continued dedication and expertise of our team, I am confident that we will overcome any obstacles and achieve our goals. By building on our solid foundation, leveraging our resources, embracing continuous improvement, fostering strong partnerships, and staying focused on our mission, we will continue to drive our momentum forward.

A Collective Effort

In closing, I want to express my heartfelt gratitude to each and every member of our command. Your hard work, dedication, and commitment are the driving forces behind our success. Together, we have achieved remarkable progress, and together, we will continue to advance, ensuring that our command remains at the forefront of excellence.

Let us remain united in our efforts, supporting one another and striving for greatness. The future is bright, and with our collective strength, there is no limit to what we can achieve. Thank you for your unwavering commitment and exceptional service.

Enabling Decision Dominance!!
- COL Bob Topper



NETCOM Command Chaplain's Farewell Letter

Dear Soliders, DA Civilians, Contractors of NETCOM,

As I am leaving this beloved HQ and Fort Huachuca, AZ, my heart is filled with a mixture of pride, gratitude, and a touch of sadness. It has been an honor and privilege to serve as your chaplain and to walk alongside you in your journey of service and sacrifice. 28 June 2024, marks the end of my time with you, and I wanted to take a moment to share a farewell message from the depths of my soul.

First and foremost, I want to express my deepest gratitude to God who allowed me to stand next to you and serve NETCOM. In my short time as your chaplain, God led me to witness the incredible dedication and sacrifice that each of you brings to your duty. I was delighted to see how God walked beside you, and offered strength, courage, and wisdom day in and day out. I will never forget how God showed his love and grace to your lives.

It was an honor for me to serve the NETCOM leadership under the leadership and guidance of MG Eubank. I have witnessed firsthand the qualities that make great leaders in this unique HQ. The leaders of NETCOM always smiled to inspire others and created an environment where we could thrive and grow. I will never forget their smiles!

I was blessed to serve NETCOM with a great team! CH (MAJ) Stephen Taylor, SFC Shane Birdsong, and SGT Mark Abalos. I want to express my heartfelt gratitude to them for their dedication and professionalism. Their commitment, sacrifice, and unwavering devotion were for all members of NETCOM. May God grant them wisdom and guidance as they navigate the challenges ahead wherever they serve from now on.

CH (COL) Richard West is my replacement. He is the current 1st Infantry Division Chaplain. He will report to NETCOM on/around 10 JUL 24. He is a seasoned chaplain with a great heart of servant leadership. I am happy for his coming and enhance the spiritual readiness of NETCOM even beyond what God allowed me to offer.

As I bid you farewell, I want to remind you to take care of yourselves. The physical and emotional toll of your service can be immense, and you must prioritize your well-being. Seek out the support and resources available to you. Lean on your fellow Soliders, your families, and the support networks in place to assist you. Remember that seeking help is not a sign of weakness, but a testament to your strength and commitment to a healthy future.

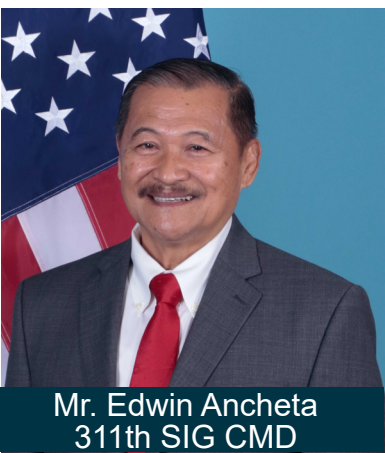
Lastly, but most importantly, hold on to the values that have guided you throughout your military journey. Integrity, honor, and respect are not just words; they are the bedrock of your character. Uphold these values in every aspect of your life and let them be a guiding light for your future endeavors.

Thank you for allowing me to be a part of your lives. It has been an honor and privilege to serve as your chaplain. May you find peace, strength, and fulfillment in the next chapter of your journey. Farewell.

With utmost respect and admiration,

Chaplain (COL) HyeonJoong "MIKE" Kim

2023 NETCOM Global Civilian Nominees



2024 Global Civilian Winner



The NETCOM Global Civilian of the Year Program culminates the employee recognition process. It recognizes the past calendar year's Civilians and Jr. Civilians of the Year from throughout NETCOM who have been selected as deserving employees.

The Civilians and Jr. Civilians of the Year exhibited superior work records, or who performed meritorious acts or services, on

2023 NETCOM Global Junior Civilian Nominees

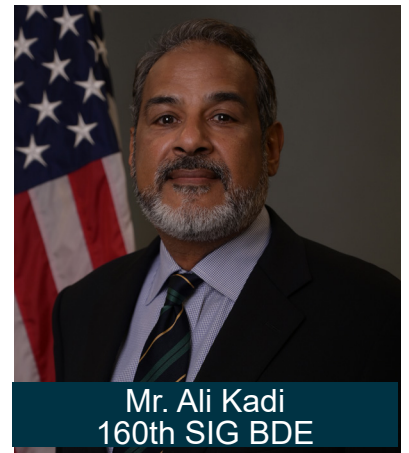


2024 Global Junior Civilian Winner

or off duty, contributing significantly to the mission, quality of life of NETCOM personnel, or NETCOM's role as a good neighbor in the surrounding community.

The NETCOM Global Civilian & Jr. Civilian of the Year are selected by a board of senior leaders from among our separate Brigades and Theater Signal Commands. From these submissions, one will be named in each category of NETCOM Global Civilian and Jr. Civilian of the Year in the Spring of 2024.

To learn more about NETCOM's Headquarters and Global recognition programs visit [NETCOM SPO](#).





NETCOM Takes on the Best Squad Competitions



307th ESB-E Advances to USARPAC Best Squad Competition

- SSG Kaleb Smith, 516th SIG BDE



In a series of grueling tests spanning various disciplines and challenges, the 307th Expeditionary Signal Battalion-Enhanced (ESB-E) squad emerged as a force to be reckoned with, showcasing their exceptional skills and unwavering teamwork during the 311th Signal Command (Theater) Best Squad Competition.

The competition, renowned for its rigorous assessment of a squad's readiness and proficiency, featured a diverse array of challenges designed to push participants to their limits. From precision marksmanship on the M4 range to tactical proficiency required on the M17 range, every aspect of combat readiness was put to the test.

The squad demonstrated their mastery of weaponry with precision and finesse, hitting their targets with pinpoint accuracy and efficiency. Their proficiency with both the M4 and M17 rifles underscored their versatility and adaptability in dynamic combat scenarios.

The challenges didn't end there; the squad faced a series of demanding medical lanes, where their ability to administer first aid under pressure was put to the test. With cool heads and steady hands, they navigated through simulated casualty scenarios, showcasing their competence and readiness

to handle medical emergencies in the field. The weapons lane presented yet another hurdle, requiring the squad to demonstrate their proficiency with a variety of weapons systems. From machine guns to grenade launchers, they showcased their versatility and expertise, earning accolades for their skillful handling of each weapon.

The confidence course put their physical and mental agility to the test as they navigated through a series of obstacles with speed and precision. With teamwork as their foundation, they conquered each challenge with determination and grit, never wavering in their resolve.

The knowledge board offered an opportunity to showcase their expertise in military tactics, equipment, and procedures. With encyclopedic knowledge at their fingertips, the squad answered questions with confidence and accuracy, earning recognition for their mastery of military doctrine. Perhaps the most demanding challenge of all was the day and night land navigation course, followed by a grueling 12-mile ruck march the following day. With maps in hand and compasses at the ready, the squad navigated through rugged terrain, overcoming fatigue and exhaustion to reach their objectives. Through it all, the 307th ESB-E squad demonstrated



an unwavering commitment to excellence and a relentless drive to succeed. Their triumph in the 311th Best Squad Competition was a testament to their skill, dedication, and unwavering teamwork.

As they celebrated their victory, they knew that their journey was far from over. With their sights set on United States Army Pacific (USARPAC) Best Squad Competition, they remained steadfast in their resolve to uphold the proud tradition of the 307th ESB-E squad, ready to face whatever obstacles lay ahead.



“ It was an amazing experience to see my squad exceed. We came in second in our Brigade Best Squad Competition but overcame our adversities and won the 311th SC (T) Best Squad Competition! It was an amazing experience and I encourage any Solider that had doubts of participation to give it a try.



- SFC DeRouen, 307th ESB-E Squad Leader

Strengthening Bonds: Inside the 1st SIG BDE's Best Squad Competition

- Sae Mi Chang, 1st SIG BDE

CAMP HUMPHREYS, South Korea
- From the 13th to the 15th of February, the 1st Signal Brigade hosted the Best Squad Competition, bringing together Soldiers from across the brigade for two days of rigorous challenges and spirited camaraderie. This event, designed to promote teamwork, unit cohesion, and friendly competition, showcased the resilience and dedication of the brigade's finest.

The competition featured Soldiers and squads from various units within the brigade. From 304th Expeditionary Signal Battalion-Enhanced (304th ESB-E), there were two squads. Squad one consisted of U.S. Army Staff Sgt. Bryan Granger, Sgt. Gabriel Meyers, Cpl. Garrett Gilliam, Spc. Tyrell Garnes, and Pfc. Armani Pinkston. Squad two participants were U.S. Army Staff Sgt. Edward Landa, Cpl. Damon Manning, Spc. Solomon Robinson, Spc. Maxamiliano Rodriguez, and Pfc. Nicholas Yang.

41st Signal Battalion (41st SIG BN) also had two squads participate in the Best Squad competition. Squad one participants were U.S. Army Staff Sgt. James Ballard, Sgt. William Evans, Spc. Jared Cartas, Pfc. Evan Ludwig, and Pfc. Charles Chimbo. Squad two had U.S. Army Staff Sgt. Jonathan Vogt, Sgt. Gustavo Rivera, Pfc. Nima Fatahiyar, Pfc. Brandon Elizondo, and Pfc. Jay Lopez.



And the last squad was comprised of Soldiers from 1st Signal Brigade HHC and the Regional Cyber Center – Korea. Participants were U.S. Army Staff Sgt. Tyler Morgan, Sgt. Clay Richards, Spc. Daevell Palmore, Spc. Selena Orduno, and Pfc. Vernard Terrery.

The Best Squad Competition pushed participants to their limits with a series of demanding activities spread over three intense days. On the first day, Soldiers engaged in a grueling array of tests, including the Army Combat Fitness Test (ACFT), water survival training, a challenging circuit, Tactical Combat Casualty Care (TCCC) lanes, and a Chemical, Biological, Radiological, and Nuclear (CBRN) Exercise. Day two brought no respite as Soldiers embarked on a twelve-mile ruck

march, tackled a comprehensive multiple-choice quiz, and endured a timed memory and endurance test. On the third day, Soldiers participated in a knowledge board where their expertise was assessed by senior enlisted leaders of the brigade.

Beyond the physical and mental challenges, the Best Squad Competition served a higher purpose. It provided an invaluable opportunity for Soldiers to forge bonds, build trust, and strengthen the fabric of their units. Through friendly competition, participants honed their skills, tested their limits, and emerged stronger, both individually and as a team. The event fostered a sense of belonging and pride within the 1st Signal Brigade, reinforcing the importance of unity and collaboration in achieving shared goals.



Following the Best Squad Competition, the top-performing teams emerged triumphant, showcasing their remarkable skills and teamwork. Claiming the coveted first place was Squad two from the 304th ESB-E. Their exceptional performance and determination set them apart from the rest. In a closely contested battle for second place, Squad one from the 41st SIG BN demonstrated resilience and camaraderie, securing their spot on the podium. Rounding out the top three, Squad two from the 41st SIG BN showcased their prowess and teamwork, earning them third place in the competition.

These winning teams not only excelled in the challenges but also embodied the unity and collaboration that define the 1st Signal Brigade. Their achievements stand as a testament to the brigade's commitment to excellence and camaraderie, setting a high standard for future competitions.



NETCOM Knowledge Management Office Drives Success in 2024

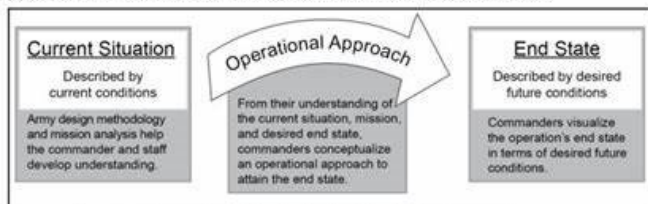
-Donna Dottle, NETCOM HQ

In the dynamic landscape of NETCOM (Network Enterprise Technology Command), the Knowledge Management (KM) Office has achieved remarkable success. Guided by a renewed focus on organizational change and process improvement, the KM Office has played a pivotal role in enhancing general staff procedures, facilitating onboarding, and fostering collaboration across the command. Under the astute leadership of the Chief of Staff (CoS) and the Deputy Chief of Staff (DCoS), the KM Office, along with the dedicated Knowledge Management Representatives (KMRs), has harnessed momentum and seamlessly integrated it into the standard operating procedures (SOP).

Commander's Drive the Operations Process

Commander's Visualization

Commander's visualization is the mental process of developing situational understanding, determining a desired end state, and envisioning an operational approach by which the force will achieve that end state (ADP 5-0).



Commanders **describe** their visualization in terms of —

- Commander's intent.
- Planning guidance, including an operational approach.
- Commander's critical information requirements.
- Essential elements of friendly information.



Navigating Change with Precision

Disciplined and efficient organizations recognize that shifts in leadership, strategic vision, doctrine, and lessons learned impact operational performance, decision-making, and overall organizational processes. While change can be disruptive, the KM Strategy Implementation, SOP, and KM working group meetings provide a robust framework to mitigate disruptions. By documenting and codifying processes and leveraging cutting-edge tools and technology, the KM Office ensures situational understanding and continuity in support of NETCOM's vision, goals, and mission. The KM process is a

five-step process:

- Assess
- Design
- Develop
- Pilot
- Implement



Sustaining Momentum

To maintain the current momentum, the KM Office collaborates closely with selected KMRs and the Knowledge Management Working Group (KMWG). Their collective efforts validate and integrate knowledge management processes and best practices across the NETCOM Enterprise. These guidelines serve as the bedrock for internal office procedures, governance, and policies. Additionally, the alignment of KMRs' and KMOs' external processes reinforces collaboration, learning, and informed decision-making throughout the organization.

Empowering Mission Command through Knowledge Management

As NETCOM diligently navigates the NETCOM 730 Roadmap vision, the strategic and operational advantages of data-centric operations remain at the forefront. To achieve this delicate balance, NETCOM's Knowledge Management (KM) Team, com-

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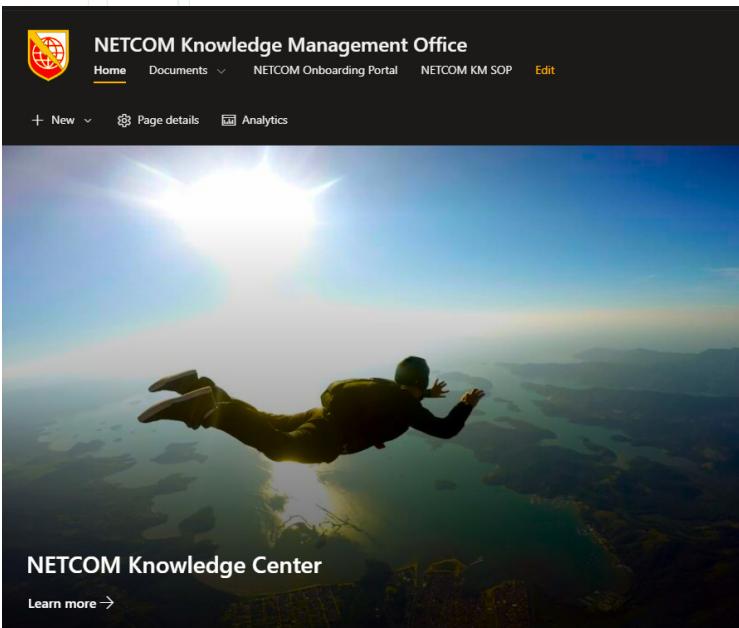
prising senior leaders, the Chief Knowledge Officer (CKO), Knowledge Management Representatives (KMRs), trained KM professionals, the Knowledge Management Working Group (KMWG), and dedicated NETCOM personnel, plays a pivotal role.

For more information about NETCOM's Knowledge Management Program visit the KM SharePoint Site Online:

[NETCOM Knowledge Management Office - Home \(sharepoint-mil.us\)](https://sharepoint-mil.us)

Embedded Solutions for Mission Success

The KM Team is committed to embedding knowledge management solutions directly into Mission Command processes. By seamlessly integrating KM practices, tools, and methodologies, they empower decision-makers at all levels. This approach ensures that critical information flows efficiently, enabling agile responses and informed actions across the command.



who have passed the torch from generation another. People make the difference – Pro Patria Vigilans!

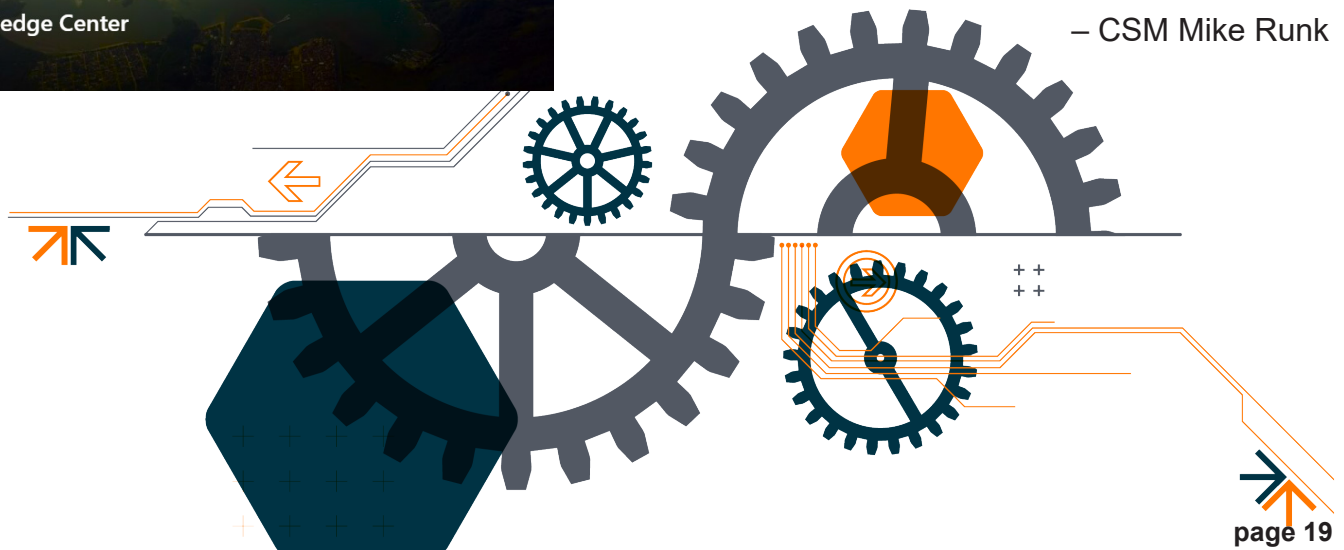
Today, NETCOM operates, maintains, and secures the Army's portion of the Department of Defense Information Network on a continuous basis, around the clock, 24/7/365. We are in a continuous conflict, competition, and crisis on the network around the world.

“We are 16,000 people strong and a force to be reckoned with.”

No matter if you are a Solider, engineer, intelligence analyst, human resource professional, logistician, or a budget analyst; it takes all of us to make the mission happen. Don't ever let your proximity to the network sway your perception of your relevance. It is truly remarkable what we all are capable of, and this is why I choose to serve with NETCOM. It is you who makes the difference, coupled with an enormous responsibility with meaningful work. We are making history every day and your story is worth sharing with the American public. Reach out to the NETCOM PAO office when you are comfortable with sharing your story.

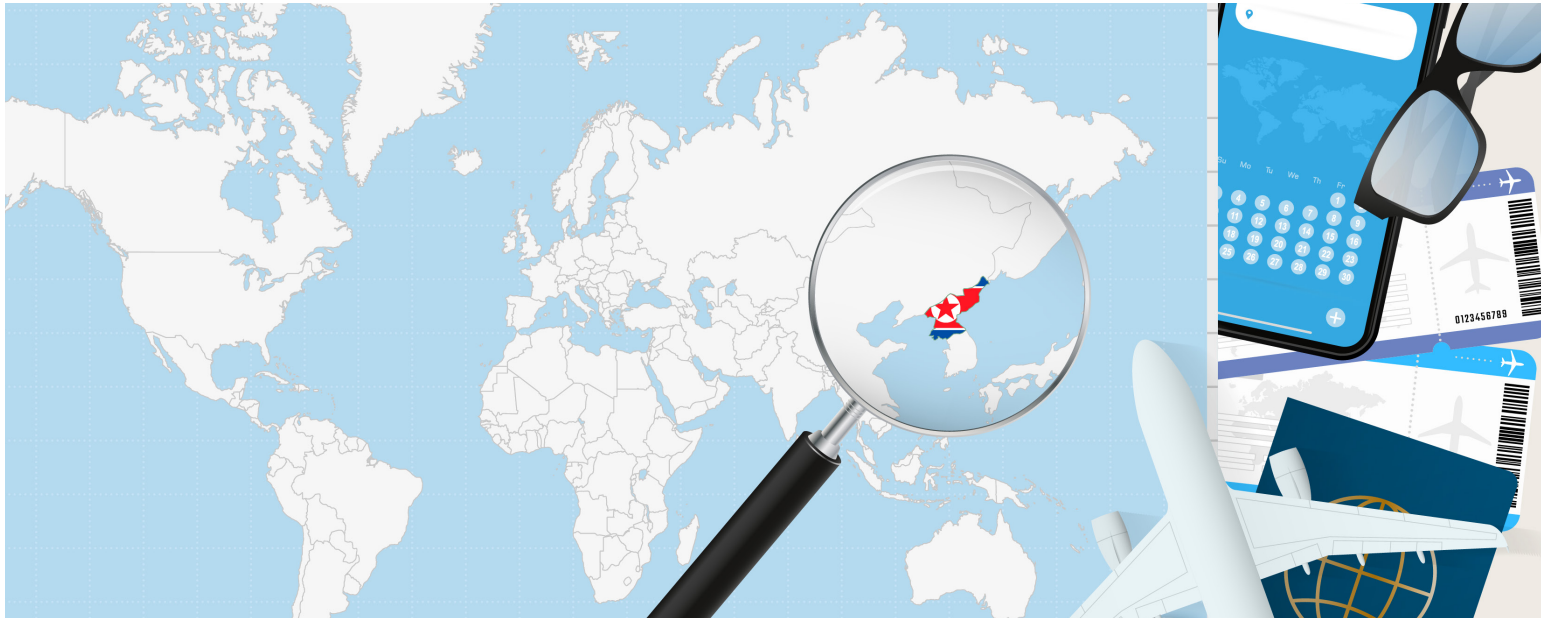
Enabling Decision Dominance!
Be All You Can Be!

– CSM Mike Runk



Arriving in the Country: My Journey to the 304th ESB

-Chaplain Joshua Kwak, 304th ESB-E



Born in South Korea, Chaplain Kwak's return to his homeland in September 2021 should have felt like a homecoming; however, he stepped off the plane only to be struck by an unexpected wave of culture shock. Everything seemed so familiar yet strangely foreign after the 30+ years he had spent in the states. As he navigated the streets of Korea, memories flooded back alongside the realization that Korea had changed so much.

This, in turn, sparked empathy in Kwak. If he, a Korean-born individual, felt this disorientation, how much more bewildering must it be for those who have never been overseas?

Determined to ease the transition for all the young Soliders under his care, Kwak started a program called "Culture with the Chaplain," which the Ready Battalion now includes as a part of in-processing. At least twice a month from 0945 to 1500, newcomers (Soliders) and their families are given an introductory tour where they can learn more about local customs and courtesies, how to exchange U.S. dollars to Korean won, and how to navigate public transportation. Kwak's program also provides these newly arrived Soliders with guided

experiences at the Tongbok local market and downtown shopping scene.

Soliders participating in "Culture with the Chaplain" ride the Camp Humphreys shuttle from their junior leader quarters to the Camp Humphreys walking gate. Immediately outside the base, the Soliders exchange USD for Korean won and purchase public transportation cards. Soliders then ride public transportation to Pyeongtaek Station to experience local dining and shopping before returning to Camp Humphreys.

"Culture with the Chaplain" has succeeded greatly in bridging the gap between the Soliders and their new community and contributes to many Soliders' desires to extend their tour in Korea, and with the Ready Battalion!

For those interested in going on the tour, or developing a similar program on their installation, please feel free to reach out to Chaplain Kwak. Welcome to your new home away from home, and remember, the Ready Team is here to support you every step of the way.

Honoring Loyalty: RCC-C Civilian and Retiree Inducted into Super Fans Hall of Fame

-Karima Turner, RCC-C



FORT HUACHUCA, AZ - The Army has a long legacy of instilling and reinforcing core values and an ethos that it's Soldiers are expected to uphold and follow. One of those values is loyalty, believing and devoting yourself to something or someone.

Larry Kordosky, a Regional Cyber Center—CONUS (RCC-C) Department of the Army Civilian (DAC) and U.S. Army retiree, is an exemplary example of that loyalty in both his military and civilian life.

This Spring, Kordosky's loyalty to the Buffalo Bills Football Team culminated as he was inducted into the Elite Super Fans (ESF) Hall of fame. ESF Hall of fame is the highest honor and privilege members can achieve. The elite group was created to honor members for their outstanding reputation, their commitment to end bullying, and promote fan unity/fellowship through community events and charitable activities.

"I try to make a positive impression with every fan I meet," said Kordosky. "A good portion of my appearances are centered around kids who will be the next generation of fans. ESF focuses their attention on ending school Bullying, so it was a natural fit."

He didn't become a football fan until 1994 when his operations sergeant offered to procure tickets, on one condition; Kordosky would take his brother-in-law to the game. "I bought a ticket for his brother-in-law who used to play for the Bills," Kordosky said. This was the greatest comeback in NFL History. We were sitting on the Bills sideline and after the game he said he was going to give me "The Treatment", Kordosky recalled.

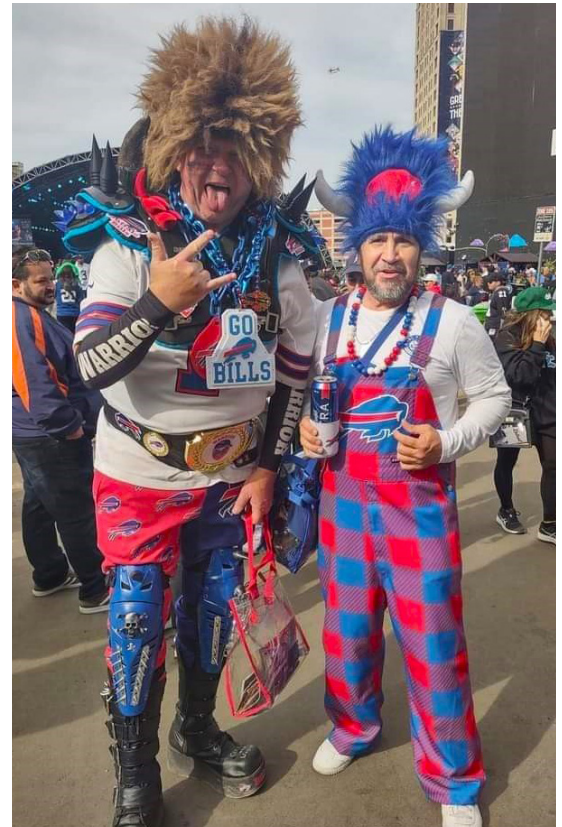
Kordosky exited the stadium and walked through the Teams Tunnel to the field and the Bills locker room where he got to meet the Bills players and coaches.

"I left the locker room and just stood outside the door as the Bills came out," he said. "I had never watched the NFL until after that game," Kordosky said. "But I've been hooked ever since." Kordosky has now been a loyal Buffalo Bills fan for 30 years, attending approximately 120 football games around the world.

In the ESF community, Kordosky is known as the "Bills Warrior" and often makes calls or records videos for kids in the hospital, fans birthdays, and other NFL events that he can do from home.

"I don't have grandchildren so it is important to me to use my ESF ethical standards (and a little bit of acting) so that these fans, one day after I am gone will say, 'I knew the Warrior, what a great guy and fan.'"

"Not only has Larry been a faithful fan to the Bills, but he carries that same dedication, spirit and loyalty through to the RCC-C," said Lt. (P) Victor Vinh, RCC-CONUS Director. "He is invaluable to the team."



CPB NCO Proves to be the Backbone of their Organization

- SFC Kelvin Ringold, NETCOM HQ

FORT EISENHOWER, GA – Non-commissioned officers are the backbone of the Army, and that journey begins at the rank of corporal. Across formations worldwide, tomorrow's leaders are making their impact felt, and one of those leaders is now part of the Cyber Protection Brigade (CPB). Cpl. Jessie Ramirez, an NCO with the 60th Signal Battalion (Offensive Cyber Operations) who also supports the Joint Mission Operations Center - Georgia (JMOC-G), enlisted in the Army in October 2019. But for Ramirez, she was a Solider at heart long before she enlisted.

"As a child, I was captivated by war movies and the allure of military life," Ramirez said. "At 17, my dad predicted that I would become a Solider

er because of my passion and discipline. It turned out he was right."

Before enlisting, Ramirez earned a Bachelor's Degree in Computer Systems Engineering, a passion she had since she was a teenager. "I remember being really into computers, especially during high school," Ramirez said. "I enjoyed taking them apart, installing software and playing video games. When it came to picking a college major, I already had my mind set on engineering. I've always had a passion for math and combining it with technology made computer systems engineering the ideal choice for me."

Her interest in computer engineering led her to choosing the military specialty occupation 25B Information Technology Specialist. "When I began the process of joining the Army, I had limited knowledge of the various career paths it offered," Ramirez explained. "For me, becoming a Solider seemed like a dream opportunity to combine my passion with my degree." Being a 25B has been an enjoyable start to her Army career. "Mentoring junior Soliders and NCOs during training on a new platform has been the most rewarding experience for me," Ramirez explained. "Not only has it boosted my confidence, but it has also allowed me to develop valuable leadership skills and strengthen my sense of responsibility within the team. Being able to guide and support others in mastering the intricacies of the new platform has not only

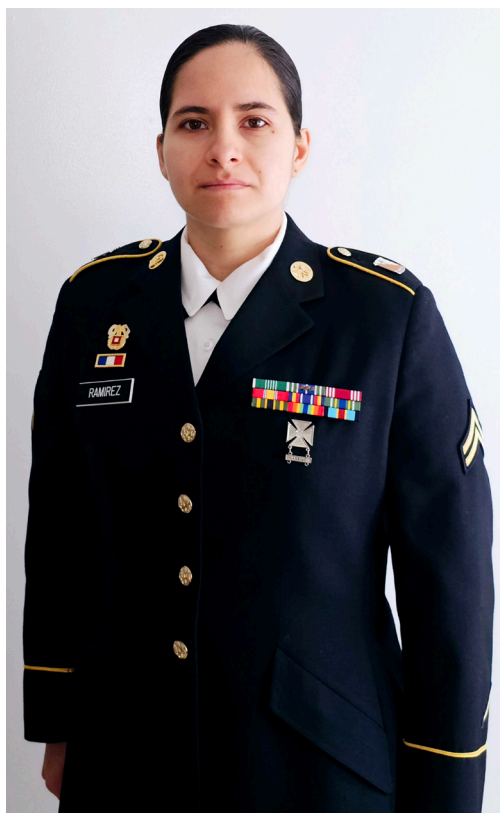
been fulfilling but has also enriched my own understanding." With a background and passion for technology, it should be no surprise how much of a gamechanger Ramirez truly is for the CPB and her supervisor, Sgt. 1st. Justin VanDenBossche.

"Ramirez is a valued member of my team," said VanDenBossche. "She is a technical expert and sound communicator who I rely on daily. She is a forward thinker who can not only identify where there might be future concerns but will also provide solution sets for those concerns."

After being pinned corporal in December 2022, Ramirez reflected on what the achievement meant to her journey. "This rank represents a significant milestone in my military career," Ramirez said. "I strive to maintain the values of the military while supporting and mentoring my fellow Soliders. For me, it's been a privilege to serve at this level, and I'm honored to contribute to the success of our mission. I have not only demonstrated the expected capabilities of a corporal but also surpassed them."

Since joining the CPB, Ramirez has steadily left her mark on the organization and leaders: She earned a tan belt in the Marine Corps Martial Arts Program (MCMAP); completed Security+

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Warrant Officer Cohort Collaborate at Greely Hall

-SFC Kelvin Ringold, NETCOM HQ

FORT HUACHUCA, AZ – In the military, great leaders are not born. Through coaching, mentorship and professional and personal development, future leaders become great leaders. For the Warrant Officer Cohort, ensuring each member can excel as leaders will always be a priority.

Warrant officers from across the U.S. Army Network Enterprise Technology Command and their mission allies and partners collaborated at Greely Hall May 7-9 during the second annual Warrant Officer Huddle. The event was designed to provide esprit de corps, guidance, mentorship and a way ahead for the cohort.

“It is important to reinforce the hallmark of the Warrant Officer Cohort, networking,” said Chief Warrant Officer 5 Deshawn Bell, NETCOM Command Chief Warrant Officer. “Too often, we as warrant officers become myopic, focused solely on the mission at hand; but events like these give the attendees an opportunity to gain broader perspective when networking with others within the NETCOM Family who share similar challenges.”

Warrant officers outside of aviation are required to be at least a sergeant and have a certain level of experience to be selected in the cohort, so it’s only fitting those in attendance had the opportunity to hear from NETCOM’s senior enlisted noncommissioned officer, Command Sgt. Maj. Michael Runk.

“I realize the commander has all the authority,” Runk said. “But what I do have is influence. I have depth in relationships. I can reach out and execute what the commanding general’s intent is, and I rely on Chief Bell for that.”

The relationships warrant officers build are an important part of what they do, and Chief Warrant Officer 2 Joshua Mendez, Senior Technical Advisor for the 21st Signal Brigade embraces these events for their networking opportunities.

“Forging new relationships, rejuvenating and strengthening existing ties and strengthening the collective capability of the Warrant Officer Cohort is the most beneficial part to me.”

Warrant officers are the technical experts in an organization and being able to discuss the respective challenges throughout their formations, and collectively work together to come up with solutions and best practices, is crucial for leaders, especially junior warrant officers.

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NETCOM Continues Pressing Forward with Zero Trust

-Dylan Baker, NETCOM HQ

Network Enterprise Technology Command (NETCOM) is a 2-star operational command with global responsibility, in constant competition, crisis, and conflict, to provide the U.S. Army with a Unified Network based on Zero Trust (ZT) Principles.

In the past, moat-and-castle perimeter defense of the Army Department of Defense Information Networks (DoDIN-A) was sufficient. However, modern threats require a new paradigm, known as Zero Trust, which emphasizes proactive, automated defenses for every user, device, and resource by scrutinizing and assessing every transaction.

Zero Trust consists of several key principles. One of these, Hybrid Work and Location Agnostic access, acknowledges that the modern army mission requires all users and non-person entities (NPE) be able to securely access resources and conduct missions from a range of locations.

Principles of least privilege—need-to-know and information protection—determine what resource access to grant.

Another key principle is to Presume Breach has or will occur. The scale and scope of the modern network paired with the motivation and capability of the

adversary dictates we do away with the “chewy center” of networks past and instead segment access, reduce the attack surface, and monitor risks in real time to minimize the extent and reach of damage incurred by a breach.

Zero Trust also dictates that we Simplify and Automate security processes where possible, establishing policy and implementing capability to streamline and modernize our approaches to data management and cybersecurity. Through implementation of enhanced governance and the integration of existing and new capabilities, Zero Trust aims to verify the identity of every user and NPE, validate every device, assess risk for every transaction, and intelligently limit access to critical Data, Applications, Assets and Services (DAAS). These capabilities span and integrate seven pillars: user, device, network, visibility and analytics, automation and orchestration, application and workload, and data.

NETCOM has mapped Continuous Improvement Activities Board (CIAB) activities to the 45 ZT capabilities outlined by the DoD ZT Program Functional Management Office (PfMO) and is now mapping CIAB activities to the 152 DoD ZT activities and the dependencies between them.

These mappings will identify any gaps or overlaps in NETCOM's execution of ZT, identify necessary integrations and dependencies between capabilities, and support prioritization of efforts. Additionally, this work will enable enhanced reporting of status and projected completion of DoD ZT capabilities and activities against Target level objectives. The goal of this reporting is to ingest data from CIAB associated capabilities and automatically generate dashboards and reports.

In addition to the CIAB, NETCOM provides inputs, including results from our ZT Gap Analysis to the HQDA G-6 managed Army Zero Trust Implementa-

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U.S. Army Network Enterprise Centers: The Face of Enterprise IT Services

-Tracy Lynge, 7th SIG CMD



If you have never heard of a U.S. Army Network Enterprise Center (NEC), you are not alone. Every U.S. Army base has one, yet they rarely grab the spotlight.

Under the umbrella of NETCOM and 7th Signal Command (Theater) (7SC(T)), its Signal Brigades manage NECs across the continental United States (CONUS) to operate and secure the Army's part of the Department of Defense Information Network (DoDIN-A).

NECs are, in other words, the face of NETCOM to end users on CONUS bases, camps, posts, and stations. The NECs resolve problems with Army email accounts, telephones, credentials, printers, workstations, and laptops—but their jobs don't stop there.

Just as important, they ensure and support:

- Base emergency services can communicate with the public and each other.
- Common Access Card scanning at installation entry points.
- Information Technology (IT) support for Mission Partner tactical exercises and training courses.
- Consult with government contractors on all base projects that involve communications infrastructure.
- Liaise with mission partners to ensure authorized systems interruptions don't interfere with mission-critical activities—and the list goes on and on.

Until now, NECs have shouldered the responsibility for granting systems access to every user entering on duty at a given location and ensured compliance with current security requirements. Part of these requirements means pushing out software updates, quaran-

ting devices out of compliance, and remediating vulnerabilities.

As the Army modernizes, it regionalizes its operations and infrastructure, and rolls out enterprise services, the NEC role will change and evolve with it. NECs will remain critical to ensuring the Army's mission partners can communicate 24/7/365, while protecting the DoDIN-A from attack. But to effectively support enterprise services and an Army Unified Network, NECs will have to adjust skillsets and redirect resources to new or underserved functions.

COL(P) Eric J. Van Den Bosch, Commander, 7th Signal Command (Theater), published a 700-Day Theater Plan on February 14, 2024, to set the parameters for this paradigm shift.

[See 700-Day Plan story on page 36](#)



7th Signal Command (Theater)
700-Day Theater Plan

15 February 2024
Updated 30 April 2024

Q&A with Former NETCOM CMD IG: Current 160th Commander

The U.S. Army Network Enterprise Technology Command's Col. Tom Paff has served as the U.S. Army Network Enterprise Technology Command Headquarters Inspector General (IG) for the past two years at Fort Huachuca, Arizona. Paff is a devoted Family man who has been married for 26 years to his wife Tina, and a dedicated father to his three kids, Johnathn, Shawn and Markus, and a proud grandfather to three grandchildren. After enlisting in the Army in October 1995 and commissioning in February 2000, Paff has over 28 years of active Federal service. As he prepares to take command of the 160th Signal Brigade this summer, we find out a little bit about his career as an Inspector General and what the future holds.

Q: What did you do prior to becoming an IG?

A: Prior to becoming the NETCOM Command Inspector General, I was a student at the U.S. Army War College in Carlisle Barracks, where I received a Master's Degree in Strategic Study. Before that, I was the Deputy Brigade Commander of the 160th Theater Signal Brigade from July 2020-July 2021. Prior to that, I was the commander of the 551st Signal Battalion at Fort Eisenhower (then Fort Gordon, Georgia) from June 2018 to July 2020, where I commanded an Advanced Individual Training (AIT) Battalion.

Q: What made you want to take the path as an IG?

A: Initially, I had no intentions of becoming an IG until then Maj. Gen. Maria Barrett called me and requested me be the NETCOM Command IG. After going through the Inspector General School (TIGS) three-week course, I realized that serving as an IG is exactly what I would like to do. I was not aware of all the efforts IGs do to help Soliders and commands until I attended the training. Throughout my career at every level from enlisted to becoming an officer, I have always done my best to help Soliders resolve their issues. An IG's work is focused primarily on that same type of approach.

Q: What stuck out to you the most as your time as the NETCOM IG?

A: Most command teams, and that's at all levels, don't use IGs to their maximum potential. Whether it's to have an extra set of eyes on a policy letter or training investigating officers on conducting investigations, command teams prefer to not engage an IG for assistance. It's better to engage with an IG in a proactive manner versus reactive, and there is so much more an IG can do to assist command teams. All they have to do is call and ask.

Q: Have you ever commanded a unique unit like the 160th?

A: This will be my first opportunity to command an operational signal unit. My two company commands were with an Aerial Exploitation Military Intelligence unit and then in recruiting. My battalion command was an AIT unit at Fort Eisenhower, then Fort Gordon. I am very familiar with the mission of the 160th because I was the Deputy Brigade Commander there from July 2020 to July 2021.



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Giving Back to the Community

- PFC Megan Gaston. 1st SIG BDE



CAMP HUMPHREYS, ROK - Service members play a pivotal role not only in defending their nation but also in embodying the values of compassion and empathy.

In spirit of the holidays the 304th Expeditionary Signal Battalion - Enhanced (ESB-E) on December 8th, 2023, visited the Seongyuk Orphanage to share food and gifts with the goal to make the children's holiday season a little more cheerful.

"We chose this opportunity to give back to the community by providing food, a catered meal and a gift giving experience," said Cpt. Choe, 304th ESB-E Alpha Company's commander.

Each child had written lists of items or toys they wanted for Christmas. The 304th ESB-E Soliders then picked out one item from the list, like toys or clothes, that were wrapped and labeled for each child to open during the visit. Along with the bags full of presents, the 304th ESB-E Soliders brought plenty of games to play with the children.

The laughter and excitement from the children could be heard from down the street. The smiles from both the children and the Soliders were infectious. Throughout the night service members would play games or talk with the children. This was a very impactful experience for service members to give back to the community that surrounds them. To be able to

spend just a little bit of time playing games or serving food, it brings meaning to the season of giving.

Not only were the children receiving gifts, the Soliders were receiving valuable life lessons; the impact of community service and the impact their visit could make on these children.

"We felt this was a great chance for our Soliders here in Korea to understand what it means firsthand to give back to the local nationals and forge a strong alliance," Choe said.

In addition, visits from service members offer valuable educational experiences for children. In the future the children at this orphanage will be able to recount their experiences, providing insights into diverse cultures, traditions, and professions. These interactions could expand children's perspectives, motivating them to aspire towards their dreams and ambitions.

For the children, this experience went beyond just receiving presents and enjoying games. It provided them with a sense of belonging and connection to their community. Interacting with service members from a different culture exposed them to new ideas, broadening their understanding of the world around them. These interactions show them there are people who care about their well-being and support their growth.

Moreover, these visits contribute to building bridges between military personnel and civilians, fostering mutual understanding and cooperation. By engaging with the local community in such meaningful ways, Soliders can break down barriers and build trust, ultimately enhancing the overall effectiveness of their mission.

The visit of the 304th ESB-E Soliders to the orphanage exemplifies the profound impact that acts of kindness and service can have on individuals and communities alike. Beyond the exchange of gifts and games, this event symbolizes the power of human connection, empathy, and the spirit of giving.

certification; won the female division in the battalion's Strong Solider Competition; deployed to Costa Rica to provide support as an interpreter for a U.S. Cyber Command mission, where she was awarded a coin for excellence by then Maj. Gen. William J. Hartman, the Cyber National Mission Force Commander; and she competed and won the battalion ruck fundraiser, scoring the best time for her group. As Ramirez continues separating herself from her peers, leaders across the CPB and Army continue to be impressed with her resilience and professionalism.

"Cpl. Ramirez exemplifies dedication, commitment and technical expertise," said Technical Director Chief Warrant Officer 2 Derick Struble. "Her unwavering focus on the mission, coupled with her comprehensive knowledge, makes her an outstanding asset at all levels. She consistently goes above and beyond, investing extra hours to ensure success in all her tasks." Although Ramirez is now pursuing her master's degree in Cloud Computing Systems, she is continually looking for ways to improve as a Solider, leader and person. After applying and being selected for Warrant Officer Candidate School in January through a new pilot program inclusive to junior leaders, Ramirez is focused on the next step in her career.

"Commissioning as a warrant officer would signify an advancement in my career, granting me greater authority, responsibility and expertise in my field," Ramirez said. "As a warrant officer, I would have the opportunity to provide specialized technical expertise and leadership, working closely with commanders and higher-ranking officers to ensure the effectiveness and efficiency of information technology operations."

As Ramirez looks forward to her journey to commission beginning in August, she appreciates the people who have helped her on this journey.

"Foremost, my parents, whom I consider my guiding angels," Ramirez said. "Their unwavering support and encouragement have instilled in me the drive to pursue my dreams and work diligently towards my aspirations. My husband is another big inspiration, my closest confidant, whose exceptional knowledge of technology serves as a constant source of inspiration.

My sister, with her intelligence and strong work ethic, also serves as a role model whom I deeply admire." Through her journey, Ramirez strives to find inspiration in various aspects of life, even when the journey gets bumpy. As she continues navigating life one day at a time, she wanted to share some wisdom she found from others along the way.

"For anyone who needs to hear it, life can be tough," Ramirez reflected. "Sometimes, people might try to tell you that you can't do something or that you're not good enough, but don't let them crush your dreams. Stay focused and keep your eyes on your goals. Stop wasting time and start taking steps towards what you want. Whether it's starting your studies or working towards a certification, put in the effort and work hard. Remember, there are always opportunities out there for those who keep pushing forward."



Enabling Decision Dominance in the Korean Theater of Operations

- LTC Karensa Thomas, RCC-K



Over the past year, the U.S. Army Regional Cyber Center-Korea (USARCC-K), enabled Decision Dominance at an unprecedented rate. This action did not come easily, as it required navigation through many challenges to swiftly execute continuous improvement activities founded upon Zero Trust Principles. In support of the Army's Unified Network Plan and the Army's Network Modernization Strategy, the USARCC-K, along with mission partners, fielded the Army's Unified-Security Information Event Management (U-SIEM) platform. This initiative streamlined the management of security incidents by providing centralized, real-time visibility of security events on one platform, supporting the Korean Theater of Operations (KTO). Furthermore, the U-SIEM deployment enabled the USARCC-K cyber analysts to better analyze and correlate data to identify security threats for risk mitigation, significantly improving the security posture of the Department of Defense Information Network – Army (DoDIN-A) - Korea.

Alongside of operations on the DODIN-A, the USARCC-K broadened its range to offer accredited Cyber Security Service Provider (CSSP) services for the Combined Enterprise Regional Information Exchange System – Korea (CENTRIXS-K). CENTRIXS-K is the Warfighting Network. To enhance the cybersecurity posture of it, the USARCC-K will deliver parallel capabilities, same as presently executed on the DoDIN-Army (DoDIN-A) - Korea Non-classified Internet Protocol Router Network and Secret Internet Protocol Router Network (SIPRNet & NIPRNet).



This effort resolves a critical issue and safeguards the Warfighting Network against unauthorized activity, threats, and vulnerabilities, enabling the ability to Fight Tonight!



Warrant Officer 1 Jerome Stoner, 160th Signal Brigade, has been in the cohort for almost two years, and traveled from Kuwait to gain some impactful knowledge from so many experienced professionals.

“We were able to gain a shared understanding of similar challenges across the globe,” Stoner said. “I will continue working with my senior warrant to conduct similar professional development opportunities for all Army components.”

Having decades of experience in one place will always afford leaders the opportunity to adapt and grow as professionals.

“Networking and shared understandings helped us share experiences and unique insight,” said Chief Warrant Officer 3 Jonathan Marciano, U.S. Army Information Systems Engineering Command (US-AISEC). “Which I think strengthened our collective problem-solving skills and ability to propose innovative solutions.”

As Army digital modernization efforts continue moving at a fever pitch, Army networks are under attack every day. For Chief Warrant Officer 5 Kristoffer Everson, Cyber Protection Brigade, that makes opportunities like no-fail missions.

“It’s crucial building a community with effort and with shared interest,” Everson said. “We have to be our

own best partners ensuring we work together to defeat the adversary.”

NETCOM is a 2-star operational command with global responsibility in constant competition, crisis and conflict – 24/7/365, and NETCOM Commanding General Christopher Eubank remarked what that means for the cohort moving forward.

“This group and the folks behind you will turn the corner for the Army,” Eubank said. “Whether it’s operating, maintaining, continuous improvement or human capital, there’s no days off for us.”

Having the opportunity to collaborate on how the cohort will help shape future operations.

“With the rapid rate of change within the cyberspace domain, the signal and cyberspace warrant officers will be in place as the subject matter experts,” Bell explained. “The cohort will be key to planning and implementing capabilities that ensure we can operate, secure, defend and continuously improve the Department of Defense Information Network at all times against our nation’s enemies.” As Bell begins planning for his transition from the Army, being able to experience the talent throughout the cohort has been a gamechanger for him.

“As I approach retirement after 36 years and 28 as a warrant officer, I am delighted to know that our cohort is in great hands to continue the charge into the future as the force multipliers of the Army,” Bell said.



Network Enterprise Center Joint Base San Antonio Shoe Drive

- Alexanderia E Maali, NECJBS



In December 2023, the Network Enterprise Center (NEC) Joint Base San Antonio, TX (JBSA) Social Committee embarked on a heartfelt journey to make a tangible difference in the lives of individuals who live without basic life necessities, like having shoes. NEC JBSA mobilized its network of supporters to spread awareness, by using various information channels—social media, email newsletters, and word-of-mouth promotion—effectively communicated the urgency of the issue and rallied individuals to contribute to the cause through their Shoe Fundraising Drive. The response from the organization was overwhelming, with individuals from all walks of life stepping forward to donate their gently used shoes. From sneakers to sandals, boots to dress shoes, each pair represented a gesture of kindness and

solidarity with those in need. All NEC JBSA employees joined forces to host collection events, drop-off points, and fundraising activities, further amplifying the impact of the initiative. Through their dedicated efforts, they garnered tremendous organizational support, which resulted in the collection of forty bags of shoes, totaling an impressive 1000 pairs. The success of the Shoe Fundraising Drive orchestrated by NEC JBSA Social Committee is a testament to the power of collaboration and organizational engagement. From the outset, this remarkable achievement not only exemplifies the generosity and compassion of the organization but also underscores the impact that collective action can have in addressing pressing social issues.

USASA-K: Guarding the Gate(way)

- Candy Knight, 2d SIG BDE



KAISERSLAUTERN, DE - "There is an embedded sense of duty within the USASA-K formation wherein all assigned personnel understand the gravity and importance that the USASA-K mission provides to the Department of Defense, National Security Strategy, and our mission partners," said Daniel Luther, Civilian Executive Officer, U.S. Army Signal Activity – Kaiserslautern. "The coupling of significant technical challenges with the energy day-to-day real-world operations presents leads the team to approach each day with intense focus and ownership of the mission."

The Soldiers and Civilians provide 24/7 support to eight combatant commands, joint services, and other government agencies 365 days a year.

"What makes the USASA-K mission successful for all of the organizations we support is the well-diverse team of Soldiers from both tactical and strategic backgrounds, our civilian counterparts with years of knowledge and experience, and the leaders who are passionate about the success of our mission," said U.S. Army Staff Sgt. Daniel A. Heaney.

One of their mission subsets is the Regional Hub Node (RHN). This team is tasked with providing continuous communication and professional troubleshooting in support of global operations.



The RHN is only one subset of the missions at USASA-K... The Department of Defense Information Network's (DoDIN) transport capabilities, provided by the joint systems and subsystems, support a broad range of organizations and agencies, not only for the U.S. government, but also for multiple mission partners.



- SSG Daniel A. Heaney

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Q: What can the Soliders, Families and civilians of the 160th expect from you as a leader?

A: They can expect me to be a leader they can look up to. I am not a person that has a dedicated command philosophy. I have a leadership philosophy I use no matter the position I am in. Commands are a position; leadership is a lifestyle. How you lead people should not change just because of the position you are in. They can expect me to be direct and proactive. I do not like issues to linger because when they go unaddressed, morale goes down.

Q: Do you have anything else you would like to add?

A: I greatly look forward to being the next 160th Brigade Commander and I will do my best to complete the mission while maintaining a positive climate across the entire organization.

Q: After being the IG, does it give you a different perspective on leading as a commander?

A: I would not say that being an IG has changed my perspective, but more so reenforced my leadership style. I always lead by example and take the time to address Solider and Department of the Army (DA) Civilian concerns. As an IG, I have seen what happens to organizations where leaders fail to act and allow issues to perpetuate. Ultimately, leaders failing to act will undoubtedly have an organization with low morale and employees lacking a sense of self-worth. Taking care of our employees is, without a doubt, the most important aspect of leading an organization.

Q: As you prepare to take command, what are you looking forward to at the 160th?

A: The 160th has personnel spread-out across the theater, to include in combat zones and other locations where they are in direct threat of hostile activities. Coupled with talent management initiatives, Families separated due to the tour being dependent restricted and the mission set, I am looking forward to the opportunity of ensuring the unit maintains a high morale.

Continued from NETCOM Pressing Forward...

tion Plan. The Army ZT Implementation Plan augments the 2021 Army Unified Network Plan (AUNP) to achieve Target ZT levels by 4QFY27. Successful execution of these plans will secure information at all operational levels and provide users with “just in time” access to required resources from any approved device and location.



Prioritizing Safety with Advanced Tools and Cultural Shift

- Enrique Vasquez, NETCOM HQ

Amid rapid technological advancements and constant digital distractions, the Army emphasizes safety as a top priority. With the rollout of the enhanced ASMIS 2.0 tool, the Army aims to foster a culture where every individual, not just leaders, is safety conscious. This initiative, complemented by tools like ARAP and JRAT, seeks to revolutionize safety management and reporting across the force.

To accomplish the monumental task of introducing a cultural shift from leaders to individuals when it comes to practicing safety, the Army has expanded the tools available on the [U.S. Army Combat Readiness Center](#) (USACRC). Data collection and analytics are needed to identify trends and common hazards. In the past the Army relied on lessons learned often shared via, one-page summaries, newsletters and social media to educate the force. However, in recent years the Army now relies on tools like the [Army Readiness Assessment Program](#) (ARAP), which allows units to learn the safety culture and climate within their organizations. The ARAP tool is special because it allows for intake from individuals and not just appointed

safety personnel. Another tool that is used to assess hazards collectively is the [Joint Risk Assessment Tool](#) (JRAT), which contains accident hazard and control information.

Although the tools and online training currently available at the USACRC website benefit organizations from the individual to the leader, it is the [Army Safety Management Information System 2.0](#) (ASMIS 2.0) tool that is now making it easier for safety professionals and unit safety officers, both military and civilian to collect and report mishap and near miss events in a holistic manner. In addition, the ASMIS platform will allow end users the ability to access additional tools, which address capabilities for Hazard Management, Inspections Surveys and Assessments, SOH Education and Training and SOH Program Management via a phased approach.

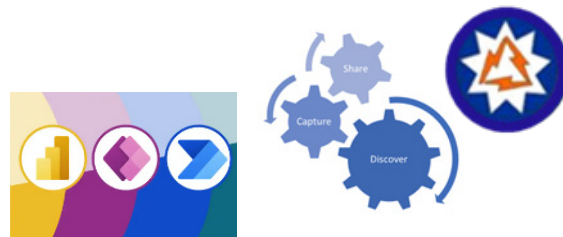
The ASMIS 2.0 tool is a family of information technology systems that underpins the [Army Safety and Occupational Health Management System](#) (ASO HMS). It is the first SOH tool to use advanced intelligence to integrate distinct data with a vast array of authoritative systems and data sources across the DOD and other government agencies. It provides a “one-stop-shop” for all data that is pertinent to Army SOH and presents data and information in an intuitive, leader-centric way that allows the right people to have the right information at the right time to make decisions that impact their organization’s safety, risk management and loss prevention efforts.

Launched in 2020 and drastically updated in January of 2024, with additional updates planned, the ASMIS 2.0 tool now offers a plethora of drop-down data fields and expand-

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Army Communities – Enhancing Knowledge Management (KM)



- Dawn Agee, 93d SIG BDE

The Army places a high degree of emphasis on knowledge management and its usefulness in enabling knowledge flow and shared understanding to improve decision cycle effectiveness. It is recognized that shared ideas and the collection of information is vital to the growth of the Army's community knowledge base. Equally important is the recognition of the talented workforce who contribute their time and expertise to empower the rest of us with the knowledge they have obtained or the apps they have developed in support of the Army's mission.

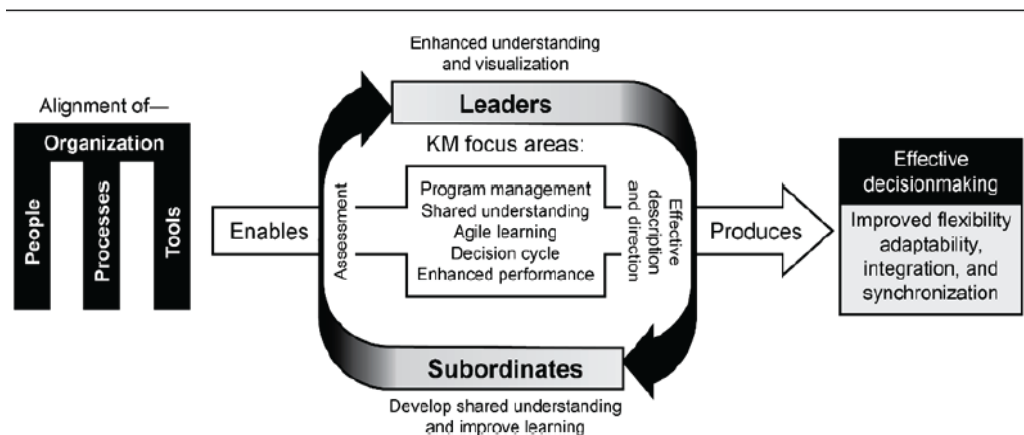
or process gap in the organization and evaluating it for possible improvements to reduce waste and/or add value. There are several ways to learn about these issues and to address them, but the way that works for me is through active listening. I may have had a conversation with someone, who had a conversation with someone else, who shared that a program has a weakness or that there isn't a mapped out process in place for something and I tap into that and follow up. Occasionally (and the most desired) is that people in the organization come directly

following discussions, and checking the known solution hubs is key to leveraging the available resources for application to enhance the 93d mission. I believe a critical factor in KM is establishing connections between people and resources.

I want to take a moment to dig a bit deeper into that 'somebody has solved a problem somewhere else' bit and how the knowledge management community values and seeks out these opportunities to improve their own local processes. The Army has an immensely talented workforce of skilled professionals who routinely make contributions to Army Communities of Practice (CoPs), Centers of Excellence (CoEs), Center for Army Lessons Learned (CALL), KM Working Groups and repositories along with other Information Forums such as IPT6 which was heavily relied upon during the Army's migration to the cloud. Embracing the knowledge-sharing culture and the tools that these communities make available is a huge win for the practicing Knowledge Manager.

A recent win for both the 93d and the Power Platform Center of Excellence was a Training Tracker application published in the Army 365 App Solutions catalog developed by long time contributor to

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As a Knowledge Management Officer (KMO) in the 93d Signal Brigade it is my job to facilitate efforts that get the right information, to the right people, in the right format and at the right time to improve access to information that enhances decision making. To support this endeavor, I use a plethora of tools from the KM toolkit, but it's as simple as identifying an information

to me when they know or have a problem and are looking for ways to improve it because they know who I am and have heard how KM can help. Active listening works both ways, it's not always about a process or knowledge gap; another organization may have created a solution or tool that has the potential to solve a problem for our organization. Listening in forums,

7th Signal Command's 700-Day Plan Achieves Goals for NECs

-Tracy Lynge, 7th SIG CMD

The plan, which is available to Army 365 users on the 7SC(T) SharePoint Online site, sets the conditions for the evolution of NECs and 7SC(T)'s Regional Hub Nodes that facilitate world-wide satellite communication. It increases transparency regarding the Army's need to upskill—or more accurately, re-skill—its workforce and redirect resources from local network administration and security to supporting centrally managed enterprise services.

The 700-Day Plan has three overarching goals—See, Know, Decide:

1. See the network and the adversary,
2. Understand the user experience, and
3. Make risk-informed, data-driven Decisions.

To achieve these goals, NETCOM and 7th need NEC leadership and staff input from their unique perspective at the point of service delivery in CO-NUS. Therefore, COL Van Den Bosch centered the plan around a NEC Working Group that will take input from subject matter experts and use it to solve problems and inform decisions regarding how Signal and Cyber services at the installation level should evolve under a Unified Network within a Zero Trust framework.

Since 7SC(T) published the 700-Day Theater Plan, the command has already made progress towards accomplishing the first goal—seeing the network. The Regional NEC (RNEC) West, on Ft. Carson, Colorado, is conducting a pilot project with NETCOM, 7SC(T), and Microsoft, to implement Army Unified Directory Services. This partnership exemplifies the crucial role of the NEC: understanding what our Mission Partners and the Warfighter need and informing enterprise service delivery to meet those needs.

They first worked with NETCOM, Regional Cyber Center – Europe, and units preparing to deploy overseas to put their devices into the AUDS environment and enable seamless movement across locations.

The RNEC-West team encountered few problems during this process and was able to address them quickly, allowing forward-deployed units to add more devices using their tactical NIPR connections.

In a second phase of the pilot, RNEC-West used AUDS to reimage more than 500 devices for the 4th Infantry Division following troops' return from Korea. They successfully moved these images into the cloud, and helped establish procedures for bulk reimaging, which will aid implementation through the theater.



RNEC-West Director Virginia Register praised her team for helping pave the way toward implementing Zero Trust across the Unified Network. "[The team is] focused on the needs of the warfighter and how do we best meet those needs. They are fully integrated with [4th Infantry Division], asking the Soldiers what they need and developing TTPs based on that."

Mr. Hahn added, "If [in the future] we are not remediating and patching, it will allow us to be proactive rather than reactive. We will be able to do things we weren't able to do in the past: training, analyzing data, improving accountability of devices on the network...focusing on things we can do to help the warfighter."

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Fort Sill's Network Enterprise Center Success Story

- Mr. LaRon General, 106th SIG BDE

Fort Sill. OK - Network Enterprise Center (NEC) has become a pivotal force in driving Army National Guard (ARNG) Convergence initiatives within the 106th Signal Brigade Area of Responsibility (AOR).

The strategic initiatives undertaken during this pilot program have delineated a clear roadmap for forthcoming convergence endeavors. Fort Sill NEC and ARNG OK collaborated extensively, executing a series of actions to establish seamless connectivity between the NEC and ARNG OK. This included validating IP address configurations, submitting tickets for sub-interface configuration changes, verifying connection establishment and installation, conducting connectivity testing, and modifying

route maps to facilitate tunnel establishment.

The outcomes have far-reaching implications, setting a precedent for similar convergence efforts within the Army National Guard. It serves as a testament to the collaborative spirit and technical prowess of Fort Sill NEC and ARNG OK, showcasing their ability to navigate complex network transitions while maintaining operational excellence. Moreover, the lessons learned, and best practices established during this pilot program will serve as invaluable resources for future convergence projects, providing a blueprint for other states to follow as they embark on their convergence journeys.

The success of this pilot convergence program demonstrated the technical feasibility of migrating the Oklahoma ARNG state network onto the NETCOM DoDIN-A network and standardized approaches for future convergence initiatives across the ARNG.

The collaborative efforts and relationships forged between Fort Sill NEC and ARNG OK throughout this project underscore the professionalism and commitment dedicated to achieving a shared goal that will benefit all of CONUS.

Fort Sill NEC's contributions exemplify a steadfast commitment to innovation and efficiency, crucial elements in supporting the Army's network modernization objectives.



Serving as a gateway, the RHN can rapidly connect expeditionary forces and their tactical information technology systems to the enterprise network, giving those forces access to the network as soon as they enter the theater. Before RHNs, it could take Soldiers much longer to establish the circuits and links needed to obtain the most up-to-date data and information.



“The RHN is important to National Defense because it enables communication support for DoD tactical systems through global transport capabilities and network connectivity into the DoDIN for the warfighter is essential for the DoD strategic defense initiatives,” Luther said. “As such, we help ensure mission command through all phases of joint, inter-agency, intergovernmental, and multinational operations.”

Ensuring the warfighter has access to ready, reliable, and resilient tactical Army Department of Defense Information Network (DoDIN-A) transport at all times is essential to enabling decision dominance.

“USASA-K Soldiers and Civilians are continuously eager to tackle the breadth of satellite communications, networking, and team-building efforts and the leaders take pride in developing top-tier technicians to professionally execute the mission,” Luther said. “The ingrained knowledge that we are the most relevant Teleport in the globe makes us enthusiastic to enter the work center and solve the myriad challenges we are faced with daily.”

ed data-collection options to allow safety officers, specialists, review boards, and safety committees to make more holistic determinations as to what may have caused a mishap or near miss event.

The ASMIS 2.0, Mishap and Near Miss Reporting module now allows integration of the Human Factors Analysis and Classification System (HFACS), which assists safety personnel, leaders, and members of a Safety Investigation Board (SIB) in explaining the mishap causal factors related to human factors and aid in capturing human error codes for trend analysis. The Army HFACS model incorporates the three tiers of the traditional HFACS model (preconditions, supervisory influences, and organizational influence) into five system inadequacy (SI) categories better suited for US Army application. The five SI categories are: 1. Individual 2. Leader 3. Support 4. Training 5. Standards.

“Hence, the ASMIS 2., Mishap and Near Miss Reporting is a major cultural shift that looks at the systemic causes of a mishap or near miss versus trying to blame an individual,” said Mr. Jeff Speer, NETCOM Safety Director.

According to Speer, not only is the ASMIS tool a key organizational and cultural shift for how the Army addresses safety reporting; it also brings a new mechanism for reporting and analyzing mishaps within NETCOM and the Signal Corps.

“Although the Army has made great strides in safety reporting and risk management in the past decade, leader involvement continues to be the pivotal support system to the continued success of a mishap/hazard free work environment; employees, supervisors and safety professionals must continue to teach, mentor and allow individuals to execute good safety practices at home and in the workplace,” concluded Speer.



Explore the Legacy and Evolution of the U.S. Army's "Be All You Can Be"

- SSG Kirstie Crist, RCC-P

The U.S. Army's motto "Be All You Can Be" first emerged in the 1980s as a powerful recruitment tool aimed at attracting a diverse pool of candidates. This iconic slogan, emphasizing personal excellence and continuous improvement, remained the Army's primary recruitment message until 2001, when it was replaced by "Army of One". Today, the U.S. Army has revived this influential motto. This article invites you to explore the differences between its original branding and what it represents today.

In 1980, "Be All You Can Be" was conceptualized to attract young recruits by presenting the U.S. Army as not only the world's leading fighting force but also a pathway for personal and professional growth. It marked a shift from the previous focus on global travel and defense to a message of opportunities, ambition, and self-improvement. This innovative marketing approach proved successful, establishing the motto's legacy until it was replaced by "Army of One" in 2001, which aimed to highlight individuality within the ranks.

In 2023, the U.S. Army reinstated the motto "Be All You Can Be" to reconnect with its core values and heritage while addressing the evolving needs of the organization. The "Army of One" slogan faced criticism for potentially promoting individualism over teamwork, conflicting with the Army's emphasis on cohesion and collaboration. The revived motto now represents inclusivity and encourages Soldiers to push their limits, hone their career skills, and reach their highest potential both professionally and personally.

The main difference between the 1980s and today lies in the evolution of both the country and the Army. While "Be All You Can Be" has consistently represented personal growth and excellence, its application has expanded. Initially a recruitment slogan, it now underscores the Army's ongoing commitment to its Soldiers' development and accomplishments. This rebranding

also highlights the Army's focus on diversity, inclusion, and equity, reflecting contemporary challenges and priorities.

At its core, "Be All You Can Be" embodies a timeless message that encourages Soldiers to reflect on the dynamic nature of military service and the modern



challenges they face. The revived motto underscores the Army's dedication to fostering a supportive environment where Soldiers can thrive within this modern era..

The U.S. Army's decision to bring back "Be All You Can Be" reaffirms a successful and influential slogan that has stood the test of time. While the core message remains unchanged, its application has evolved to address current Soldier issues and the importance of diversity and inclusion.

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the community, MEDCOE Army Civilian, Mr. William J. (James) McCormick. As a KMO, I learned about the app because I routinely search the solution catalog for useful tools, so when the 93d Training Manager approached my team highlighting some inefficiencies in our own training process I remembered the app that Mr. McCormick developed.

The solution catalog is very easy to navigate and has both Power App and SharePoint SPFx developed solutions that contain detailed information to support the installation and configuration of a local instance and so I was able to quickly setup a local training tracker app to demo to our Training Manager. The demo was a success and so we began the process to refine and implement the tracker locally. Although the app was fully functional as it was, over time we implemented major enhancements to tailor it to our unique requirements; including customized notifications, training dashboards, Power BI metrics and reporting, a SharePoint admin tool to manage training and certificates, and other features that improve the experience for end users, supervisors, and the Training Manager alike. A true WIN for both the Power Platform CoE and the Brigade!

It is important to note that there are MANY knowledge managers, developers, subject matter experts,

and great minds that contribute to countless Army communities and forums where they share their knowledge, ideas, and development initiatives with the rest of the Army population. Recognizing William McCormick as the original Training Tracker developer is important to this community of developers who share their ideas to empower and enable the Army mission. Our collective challenge is how we follow Mr. McCormick's example and share our successes with the rest of the Army and Mission Partners. Finally, we need to ask ourselves if we have a potential use case that lends itself to becoming a portable and scalable solution that could benefit all echelons in the Army and if so, one of these communities is a great place to start!



Army Communities

Army Information Hub: <https://armyeitaas.sharepoint-mil.us/>

Power Apps Center of Excellence: https://armyeitaas.sharepoint-mil.us/sites/powerapps_coe

SharePoint Center of Excellence: https://armyeitaas.sharepoint-mil.us/sites/spo_coe

SPFx Center of Excellence: <https://armyeitaas.sharepoint-mil.us/sites/spfx-coe>

Army 365 Champions: [Army 365 Champions | General | Microsoft Teams](#)

Army Knowledge Management: [Army Knowledge Management | General | Microsoft Teams](#)

Center for Army Lessons Learned: [Center for Army Lessons Learned \(CALL\) | General | Microsoft Teams](#)

Army Power Platform Center of Excellences, Army 365 Solutions Catalog can be found at the link below:

<https://play.apps.appsplatform.us/play/e/default-fae6d70f-954b-4811-92b6-0530d6f84c43/a/7ffcf469-b531-48b7-bc98-e82ae58ac553?tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&hideNavBar=true>

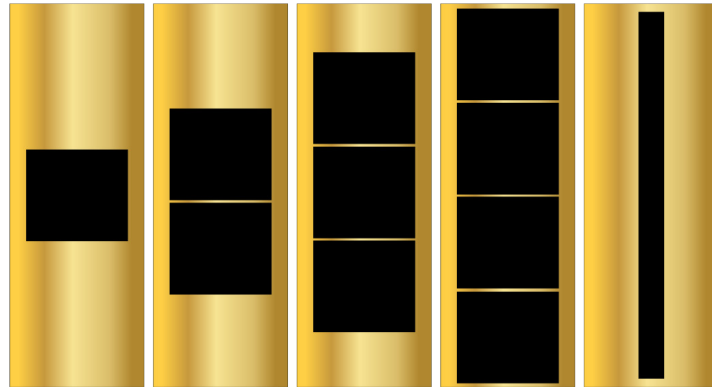
Continued from Chief Warrant Officer...

we must be proactively engaged with the technical planning and execution of the unit's mission.

The warrant officers of NETCOM are talented technical leaders and teammates that are fully capable to facilitate and drive the necessary changes needed to meet the Army's DoDIN Operations as we continue to focus on the Army of 2030 and beyond. We have the collective talent to take on and repel the adversaries within the Cyberspace domain. Our active presence, as a cohort, is needed and required.

From my first assignment as a young 74F Computer Programmer/ Systems Analyst (PV2) assigned to the Information Systems Command; to the present, 36 years later, as the CCWO of NETCOM, I am proud to bookend my career wearing the same patch here at Fort Huachuca. As I reflect on the past 36 years as an Army soldier, 28 years of that as a Warrant Officer, three years as the NETCOM CCWO, it has been a great ride working with so many great people. You couldn't have scripted it any better!

- CW5 Deshawn Bell



Continued from Be All You Can Be...

The motto continues to inspire Soldiers and Department of Defense civilians, representing a commitment to excellence and a legacy of transformative power.

Join us in exploring the rich history and modern significance of "Be All You Can Be" and discover how this enduring motto continues to shape the U.S. Army's identity and mission.



U.S. ARMY



55th Signal Company Hosts 11th Annual Best COMCAM Competition

- Tracy Lynge, 7th SIG CMD

In 2013, Spc. Hilda Clayton, a combat documentation and production specialist, was killed during a mission in support of Operation Enduring Freedom in Afghanistan. That same year, 55th Signal Company (COMCAM) held the first Spc. Hilda I. Clayton Best Combat Camera Competition in her honor. Each event of the competition is meant to represent attributes and characteristics that she embodied as a Soldier.

This year's winners were Sgt. Landon Carter and Spc. Samuel Dreher from the 75th Ranger Regiment. They narrowly beat out the second and third place teams from 55th Signal Company (COMCAM), Spc. Wesley Akers and Pfc. Mitchell Munn and Spc. Zachary Ta and Pfc. Parker Dickey.

The competition is a joint, multi-national event, with a focus on conducting visual information support functions in physically demanding and realistic battlefield conditions. The five-day event at Fort Walker, Virginia, tests competitors on physical, technical, and tactical proficiencies across 13 events and is open to competitors from across the DoD and international combat camera units.

"This competition isn't only an Army event. We have teams from the [U.S.] Air Force, [U.S.] Marine Corps, and numerous international units asking to take part," said 55th Signal Company Commander, Maj. Michael Sheehan, "the global combat camera and public affairs communities know that this is a premier event to both honor a fallen colleague and show you are the best at what you do."

Unlike other Army competitions, the Spc. Hilda I. Clayton Best Combat Camera Competition requires competitors to visually document everything throughout the week. Each night, teams turn in daily imagery and use their collected video to create a capstone product. This culminative video is judged by a panel of visual information professionals and serves as the competition's final event before one team is named Best COMCAM.



During FY2025, 7SC(T) and its subordinate units will be laser-focused on achieving the second and third goals of the 700-Day Theater Plan—understanding the customer experience and making risk-informed, data-driven decisions. They will improve customer service through the Army Enterprise Service Management Platform (AESMP), reducing wait times and enabling quick resolution of problems. They will then gather and analyze data about the network and the customer experience to make decisions, via the Risk Management Framework 2.0 Continuous Monitoring. The NEC Working Group will continue to inform NETCOM and 7th about how NECs can best support progress toward achieving these goals and, ultimately, the Unified Network and the Army of 2030.



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<https://www.youtube.com/user/NETCOM9THSCA>



Have ideas for NETCOM or need assistance? Contact us.