ARMY COMMUNICATOR

September 2018

SFABS Looking for a Few Good Signaleers

Plus:

- *TechNet*
- *MOS Conversions*
- *Effective Mission Command*

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On the Cover

SSG Standridge Cody, C TRP CAT 1333, utilizes ATAK software on his EUD to assess map data during a training event. US Army Photo by CPT Paul Adams.

Chief of Signal Christopher L. Eubank

Welcome to the Army Communicator! It's good to be back!

It is my distinct pleasure to bring back one of the best resources made for Communicators, by Communicators. This is our first edition since March of 2016 and a lot has happened since then. I've been told that for the last two years, one of the most common questions the Signal School received was, "when is the Communicator coming back?" In the two months I've been here, I've heard that question multiple times as well. I'm honored to be part of a publication that means so much to the Regiment, and thankful for the opportunity to bring it back.

Obviously, there are going to be some changes, the most obvious of which is distribution. The Communicator will now be a digital publication. In addition to keeping up with modern publishing trends, this new format will allow for a wider reach to a larger audience and more immediate feedback from our readers. It also allows us to experiment with the layout and incorporate new elements.

One thing that hasn't changed (and never will) is the Communicator's partnership with the Regiment. All content is created by Signal Soldiers/Communicators around the world, providing articles and photos that detail the latest technological innovations being deployed, various opportunities available for Signal Soldiers, and a view of day to day life as a member of the Regiment. As your 39th Chief of Signal, my goal is to build better leaders, teammates and communicators for not only the Signal Corps, but the Army. But I need your help to do it. Our goal is to explore trends in the Regiment and provide a place for members to share good ideas and lessons learned with their colleagues; none of this is possible without YOUR contributions. If you have an idea for an article or feature, please contact us at usarmy.gordon.signal-schl.mbx.army-communicator@mail.mil.

We've got a lot going on for our first issue back. Two officers provide insight into life as part of a Security Forces Assistance Brigade (SFAB) and the benefits of joining. We also have in depth coverage of the recently completed TechNet Conference held in Augusta, Georgia. This issue also covers the upcoming Enlisted MOS Convergence and what it means for Signal Soldiers.

Thanks again for joining us! Pro Patria Vigilans!

BG Chris Eubank
39th Chief of Signal

Regimental CWO Garth R. Hahn

Fellow Signaleers!

As we welcome the Army Communicator back into production, I want to take this time to introduce myself as the newest member of the Signal team and your Regimental Chief Warrant Officer. As the Sixth Regimental Chief Warrant Officer, I join a group of extremely dedicated Soldiers and civilians here at Fort Gordon. We are working tirelessly to provide operationally-focused and relevant leadership development, technical training and personnel policy for the Signal Regiment as we strive to develop leaders, teammates, and communicators that can meet the Army's mission.

The Army Communicator has a long history of providing important, and operationally-focused information to the Regiment. With this publication (the first after a two-year gap) we have a key resource back, and I ask you to consider contributing an article to help share your Signal story with the greater Signal community. For the Warrant Officers out there, you bring a unique perspective as technically strong and operationally experienced Officers; the Army Communicator is an excellent tool to use to share that perspective with the broader community.

I look forward to future editions of the Army Communicator magazine, and more importantly, to read how you present the story of today's Signal Corps.

Thank you to each of you for the great work you are doing for our Army and our Nation!

Pro Patria Vigilans!

CW5 Garth Hahn
Regimental Chief Warrant Officer

Regimental CSM Richard D. Knott

Fellow Communicators!

It is a momentous moment here at Fort Gordon, as we bring back the much-beloved Army Communicator. Throughout its history the Army Communicator has served as one of the key ways Signal Soldiers could share their story with the greater branch community. Much has happened during the magazine's two year hiatus and its reinstatement could not come at a better time. The Signal Branch is undergoing significant changes, like the upcoming MOS convergence and the widespread implementation of Foundational training in the Signal School AIT. The Communicator offers a fantastic way to spread the word of these changes to the Regiment. We are eager to your thoughts on these changes, as we believe they will create better leaders, teammates and Communicators.

Ultimately, the Army Communicator is YOUR magazine. It is your stories and thoughts that make this magazine a vital piece of Signal culture. The contributions made by Communicators like you will help drive the continued growth and success of the Signal branch as well as the Army.
You can send us articles and pictures at usarmy.gordon.signal-schl.mbx.army-communicator@mail.mil.

Thank you for your continued selfless service to our Nation; your actions do not go unnoticed. We look forward to hearing from you.

Pro Patria Vigilans!

CSM Richard Knott
Regimental Command Sergeant Major

Building the Army's Security Forces Assistance Brigade

TRAIN

ASSIST

ADVISE

ENABLE

ACCOMPANY

SFAB

SECURITY FORCE ASSISTANCE BRIGADES

U.S.ARMY

VOICE OF THE REGIMENT

BG Christopher L. Eubank
39th Chief of Signal/Commandant
Signal Regimental Headquarters, CCoE

The Security Forces Assistance Brigade (SFAB) are trained and built to enable combatant commanders to accomplish theater security objectives by Training-Advising-Assisting-Accompanying-Enabling Host Nation Security Forces (HNSF). The SFABs are the Army's first permanent units whose core mission is conducting security cooperation activities, allowing quick response to combatant commander requirements. Building SFABs is the CSA's #1 force modernization priority.

Currently, the SFABs Signal recruiting priority is 25U and 25B technically talented and tactically proficient NCOs and Soldiers. However, Soldiers in MOSs 25C20/30, 25L/20/30,

and 25S/20/30 can be substituted for the 25U/25B requirement and are encouraged to apply. They would be required to serve at least one year in the SFAB. I'm asking for your help in identifying qualified volunteers within your organization and expediting their application process. We are at 69 percent fill for Signal MOSs for the 2nd SFAB. Your leadership is paramount in identifying the right talent to help man this formation with the right people. We still need a Major and a Captain for the 2nd SFAB.

The Army will pay SFAB enlisted Soldiers a $5,000 lump sum Assignment Incentive Pay as long as they are permanently assigned to a SFAB and serve in the unit for at least 12 months. The Army has also created a SGT Special Promotion Category. Corporals and Specialists who have been boarded and are fully eligible for promotion will be awarded 799 points and promoted to the rank of Sergeant on the first day of the month following graduation of the Security Force Assistance Advisor Course. The requirement for completion of Professional Military Education (PME) to attain pin-on eligibility for promotion to Sergeant through Master Sergeant is suspended for Soldiers assigned or attached to a SFAB or to its' supporting Security Force. The Soldiers must be otherwise fully qualified and meet or exceed a monthly cutoff score (to Sergeant/Staff Sergeant) or sequence number (to Sergeant First Class/Master Sergeant). Soldiers promoted under this exception will be prioritized for the next available PME training seat upon redeployment.

Assignment to an SFAB requires Soldiers to be fully deployable, have a PULHES of no higher than 1/1/1/2/2/1, score 240 on the APFT with a minimum of 70 points in each event, have a secret clearance, and pass an Official Military Personnel File check for derogatory information. Soldiers interested in receiving more information about the SFAB and/or assignment opportunities should contact their respective career branch representative at HRC or SFAB Account Managers at usarmy.knox.hrc.mbx.epmd-sfab@mail.mil or (502) 613-6306.

Forming a stronger, more diverse Signal Regiment

An SFAB team prepares to execute a PTTA mission in support of Afghan counterparts. US Army photo by CPT Paul Adams.

CPT Paul W. Adams
SQDN S6 / G6 ADVISOR
3/1 SFAB-CAMP DAHLKE

I am currently serving as the 3/1 SFAB SQDN S6 and G6 advisor for 4/203rd Corps. This position has placed my team in the most demanding situations any of us have faced in our careers. The most common questions I have gotten from those who are looking to serve in an SFAB or from those who are skeptical of our purpose also ties in to one of the first discussions we had as an organization: "What makes you so special? How are you any different?"

Our belief within 3/1 SFAB is that we want to be known as an organization that Soldiers will strive to get into, and leaders will want to send their Signal Soldiers to, knowing this place will grow them into leaders that are capable of influencing Signal operations outside their traditional scope. It doesn't matter if they are a 25U or 25Q, the nature of the mission will place them in situations where they will become more than their MOS designation.

I have a 25U40 as my NCOIC who prior to this unit was very familiar with HF and considered that his specialty. In any other unit that would have been his bread and butter. He will eventually go to another unit and no longer see himself in that light. This unit has exposed him to SBU network architectures, SRW, MANET networks, ATAK systems, and more than a dozen other waveforms and equipment sets that most conventional units won't see for years. Because of our small and mobile size, he has also been cross trained on SNAP systems, GRRIPs, WINTAK SBU COPs, and a great deal many of upper TI systems that conventional units would reserve training for their more network minded MOSs.

I also have a 25Q30 who has not only been almost exclusively responsible for standing up a SWA TIB that supports 300x users on 3x different enclaves (a one of kind setup here in Afghanistan) but has worked lower TI radio systems in all of our Combat Advisor Teams.

From a Signal perspective, an SFAB is where you go to set up the rest of your career. This is the place where you will be exposed to the latest systems in the most austere environments. The hardships and challenges are extensive...it is NOT easy…but the growth you seen in Signal NCOs and the value they will provide to future organizations is the kind of return on investments this Army, and the Signal Corps, will need going forward.

A Signal NCO briefs on the SFABs unique SBU communication architecture. Army photo by CPT Paul Adams.

NCOs key to SFAB success

CPT Joseph "Cody" Lucas
Signal Advisor
Task Force 5
5BN/1SFAB

Currently I am serving as a Signal Company XO, BN S6, and Signal Advisor all in one. The challenges are large at times, but the vast knowledge I am gaining to operate as a Signal Leader for the Army far outweigh the workload.

We are an organization of senior leaders, with minimal junior enlisted Soldiers, so again this creates a challenge, but when you are surrounded by senior leaders from every branch, the

level of "want" is much higher and all Soldiers within the unit carry their fair share of the task.

The NCO Corps of Leaders I am surrounded by are not only the key to our success, but also a privilege to serve with. The shift in their duties and responsibilities is wide, encompassing more than doing exactly what an MOS calls for. For instance, currently I have an NCOIC that is a 25N operating as the NCOIC of the section. He is operating above and beyond his normal range and will bring a unique set of skills to the Signal Corps for many years to come. Prior to coming to this job, he only worked Joint Network Node (JNN) team initiatives and had a lack of understanding of the tactical radio capabilities we have in the Army. He now has operated in austere environments, coordinating COMSEC draw through two separate tactical systems, Spectrum analysis with coalition forces, direct feedback with PEO-C3T for new radio waveforms, direct coordination with Mission Command elements for Blue Force Tracking systems, alignment of SNAP systems, and supported multiple small teams operating in austere environments just to name a few.

The Command Staff has looked to our team for the answers in regards to Signal Operations and Architecture for an entire region forward, not only for the Army but also for our partners. Our NCOIC has advised our partners on Signal Architecture, working with equipment many of us has never seen, relaying the importance of NCO development within their ranks and Signal training to ensure they operate seamlessly in regards to communication.

Again, not easy, but this NCO has been afforded the opportunity to operate in an element that breeds leadership and his level of expertise has expanded vastly due to the opportunities the SFAB has presented him with. He came here knowing JNN. . .he will leave here with the ability to effect operations on any Signal element from a BCT to a strategic communications unit across the Army, both as a Subject Matter Expert and Signal Leader. Not only has he expanded his Subject Matter Expertise, but he has managed Soldiers (25U30

and 25S20) operating on the same team, and roughly 13 additional 25Us operating on supported teams, who are the enablers on the ground throughout our region.

I understand Soldiers are being directed to HRC for information and assignment to an SFAB, but my NCO's are also willing and able to respond to any RFI's from the field in regards to their responsibilities, challenges, and rewards this job has afforded.
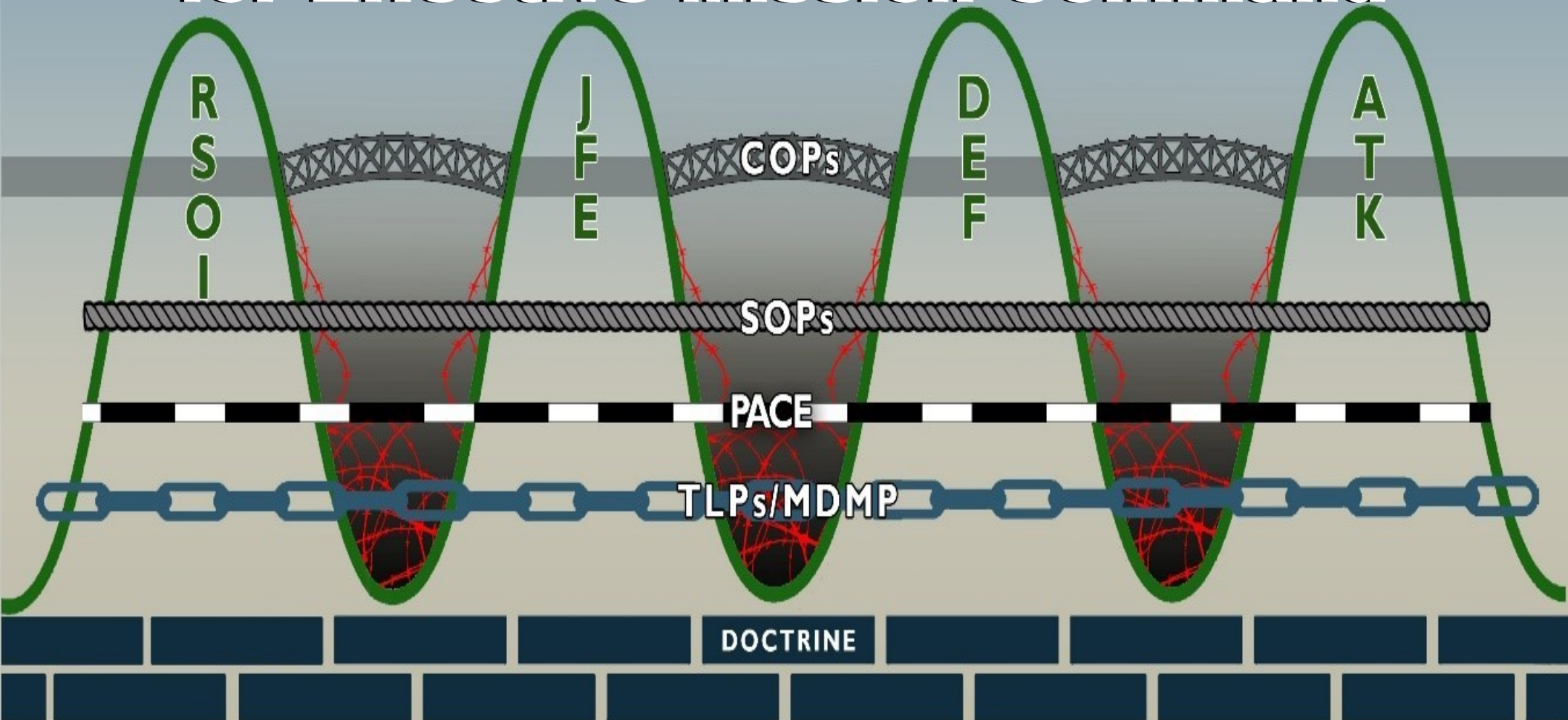

Soldiers conduct validation on a 117G radio via TACSAT. US Army photo by CPT Paul Adams.

CPT Carl Wigington
TF4 S6 / Signal OCT

The squadron or squadron S6 faces a daunting task at the Joint Readiness Training Center (JRTC) in the decisive action training environment: establishing and sustaining effective mission command. A JRTC rotation begins with reception, staging, onward movement, and integration (RSOI) at an intermediate staging base. From RSOI, the rotational training unit (RTU) begins a series of phases in the rotation. Next comes the Joint Forcible Entry (JFE) followed by the defense, and later the attack. The transition zones between those phases are valleys of death for the unprepared RTU; for an S6, they can be the pits of hell.

These 18 imperatives represented the critical considerations that will carry the S6 and the S6's unit across the Valleys of Death at the JRTC:

1. Commander Intent, Unit Mission, and Training Objectives

When an S6 fully understands the commander's intent, unit mission, and training objectives, they can develop a concept of mission command that provides the commander the most effective capabilities. Most S6s do not understand the squadron mission well enough to place their assets throughout the battlefield appropriately. Additionally, when the S6 does not understand unit training objectives, they are unable to nest those objectives with the squadron.

2. S6 Intent, S6 Mission, and S6 Training Objectives

Most squadron S6 officers show up at the JRTC without published intent, mission, or training objectives. An S6 is much like a platoon leader; the section owes critical information to the S6. Publish it! This provides additional information (specified tasks) the section can act on. Frequently, important

A radio retransmission team sets up antenna systems after jumping to an alternate location during RETRANS team validations. US Army photo by CPT Derrick Dejon.

tasks are passed over because someone in the S6 section did not understand what was happening.

3. Squadron Annex H and Scheme of Mission Command

During the operations order (OPORD) brief, the S6 must address the key information in Annex H so subordinate commanders and fellow staff officers understand important signal battle drills. The brief should include the scheme of mission command to help leaders in the unit visualize where other mission command nodes are. In addition to briefing this information, the S6 must provide the subordinate commanders with products to assist them when they are developing their OPORD.

4. S6 Battle Rhythm

The S6 battle rhythm is a simple way to manage knowledge within the section. It ensures you have the right people in the right place at the right time and allows for the appropriate level of coverage at external events like the brigade S6 synchronization or squadron commander's update brief.

5. S6 Troops-to-Task

Every staff section must pay "tax" to the headquarters company (HHC) or troop. Security is the number one priority of work. Since the S6 section is normally the largest in the headquarters (HQs), they have to pay the most tax.

Developing an accurate troop-to-task (T2T) helps the troop command team understand the signal requirements. Additionally, the T2T is a tool that helps S6 leadership understand the cost of pulling each Soldier from their assigned duties.

6. S6 Running Estimates

Running estimates must be updated routinely. A best practice is to make sure you have "update running estimates" on your battle rhythm so you don't forget about them. The running estimates allows you to provide fast and accurate input to emerging problem sets.

7. S6 Commander Critical Information Requirement (CCIR) and Wake-up Criteria

When the S6 publishes CCIR and wake up criteria, the section knows how to respond to certain situations. The squadron or squadron
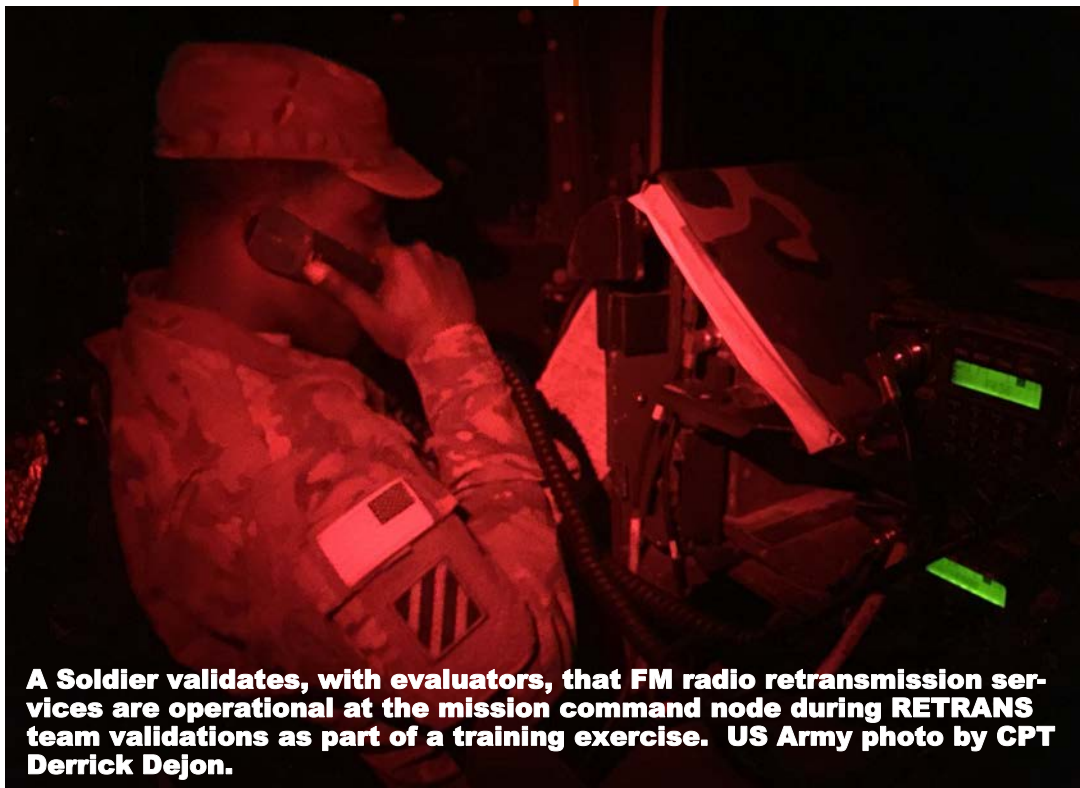
A Soldier validates, with evaluators, that FM radio retransmission services are operational at the mission command node during RETRANS team validations as part of a training exercise. US Army photo by CPT Derrick Dejon.

commander needs to know when communication systems fail or when communications are lost with subordinate units. This allows the S6 to quickly and clearly articulate the current communications status (COMSTAT) and any significant issues with in the mission command war fighting function.

8. Communication Exercise (COMEX)

The COMEX must be done prior to starting the force on force. The S6 must get the S3/XO to put the COMEX on the squadron or squadron battle rhythm so all subordinates participate. The COMEX should include all mission command nodes at a minimum. Drivers and truck commanders must get communication checks from their vehicle mounted systems before they start any movement.

9. Communication Cards

Communications cards must include adjacent unit FM, HF, and tactical satellite (TACSAT) frequencies in addition to the squadron internal frequencies.

Student are given a more detailed view of the Win-T architecture and components they will be working with. They work with and familiarize themselves with the Win-T signal flow diagrams This will help them to trace how the systems works and assist in future troubleshooting. US Army photo provided by 442nd Signal Battalion. US Army photo provided by 442nd Signal Battalion.

Include azimuth and elevation of TACSAT and the satellite transportable terminal (STT) as well. A best practice is to have a master communications card and create a separate one for each subordinate unit. These must be passed out no later than the initial squadron OPORD.

10. Priorities or Work

The whole section needs to know the current priorities of work. When they change, the information needs to be disseminated quickly. It is best to have the current priorities posted at the help desk so Soldiers have a central place to check for updates.

11. S6 Rehearsals

Rehearsals are almost always overlooked for nontactical missions. It is challenging to find enough time to complete a full rehearsal. At a minimum, talk through the event to make certain you address all critical steps. Completing rehearsals will identify flaws before it is time to execute. Some of the most important tasks to rehearse are listed below:


Students employ **TOCNET** during a simulated **TOC** exercise in SBOLC. US Army photo provided by 442nd Signal Battalion.

- Communication Security (COMSEC) Changeover – Ensure all members of the communication section (at a minimum) understand what to change and when.
- Communication Security (COMSEC) Compromise – Distribute pro-words and make sure leadership determines the best time to complete the COMSEC compromise procedures. There is an associated risk with conducting COMSEC compromise process and if subordinate units are in contact or out on a mission, it might be best to wait for a better time.
- Asset Tracking – The enemy has a say in the status of your personnel and equipment. Maintaining an accurate asset tracker will allow you to adjust the primary alternate contingency and emergency (PACE) plan or reorganize your assets to cross level throughout your squadron.
- System Failures – Systems include Upper Tactical Internet (UTI), High Frequencies (HF), FM, etc. Each capability can fail for a wide range of caus-

es. Understanding what is down, the process for fixing the issue, and projecting a time for the system to be operational, will allow for rapid adjustments to maintain mission command.

- SPEED Analysis – SPEED is a must! This software provides a more accurate terrain analysis than any other method except an actual leader reconnaissance. Section leaders need to know how to use the software and have it on a computer before they show up to the JRTC.
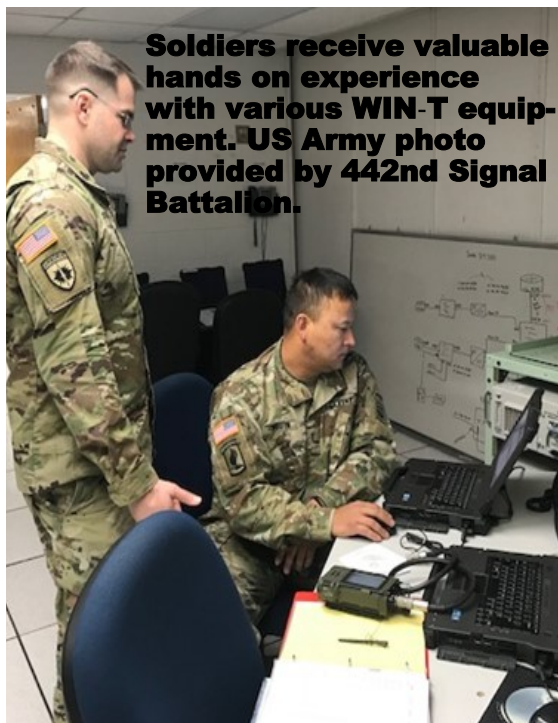
Soldiers receive valuable hands on experience with various WIN-T equipment. US Army photo provided by 442nd Signal Battalion.

- Cyber Protection – Cyber is an upcoming threat that is typically forgotten about at the squadron or squadron level. Although the squadron or squadron does not have a firewall to manage, they need to ensure users are logging out of work stations and not sharing passwords.
- Retransmission (RETRANS) / RETRANS Placement – RETRANS will make or break mission command for any tactical mission. If RETRANS is placed well and the Soldiers have a good understanding of their task and purpose, FM communications can be flawless. Time and time again, RETRANS is placed in a poor location or the Soldiers are not aware of what they need to do. Typically, when the squadron does not have good FM communications with all of their subordinate units, the mission suffers.
- Mission Command Transition (squadron and brigade) – A good mission command transition will have authorized service interruptions (ASI) that are known about prior to the execution phase. This will allow the most uptime for all UTI services.

12. Satellite Transportable Terminal (STT) / Antenna Placement

Proper STT placement will make or break the network connectivity. The STT needs to have a clear shot. Even a single tree branch will degrade the connectivity. Signal leaders need to have a precise location picked out and marked for the STT before it arrives. Communicators waste too much time troubleshooting FM communication simply because antennas are too low. Place all FM radio antennas as high as possible to provide the best coverage. Higher antennas can eliminate RETRANS requirements and free up the S6s time to focus on other position improvement tasks.

13. Communication Status (COMSTAT)

A comprehensive, accurate COMSTAT allows for the S6 to adjust the PACE when equipment fails and it will start failing as soon as the force on force begins. The only way the S6 can maintain an accurate COMSTAT is to require the troop communication representatives to send COMSTAT updates on a regular basis. Squadron leadership understand equipment will become non-mission capable for several reasons and they charge the S6 with making the best use of what is left in the fight.
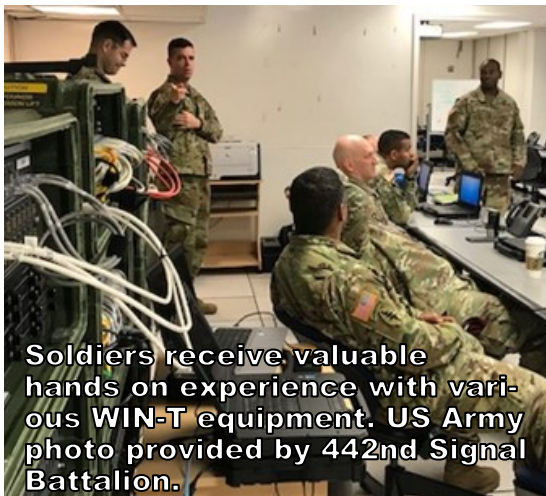
Soldiers receive valuable hands on experience with various WIN-T equipment. US Army photo provided by 442nd Signal Battalion.

14. Battle Tracking Units

An S6 who battle tracks units and understands the Squadron scheme of maneuver is able to accurately predict where units are moving to. This allows for proper planning and site selection for the RETRANS teams. Pushing out your RETRANS team before there is a problem will greatly increase the mission command capability and shared understand throughout the squadron.

15. Planning

The S6 must ensure proper planning. It must be a deliberate decision to plan because there is not "white space" at the JRTC. If the S3 or other staff sections are planning, you must inject yourself! Too often, signal if not addressed and that only makes it more challenging for the squadron to operate effectively.

16. Radio Operator (RO) Duties and Responsibilities

The S6 must ensure the ROs fully understand their duties and responsibilities. The RO is an important job and must be treated as such. When an untrained Soldier is working as a command post RO, information can get lost and not properly reported. ROs walk away from their workstation very frequently and calls are missed and reports are delayed. Missed calls reduce confidence in the radio system and cause undue stress in the S6 section.

17. PACE by Net by Phase

A good PACE plan makes everything easier but we typically only get it right for the squadron/squadron command net and the fires net. We need to assist the appropriate staff section and develop PACE plans for each net / war fighting function, we will ensure the squadron performs at its best. We also need to think about the best way to distribute fighting products to the subordinate units. I would suggest thinking about using logistical and recovery elements as options for this part of your PACE. Consider what will change when the squadron completes the JFE and sets a defense or when that defense serves to launch an attack.

18. Communications

S6 sections that do not have internal synchronization meeting struggle to maintain a good current operations (CUOPS) picture. It is a best practice to use checklists for shift changes briefs and any other battle rhythm events to keep them short and effective. The S6 must also have regular interaction with the brigade S6 to help the squadron understand the brigade concept of signal support.

Ultimately, enabling mission command is certainly challenging but proper planning over the course of several months will allow a S6 section to address most of these tasks. Our goal is to leave the unit better than it was when we got there and hopefully this helps us do that.

TechNet takes Augusta

The annual TechNet event was held Aug. 21-24 in downtown Augusta. Photo by Nick Spinelli.

Nick Spinelli
Office, Chief of Signal

Military members from Cyber and Signal regiments joined Industry Leaders and partners for TechNet Augusta, Aug. 21-24 in Downtown Augusta. The annual event was sponsored by AFCEA, a professional association designed to "enable military, government, industry and academia to align technology and strategy to meet the needs of those who serve."

The four-day event offered attendees the opportunity to see the latest innovations and advancements available, as well as attend forums and discussions on the future of the industry.

"TechNet Augusta gives participants the opportunity to examine and explore the intricacies of the cyber domain," AFCEA representatives said, describing the event on the organization's website. "With assistance from the U.S. Army Cyber Center of Excellence and industry experts, the conference is designed to open the lines of communication and facilitate networking, education and problem solving. Leaders and operators also discuss procurement challenges the military, government and industry face during a time of uncertain budgets and runaway technology advances."

The TechNet conference began with opening remarks by Robert Shea, AFCEA President and CEO, and MG John B. Morrison, Jr., US Army Cyber Center of Excellence and Fort Gordon Commanding General, who explained the importance of events like TechNet during what he referred to as an unprecedented time of change for the Army.

"What we are doing with Cyber, Electronic Warfare, and Signal, is the nexus of that change," he said. "This is an opportunity come together, share ideas, and drive that change across the force."

The theme of change was carried over into one of the first keynote addresses, as LTG Theodore D. Martin, Deputy Commanding General and Chief of

TechNet offered Soldiers the opportunity to engage with Industry partners through a number of panels and lectures. Photo by Nick Spinelli.

Exhibitors displayed the latest technological innovations at the conference. Photo by Nick Spinelli.

Staff of US Army Training and Doctrine Command, spoke about the evolving battlefield and how it required a different kind of Soldier.

"The way we train, educate, and inspire is radically different than even 12 months ago," he said.

This idea led into a discussion of the role of Army Future's Command.

"Modernization is going to happen because the Army Future's Command has been empowered like no other," Martin said.

In addition to the numerous speaker and panel presentations, TechNet also provided a showcase for the communication industry's latest innovations.

"I'm really impressed with the number of vendors on site, and how much of the different technologies are available to view and demo," said CW3 Phillip Dieppa, a TechNet attendee.

In addition to being an event attendee, Dieppa was also one of a handful of participants in the Training with Industry (TWI) workshop being held in conjunction with the conference. This activity within an activity offered a panel of Cyber and Signal officers, warrant officers, and noncommissioned officers to learn "Best Practices," from industry leaders and discuss lessons learned from developmental assignments at technological companies such as Verizon and Microsoft.

"Our goal is to send out the best, have them learn and develop new skills, and then bring them back into the force in order to improve organizational processes," explained Jim Busler, Force Integration Specialist for the Office, Chief of Signal Officer Division.

The TWI workshop covered a range of topics, including network modernization, operational integra-

tion, and more.

"Our goal was to provide the opportunity for this team to be in the best position for success," Busler said.

During his meeting with the TWI panel, BG Christopher L. Eubank, Chief of Signal and Commandant of the US Army Signal School, discussed professional opportunities available to those attending the workshop and encouraged them to use the skills they've earned at developmental placements with industry partners to build a better Army.

"As you come out of your industry assignments, we're looking for your feedback," Eubank said. "Take what you've learned and bring it back to the force." According to Dieppa, that's exactly what he believes those attending the workshop should be doing.

"We're all embedded with different companies, so this is a great opportunity to come together and discuss different ideas and different areas – how one organization operates in comparison to another," he said. "It's also an opportunity to reunite with people you've

A Training with Industry Workshop was held in conjunction with the TechNet Conference. Photo by Nick Spinelli.

worked with in the past, catch up, and trade ideas."

Ultimately, the goal of TechNet was to bring together the best and brightest of both private and public sector communication professionals and allow for the free exchange of ideas. According to LTG Bruce T. Crawford, the Army's Chief Information Officer, this goal was more than met.

"This conference is the realization of what can be accomplished when like minds work together towards a common goal," he said.
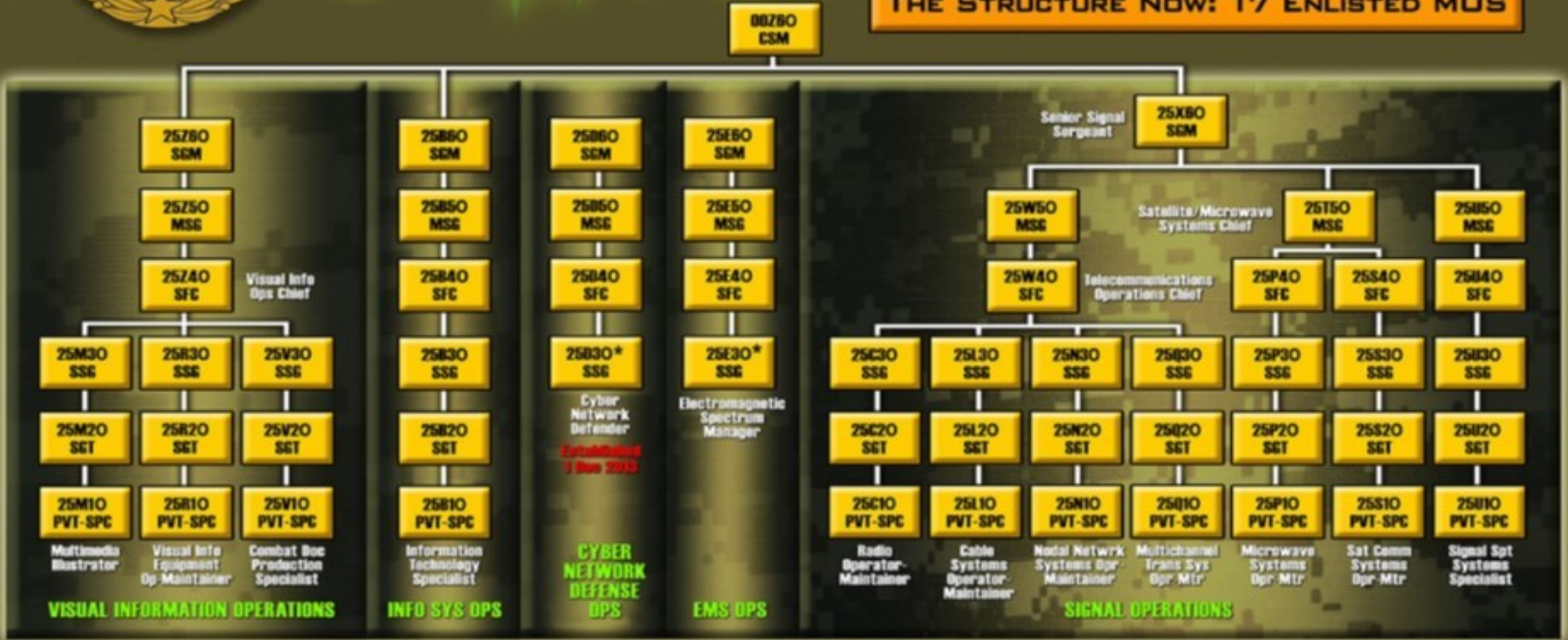
The Convergence of CMF25 Enlisted MOS structure

Signal Enlisted CMF 25
Communications and Information Systems
BUILDING, OPERATING, SUPPORTING AND DEFENDING THE CYBERSPACE DOMAIN

THE STRUCTURE NOW: 17 ENLISTED MOS

* MOS 25E30 AND MOS 25D30 CAN ACCESS FROM ALL SIGNAL AND NON-SIGNAL MOSs AT SSG

MSG Mike Garcia Jr.
Senior Career Management NCO
Office of Chief of Signal - Enlisted
Division

During the past 15 years of conflict, the Signal Regiment has grown leaders with operational experience in the Middle East spanning from the early days of Operations Enduring Freedom and Iraqi Freedom to Operations Freedom's Sentinel and Inherent Resolve. The knowledge garnered from the broad use of the art and science of warfare made it evident that the Regiment's 17 Career Management Field (CMF) 25 Military Occupational Specialty (MOS) were not structured to meet the Army's current requirements let alone future requirements. This generated friction from the force, particularly from the more senior cohorts of Field Grade Officers and Senior Noncommissioned officers with extensive operational experience.

To keep par with near-peer competitors, senior members of the Signal Regiment began to think beyond the status quo to anticipate the strategic environment of 2025, and beyond. The biggest challenge to this new paradigm is the Signal Regiment's inability to provide foundational capabilities at the Tactical, Operational, and Strategic levels to the joint forces commander. In some instances the United States, allies, and partners have lost freedom of action and freedom of maneuver in the space and cyberspace domains. U.S. adversaries disrupt access to, or actions in, these critical domains from extended distances. In order to prevail in the new operational framework of Multi-Domain Battlespace the Signal Regiment must converge capabilities across domains, mainly cyberspace, space, and land, to integrate capabilities and functions and their application in physical space and time. The Regiment must be prepared to succeed in these increasingly complex and contested domains, especially in these domains where deterrence doesn't apply.

In 2017, the Signal School re-engaged a multi-phased effort to develop a CMF25 Enlisted MOS structure that meets the Army's future communication needs and developed a Signal MOS convergence strategy. This convergence
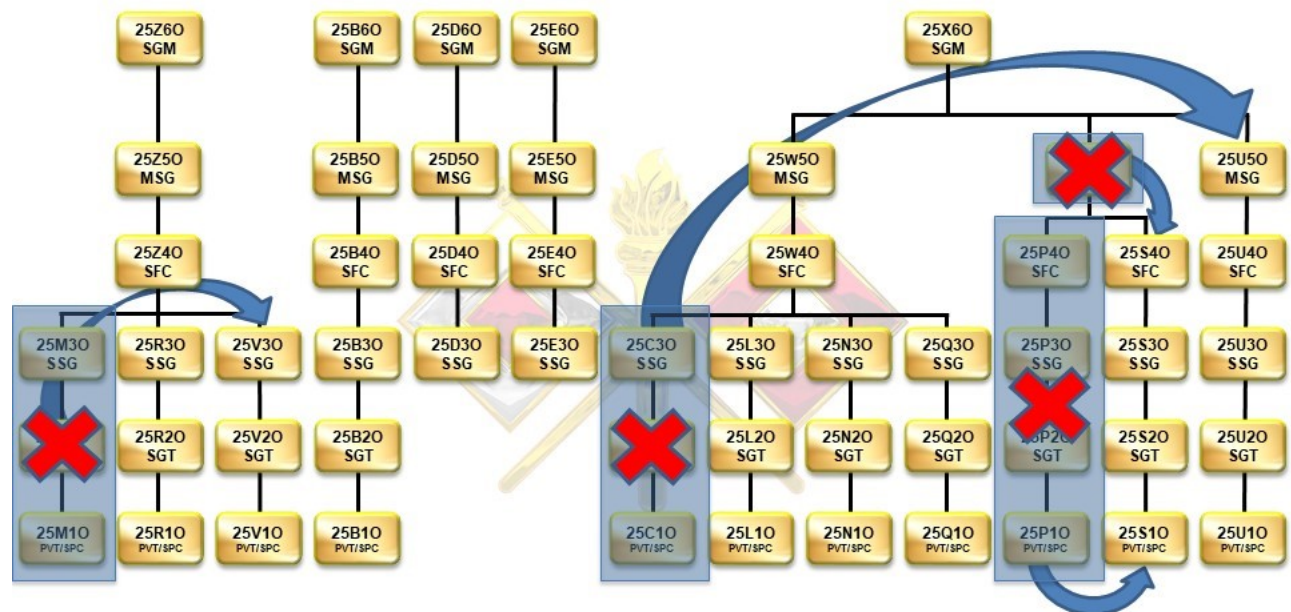
Key Tasks:
- Delete MOS 25M; revise MOS 25V to incorporate duties

Key Tasks:
- Delete MOS 25C; revise MOS 25U to incorporate duties
- Revise MOS 25W following deletion of feeder MOSs 25C

Key Tasks:
- Delete MOSs 25P ASI 7E and 25T; revise 25S to incorporate duties

effort modernizes the CMF25 Enlisted MOS structure from its current 17 MOS structure to a functions-based MOS structure that eliminates outdated functions and task redundancy. This will create a Signal enlisted force that is multi-disciplined, optimally trained, and poised for continued success in the changing operational environment. Great emphasis has been placed on the basic building block of the Soldier's proficiency; which is Foundational training and Signal Sustainment University. The Signal Regiment MOS Convergence Strategy will span multiple years to meet emerging Army operational environment challenges.

The current paradigm employs a mostly equipment-based methodology that trains a Soldier on a particular piece of equipment such as the Joint Network Node (JNN) providing a good amount of depth but this does not provide the Signal Regiment the breadth to operate in this changing operating environment. The theory-based methodology for initial training (Skill Level 1) would foster the condition to begin to create the foundational capability. The character of future warfare is evolving based on emerging technologies and changes in enemy capabilities. Paradoxically, the connectedness of networked devices within the U.S. presents adversaries with exploitable vulnerabilities.

The growing Electronic Warfare threat to the Army's Cyberspace operations makes it critical to realign existing Signal Regiment MOSs to better protect and defend information systems and infrastructure against increased Cyber threats for the United States. The Signal Regiment must create a viable structure that is poised to excel in the midst of future challenges.

Our Army's networks are converging from multiple independent systems owned by multiple regiments to a streamlined network owned solely by the Signal Regiment. Furthermore, expeditionary forces are becoming leaner and more agile. The Army is shifting its focus from developing Soldiers to fit specific capabilities to producing a relevant, multidimensional Soldier equipped with the knowledge, skills, and abilities to excel in the ever changing landscape of our joint operational environment. The Signal Regiment is reacting to this change in landscape by developing multifaceted communicators capable of excelling in signal formations that are becoming increasingly more robust, scalable, and flexible.

The Signal MOS convergence strategy has three phases to implement the changes. Several MOSs have outdated duties and functions as the result of conceptual, technological and organizational changes in the last ten years, such as the two-level maintenance concept, wireless and cloud-based capabilities, and ever-adapting organizational needs. The remaining critical functions of these MOSs must be merged with other viable MOSs to maintain mission essential wartime requirements.

Phase I of the convergence strategy began in June 2018 to functionally align and reduce CMF25 MOSs from 17 to 13 and will go into effect Fiscal Year 2022. The key tasks in the phase are:

- Delete the MOS 25C and revised MOS 25U to incorporate the duties and functions.
- Delete the MOS 25P and capper MOS 25T and revise MOS 25S to incorporate the duties and functions.
- Delete the MOS 25M and revise MOS 25V to incorporate the duties and functions.

- Revise MOS 25W following the deletion of feeder MOS 25C

Phase II of the convergence strategy will begin in June 2019 to functionally align and reduce the CMF25 MOS, and will be effective in Fiscal Year 2023. The key tasks in the phase are in development, but will focus on reshaping MOSs 25L, 25N, 25Q, 25W, and 25X.

Phase III of the convergence strategy will began in June 2020 to functionally align and reduce CMF25 MOSs even further and will be effective in Fiscal Year 2024. This phase will focus on completing Visual Information convergence.

The Signal School is using guidance from the Army Strategic Planning Guidance (ASPG), the U.S. Army Operating Concept (AOC), and the CIO/G6's Army Network Campaign Plan to take a holistic approach in shaping our regiment to meet the challenges of 2025, and beyond. The AOC requires regionally aligned and engaged forces to establish a global land power network, and shape security environments; it further identifies Army operations as inherently cross-domain operations.

The End State for the convergence of CMF25 Enlisted MOS structure is to better operate and defend the Department of Defense Information Network – Army (DODIN-A) information systems and infrastructure against increased Cyber threats for the United States by shaping and aligning the Signal Regiment into five doctrinal functions. These functions consist of Visual Information Systems, Information Systems, Network Security, Electromagnetic Spectrum Operations, and Network Systems. Also, the realignment of the work roles and responsibilities by functions directly links to the accession prerequisites for Signal Warrant Officer MOS 255A (Information Services Technician), 255N (Network Management Technician), and 255S (Information Protection Technician). Furthermore, meeting the Army Operating Concept of providing a network that is a secure, integrated, standards-based environment that ensures uninterrupted global access and enables collaboration and decisive action throughout all operational phases across all environments.

Disclaimer: Phase II and Phase III are subject to revisions

In the next

ARMY COMMUNICATOR...

Signal at Branch Week

Branch Week at U.S. Military Academy, West Point, NY, September 2017. Photo by Hector Mosley.