

ARMY COMMUNICATOR

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REGIMENTAL LEADERSHIP

Col. Paul D. Howard, 42nd Chief of Signal

Command Sgt. Maj. Linwood E. Barrett, Regimental Command Sergeant Major

Chief Warrant Officer 5 Chris R. Westbrook, Regimental Chief Warrant Officer



On the Cover:

Soldiers from 304th Expeditionary Signal Brigade Enhanced (ESB-E) treat a casualty during a field training exercise held at Camp Rodriguez, Republic of Korea, on June 22. The 304th ESB-E conducted the two-week FTX alongside 302nd Transport Terminal Battalion and 658th Regional Support Group. Read more about this collaboration on page 15.

(Photo by Sgt. Shawnee Vercammen, 1st Signal Brigade Public Affairs Office)

Setting the theater: A critical imperative from an Army signal perspective

Team Signal,

In today's rapidly evolving global landscape, the need for the U.S. Army to "set the theater" from a signal perspective has never been more urgent. We are in a period of competition with great powers, and while time is most available now, we need to reevaluate our abilities to make a swift transition to large scale combat operations. Embracing innovation and comprehending the unique challenges posed by different theaters, particularly the Pacific area of responsibility (AoR), is imperative to ensure the readiness and effectiveness of our conventional forces.

To address the complexities of modern warfare, we must think differently. The Army must move beyond conventional paradigms and embrace emerging technologies, including advanced networking capabilities and data centric systems. Robust network infrastructure enables swift and secure communication, information sharing, and coordination among units and partner nations. We must increase our understanding of those locations, develop relationships with those partners, and embrace technological advancements that will allow the Army to gain an edge in the competitive landscape and effectively counter emerging threats. It is crucial to acknowledge that the Pacific AoR presents unique challenges compared to planning for a potential Europe fight. The vast geographical expanse and diverse regional dynamics demand a tailored approach. Setting the theater in the Pacific requires a deep understanding of the regional context, cultural sensitivities, and the ability to adapt rapidly to evolving situations. A data centric approach with zero trust principles allows for easier collaboration with partner nations and facilitates better coordination in addressing common information sharing concerns.

During competition, the primary focus of Army conventional forces is to deter adversaries and demonstrate resolve. Setting the theater in this context involves proactive measures to establish a credible posture. By showcasing readiness and the ability to respond swiftly to any aggression, the Army reinforces its commitment to its allies and dissuades potential adversaries from hostile actions. This requires us to secure and clear network terrain in locations where we might operate in the future. The approach will require involving unified action partners and diplomatic agreements that grant U.S. forces access to commercial network providers. These partnerships enhance intelligence gathering and information sharing, ultimately bolstering the overall preparedness of the network to support missions.

Setting the theater is not a one-time event; it is a continuous activity that never ends. The strategic environment is dynamic, with threats and challenges constantly evolving. The Army must be prepared to adjust its posture and update its network capabilities to address emerging risks effectively. Continuous training, exercises, and learning from real-world scenarios are essential in honing the Army's ability to adapt to changing circumstances. I am proud of our teammates who are setting the theater from an Army signal perspective. The Signal Corps must continuously refine its capabilities, foster partnerships, and counter potential threats so that we are ready to "get the message through" when the nation needs us.

Pro Patria Vigilans! Watchful for the Country!



Col. Paul D. Howard

***42nd Chief of Signal and U.S. Army
Signal School Commandant***



U.S. ARMY



Introducing the Signal Corps WAAC and WAC in 1943

Women in comms

Steven J. Rauch

Signal Corps Branch Historian

During summer of 1943, the U.S. Army experienced a dramatic change in personnel demographics when women were commissioned or enlisted into the military with the same rank, pay, and benefits that men received.

On July 3, 1943, the Women's Army Corps (WAC) was created as a component, or branch, of the U.S. Army with full military status for its members as part of the wartime Army of the United States. The WACs, as they came to be called, played a critical role by adding substantial capability to the U.S. war effort by replacing combat qualified men in administrative, clerical, logistics and communications fields. Creating the WACs was not difficult, because women had been serving in the Women's Army Auxiliary Corps (WAAC) since 1942. Those WAACs had until Sept. 30, 1943, to decide if they wanted to join the new WACs.

Even before the Japanese attack on Pearl Harbor, Massachusetts Representative Edith Nourse Rogers introduced legislation to establish a women's auxiliary for the U.S. Army, but it took time before Congress created the WAAC on May 14, 1942. Oveta Culp Hobby was appointed director of the WAAC two days later. The policy for utilizing WAAC personnel was expanded in March 1943, which provided for the replacement of a man by a woman in almost any noncombat specialty. The first WAAC contingents were assigned to the Aircraft Warning Service of the Signal Corps and Army Air Forces. Eventually, the Army Air Force obtained use of 40 percent of all WAACs in the Army.

Much as the Signal Corps found during World War I with the employment of women telephone operators, the "Hello Girls," there was little lack of skilled communications technicians available who were women. An example was Edna P. Gray, who was assigned to Camp Crowder, Missouri, as an instructor in the teletypist course. Gray had already served 13 years as a chief operator and instructor in teletypewriter communications for the Pacific Telephone and Telegraph Company.

Eventually, more than 1,200 WAACs were assigned to the Signal Corps working as telephone switchboard operators, radio operators, telegraph operators, cryptologists, and photograph and map analysts. But like the World War I "Hello Girls," whose military status was not clearly



An unidentified technical sergeant with the WAC, right, works alongside a signal officer and presumably civilian federal employee reviewing statistics. (Photo from Signal Historical Collection)

defined in terms of benefits and treatment, the WAACs were similar in that they were not legally or technically in military service like their male counterparts.

In early 1943, the number of women joining the WAACs drastically declined. Part of it was due to criticism and rumor about why women wanted to serve in the military and the effect it had on Army morale, discipline, and effectiveness. Ironically many men, and their families, were anti-WAAC because the women took away all of the "safe work," which kept them or their loved ones, out of combat. Despite these issues, military leaders grew to depend on the WAACs, who often proved to be more diligent, detail oriented and dedicated, even for many of the unglamorous and mundane tasks they were asked to do.

To more clearly define the status of women, members of Congress and Army leaders sought to convert the WAACs into a new organization that



Example of a standard WAC recruiting poster for World War II.

operators, clerks, typists, secretaries, and motor pool drivers. Eventually, 22 percent of the WACs in the ETO worked in communications.

In other theaters, such as the Southwest Pacific Area (SWPA), 5,500 WACs were assigned with about 12 percent in communications.

A unique experience for Signal Corps WACs occurred in August 1943, when President Franklin D. Roosevelt and Prime Minister Winston Churchill met for a strategy conference in Quebec, Canada. The

made them a full part of the Army with the same status, pay, rank, and authority. After the WAC bill was signed into law on July 3, 1943, Hobby was commissioned as a colonel and became the first WAC in Army history. She immediately made plans to enable the WACs to expand and function successfully as an integral part of the Army. The Army soon found it could use women in many more jobs than originally contemplated. Due to escalating requirements for fighting men, WACs eventually filled more than 250 different types of positions.

In July 1943, the first battalion of WACs arrived in London to serve in the European Theater of Operations (ETO) for duty with the Eighth Air Force as telephone switchboard

Signal Corps was well represented there by 29 WACS who were carefully selected from among the best telephone operators in the WAC. When the group arrived in Quebec, they were surprised and impressed that they had been given the opportunity of providing communications support to the joint chiefs of staff at such a historic conference. The conference was held at the Hotel Frontenac, and the communications system functioned perfectly, which led to many positive comments about the versatility and efficiency of the WAC contingent.

By the end of the war, more than 150,000 women had served in the WAC in every theater of war. They received high praise from Army commanders such as Dwight D. Eisenhower who said, "They have met every test and task assigned them ... Their contributions in efficient, skill, spirit, and determination are immeasurable."



Members of WAC, 15th Signal Training Regiment at Fort Monmouth, New Jersey, on Sept. 23, 1943. (Photo from Signal Historical Collection)

America marks 70th anniversary of end of Korean War

July 27, 1953

David Vergun

Department of Defense News

On June 25, 1950, North Korean forces crossed the 38th parallel and attacked South Korea. Three days later, North Korean forces captured South Korea's capital, Seoul.

The following week on July 1, the first U.S. ground troops arrived in Korea to support South Korea. The decision to aid South Korea was made by President Harry S. Truman. In his "Memoirs," published in 1956, Truman states: "If South Korea fell, the communists would attack other nations, resulting in World War III." The communists he referred to, were the former World War II U.S. allies China and the Soviet Union, which now supported North Korea.

By early August 1950, the North Korean army had overrun most of South Korea except for a small pocket in the far southeast known as the Pusan Perimeter. During the months of August and September, U.S. Soldiers and Marines, along with United Nations forces, landed in Korea to bolster South Korea's defense.

U.N. forces besides the U.S., were the United Kingdom, Canada, Turkey, Australia, Philippines, New Zealand, Thailand, Ethiopia, Greece, France, Colombia, Belgium, South Africa, Netherlands and Luxembourg. U.S. forces landed on the western port city of Inchon Sept. 15, and two weeks later, U.N. forces captured Seoul.

The following month saw U.N. forces crossing the 38th parallel into North Korea, capturing Pyongyang, the capital of North Korea, and advancing to the Yalu River, the northern boundary of North Korea and China.

In late October 1950, Chinese forces crossed into North Korea to aid their ally. By January 1951, Chinese and North Korean forces recaptured Seoul, and by March 1951, U.N. troops recaptured Seoul.

On April 11, 1951, Truman relieved MacArthur, who had led the U.N. Command. MacArthur had wanted to expand the war into China, which was against the directives of the president, who didn't want a wider conflict, which would likely involve the Soviet Union.

"We were in Korea in the name and on behalf of the United Nations. This 'unified command' which I had entrusted to [U.S. Army Gen.] Douglas MacArthur, was a United Nations Command, and neither he nor

I would have been justified if we had gone beyond the mission that the United Nations General Assembly had given us," Truman states in "Memoirs," an account of his presidency.

By the latter part of 1951, 1952 and 1953, heavy fighting continued, with the front line stabilizing in a stalemate in the vicinity of the 38th parallel.

Dwight D. Eisenhower became president Jan. 20, 1953, and on July 27, 1953, the Korean Armistice Agreement was signed, ending the fighting. Prisoners were exchanged and South Korea gained a bit of territory northeast of the 38th parallel.

About 37,000 Americans lost their lives during the Korean War and over 92,000 were wounded and 8,000 were missing. South Korea sustained 1.3 million casualties, including 415,000 dead. Casualties among other U.N. forces totaled 16,500, including 3,100 dead.

No peace treaty was ever signed between North and South Korea and in the decades since the Korean War, North Korean forces have conducted numerous cross-border incursions and other acts of aggression. U.S. forces and U.N. representatives are still in South Korea with the goal of preventing another war.

U.S. Forces Korea is responsible for supporting and training joint South Korea-U.S. forces and United Nations Command multinational forces.

The [Korean War Veterans Memorial](#) at the National Mall in Washington, D.C., honors those who served and who sacrificed their life.



Army Chaplain (Capt.) Emil Kapaun, right, and Army Capt. Jerome Dolan, 1st Cavalry Division, carry an exhausted Soldier off the battlefield in Korea. (U.S. Army photo)

A comprehensive overview of signal operations in Japan, Korea

Evolving communications

Staff Sgt. Richard T. Jackson

Transport and Transmission Development College

Throughout history, military operations have proven to be imperative in shaping the society we exist in today. Exploration of the evolution in military communication technology provides insightful perspectives.

This essay delves into an analytical exploration of the U.S. Army signal operations in Japan and Korea.

The U.S. Army is responsible for various tasks, including signal operations, which plays a crucial role in enabling command and control functions (1. DePuy, 1991). This article principally focuses on the Army's signal operations' impact in Japan and Korea, integrating multiple analytical viewpoints.

The genesis of signal operations in Japan traces back to post-World War II, with its role evolving dynamically since the establishment of the U.S. Army Japan (USARJ) on Jan. 5, 1946 (2. Dolman & Martz, 1996). The operations orchestrated by this unit were dedicated to securing relationships with the indigenous populace and rebuilding the war-torn nation. Signal operations served as technological pedestals for Japan's revolutionary leap in technology, with influences which continue to resonate today. USARJ, through efficient and trail-blazing microcircuitry, ultimately equipped Japan with the capacity to pioneer in technology industries (3. Winkler, 1996).

Post-World War II also marked a strategic realignment of the United States' approach in Asia, resulting in the extension of signal operations to Korea. The U.S. Army Signal Corps made commendable strides in solidifying their defense postures, improving interoperability among forces, and bridging communication gaps.

Military confrontations like the Korean War showcased the efficacy of signal operations, facilitating operational commands, and augmenting

the Army's precision in action. This bores witness to an unprecedented efficiency in dispatching commands and processing intelligence (4. Birtle, 1997). The Korean War earmarked the transfiguration from rudimentary signal methods to a technologically savvy landscape.

Korea likewise inherited the cutting-edge technology, transforming warfare apparatus into an efficacious enabler of economic progress. The U.S. military bases serviced by the 1st Signal Brigade served as an infrastructure backbone during the South Korean technological boom in the late 20th century (5. Taewoo, 2002). The intertwining of technology and military objectives in regions like Japan and Korea have fostered an era of unprecedented technological growth and social progress.

In summation, the influence of the U.S. Army signal operations emanates well beyond the confines of the military. The operations catalyzed technological progress in Japan and Korea, thusly fostering socio-economic progression that had and continues to have a global impact.

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Providing communications, network services to JSA, NNSC

USANEC-Casey

Capt. Stephen T. Bill
1st Signal Brigade

Effective communication and seamless information exchange are critical elements in ensuring the success of joint security efforts. The U.S. Army Network Enterprise Center-Camp Casey (USANEC-Casey), 41st Signal Battalion, is a beacon of excellence, providing reliable and robust communications and network services to the Joint Security Area (JSA) and the Neutral Nations Supervisory Commission (NNSC), located in Area I of the Korean Theater of Operations (KTO).

The NNSC was established through the Korean Armistice Agreement signed on July 27, 1953, with the crucial mission to maintain the military armistice. The JSA also falls within these activities and is an essential location to complete this mission. With their equipment, robust infrastructure, and unwavering dedication, USANEC-Casey is pivotal in providing communication capabilities to those within the JSA and NNSC.

USANEC-Casey is the primary provider of network services in Area I of the KTO. Their role extends far beyond simply maintaining communication lines throughout the area. They serve as the backbone of connectivity for NNSC as well as some parts of the JSA.

The organization's mission is centered on ensuring seamless and secure communication channels for various branches of the armed forces, the United Nations Command (UNC), and Joint Security Forces. They are the enablers of command and control (C2) for combat forces Area I.

One of the primary functions of USANEC-Casey is the maintenance and modernization of the communication infrastructure in Area I. They manage a robust network that enables data transmission, information exchange, and streamlined collaboration between different military units and branches. This network infrastructure spans various distances, overcoming challenging terrains, and providing uninterrupted connectivity to those stationed in remote and austere environments.

The JSA is a dynamic environment that requires a highly reliable network to support its diverse operations. USANEC-Casey ensures that their services operate at peak performance, minimizing downtime and guaranteeing critical communications remain intact, even under adverse conditions. Such reliability becomes important during active military exercises, where split-second decisions and coordinated responses can make

a crucial difference in geopolitics. The ability to keep a well-maintained network, no matter what the circumstances are, results in all partners of NNSC and the JSA being well informed and always prepared.

USANEC-Casey also has the unique mission to provide uninterrupted, around the clock telephone hotline between the UNC and Korean People's Army (KPA). This is a critical mission which enables constant dialogue through messages, meetings, and regular communications checks between North and South Korea. Additionally, they ensure redundant communication capabilities for the South Korea Red Cross and if needed, medical evacuations.

USANEC-Casey actively engages in training and capacity-building initiatives for military personnel. Their personnel provide essential education on network security best practices, ensuring that those operating within the area are well-versed in safeguarding the network. This does not just include members of the JSA and NNSC, but for the entirety of the Area I customer base.

In conclusion, USANEC-Casey's communications and network services to Area I, including the JSA and NNSC, exemplifies their commitment to enabling the strengthening of national and international security efforts. They ensure reliable, resilient, and secure communications capabilities through their robust network infrastructure.



Soldiers from USANEC-Casey pose for a photo at the Demilitarized Zone, Republic of Korea. (Courtesy photo)

Understanding the role of Regional Cyber Center-Korea

Joint operations

Lt. Col. Karensa Thomas

Regional Cyber Center-Korea

The Regional Cyber Center-Korea (RCC-K) is a battalion-level cyber organization that conducts integrated cyberspace operations at theater level. We are at the midpoint in relocating from Camp Walker to Camp Humphreys, Korea; estimated completion in summer 2024.

Our function is to operate, secure, and defend the Department of Defense Information Network (DoDIN) from the strategic to operational edge in support of the United Nations Command (UNC), Combined Forces Command (CFC), United States Forces Korea (USFK), and Eighth Army. We assure network-enabled mission command and crisis management and have a 24/7 accessible network operations center.

Our top three priorities are to:

1. Enable decision and information dominance within cyberspace by operationalizing our data through multiple continuous improvement activities, threat analysis platforms, and by streamlining crisis management across the Korean theater of operations. In the newly opened world-class facility, the Bundy Communication Center, at Camp Humphreys, we have a joint operations center consisting of the RCC-K, Korea Network Operations Security Center (KNOSC), U.S. Communications Information Systems Activity-Pacific (USACISA-P), and the Joint Network Operations Control Center (JNCC). Communications will be streamlined in an unprecedented manner as we become full operating capability (FOC).
2. Support ground commanders through the Enterprise. Supporting the ground commanders from cyberspace remains enduring. We will continue to deliver a survivable and secure network that will enable the Korean theater of operation to operate as a combined joint coalition force (CJCF) during competition, conflict, or crisis in the cyber domain.
3. Deliver freedom of movement in U.S. Indo-Pacific Command (INDOPACOM). We are working diligently with the Regional Cyber Center Pacific in engineering a solution that creates a Unified Pacific Network enabling freedom of movement throughout INDOPACOM, starting with the NIPR network in support of the Army Unified Network Plan.

Army Unified Network Plan (AUNP)

AUNP is a Headquarters, Department of Army initiative to deliver a survivable, secure, end-to-end capability that will enable the Army to operate as a part of the CJCF during competition, crisis, or conflict and in all operational domains (sea, land, space, cyber, air). We are in Phase I – Set the Unified Network.

Primary efforts during this phase include:

1. The establishment of a standards-based security architecture built on zero-trust principles.
2. Accelerated movement of capabilities into cloud infrastructure coupled with swift divestment of legacy capabilities and processes. We have divested 62.4 percent of legacy equipment since July 2022. Estimated timeframe to divest the last Asynchronous Transfer Mode (ATM) in Korea is February 2024.

The AUNP ends with the establishment of a standardized, integrated security architecture that sets the foundation for the Unified Network and enables the rapid deployment and immediate conduct of operations anywhere in the world.

A pivotal moment was reached this quarter. The RCC-K team formally tested the U.S. Army Pacific (USARPAC) Seamless Movement initiative at Fort Shafter, Hawaii, with a Korea-imaged Army Pacific workstation and several Army Korea workstations, and successfully utilized enterprise services. This achievement signifies an interim operating capability (IOC) to support the USARPAC commander with freedom of movement through INDOPACOM. Furthermore, this milestone sets the conditions to support command and control (C2), continuity of operations (COOP), reception, staging, onward movement and integration (RSOI), and other enabling activities within theater.

Next, we will deploy Active Unified Directory Services integrated Azure Active Directory and Endpoint Management (Intune) capability to the PAC DoDIN-A Enterprise to enable seamless user / device movement across in the Pacific and eventually the globe.

Comply-to-Connect (C2C)

Further in support of the AUNP, the RCC-K implemented NIPR C2C two years ahead of the Army's schedule. C2C is a DoD security framework providing the highest level of assurance for authentication,

authorization, and compliance assessment, and automated remediation for the devices connecting to the network. It is a 5-step framework that automates network segmentation, continuous monitoring, incident reporting, and device remediation.

As of May 2, RCC-K implemented auto-remediation policies on NIPR Windows workstations, enforcing a zero-trust environment.

IP Address Management (IPAM)

IPAM across the peninsula is currently decentralized and inefficient. It is a manual process lacking the capability to identify, label, and track all the subnets that are currently in-use through the Korean DoDIN-A network until recently. We requested and received an IPAM solution which centralizes and automates IP Management. This will provide G6s and S6s increased visibility within their managed networks, enabling the identification of resource needs and improving Defensive Cyberspace Forces (DCF) responsiveness to concerning network activity.

The platform will ensure that RCC-K, regional network enterprise centers (RNECs) and local network enterprise centers (LNECs) identify which addresses are in use and available for assignment, prevent duplicate IP assignments, and illuminate unexpected and rogue address claims. The IP Management Solution is the KTO's first automated IP Management Solution . Estimated completion is December 2024.

Army Enterprise Service Management Platform (AESMP)

AESMP was deployed first to the RCC-K and will be deployed to all RCCs. It consolidates existing Army Enterprise Service Desk and Enterprise Service Management capabilities into a single contract in improves ITSM across the Army. The transition was seamless from Remedy to Service Now.

Here in Korea, we are excited to execute continuous improvement activities in support of United States Forces-Korea (USFK), U.S. Army Network Enterprise Technology Command, and HQDA.

We pride ourselves on excellence and placing people first! As we take time to reflect on successes over the past year, we will continue to improve readiness, enable the combatant commander, and enable the warfighter. By the end of Fiscal Year 24, the RCC-K will become the cybersecurity service provider (CSSP) for the warfighting network, Combined Enterprise Regional Information Exchange System-Korea (CENTRIXS-K).



MSTs maintain communication towers across the peninsula

Mission support

Sgt. Shawnee Vercammen

1st Signal Brigade Public Affairs Office

Signal capacities are key to the success of everyday military operations, and the 41st Signal Battalion is the unit that keeps the signal operational running on the Korean peninsula.

The Maintenance Support Team (MST) is tasked with maintaining signal towers around the Korean peninsula. There are only two of these teams to cover this vast area. The MST team based at Camp Humphreys maintains the northern part of South Korea, and MST-South, based at Camp Walker, covers the southern part of the country. The MSTs maintain different types of signal towers such as microwave towers.

“The primary mean for communication is the fiber backbone, but the microwave towers are the secondary mean that was set up in case the fiber failed. Those are the big drums,” said Sgt. Nathaniel Barrett, 41st Sig. Bn. MST team NCOIC.

Another type of antenna they service is the tactical antenna. They can be attached to the same towers as the microwave antenna but serve different purposes.

“As an example, all air traffic control communications use tactical antennas,” said Barrett.

Finally, they also maintain AM and FM antennas, which are used by the Armed Forces Network, providing a radio station for service members in Korea. The MST is tasked with conducting preventative maintenance checks and services (PMCS) on all these towers and antennas.

“We climb the towers, do PMCS, check the lights, the condition of the

drums, the antennas, and the grounding. We also check the condition of equipment inside the Tower Control Facilities, the little building next to the tower. And we make sure all the signal flow is good,” said Barrett.

Climbing towers can be a perilous task with many different factors affecting the climbing conditions for MST Soldiers. It takes meticulous checks of the climbing gear, as this is their lifeline when climbing. They go through a weekly routine to maintain the communication towers as safely as possible.

“Training and safety are always like the number one priority,” said Barrett. “Monday, just like most of the Army, that’s the PMCS day. We PMCS the vehicles, but we also do our PMCS of all our climbing gear. We put on our harnesses, ropes, and lines, check over every piece of equipment, and we follow our PMCS checklist. We make sure everything is good to go.”



A Soldier from 41st Sig. Bn. climbs a communication tower on July 3, at Camp Humphreys, Republic of Korea.

(Photo by Staff Sgt. Noah Sladek, 1st Sig. Bde. PAO)

On Tuesday, they plan the climb and tower maintenance for the next day. They check the weather conditions, assess the needs of the specific location they will maintain, and go over the maintenance checklist one more time to create the best climbing conditions.

“Wednesday, we go out to the tower site, and we PMCS of the tower. We have our checklist, we check all the climbing conditions and proceed to climb the towers,” said Barrett. “Climbing is part of the appeal of the job. It makes it a lot of fun.”

When the conditions do not allow for the MST to climb, they conduct training on new equipment or plan the decommission of old equipment, maintaining readiness across the Korean Theater of Operations.

Command and control from an afloat forward staging base

Lessons from the sea

Sgt. 1st Class Justin Banner

2nd Infantry Brigade Combat Team, 25th Infantry Division

Do you know the Department of Defense directs the Army to conduct amphibious operations? When people think of the Pacific Theater, they may think of the Navy and Marine Corps. However, America's Pacific Division has amphibious operations in its DNA.

Between 1942 and 1945, the Tropic Lightning Division conducted beach landings on the islands of Guadalcanal and Luzon. Eighty years later, the 25th Infantry Division (ID) would return to its roots by air assaulting from South to North to the Philippine Islands of Fuga, Calayan, and Basco, just a mere 100 nautical miles from Taiwan, as part of Operation Pathways 2023.

Capability Set (CS) 21 and Integrated Tactical Network (ITN) enabled decision dominance for the brigade commander who commanded from the ship, air assaulting rifle companies as they came ashore. While ashore, the infantry men and women received intelligence updates and digital fires from the brigade staff who controlled from the ship.

As part of Operation Pathways, 25th ID generates ready, combat-credible forces and deploys them into the Indo-Pacific to conduct military training exercises with our allies and partners. Operation Pathways increases interoperability, military readiness, builds relationships, demonstrates U.S. will and resolve in the region, and supports territorial defense and the protection of national sovereignty. Operation Pathways is a primary way the Army supports the joint force to achieve integrated deterrence, and 25th Inf. Div. remains a prominent leader and contributor to important Pathways events.

Due to the success of Joint All-Domain Command and Control (JADC2), installing the ITN and the Department of Defense Information Network (DoDIN) on an expeditionary sea base was smooth. 2nd Infantry Brigade Combat Team (IBCT) could tie into the ship's high frequency antennas and receive NIPR and SIPR from DoDIN-Navy. In addition to Navy-provided communications, 2nd IBCT brought their own CS 21 equipment that included: Mobile User Objective System (MUOS) and Tactical Scalable Mobile Ad-Hoc Network (TSM) waveform radios, Android Team Awareness Kit, and Low Earth Orbit (LEO) satellite terminals.

Lessons Learned

1. Without the hindrance of vegetation or rolling hills, the height of the ship and open water doubled the planning range of our line-of sight radios.
2. Ships constantly maneuver, making directional antennas challenging to manage. Phased array omnidirectional antennas are the way to go.
3. Bring zip ties or straps to tie C2 equipment to the deck. The ship rocks and is windy.
4. Navy ships provide excellent power. Bring a way to charge radio batteries, UBC, or battery eliminators.

The Warrior Brigade wants to thank the USS Miguel Keith (ESB-5) Gold Crew for assisting the brigade in establishing command and control while afloat, being world-class partners, and serving as gracious hosts.

If other Signaleers find themselves on U.S. Navy ships in the future, please get in touch with Banner at justin.t.banner.mil@army.mil, or Commercial 808-787-5728. He is the brigade S6 NCOIC for 2nd IBCT, 25th ID. Additionally, he has served in signal leadership positions in the 4th Infantry Division and 10th Mountain Division.

Tune in later this summer as the Warrior Brigade deploys to Australia and Indonesia to continue its enduring command and control journey.

WARRIOR Facebook @ <https://www.facebook.com/2IBCTWarriors>

WARRIOR Instagram @ <https://www.instagram.com/warriorbrigade>



"Able Company" of 1st Bn., 27th Inf. Reg. loads CH-47s while sailing on the USS Miguel Keith. (Photo by Staff Sgt. Brenden Delgado, 2nd IBCT)

NCO shares unique experience as member of the GC3T

USFK operations

Sgt. 1st Class M. “Sully” Suleiman
1st Signal Brigade

You are 36,000 feet in the air and somewhere over the Pacific Ocean, flying back to the Republic of South Korea (ROK) from a symposium hosted by the U.S. Indo-Pacific Command (INDOPACOM) commander in Hawaii. You are flying in a Gulfstream C-37B hosted by the 89th Airlift Wing based out of Joint Base Andrews, Maryland. The airwing operates military VIP global transportation. You are a part of the VIP’s entourage. You are the commander’s radio telephone operator (RTO) - a member of the Global Combatant Commander’s Communication Team (GC3T), which directly supports the United States Forces Korea (USFK) commander.

News just came in from the flight communications officer that the Democratic People’s Republic of Korea (DPRK) just launched another intercontinental ballistic missile (ICBM) over the island of Japan. You are a member of the GC3T, and you support one of 11 combatant commands. Each combatant command provides geographic or functional support in peace and in times of conflict. Eighth Army is the only U.S. field Army in service.

Eighth Army is stationed on the Korean peninsula and serves as the foundation of the ROK-U.S. alliance. USFK is the overarching unifying command on the peninsula. USFK operates as a joint command of the ROK and U.S. Combined Forces Command (CFC). These commands are responsible for the safety and welfare of over 50 million people. The commands provide stability for the geopolitical theater. The GC3T provides direct signal support for these strategic leaders.

The GC3T is not your typical signal company. Composed of three teams of three to five service members, the GC3T operates in a tight-knit team-oriented agile environment. Team members must be adaptive in problem-solving in their contributions to the workload. The GC3T is a team-oriented collaborative structured unit. Members must work cohesively in a cross-functional team set.

Not every uniformed service member is qualified to be a member of the GC3T. The small modification table of organizational equipment

(MTOE) demands the best applicants be recruited. Preliminary qualifications include Army rank of sergeant through sergeant first class, three evaluations, CompTIA Security + Certification, and Top Secret with Sensitive Compartmented Information (TSSCI). All team members undergo a prescreen and interview process to determine eligibility. Applicants and team members must be self-organized, self-motivated, self-directed, and empowered to act in accomplishing the mission.

Operating in a unique space, the GC3T handles their own signal design buildouts. These buildouts are tailored to the unique mission set of the Korean peninsula.

The GC3T works closely with many vendors. Some vendors include PacStar | Curtiss-Wright Defense Solutions, General Dynamics, L3 Harris, Cisco, Microsoft, and Apple. These vendors help design and build the safe, secure, and reliable solutions of the mission set.

The GC3T is composed of three teams. Each team carries its own responsibilities that enable mission success. The system administrator (SysAdmin) team is the backbone of the GC3T. SysAdmin ensures all the groundwork is complete. They work in conjunction with the IT networking and administrative infrastructure of the ROK.

The team manages many systems, across multiple enclaves, through numerous civilian and military agencies. Some of the agencies include Army Enterprise Service Desk Korea (AESD-K), U.S. Army Communications Information Systems Activity Pacific (USACISA-P), Defense Information System Agency (DISA), Joint Service Provider (JSP), Regional Network Enterprise Center (RNEC), Local Network Enterprise Center (LNEC), and the support of 1st Signal Brigade. SysAdmin works in a joint environment coordinating efforts between contractor, civilian, civil service, and uniformed services.

The next GC3T element is the Advanced Echelon (ADVON) team. The ADVON team travels 24 to 48 hours prior to the mission. They travel with a Fly Away Kit (FAK). The FAK contains everything necessary to run a fully functioning communications suite. It provides data, voice, and printing services for NIPR, SIPR and Centrix-Korea. The ADVON assists with movements, pickups and coordinating any additional requirements prior to command staff’s arrival. The ADVON team only supports

when explicitly requested for. This is because the ADVON transforms the working space into a fully functioning office space. The ADVON provides a robust communication package support for the command.

Lastly, the radio telephone operator (RTO) squad, composed of two or three individuals. The RTO team travels along with the commander and staff during all movements. They provide immediate signal support while on the move via ground, air, fixed wing or rotary wing. The RTO is the commander's close call signal support specialist. The RTO travels with a complete communications package.



Sgt. 1st Class M. "Sully" Suleiman of 1st Signal Brigade, first row, second from right, poses for a group picture with fellow members of the GC3T at Camp Humphreys, South Korea. (Courtesy photo)

They work across multiple enclaves in and around sensitive and secure environments. The Gulfstream C-37's chief communications officer turns to you, the RTO, and says, "The DPRK just launched another ICBM."

You spring into action and immediately notify the staff. The staff begins brainstorming and discussing the impact of the scenario. You begin setting up the video teleconference and calls for the commander, all the while at 36,000 feet somewhere over the Pacific. The GC3T

is not your vanilla flavored signal company. GC3T provides unique solutions for a unique mission set all while maintaining professionalism.



Showcasing the professional communicators' abilities to fight

Combined FTX

Sgt. Shawnee Vercammen

1st Signal Brigade Public Affairs Office

The 304th Expeditionary Signal Brigade Enhanced (ESB-E) conducted a field training exercise (FTX) alongside 302nd Transport Terminal Battalion and 658th Regional Support Group (RSG) at Camp Rodriguez, Republic of Korea, from June 3-23. The training allowed the units to learn new skills, build team cohesion, and increase their proficiency in tasks such as convoy operations, communication equipment setup, reacting to contact with chemical, biological, radioactive, and nuclear (CBRN) agents, decontamination after contact with CBRN agents, and medical training.

"The focus behind our training was to refine the skills necessary so that we, as professional communicators, are able to support the units here in Korea to the best of our capabilities, whether it is in a strategic environment or tactical environment," said Capt. Samuel Choe, commander of Alpha Company, 304th ESB-E.

The training accomplished led to the events of the last week of the FTX which started with a three-day of training that focused on training and qualifying on crew-served weapons. The weapons qualifications were followed by a day of instruction and training on tasks such as CBRN, signal, and medical skills, preparing units for the final day of the FTX.

The last day of training was the culminating event, where the teams had to use all the knowledge and skills acquired in the previous three weeks in order to complete a scenario-based exercise.

Each team had to go through a lane where they would first have to move as a convoy. They had to set up and use a radio and mount a Terrestrial Transmission Line-Of Sight (TriLoS). The team went

on with the lane and had to react to an enemy contact followed by a CBRN attack where the team was required to don the full Joint Service Lightweight Integrated Suit Technology (JSLIST). The lane ended when the teams successfully removed their JSLIST, performed medical care on a member of the team, and called a 9-Line medical evacuation.

"The Korean theater of operations has a very unique environment in that we need to be able to know our specific MOS, which for us is communication signal, but then also be able to conduct warrior tasks and drills accordingly in case of any type of aggression or a situation which warrants us to be able to fall back on our basic Soldier skills," said Choe.

Following this event, the teams got together to complete their final training. A paramedic flight crew from the 3-2 General Support Aviation Battalion joined the event to teach the Soldiers how to complete a medical evacuation with a helicopter. The flight crew started by giving general information about the aircraft and safety guidelines when approaching it.

The following training by the flight paramedic focused on how to properly care for the wounded, safely fasten them to a litter as well as how to communicate with the crew while the engine is roaring.

After the instructions, hands-on training began with Soldiers carrying a litter to and from the aircraft first with the engine off and later with the blade spinning. Finally, the training ended with a casualty hoisting demonstration.

"The FTX was an excellent showcase of our professional communicators' ability to truly 'Fight Tonight and Win,'" said Choe. "In Korea, it is always important to work with other units, whether they're on rotation, stationed here, or on a joint assignment. It's particularly vital here because if there are any type of scenarios where we need to rely on each other, each unit can utilize its specific skillset to achieve the mission."



Soldiers from 304th ESB-E treat a casualty at Camp Rodriguez, Republic of Korea, on June 22.

(Photo by Sgt. Shawnee Vercammen, 1st Sig. Bde. PAO)

Educating ROTC cadets on opportunities in the Signal Corps

Steward the profession

Capt. Jerrika-Taylor C. Sampayan

Office Chief of Signal, U.S. Army Signal School

Reserve Officer Training Corps cadets attend a 30-day rigorous field training exercise at Fort Knox, Kentucky, during the summer of their junior year of college. During this training, cadets are tested on technical and tactical competence, holding squad leader, platoon sergeant, and platoon leader positions, conducting land navigation weapons qualification, patrolling missions, and chemical, biological, radiological, and nuclear (CBRN) operations.

On the day before graduation, cadets participate in a Branch Day, where all branches come together in a career fair-style setting. Cadets walk around to all the branches, learn about their missions and the talent priorities of each branch, gaining insight and information they need to help decide what branch they should choose to commission into. The Signal branch was represented by Capt. Jerrika-Taylor Sampayan and Sgt. 1st Class Thomas Mize from Signal Proponent, along with numerous signal officer career managers from Human Resources Command.

Sampayan, Mize, and the signal career managers, field several questions from the cadets. The following are some frequently asked questions from cadets, with answers given by Signal Corps professionals:

What is the Signal Corps?

The Signal Corps is everything communications. Our mission is to provide support to our commander, enabling them to command and control their units on the battlefield. We facilitate radio communications, satellite communications, tactical internet, mobile devices, computer support, and much more. If it is a piece of equipment that allows Soldiers to communicate with others, it is the signal officer's job to make it work.

What positions are there and what career opportunities do I have as a signal officer?

As a signal officer, you will be a platoon leader, company executive officer, battalion S6, and company commander. Whether it's an expeditionary signal battalion, or a brigade combat team signal company, nearly all signal officers hold a platoon leadership position once graduating the Basic Officer Leadership Course (BOLC). If you want to be a leader and

lead highly competent and technical Soldiers, signal is the way to go. After you've served as a battalion S6 or company command, signal offers many broadening opportunities. For example, you can earn your graduate degree in a STEM-related field or train with industry leaders. The Signal Corps is one of the few branches that upholds the training with the industry program, wherein you can complete yearly internships with companies such as Microsoft, MacAfee, or Cisco.

In terms of duty stations, where can I go as a signal officer?

Signal officers serve everywhere, as signal organizations are aplenty. We have signal brigades and battalions all over the world, including locations such as Korea, Germany, Italy, Kuwait, Hawaii, and Alaska. Once you are a captain and at the battalion staff level, there is a signal officer as the S6 in every unit, and wherever there is a unit, there is a signal officer. Cadets marvel at the endless opportunities and places they can serve as signal officers.

Prior-service cadets and signal Soldiers understand how instrumental the Signal Branch is to all other branch's missions and are hoping to be signal officers once they commission. During any given branch day, Signal Corps representatives talk to upwards of 100 cadets each day, passionate about educating and informing cadets on the Signal Branch.

Overall, Branch Days at Cadet Summer Training is a rewarding experience for signal officers, warrant officers, and noncommissioned officers to steward the profession and get cadets to join the Signal Corps.



Capt. Jerrika-Taylor C. Sampayan speaks to a group of ROTC cadets during Branch Day. (Courtesy photo)

The CTSSB and making your career the best it can be

Viewpoint

Chief Warrant Officer 4 William J. Douglass
442nd Signal Battalion

Ever wonder how military occupation specialty (MOS) tasks or training get updated? Ever wonder how you can help make a difference?

Earlier this year, I was privileged to serve as president of the Critical Tasks Site Selection Board (CTSSB) for MOS 255S, information protection technician, which will change to cyberspace defense warrant officer in October 2023. The board's primary mission is to review and update the critical tasks unique to the MOS and determine the initial training site (U.S. Army Signal School, unit, or individually). The board does not decide which training courses are taught at the Signal School.

There were seven 255S warrant officer board members from all three components of the Army (Active Duty, National Guard, Army Reserves). Board expertise ranged from chief warrant officer 4 working in "strategic" positions to chief warrant officer 2 working at brigade tactical assignments. Members travelled from different parts of the world to come and work together to modernize 255S tasks. The president of the CTSSB doesn't vote on tasks unless there is a need to break a voting tie between board members.

Our CTSSB met for two weeks at Fort Gordon, Georgia, working with the Signal School Training Development (TD) team. We were briefed by the Signal School Commandant Col. Paul Howard, the TD team, and others. During our time working, we were visited by other Signal and Cyber Branch leaders.

We referenced retired Chief Warrant Officer 5 Todd Boudreau's article about 255S from the spring 2011 issue of this magazine (see [here](#)). We also discussed our experiences working in the MOS, and the results of the surveys sent to all 255S prior to the CTSSB. Every Soldier can make a difference in their MOS by actively communicating with their TD team – especially when the Signal School asks the field for input.

We examined survey metrics (Soldiers answered how important they thought each pre-existing task was and how often they do it), and we read every single comment the 255S warrant officers typed on their survey. We addressed every item that our fellow 255s submitted.

Soldiers can also send documents, questions, or updates to the Cyber Center of Excellence Lessons Learned branch (see [here](#)). They work directly with U.S. Army Training and Doctrine Command to incorporate lessons learned in the field into the schoolhouse so other Soldiers can learn from everyone's hard work.

As of today, we're still awaiting final approval of the updated tasks we developed at the CTSSB. It will take the TD team several months of diligent work to design training based on the new tasks. Because of the amount of money and time involved, many Army processes take some time, but it will all be worth it as my MOS matures to do our part in the best Army in the world! Pro patria vigilans!

Douglass has been a 255S since 2015. He was previously a 255N (250N) and 25P (31P). He holds a master's degree in cybersecurity.



*Chief Warrant Officer 4 William J. Douglass of 442nd Sig. Bn., second from left, is joined by fellow members of the 255S CTSSB.
(Photo by Chief Warrant Officer 4 Mina Carter, U.S. Army Signal School)*

Soldier-athlete finds balance on and off the basketball court

Positivity produces success

2nd Lt. David G. Smith

151st Expeditionary Signal Battalion

Life is all about choices, and an individual's mindset can significantly impact the outcome to produce a more desirable result. Spc. Andrew Tate, 151st Expeditionary Signal Battalion (ESB), has been provided unique circumstances throughout his life. His choices highlight what a continuous positive outlook can produce if you just demand more.

Tate's story is no different than many. However, his drive is like no other, and his path has shown those who know him what success truly is. Tate is physically gifted, driven to succeed, an ambassador to his home state of South Carolina, and devoted to the Nation's call.

In direct support to Operation Spartan Shield (OSS), he provides the operational communication requirements to ensure command and control can be maintained continuously across the U.S. Central Command (CENTCOM) area of operation (AoR). His athletic journey has led him to serve not only as a network communication systems specialist (25H) but also a coalition partner multiplier while deployed to Bahrain.

Tate began his athletic journey on the basketball courts in South Carolina during high school, where his desire drove him to focus on the sport. In his early years, he acknowledges his talent was lackluster at best, but he was determined to improve, and gradually, his efforts earned him the opportunity to commit to the University of South Carolina Upstate.

Off to a tough start his freshman year, Tate was the only one out of the eight to return his sophomore year. During his second year, he was granted the opportunity to start, however, he was injured mid-season and was unable to continue. Remaining positive and focused on his dream, Tate worked on recovering and later that year finally got the opportunity to return to the court. The injury continued to hamper his potential, and as he began closing out his college chapter, his coach warned that his role would be limited and suggested that he focus on academia and life after college. After graduating in 2020, he postponed his basketball dream and focused his efforts on career development. With a passion for learning and earning for comradery, he was drawn to the National Guard for the education benefits and organization cohesion.

As 151st ESB received notification of an upcoming rotation to the CENTCOM AoR, Tate faced another dilemma as he was provided an

opportunity to attend tryouts for the All-Army Basketball Team in the fall of 2022. His commander was ecstatic and supportive for his release to potentially achieve his dream. Grateful for his experience, Tate said the opportunity was dynamic and impactful, as it enabled him to be challenged by 23 other talented players from across the United States. However, it was short-lived. Only 12 athletes were selected, and Tate was not selected to make the final cut.

Tate shares that this was his first time getting cut and that it humbled him beyond measure. As Tate rejoined the 151st ESB's manning document for the deployment, he remained grateful and energized to accept his invitation to try out for the upcoming fall 2023 team.

While providing tactical communications to OSS, Tate gravitated to the familiar basketball court to improve his physical fitness and enhance his skills – starting from friendly games against other service members on Navy Support Activity (NSA) Base, Bahrain, to venturing out in the city to challenge local Bahrain civilians. He was noted as visibly trained and talented, so he was afforded the opportunity to play with the Filipino All-Stars against the Bahrain national team in an expedition to foster friendly competition amongst coalition partners.

Tate's reliance, positive perspective, and perseverance to overcome setbacks have enabled him to continue to improve his skills and compete against and play with talented athletes around the world. His efforts have made an impact that reach far outside the armory, and his personal drive and positive mindset are key to ensuring his future is bright.



Spc. Andrew Tate, second from right, receives recognition following a basketball tournament in Bahrain. (Courtesy photo)

Joint training exercise strengthens US, UK partnership

Stoney Run 23

1st Lt. Adam Stanley

2nd Theater Signal Brigade

U.S. and British Army signal Soldiers enhanced their readiness and interoperability skills through technical and tactical training challenges during Exercise Stoney Run at the Baumholder Military Training area, March 20-24.

Members from Bravo Company, 44th Expeditionary Signal Battalion-Enhanced (ESB-E), 2nd Theater Signal Brigade (TSB) hosted the United Kingdom's 250th Gurkha Signal Squadron (GSS), Queen's Gurkha Signals, during the exercise, an annual U.S./U.K. training event designed to test and validate communications and network capabilities, and enhance operational synergy and partner capacity between the two allies.

Both teams exercised each other's ability to conduct expeditionary signal operations. This year's exercise incorporated weapons familiarization and a culture day to the primary signal interoperability objectives. The 250th GSS received training and marksmanship instruction on the U.S.-issued M4 rifle, which included a simulated qualification exam at the Baumholder Engagement Skills Trainer (EST). The instruction and EST provided a unique opportunity for the Gurkha soldiers to practice and reinforce marksmanship fundamentals on foreign firearms.

The primary focus for the exercise was integrating communications between coalition signal equipment. Although both units provide expeditionary signal communications, each military has unique equipment and methods for deployment. U.S. and U.K. Soldiers worked together to successfully establish long-distance high frequency radio links to Poland and the U.K. Teams continued to collaborate throughout the exercise and were able to link their Scalable Network Node (SNN) to 250th GSS's satellite terminal and validate voice and data services.

The exercise also incorporated a U.S.-led deployment exercise and equipment validation event. Both U.S. and U.K. troops formed joint teams and conducted a joint convoy to a simulated mission site. There, U.K. troops fully integrated into three SNN teams. Soldiers from the 44th ESB-E then provided further instruction on U.S. equipment setup.

"Combining both nation's teams in our deployment exercise was a great opportunity for my Soldiers and I to get to know the 250th GSS soldiers and build trust," said Spc. Geovanni Suarez, SNN 350 team chief.

"We provided a detailed overview on our procedures for establishing communications and walked them through our satellite terminal set up. I'm confident my team could deploy anywhere with the Queen's Gurkha Signals. We worked very well together."

The Exercise Stoney Run 23 "Culture Day" highlighted both units' diverse backgrounds. Various speakers from both 44th ESB-E and 250th GSS spoke about a need to continue enhancing the U.S. and U.K. partnership. Members from 250th GSS also shared a presentation on the Nepalese culture, the Gurkha selection process, and performed the traditional Khukuri dance from Nepal.

Exercise Stoney Run 23 exhibited 44th ESB-E and 250th GSS's dedication to continued collaboration between NATO allies. The successful equipment integration achieved between the units enhances each unit's ability to link NATO signal assets.



Soldiers from 44th ESB-E train with 250th Gurkha Signal Squadron during Exercise Stone Run 23. (Photo by 1st Lt. Adam Stanley, 2nd TSB)

Heat illness prevention is key to saving lives during hot months

Everyone's responsibility

Sgt. 1st Class Tyree L. White
369th Signal Battalion

U.S. Army Training and Doctrine Command (TRADOC) has developed a protocol to mitigate risks during summer months and throughout the year. Known as "Heat Illness Prevention," this training obligates commanders and supervisors at all levels to protect service members and Department of Defense civilians. This fortification includes antagonistic effects of heat and ensures personnel are properly trained to recognize and effectively react to potential heat illnesses.

There is an abundance of hazards that come along with operating in blistering conditions. Such conditions are described as dizziness, nausea, and muscle cramps, which are common symptoms. In addition, more serious signs of heat illness include vomiting, hyperventilating, and weak or rapid pulse. Units throughout the Army have taken measures to mitigate these risks. Actions taken to combat such conditions are incumbent of high



Pfc. Ryan Vellan, 369th SB, plays the role of a heat casualty who received aid via ice sheet in order to lower his lower body core temperature.
(Photo by Sgt. 1st Class Tyree L. White, 369th Sig. Bn.)

heat category, determined by a wet-bulb globe temperature (WBGT), physical exertion level of training, adaptation to location, and time of exposure. Heat preparation also consists of coolers filled with two-thirds ice and one-third water, along with five

flat sheets inside with one knot tied at the one corner of each sheet.

Outdoor temperatures will determine how Soldiers will modify their operational camouflage pattern (OCP) uniforms. For example, when the temperature reaches 90 degrees and above, OCP jacket sleeves will be cuffed twice, as well as trousers.

In a situation where a Soldier becomes a heat casualty or showcases serious heat illness symptoms, the Soldier's clothing will be removed (except for their underwear), and ice sheets will be deployed to minimize brain injury. Each sheet is used for a different purpose. One sheet will be laid on the ground, and the Soldier will be placed on top. Three other sheets will be applied to the armpits, groin, and around the neck and head. The last sheet should be covering the entire body. At this time, constant communication should be maintained until the ambulance arrives on site. If necessary, re-wet the last sheet and re-cover the casualty.

Heat Illness Prevention training is mandatory to potentially save the life of a service member. To achieve the success of such a mission, all Soldiers and civilians will have to be familiar with both common and serious symptoms. Additionally, preparation and application of ice sheets are good practices to acquire until highly medical personnel arrive.

We must do our part to ensure the safety of all those who serve.



Heat category alert notifications such as this are one method used to inform Army communities of dangerous weather conditions. It is important that each person self-registers with their respective installation's mass warning notification system to receive these alerts. (Screenshot)

Airman excels providing tech support in joint environment

Mission influence

Senior Master Sgt. Joe Garcia
United States Forces Korea J6

Senior Airman Miguel Silva is an Air Force enterprise operations technician assigned to the Communications Directorate, United States Forces Korea (USFK) Headquarters, Camp Humphreys, Republic of Korea.

Silva hails from California and joined the Air Force in 2019. He was previously assigned to U.S. Strategic Command at Offutt Air Force Base, Nebraska, and will be reassigned to Mountain Home Air Force Base, Idaho, in late 2023.

As an enterprise operations technician at USFK, Silva guides a 14-member team that provides user-level support to over 1,200 customers and maintains a \$65 million network for USFK, Combined Forces Command (CFC), and United Nations Command (UNC).

Since arriving to USFK, Silva assisted with the CFC's relocation from U.S. Army Garrison Yongsan to Camp Humphreys by establishing a 10-person help desk within one week notice that provided customer support to the Korean warfighting headquarters. He also supported a \$2 million lifecycle replacement project that modernized 2,000 devices across 16 joint units supporting three commands.

Additionally, Silva oversees and maintains mobile devices for senior leaders in the joint headquarters. He developed and delivered mobile training to six members to properly configure devices, drastically reducing maintenance requests. He also assisted with the relocation of joint personnel and equipment that consolidated three split-ops locations by moving nearly 20 tons of equipment valued at \$106,000 - closing the project six weeks early.

Silva recently supported exercise Freedom Shield 23 (FS23) by delivering operations support to the deputy communications officer (C6), CFC, ensuring availability of key decision-making information systems across three networks. Additionally, Silva directly influenced mission outputs across five directorates of the CFC. In direct support of FS23, Silva supplied senior officers and their staff with equipment, software support, and just-in-time videoconferencing capabilities.

Silva's devotion to providing exceptional customer support enabled the Combined Joint Forcible Entry Operation during FS23, ultimately strengthening a key partnership between the U.S. and the Republic of Korea and advancing the 70-year alliance. With an emphasis on information technology modernization, Silva assisted with the upgrade of a command-and-control server by increasing the data capacity tenfold and enhancing security for over 1,000 users.

While assigned to USFK J6, Silva has been recognized on numerous occasions for his exceptional abilities and leadership, including the United States Forces Korea Air Force Element Airman of the Year for 2022, two-time Airman of the Quarter, and the Air Force Element's nominee for the Lance P. Sijan Junior Enlisted member of the year.

In his off-duty time, Silva is pursuing his Bachelor of Science degree in Information Technology and enjoys physical fitness. He shares his passion for physical fitness with other Air Force members assigned to USFK by volunteering as a physical training leader. In this capacity, he has created personalized workout routines to assist his peers and administered both physical fitness assessments and body composition assessments.



Senior Airman Miguel Silva is an enterprise operations technician in Korea. (Courtesy photo)

An approach to promoting a positive command climate

Dragons of the Watch

Maj. Ajus Ninan and Sgt. 1st Class Rodderick Knowles
160th Theater Signal Brigade

The Army faces the challenge of effectively addressing issues related to sexual harassment and assault, equal opportunity, suicide prevention, and substance misuse. While each program tackles specific concerns, an integrated prevention program can serve as a unifying framework for these initiatives.

This report highlights the "Dragons of the Watch (DoTW)," which is an integrated prevention program implemented at the 160th Theater Signal Brigade (TSB) to facilitate collaboration, coordination, and synergy among the Sexual Harassment/Assault Response and Prevention (SHARP), Equal Opportunity (EO), Unit Ministry Team (UMT), and Behavioral Health (BH) programs.

The Army identified that addressing behavioral issues and promoting positive change required a comprehensive and multi-faceted approach. However, the way to develop a sustainable, holistic framework has been elusive till now. The DoTW is a prevention and consultation strategy that worked in tandem to create a conducive environment that fostered healthy development, enhanced social functioning, and contributed to the overall well-being of individuals and units.

The DoTW fostered collaboration and coordination among stakeholders, including command teams, unit leaders, healthcare professionals, UMTs, SHARP, EO, Command Judge Advocate General (JAG), Safety, Inspector General (IG), Criminal Investigation Division (CID), career managers, and other community members. This multi-sectoral approach ensured a comprehensive and cohesive response to challenges. DoTW employed a consultative approach, working closely with individuals and stakeholders to identify barriers to eco-friendly behaviors and develop tailored interventions. By engaging stakeholders in the process, DoTW promoted ownership, motivation, and sustained behavior change.

DoTW recognized the collective impact of individual or command team actions on the environment. Through education and awareness campaigns, DoTW fostered engagement, creating a ripple effect that led to broader organizational sustainability. DoTW emphasized sustained

efforts to promote healthy behaviors, enhance protective factors, and build resilience through combined battlefield circulations.

In addition to educating, the team conducted organizational assessments addressing the root causes of behavioral challenges.

By identifying and addressing risk factors at an early stage, DoTW prevented the development of more severe problems. This strategy focused on providing support and interventions during critical periods of a command development cycle, significantly reducing the corrosive's negative impact.

DoTW recognized the interconnectedness of issues such as mental health, harassment, discrimination, bullying, and spiritual well-being, where individuals seeking assistance obtained appropriate resources immediately within the brigade or community partners. Proximity was crucial in allowing for seamless cross-referral among various programs. Being co-located in "The Dragons Lair" enabled quicker response times, facilitated immediate access to necessary resources, and promoted a proactive approach to prevention. Team members were more likely to seek assistance, report incidents, and engage in a culture of prevention within the team, ultimately enhancing the overall effectiveness of prevention efforts.

Due to program limitations and confidentiality procedures, there were constraints in data integration. Nevertheless, DoTW utilized the special staff meeting to integrate data across programs, enabling a comprehensive understanding of trends, risk factors, and program effectiveness. This data-driven approach facilitated evidence-based



(Courtesy photo)

decision-making, resource allocation, and program evaluation, leading to continuous improvement in prevention efforts.

During one iterative process of evaluating the DoTW strategy, a collaborative training approach for empowering command teams was identified. DoTW developed a training program for command teams that explored the complexities of addressing sensitive issues within their formations. By bringing together experts from various programs, command teams comprehensively understood the interconnections between sexual harassment/assault, equal opportunity, mental health, and spiritual well-being. These training sessions addressed complexities and nuances of these issues, highlighting the impact on individuals and the importance of a multidimensional approach to prevention and response. Command teams were trained on ways to foster a culture of

respect and fairness, coordinating responses to incidents that involve multiple aspects, and developing interdisciplinary strategies that equipped commanders with a broader toolkit to address the complex needs of their personnel.

The Dragons of the Watch initiative outlines key strategies and considerations for integrated prevention and consultation programs within the Army. The multidimensional approach empowers command teams to create a culture of respect, support, and accountability, therefore promoting well-being and readiness. The 160th TSB learned that by promoting collaboration, streamlining resources, and fostering a unified approach, the organization could enhance the overall effectiveness and efficiency of its prevention efforts. The DoTW program is vital to enhancing resources to maintain a more inclusive, resilient force.



In the next issue ...

We want to hear from the rest of U.S. Army Pacific - I Corps, 311th Signal Command (Theater) ... Don't fall under USARPAC? We still want to hear from you! Send your articles and photos, complete with the author's/photographer's full name, rank, and unit [here](#).

Coming up ...

TechNet Augusta is happening Aug. 14-17, in downtown Augusta. All Signaleers are encouraged to attend. There is no cost to attend, but registration is required. Click [here](#) to learn more.