

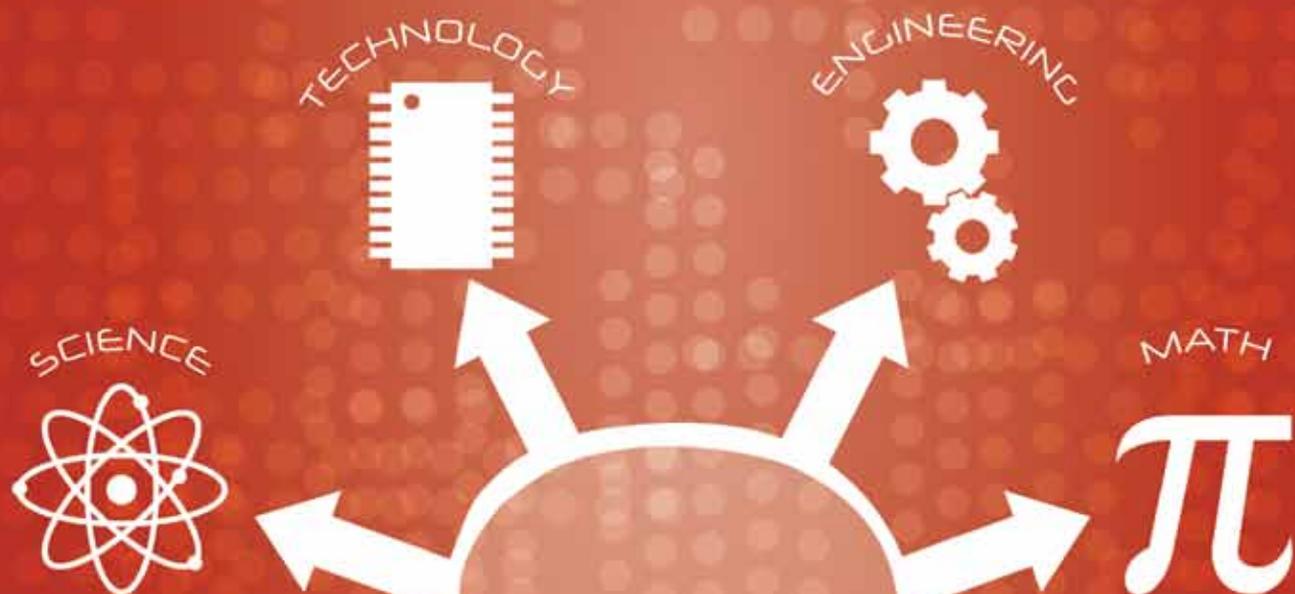
# NETCOM JOURNAL

Vol. V, No. 1

SPRING/SUMMER 2012

EMPOWERING THROUGH

# STEM



# VOICE OF THE ARMY

# Table of Contents



Page 4



Page 10

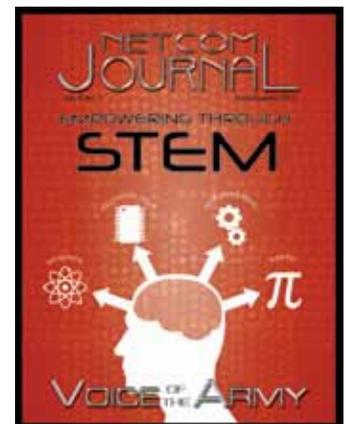


Page 19

CG's Corner.....	1
CSM's Corner .....	2
ABITS: Future of IT Service.....	3
The Army and STEM .....	6
Signal Battalion saves thousands .....	10
Installation as a Docking Station .....	11
Bringing the JTF to the Garrison .....	12
7th SC(T) NCO/Soldier of Year.....	14
Rediscovering the Heliograph network.....	17
Take 5 for Safety.....	18
Riding Safety .....	19
Army & Defense News .....	21

## ON THE COVER

**Cover Image: Educating today's youth in Science, Technology, Engineering, and Mathematics is considered to be a top priority in the United States, as it is also for the Army. New initiatives and technological advances require more people to be highly proficient in these areas so the country can be competitive in the world market and move ahead in research and development. (U.S. Army illustration by Lawrence Boyd)**



## NETCOM JOURNAL

The NETCOM Journal is an authorized publication for members of the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) Team, and its subordinate commands and organizations throughout the world, in accordance with AR 360-1. Contents of the NETCOM Journal are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense, or the Department of the Army or NETCOM. The design and editorial content of this publication is the responsibility of the NETCOM Public Affairs Office. All submissions from outside sources may be edited for style, content, and space limitations. The NETCOM Journal, with a circulation of 2,500, is distributed via official mail. To contact the Public Affairs Office, call (520) 538-2374, or e-mail [netcom.pao@us.army.mil](mailto:netcom.pao@us.army.mil). The mailing address is: ATTN NETC-PA (PAO), US Army NETCOM, 2133 Cushing Street, Suite 3209, Fort Huachuca, AZ 85613-7070. Electronic copies of the NETCOM Journal are available upon request.



**COMMAND AND EDITORIAL STAFF**  
 Commanding General Maj. Gen. Jennifer Napper  
 Chief of Staff Col. Frank Penha  
 Chief, Public Affairs Gordon Van Vleet  
 Editor Eric Hortin  
 Staff Writer Jonathan Hicks  
 Layout and Graphic Design Sgt. 1st Class Stacy Niles  
 Lawrence Boyd



[www.army.mil/netcom](http://www.army.mil/netcom)

# CG's Corner

**W**elcome to the spring edition of NETCOM Journal. This edition is dedicated to the education and careers of science, technology, engineering and mathematics (STEM). As commander of a technology focused command, I understand and appreciate the value of STEM. I depend on the knowledge and training of our personnel in these disciplines to accomplish our mission every day: engineering, operating, protecting and defending the Army's Enterprise Network, the LANDWARNET.

STEM is more than just a bunch of "geek speak" about technology and gadgets. STEM is about educational growth of the minds of our youth to not just ask the questions of how and why, but to challenge their minds to figure out how and discover why.

Information Technology is not the only field that benefits from a strong STEM program. The same kinds of innovation in engineering lead to the invention of equipment that protects our Soldiers on the battlefield and significantly increases our war fighting capabilities.

The Army recognizes the need for academic diversity within its workforce. Consequently, the Army has initiated many programs that encourage students and career professionals, especially for women and minorities to pursue STEM disciplines that the Army needs.

It is my expectation that after reading this issue you will learn more about STEM, its role in the Army, and the programs we offer. Science, technology, engineering and mathematics are woven into the fabric of who we are and what we do in NETCOM.

Our vision for the Army and network of 2020 can only be as successful as the quality of hardworking and dedicated civilians and military workforce we employ who have the skills we need today and into the future.

The goal is to build a leaner and more mobile Army. In an era of shrinking resources, we must ensure the Army can compete with industry and academia for the best soldiers and civilian professionals we can recruit. People have and will always be the Army's top priority.

**Voice of the Army! Army Strong!**



Maj. Gen. Jennifer L. Napper



Maj. Gen. Jennifer L. Napper, commanding general, Network Enterprise Technology Command, is briefed on emerging technology during the Network Integration Evaluation at Fort Bliss, Texas, April 30, 2012.

# CSM's Corner

I am very excited about this special edition of our journal which recognizes some of the skills and training we utilize within this command. We have an extremely vital mission in NETCOM of protecting and defending the Army's enterprise network system. It is a global task that requires the men and women of our team to be highly innovative in the fields of science, technology, engineering, and mathematics (STEM).

NETCOM globally employs more than 19 engineers, 88 scientists and thousands of information technology specialists who do an outstanding job in meeting our mission requirements.

It's no secret that the Army and our nation face many challenges in the future. One of those challenges is to ensure the Army recruits and retains the best men and women it can to serve with us. This includes both Soldiers and our workforce of dedicated Civilians.

The United States Army is a fantastic career choice. We have many careers that utilize the talents of those who already have education and training in STEM disciplines. However, we also offer many programs that encourage the pursuit of STEM careers in the Army for those who don't currently have the background in those areas.

Furthermore, our commander-in-chief, President Barack Obama has emphasized a proactive approach to maintain STEM as a national priority in the educational curriculum of schools at all academic levels. The President also has strongly stated that supporting STEM and innovation in America is vital to our national security.

With that said, you can understand why STEM is so important to the continued success of the Army and our nation.

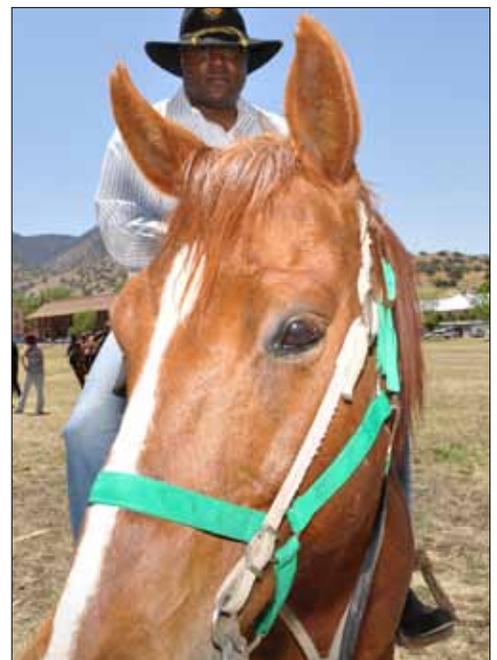
On behalf of team NETCOM, I wish all of you the best in your education and career endeavors.



Command Sgt. Maj. Gerald Williams

## Voice of the Army! Army Strong!

Command Sgt. Maj. Gerald Williams, command sergeant major, Network Enterprise Technology Command, prepares to ride with the NETCOM Command Group on a staff ride on Fort Huachuca, Ariz., May 7. The ride traversed the foothills of Fort Huachuca, with a viewing of the heliograph (mirror) signals projected in and around the San Pedro Valley.



# A new approach to IT service delivery

# ABITS

By Dave Conlon

NETCOM Operations Directorate

The Army Enterprise Network, the LandWarNet (LWN), is the foundation for delivering capabilities for unified land operations and executing Army responsibilities. The LWN is no longer a utility, but war-fighting capability, which must be available 24 hours a day, 7 days a week, 365 days a year, allowing information on demand regardless of where an authorized user is physically located, the condition of the operational environment, or phase of operation. The LWN has evolved from a series of individual stove-piped networks with varying degrees of maturity, performance, and management, into a federation of local area IT systems that are interconnected to enable a degree of interoperability. While this federated network succeeds in moving information, the lack of an enterprise-managed approach continues to present significant operational gaps and resource redundancies.

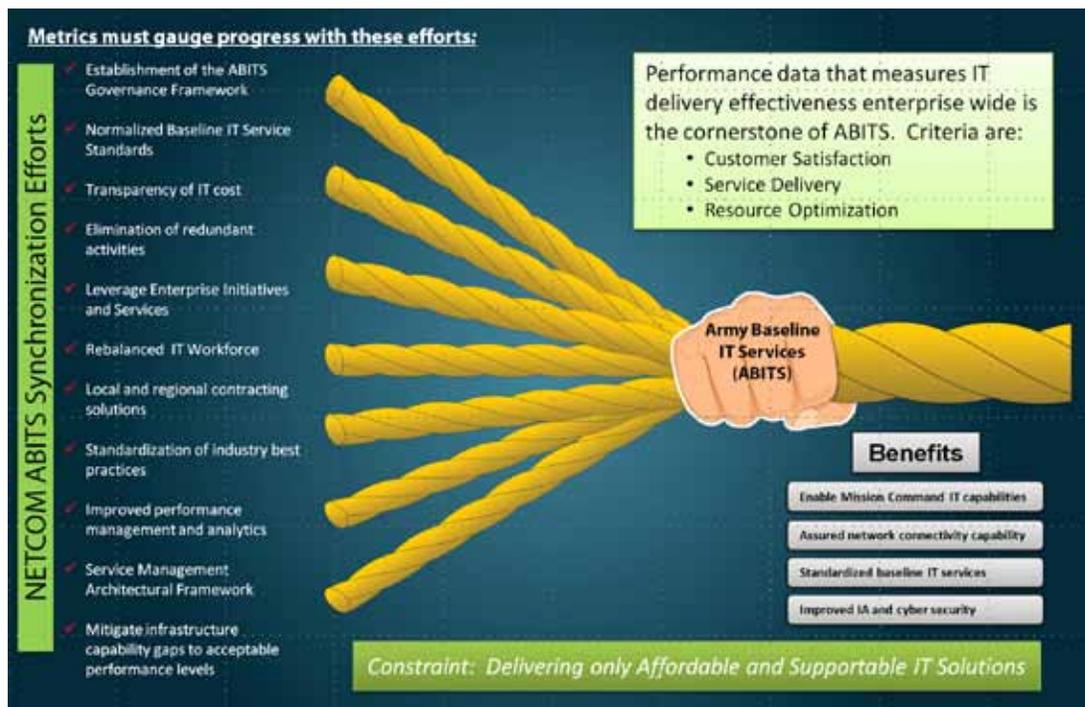
These independent, non-standardized systems and lack of a scalable, enterprise management approach are unaffordable, increases cyber risks, and diminish the Army's ability to meet evolving operational demands with agility. As a result, the Army CIO/G6 has outlined a holistic strategy to reform how the Army manages IT and ultimately decrease the complexity

and cumbersome configurations of the multitude of federated (and independent) networks that plague Army cyber operations and investments. This reform will enable the effective application of resources (technology, personnel, money, and time) towards a more resilient, affordable, available, responsive, and defendable LWN that enables continuity of mission-critical operations and supports rapid reconstitution or deployment of essential capabilities when necessary. A key element to achieving the principles of the IT reform strategy is the Army Baseline Information Technology Services (ABITS) initiative.

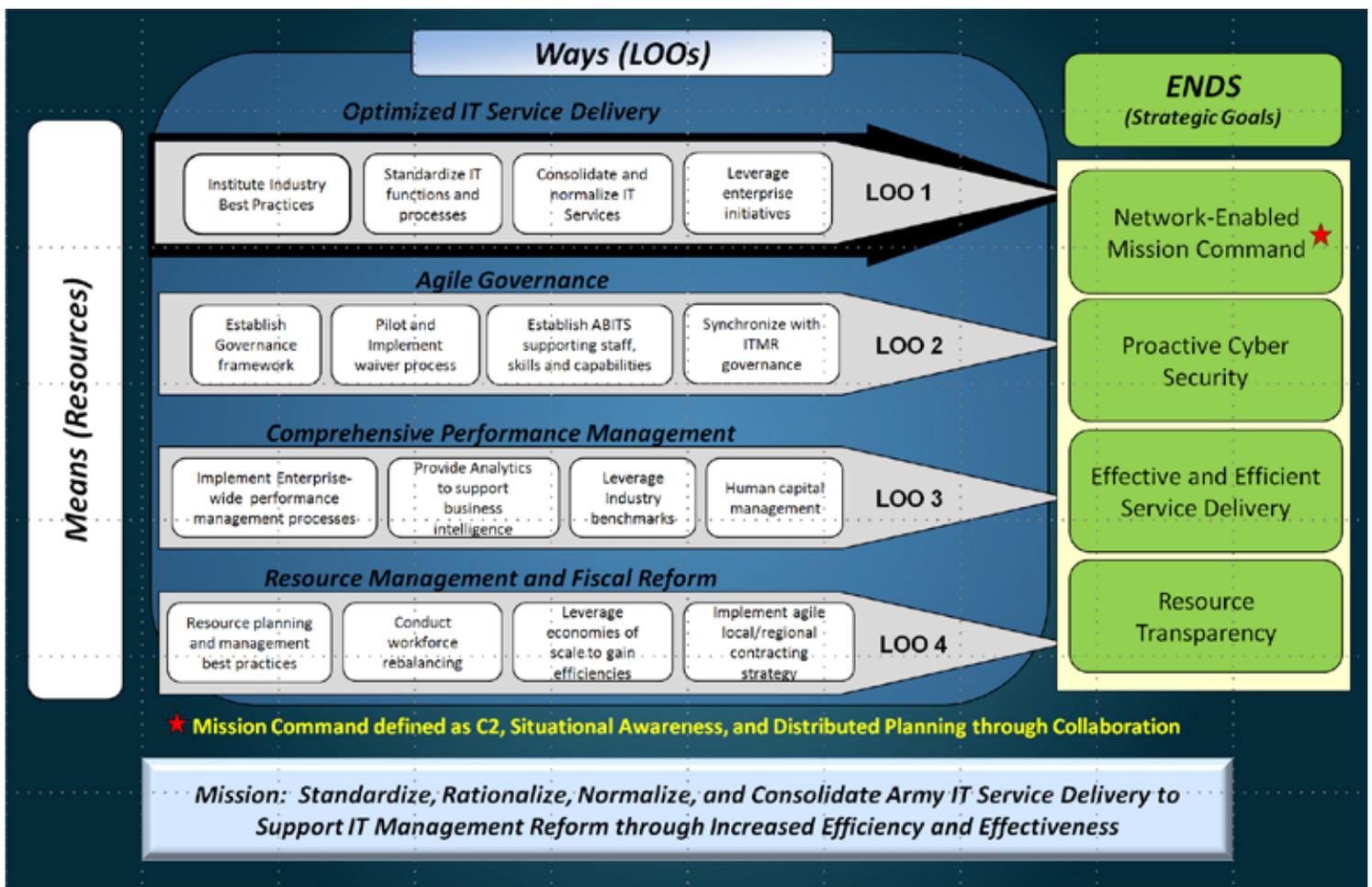
So what is ABITS? ABITS (Figure 1) is a transformational approach to IT service delivery that is more affordable and mission-centric, able to mitigate the increasing risk associated with evolving threats and vulnerabilities, and that supports increased requirements for sharing information within and across Service boundaries. ABITS represents a new IT service management strategy that balances operational requirements, performance and cost in order to provide essential, mission assured communications, information assurance and automation services to our Army. ABITS directly supports the CIO/G6 goal to implement agile and adaptive IT delivery – by providing a mechanism to identify needed baseline service requirements and

then accelerate the delivery of IT service capabilities in response to evolving demands on the LWN.

ABITS will focus holistically on all aspects of IT service delivery, with the goal of improving the value of services provided to the Army and to the individual customer. ABITS will improve service value by applying a methodology – a set of approaches – that fully optimizes the people, processes and technologies involved in the



See "ABITS," next page



## ABITS, from previous page

IT service “production” process. It is through ABITS and enterprise-level network modernization initiatives at both the Army and DISA levels, that the Army will improve the cost effectiveness and performance of baseline IT services, ensure standardization and normalization of service delivery and service standards across the entire force, raise customer satisfaction and improve information protection and assurance.

ABITS will assess IT service delivery effectiveness by three key measures: (1) Customer Satisfaction – availability of service (i.e. email, collaboration tools, etc.) as defined by agreed to standards as well as customer surveys; (2) IT Service Delivery – effectiveness in meeting IT service delivery standards (defined performance standards); and (3) Resource Management and Allocation – costs (funding and manpower) to manage IT services in accordance with established performance standards and to achieve acceptable levels of customer satisfaction.

ABITS will also provide Army senior leaders increased transparency and visibility of IT expenditures along with the ability to link affordability (cost to perform services in accordance with available

resources) and supportability (cost to deliver services over their lifecycle) in order to shape a user cost model for influencing resource decisions. ABITS will leverage industry best practices to standardize, normalize and optimize the performance and management of required IT services. Further, ABITS will reduce risk and vulnerability to the network through the standardized application of enterprise architecture and by eliminating the proliferation of network users and solutions that are not compliant with approved security standards.

ABITS will follow an evolutionary process to support network enabled mission command, proactive cyber security, effective and efficient service delivery, and resource transparency. Implementation will occur in three phases: (1) Set the conditions for success; continue consolidation of IT baseline service delivery under NETCOM, update and refine baseline standards, transform governance, identify and field best practices, and establish performance measures aligned to key standards and functions. (2) Pilot baseline service delivery at select locations; Network Enterprise Centers will provide ABITS-like capabilities to selected tenants during the pilot and monitor and refine key performance data. (3) Mature capability across select Army posts, camps and stations based on achievement

of established conditions and prioritization of implementation schedules.

Implementing ABITS requires service providers and customers to think and operate differently than we have in the past, and will require changes to Army processes. This is no small task during a time of constrained resources and drawdown. Four specific Lines of Operation (LoO) and supporting activities will focus ABITS efforts on the most essential requirements for success. The objectives have been prioritized, coordinated, integrated, and will be monitored continuously until successful execution. Throughout the implementation process, NETCOM commits to continuously inform and collaborate with our customers, stakeholders, and workforce to achieve, and adapt, objectives as necessary. We will hold ourselves accountable to all of our customers and stakeholders in order to successfully execute in those areas that we control, and influence others in those areas that we do not.

The Lines of Operation (*previous page*) which will guide and unify are efforts are as follows:

**Optimized IT Service Delivery.** Core to the success of ABITS is the ability to consistently deliver quality, essential services to all customers and eliminate the current variance in services offered and performance achieved. The activities supporting this LoO will ensure that the IT service capabilities and performance that customers can expect are relevant and clearly articulated, and that the Joint and Army level enterprise processes are in place to actually deliver those services. Activities to normalize and standardize the IT production process and align service requirements to realistic resource levels will be guided by an ABITS architectural framework. This framework will enable enterprise service management requirements and objectives, and ensure that ABITS service delivery supports the enforcement of common platforms, baseline standards, and critical industry best practices.

**Agile Governance.** The Army's current decentralized IT governance does not adequately address the performance management and enforcement required to implement ABITS. This LoO addresses the critical activities and tasks necessary to develop and implement an ABITS governance framework that is synchronized with the CIO/G6 ITMR governance proposals and that addresses the levels of ABITS oversight and performance management required below HQDA levels. Additionally this LoO addresses internal NETCOM organizational and human resource skill sets and capability requirements to support and sustain ABITS.

### **Comprehensive Performance Management.**

A cornerstone of ABITS is the requirement for IT performance metric data that measures IT delivery effectiveness according to the criteria of customer satisfaction, IT service delivery and resource optimization. This LoO identifies the critical activities required to support the Army and NETCOM to manage IT service performance and delivery across enterprise. ABITS metrics, performance standards and processes must align with commercial industry and Government best practices and be able to inform progress in achieving user needs and service provider requirements, motivate desired behaviors and actions and provide actionable business intelligence (actual performance, capacity and cost; ability to deliver to and sustain approved service levels; cyber security performance and compliance; effectiveness and efficiency of service delivery; customer satisfaction, etc.).

### **Resource Management and Fiscal Reform.**

ABITS will deliver increased transparency and visibility of IT expenditures (both prior to and after resourcing decisions) along with the ability to link affordability and supportability in order to shape a user cost model for influencing resource decisions. This LoO requires extensive coordination with the CIO/G6 as part of the overall ITMR resource management reform efforts and addresses the various activities and deliverables which must occur in order to know where IT resources are spent, and for what, and to articulate the cost to deliver services at specified performance levels.

The Army is well on its way to providing one global network enterprise – a completely integrated, secure, accessible, interoperable and affordable network that provides information to soldiers, civilians, and mission partners when they need it, in any environment – from garrison to the tactical edge. At the same time, resources will be constrained and the cyber threat will continue to become more pervasive and advanced. Against this backdrop, ABITS will provide standardized, essential services across the Army, providing the opportunity for cost efficiencies, while maintaining the ability to adapt to meet evolving requirements. ABITS will enable senior leaders to rebalance service priorities and resources to adjust to the Army's evolving strategic environment and Supported Commander's mission requirements. It is imperative we improve our service delivery and program effectiveness to support Army readiness and business operations. It is our obligation to ensure our Soldiers today and in the future have the IT capabilities and services to deploy, fight, and win. ❖

# CREATING THE VISION

# for the ARMY OF 2020

by Jonathan Hicks

NETCOM Public Affairs Office

Close your eyes and imagine the year 2020. What thoughts come to mind? The internet? Your computer? High tech gadgets?

If you're a soldier working for a highly technical organization like Army Cyber Command or the Network Enterprise Technology Command, chances are in addition to those visions, you're considering cyber security and threats, enterprise networking, communication modernization, and a new term called cyber warriors.

Technology has led to impressive capabilities in the Army's communications and networks systems. This technological ingenuity has also spawned other creations which are helping shape to shape the Army of the future and its "The Army of 2020" mission plan.

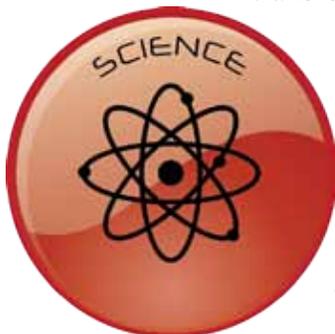
Science, technology, engineering, and mathematics (STEM) is essential to the Army's modernization efforts for communication and network capabilities. However, STEM plays another key function within the Army, which is the pursuit of technology to provide the continued safety and welfare of its soldiers.

To meet these vital goals, the Army is making substantial investments not only in Science and Technology programs, but in people whose educational background and training will be at the center of its transformational vision.



U.S. Army photo

According to the U.S. Army Research, Development and Engineering Command, since 2002 the U.S. Army has awarded more than \$6.7 million in prize money to top American students in the fields of STEM.



You may ask why is there such a large commitment and investment in STEM? The reason is the increasing developments in cyber technology, medical research, military equipment, communication devices, and safer uniforms for soldiers. This wide range of requirements is why the Army need and seeks to build its workforce with qualified soldiers and civilians who can help meet these challenges.

To support the increasing need to fill the gap of qualified soldiers in the technology, science, engineering, and math fields the U.S. Army has several commands which are at the core of STEM.

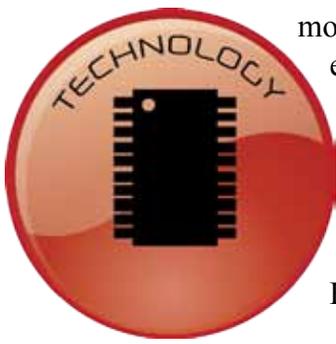
Army Cyber Command has facilities and personnel at Fort Belvoir, Va., and Fort Meade, Md. Army Cyber Command is looking at different ways to attract qualified warriors to obtain the

human capital it requires. This involves examining industry initiatives for recruitment and retention as well as leveraging talent across the active-duty military, National Guard, Army Reserves, civilian personnel and contractors.

In an interview with Sharon Anderson of CHIPS Magazine at the 2011 TechNet Conference held in Washington D.C., Lt. Gen. Rhett A. Hernandez, commanding general, U.S. Army Cyber Command referenced "green page" pilots. This effort aims to create directories in which people could enter their skill sets to find opportunities to use them in Army efforts. Leaders could employ the pages to find qualified personnel to fill certain requirements. Initiated in other parts of the Army, Hernandez said "he would like to find ways to leverage the pages across Army cyber".

Over the past year personnel at the command have celebrated several successes including starting to develop a strategic plan for Army Cyber 2020.

"Cyber already has a role in all operations and that



moving forward cyberspace must extend U.S. and allied mission-command capabilities while denying the same to others. The future also will involve an increased emphasis on the tactical edge,” said Hernandez.

“The future battlefield will be as much defined by cyber as it is enabled by its effects,” continued Hernandez. He also points out that in order for the Army to continue in the direction it envisions it must maximize the talent of its people by recruiting, developing and maintaining cyber and other STEM professionals.

Army Cyber Command’s subordinate organizations such as the NETCOM is commanded by Maj. Gen. Jennifer L. Napper, who is deputy commanding general of network operations of Army Cyber Command.

With the unique mission NETCOM has of operating, maintaining and defending the network, it’s no surprise that STEM disciplines are essential to NETCOM’s success.

“Our country is network-dependent; our military is network-dependent; and we have to continue to preserve the investments and develop capabilities in cyberspace to engineer, operate and defend these networks,” Napper said.

The next era for U.S. Army forces has already begun and the vision is to shape the Army of 2020. This vision will impact both the communication and networking capabilities in which Soldiers interact with each other and the battlefield.

“That is a Soldier that can take his or her CAC and go anywhere in the world, put it in a government computer and have immediate access to their

information because at the end of the day that’s what it is all about — data. So whether the Soldier is sitting at home, or TDY, or at their post, camp or station, or deployed in Iraq, Afghanistan, Libya, Syria — in any austere environment — they can connect to the information,” said Lt. Gen. Susan Lawrence Chief Information Officer/G-6.

Smart phone technology has opened the door for many of these individual networking devices and to facilitate smaller, more agile teams in the field. Other benefits for the Army and its Soldiers have risen from this technology According to a recent article posted at

[www.army.mil](http://www.army.mil), there’s a new smartphone application which enables wounded warriors to have mobile access to health and benefit information, medical care and appointment all at a touch of the button.

Also laying the groundwork is cloud computing that would enable large amounts of data to be moved among the battlefield without mobile databases.

These changes are significant to why recruiting and hiring personnel who possess certain analytical skill sets are so vital to the Army’s continued transformation. However, this is not an easy task. The reality is there are just not students pursuing an education in these technical fields. Consequently, the Army has to compete with civilian industries and other institutions for the relative

small pool of qualified people in STEM areas.

“STEM, is a national problem. It’s one coat tail you should want to grab hold onto for success. The problems facing our nation is not enough people are interested in science, technology, engineering and math courses to the detriment of not only America’s economy but its security,” said Brig. Gen. Frederick Henry, NETCOM deputy commanding general. “It’s not about



U.S. Army photo

See “STEM,” next page

## STEM, from previous page

the technology. It's about the institutional change in the ability to do things better and smarter, and to take full advantage of the products that we already know are available to us," adds Napper.

Other agencies and organizations in the U.S. Army have stood up in recent years to capitalize on the growing need of STEM career fields to keep pace with the speed of technology.

The U.S. Army Research, Development and Engineering Command is the Army's technology leader and largest technology developer. RDECOM ensures the dominance of Army capabilities by creating, integrating and delivering technology-enabled solutions to our Soldiers. To meet this commitment to the Army, RDECOM develops technologies in its eight major laboratories and research, development and engineering centers. It also integrates technologies developed in partnership with an extensive network of academic, industry, and international partners

According to the RDECOM website, it provides the Army with an organic research and development capability. More than 17,000 Soldiers, civilian employees and direct contractors form this world-class team. As part of that team, there are 11,000 engineers and scientists, many of whom are the Army's leading experts in their fields.

The Army Research Laboratory in Adelphi, Md., has several objectives that include scientists trying to understand fundamental technologies that would enable autonomous micro-robots to work together on the battlefield.

The Telemedicine & Advanced Technology Research Center performs medical reconnaissance and special operations to address critical gaps that are underrepresented in DoD's medical research programs. TATRC is an office of the headquarters of the US Army Medical Research and Materiel Command (USAMRMC). TATRC also fosters research on health informatics, telemedicine/m-Health, medical training systems, and computational biology, and

promotes and manages science and engineering in other key portfolios.

All of this STEM researching and developing technology has dramatically modernized the safety and quality of life for the Soldiers who protect and defend our nation.

Organizations such as the Detection Engineering Branch has worked on equipment like the Automatic Chemical Agent Detector Alarm and Improved Chemical Agent Monitor that warns of dangerous substances, including nerve and blister agents that can be lethal.

Other key research scientists like those in the Protective Equipment Branch test and analyze carbon materials that will be integrated into Soldiers' protective mask filters for hazards they face in combat.

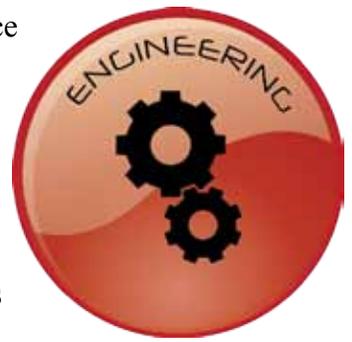
The Army has also developed technology to prevent the dangers and fate thousands of Soldiers who've stepped on IEDs and suffered injuries that required amputations or suffered extensive damage to the perineum region, the part of the body that includes the anus and reproductive organs. This two layer pelvic protection for Soldiers is called the "PUG," and POG."

Both components of the system are worn like shorts. The PUG is worn under a Soldier's ACU pants. It can be worn in place of underwear, or over the top of a Soldier's underwear. Soldiers, in a tongue-in-cheek fashion, call the shorts "Kevlar boxers"

According to the Protective Equipment Branch, since the Army first put the pelvic protection system into theater in June 2011, over 15,000 Soldiers are now benefiting from this life saving research.

What is the future for STEM in the Army? The answer is recruiting! The Army must do what it can to recruit and retain the best soldiers possible. One way it uses is a new STEM on-wheels recruiting tool.

The STEM vehicle is a modified tractor-trailer equipped



U.S. Army photo



U.S. Army photo

with high-definition TVs and touchscreen computers. It was designed to publicize STEM careers and demonstrate how civilian scientists and engineers help to ensure America's national security along with uniformed Soldiers. This STEM Asset is just one example of the Army's effort to pursue maintain a top quality work force in STEM careers. Another priority is ensuring the Army has a diverse workforce.

## Diversity for STEM

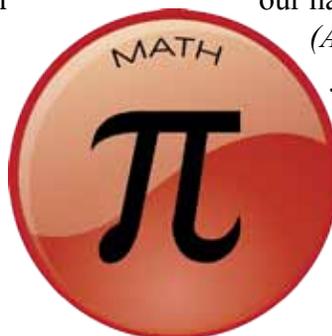
The Army realizes that diversity is another key necessity in the progression to grow STEM throughout its personnel for both civilian and soldiers. Programs like The Black Engineer of the Year conference sponsored by CYBERMISSION, a program managed by the U.S. Army Research, Development and Engineering Command, is a free, Web-based STEM competition designed to increase student interest and participation in STEM studies.

The competition is open to all U.S. and Department of Defense Education Activity students in grades six through nine. eCYBERMISSION challenges students to work together to solve a problem in their community while using the scientific method. Teams are comprised of three to four students from the same grade and region, with an adult team advisor to serve as a mentor.

Other diversity efforts are the Hispanic Employment Program (HEP) to increase the representation of Hispanics at all grade levels and all occupational series with particular emphasis on grades 13 and above. U.S. Army Research Laboratory's (ARL's) Historically Black Colleges and Universities/Minority Institutions (HBCU/MI) a program developed is to address the projected shortfall of scientists and engineers among the diverse populations of the 21st century. The Army Educational Outreach Program (AEOP)!, which is comprised of Army-sponsored research, education, competitions, internships and practical experiences designed to engage and guide students and teachers in science, technology, engineering and mathematics (STEM) education.

As the Army modernizes and builds its future capabilities, it will continue to depend heavily on technology and innovative breakthroughs to maintain and enhance military superiority. Through demonstrated innovation the Army will continuously provide those capabilities that empower, unburden and protect the American Soldier, while most importantly defending our nation. ❖

*(Author's Note: Some information was obtained from CHIPS Magazine, Oct-Dec 2011.)*



# 509th Signal Battalion saves unit thousands

Photo and story by  
Frank Maloney

*509th Signal Battalion*

LIVORNO, Italy – U.S. Army Garrison-Livorno is home to many units, including the 509th Signal Battalion from 5th Signal Command's 2nd Signal Brigade. Civilians from the 509th Signal Battalion at Livorno have a long history of saving other units money through numerous projects and initiatives.

509th's Network Enterprise Center received word that the 839th Transportation Battalion was seeking help because their headquarters building was unable to be serviced with normal DSN phones based on a faulty cable. The 839th is a unit that has to make many long distance calls for their transportation mission. The unit originally planned on contracting commercial long distance service that would have cost the 839th \$40,000 a year.

The 509th approached the 839th with a solution to their problem. With help from the 6981st Civilian Support Group, and 2nd Signal Brigade, the faulty cable was repaired. Once the repair was complete, cable installers went to work. Through



**Lt. Col. Marcilyn L. Patterson, Commander, 839th Battalion presents a coin to Mario Propat, a civilian with 509th Signal Battalion, for his help in establishing a cost-effective communications infrastructure within their headquarters building.**

long hours, 509th and 6981st teams were able to provide DSN service to the 839th headquarters. This initiative has already begun to save the unit money and over the course of a year will result in a savings of over \$40,000.

The 839th is headquartered at Leghorn

Army Depot, part of USAG-Livorno. The 839th serves as the single port manager for military operations in over 180 seaports in 22 countries surrounding the Mediterranean Sea, Black Sea, and North Africa. ❖

## Sunrise Service

Chap. (Col.) Daniel Minjares, Command Chaplain, U.S. Army Network Enterprise Technology Command, conducts the Easter Sunrise Service April 8, on Reservoir Hill at Fort Huachuca, Ariz.



*Photo courtesy Capt. Deborah Holland*

# ‘Installation as docking station’ links home front to battlefield technologies

By Gordon Van Vleet

NETCOM Public Affairs Office

WASHINGTON, D.C. – Soldiers at eight U.S. Army posts are the first to link into the “Installation as a Docking Station” system that allows access to the same information technology systems and software used on the battlefield.

The Army recently implemented the use of Installation as a Docking Station systems across all Forces Command units – including those already connected at Fort Hood, Texas; Fort Carson, Colo.; Fort Bragg, N.C.; Fort Riley, Kan.; Fort Bliss, Texas; Fort Campbell, Ky.; Fort Drum, N.Y.; and Fort Stewart, Ga. More will connect by July.

This program is “an example of effectively using technology while gaining efficiencies,” said Lt. Gen. Susan S. Lawrence, the Army chief information officer/G-6. “This train-as-you-fight strategy allows commanders and system operators to maintain skills and ensure equipment readiness as well as reducing the need for satellite bandwidth in garrison.”

From August to November 2011, Fort Carson, Colo., units completed a pilot of the Installation as a Docking Station. This tactical information-technology system provides a standard, simplified connection for operating forces to connect tactical mission command systems to an installation’s secure network. The pilot was conducted by the Network Enterprise Technology

Command, U.S. Army Forces Command, 7th Signal Command (Theater), and 43rd Sustainment Brigade.

“We want active and reserve-component units who operate tactical IT systems during exercises and deployments to train and work in garrison as they would during deployments,” said William Lasher, the FORSCOM deputy chief of staff, G-6. “Warfighter readiness and the ability to fight upon arrival are crucial for a fully capable, ready force.”

Tactical information technology systems are complex and ever-changing, requiring highly-skilled personnel to administer them, said Tim Powers, a member of the FORSCOM G-6. “Soldiers must constantly exercise their craft to maintain the high state of proficiency needed to support commanders’ requirements.”

Installation as a Docking Station provides consistent, streamlined and cost-effective mission command connectivity at the garrison. It enables administrators to keep user accounts current and keeps systems patched to mitigate security threats. A SharePoint server at the Area Processing Center on Fort Bragg will provide mission command system patch distribution.

Mission command systems provide command and control, distributed planning, and situational awareness capabilities, which are key components to success on the battlefield, officials said. ❖

**Chief Warrant Officer 4 Jim Ebeler, 7th Signal Command (Theater), talks about the IAADS portal site and operating forces security site May 3, during the U.S. Army Forces Command Tactical C4 Conference in Fort Bragg, N.C.**



# JOINT ENTERPRISE NETWORK:

**Kristopher Joseph**

*5th Signal Command (Theater) Public Affairs Office*

Soldiers, Sailors, Airmen and Marines are each masters of their own domains, experts in their fields and formidable in their own ranks. Yet, the most effective formation in a given operation is the powerful combination of all the services, commonly known as a joint task force.

When deployed, these forces become one with their lines of communications flowing over a powerful joint tactical network, each force seamlessly connected to one another and to the combatant commander. Data, services and information flow freely and effectively over this robust, deployed network. But, when the mission is complete and the troops come home, the network they had grown to love stays deployed.

Soldiers return to garrison and return to their stove-piped networks that isolate them from the rest of the military. Most of the state-of-the-art joint applications they enjoyed downrange are nowhere to be found on their home station networks. Frustration sets in and the age-old question arises, “Why don’t we train as we fight?”

5th Signal Command, in partnership with Defense Information Services Agency will answer this question by delivering in Europe what is known as the Joint Enterprise Network.

“The JEN is designed to unify all combatant

commands and service component IT infrastructures in a region with a common architecture used by all and operated by a single theater signal command,” said Col. Bruce T. Crawford, commander, 5th Signal Command (Theater). “Simply put, 5th Signal will re-create a deployed JTF network and bring it to the garrison.”

“The JEN is something that the U.S. Army, U.S. African Command and U.S. European Command have come together on to partner and look at how we can create a global information environment. We’re using it as a methodology, as a proof of principle, to look at how to converge transport, data architecture and security so that we can get to more capacity,” said Lt. Gen. Carrol Pollet, former DISA director and former 5th SC(T) commanding general during the 2011 LandWarNet Conference (Tampa, Fla., Aug. 25, 2011). “We think we can gain efficiencies. This is a huge effort that I think will free up dollars that the Army will be able to focus on the tactical edge.”

5th Signal Command will implement the first iteration of JEN with AFRICOM this year. This entails moving all of AFRICOM’s local data and services to DISA Europe-hosted servers in Stuttgart. Centralized migration of data to DISA is a key component to making JEN a reality.

“At its core, JEN is the way to connect all services and all data in a cost-efficient environment,” said Jason Brown, 5th SC(T) JEN program manager. “By reducing redundancies and information stovepipes, commanders will finally receive a holistic view of the network in the garrison environment that they’ve always enjoyed downrange.”

Data consolidation is another vital component of the JEN architecture. “JEN is about collapsing existing services into enduring data centers such as the Defense Enterprise Computing Center in Stuttgart and the Area Processing Center in Grafenwoehr for example,” said Kevin Straley, 5th SC(T) Enterprise Service Office division chief.

Yet, while a unit’s data and services would be hosted and administered by DISA and 5th Signal



*U.S. Army photo by Staff Sgt. Jose Rivera*

**A 5th Signal Command (Theater) Soldier configures a portable satellite terminal during a recent exercise in Schweinfurt, Germany.**

# 5TH SIGNAL COMMAND BRINGS THE JTF TO THE GARRISON

Command, each unit would still maintain certain network functions such as establishing its own security policy and putting systems on the network in-line with joint standards instead of only service component standards, said Straley.

5th Signal Command and DISA are working towards a model where DISA provides the global enterprise services like Enterprise Email, Sharepoint and public-facing web servers, and theater signal commands provide local level services like firewall management, storage, authentication and file services. In conjunction with migrating AFRICOM to the JEN, 5th SC(T) and DISA are also phasing in EE to the theater.

“Enterprise Email is a great example of a shared service that multiple service components can subscribe to. It reduces costs, servers, provides a broad global address list, more cloud storage and gives everyone a permanent e-mail address,” said Straley.

In the planning phase of implementing JEN, AFRICOM voiced their difficulties of going from one network to another and dealing with firewall and user account issues. “With JEN, combatant commands will be able to easily collaborate with partners. AFRICOM headquarters in Stuttgart, for example, will be able to rapidly integrate with their Joint Task Force operating in the Horn of Africa.

JEN will be implemented in Europe with a phased approach starting with AFRICOM, then EUCOM and ending with U.S. Army-Europe. 5th Signal Command will be the administrator for the JEN maintaining the joint network architecture. If successful, 5th SC(T) hopes that this model will set the standard for wider implementation across the joint forces.

“Other forces will definitely want to see if this model can be translated and applied in different theaters because of the cost-savings and efficiencies that JEN can provide,” Straley said. “This is the largest effort of its kind impacting two geographic combatant



U.S. Army photo by Staff Sgt. Jose Rivera

**5th Signal Command (Theater) Soldiers set-up a command post node during a recent exercise in Schweinfurt, Germany.**

commands and 65-70,000 customers.”

“In times of fiscal restraint, we have to look at ways of reducing costs without jeopardizing the mission, and JEN enables that,” said Crawford. The reality of downsizing the forces is one challenge, and another is the challenge of gaining buy-in from the rest of the military.

“Fundamentally, our biggest problem is culture. We have to get focused on the fact that it’s OK to change and it’s OK to do things differently. For the first time in my 37 years of service, it’s not the technology that’s limiting us; it’s culture. And it’s the young people who will have to take on the leadership role and drive this change,” Pollett said.

“The time-honored motto of, ‘train as you fight,’ is a readiness issue that all service components would agree on. We in the signal world are doing a disservice to our troops and the mission if we can’t replicate that efficient joint network environment in garrison as we already do downrange. The future success of our forces demand that we provide them an enhanced network capability at home, so when they do go in harm’s way, they will have the tools, training and knowledge to hit the ground running when they enter the fight,” said Crawford. ❖

# TAKING THE SHOT...

## ...AT TOP NCO, SOLDIER OF YEAR TITLES



*U.S. Army photo by Neil Guillebeau*

FORT GORDON, Ga. – Two 21st Signal Brigade Soldiers earned recognition for their selection as the 7th Signal Command (Theater) Noncommissioned Officer and Soldier of the Year during a ceremony at the Third Annual 7th Signal Command (Theater) Ball at Fort Gordon, Ga., recently.

Eight Soldiers from 7th SC (T) units competed in a variety of events including the Army Physical Fitness Test, weapons qualification, day and night land navigation, confidence course, a written exam, Mystery Event, and an interview board over the course of a week.

Sgt. Amber L. Martin, a combat production/documentation specialist from 55th Signal Company (Combat Camera), 114th Signal Battalion, Fort Meade, Md., earned the NCO of the Year selection.

Spc. Christopher A. Ludeking, a satellite communication systems operator/maintainer from

**Above: One of the Soldier of the Year competitors fires from the supported kneeling position.**

**Right: Lawhettie Hunter makes his way under the low crawl obstacle during the confidence course event.**

the 327th Signal Company, 302nd Signal Battalion, also stationed at Fort Meade, earned the SOY selection.

Martin thanked her family and those close to her.

“It meant a lot to me when Brig. Gen. Patterson called my father to tell him how well I was doing because my father is an amazing dad and I want to make him proud of the things I’ve accomplished and am working towards,” she said. “I’ve met some of the



*U.S. Army photo by Neil Guillebeau*

best NCO's and Soldiers in the 7th Signal Command. I got to learn so much from the competition and other competitors that I can take back to my unit and give to my Soldiers."

Ludeking said he was grateful for the opportunity to compete at this level, and high standards are important to him.

"Everything weds in the Army, such as on the job and field training," he said. "Being the best of my peers and showing others you can exceed your goals means being recognized by superiors and peers to stand out," he said.

Martin and Ludeking received trophies and are slated to compete at the next level during the Network Enterprise and Computer Technology Command, Fort Huachuca, Ariz., competition later this month.

The other NCO and Soldiers of the Year candidates were:

- Sgt. Esteban L. Fernandez, 106th Signal Brigade, Fort Sam Houston, Tex., supply sergeant
- Sgt. Lawhettie N. Hunter, Headquarters and Headquarters Company, 7th Signal Command (Theater), Fort Gordon, Ga., command driver
- Cpl. Tyler R. Dresslar, 7th Signal Command Continental United States Theater Network



U.S. Army photo by Neil Guillebeau

**Staff Sgt. Amber Martin, right, and the range safety check her target to see if her weapon is zeroed.**

Operations Security Center, Fort Huachuca, Ariz., battle captain

- Spc. Tammy L. Housie, HHC, 7th Signal Command (Theater), human resource specialist
- Spc. Cole J. Spoon, CONUS TNOSC, Fort Huachuca, Ariz., battle captain
- Spc. Justin O. Tyndall, 7th Signal Command South TNOSC, Fort Gordon, Ga., Action Request Center, watch officer ❖

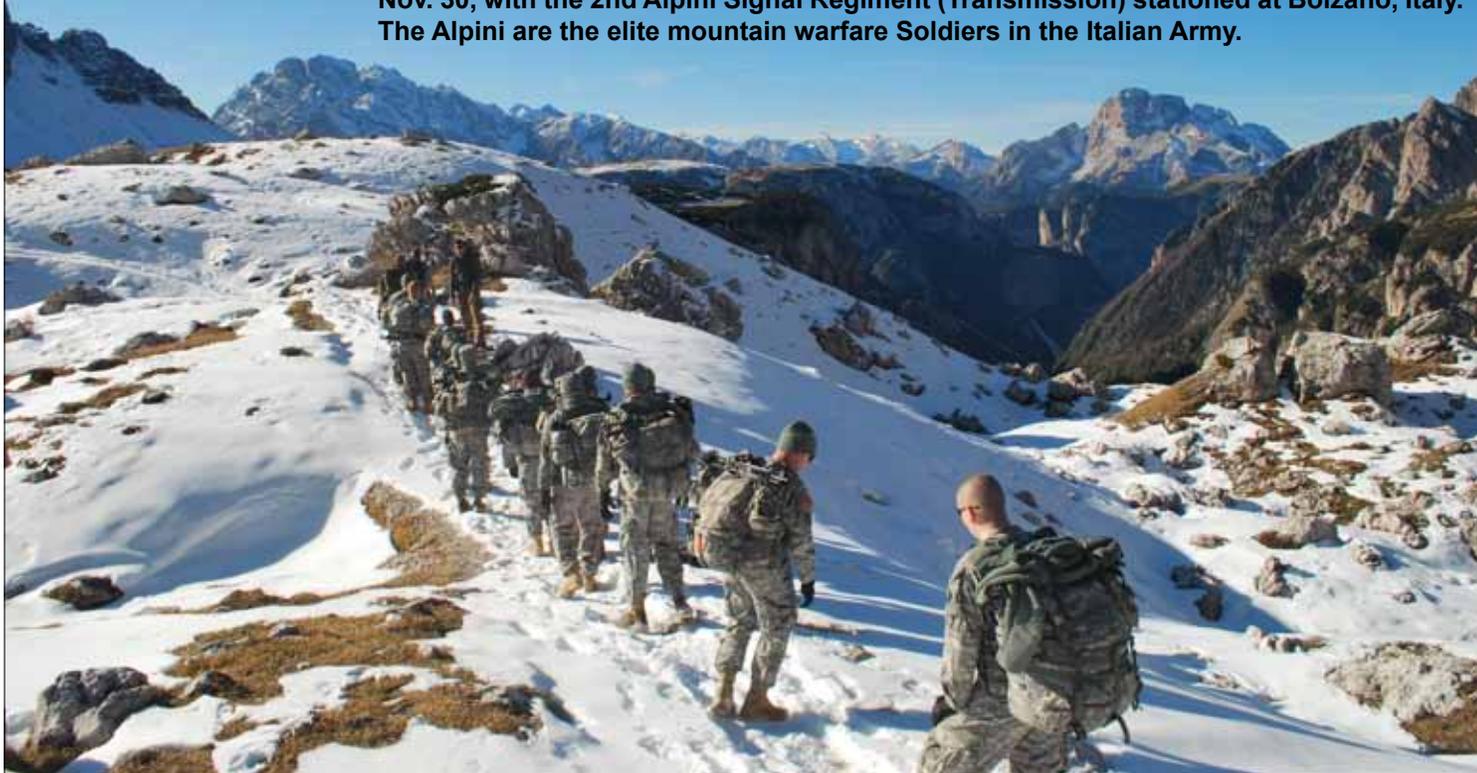


U.S. Army photo by Neil Guillebeau

**Cpl. Tyler Dresslar looks up coordinates for the night navigation course.**

## Joint Training

Soldiers of the 509th Signal Battalion conducted a combined field training exercise Nov. 30, with the 2nd Alpini Signal Regiment (Transmission) stationed at Bolzano, Italy. The Alpini are the elite mountain warfare Soldiers in the Italian Army.



U.S. Army photo by Capt. Lucas Cottrell



U.S. Army photo by Sgt. Brian Rodan

## 5th Signal Command conducts change of responsibility

Command Sgt. Maj. Gerald Williams (left), Network Enterprise Technology Command, passes the noncommissioned officer sword to Command Sgt. Maj. Gerald L. Tyce, 5th Signal Command (Theater), during a change of responsibility ceremony March 13. The passing of the NCO sword symbolized the change of responsibility from out-going Command Sgt. Maj. Marilyn Washington to Tyce.



U.S. Army photo by Lawrence Boyd

Period actors use heliographs to communicate over long distance during the NETCOM leader staff ride May 11.

*STEM in the 19th Century:*

# Rediscovering the Heliograph Network

by Vincent C. Breslin

NETCOM Command History Office

In the spring of 1886, just more than a century and a quarter ago, Maj. Gen. Nelson Miles formulated a strategy for the pursuit and capture of the great Apache War Chief Geronimo. From his headquarters at Fort Bowie, Ariz., Miles ordered the 4th Cavalry at Fort Huachuca to hunt down Geronimo and his followers. In addition, he requisitioned the Signal Corps' entire inventory of heliographs and established a network of 27 communicating mirrors capable of flashing messages from heliograph stations on hilltops and mountain peaks in Southeast Arizona and Southwest New Mexico.

Employing the heliograph station network as a force multiplier, Miles sought to restrict Geronimo's activities to the area south of the Mexican border. That objective, Miles believed, depended on (a) – the reliability of communications between his headquarters at Fort Bowie and the other territorial Army installations; and (b) – the ability to communicate Apache movements and troop deployments. One such heliograph station,

key to this campaign, stood high above the headquarters of the 4th Cavalry at Fort Huachuca.

On May 11, 2012, under the leadership of Maj. Gen. Jennifer Napper, commanding general, U.S. Army Network Enterprise Technology Command, the senior leadership of NETCOM retraced Miles' Geronimo campaign during a mounted Army staff ride, traversing the foothills of Fort Huachuca and viewing the mirror signals projected in and around the San Pedro Valley. Voices of the past reminded the Signal leaders of the present of the enormous contributions by cavalymen Henry Lawton, Leonard Wood, and Charles Gatewood and signalmen Alvarado Fuller, Charles Von Hermann, and William Neifert. Armed with period staff reports, personal memoirs, maps, and mechanical specifications, NETCOM staff riders invested four weeks of study and 3.5 hours of field operations in the rediscovery of Signal Corps science, technology, engineering, and mathematics employed by Nelson Miles to "enable" the Army of the 19th Century. ❖

# Take 5 for Safety... then take action!

By Jeff Speer

NETCOM Safety Office

Safety campaigns within the Department of Defense have become semi-annual and joint initiatives across all services using a “Take 5” campaign theme.

Within the Network Enterprise Technology Command, the “Take 5” theme is applicable to everyone: Soldiers, Army Civilians, Foreign National Employees, and Family Members – 24/7. Too many times when we start or participate in an activity, we think, “I should get the right tool, should get help, should think more about this activity or action being undertaken, or should wear a better glove.” But we never follow through on these thoughts. We’ve all been there. We need to work together and help each other to accomplish the task or activity safely and responsibly – during on or off duty activities.

Fatal accidents are often the result of unwise split-second decisions or a moment’s inattention. Whether it’s choosing to drink and drive, or ride unbelted, or crossing the street against traffic signals, many of us simply accept the danger that is present and take too many risks. Therefore, it is extremely important that everyone from Soldiers, Civilians, and Family Members develops a sense of safety.

By taking just a little time to think through their actions, whether it’s just five seconds or five minutes, everyone can make better choices – and be safe in everything they do.

“Take 5” is a process that encourages everyone to identify hazards associated with any and all activities before starting. Under this process, people are empowered to take charge of their own safety. “Take 5” is not an onerous process to complete during any activity and it provides flexibility in potentially unknown and changeable environments.

“Take 5” is based on the principles of:

STOP and engage your brain before you act. Ask yourself five important questions:

How can I be injured?

How can others be injured?

How can equipment be damaged?

What is the safest, most efficient way to accomplish this activity?

What information do I need?

Look. Observe the work area or the surroundings in which the activity is or will be occurring. Think through the steps of what you will be doing. Identify any hazards created through interaction of human, machine, and the environment. Identify what else is happening in your area or nearby.

Assess. Assess the risk by understanding the results of hazardous and even non-hazardous interactions. Consider the likelihood of the risk and the consequences. Identify what else could go wrong. Ask the ‘what IF question.’

Manage. Develop methods of controlling those hazards you identified. Satisfy yourself that the hazards are controlled before starting the activity. Think ahead and eliminate or reduce the risks before they cause a problem. Make sure everyone participating in the activity understands the controls.

Safely complete the activity. Ensure the controls remain in place and work effectively. Periodically re-focus on the activity at regular intervals to check if the activity is going as planned, no further hazards have been introduced, and whether any changes have occurred with environment.



“Take 5” is non-static and circular, as once we have implemented effective controls, the process starts anew, which helps promote a hazard management culture through continual self evaluation. If this sounds familiar, it is!

The Army has a risk management doctrine known as Composite Risk Management (CRM) found in FM 5-19. CRM is a 5-step process and is the basis for the Army safety and occupational health program, AR 385-10. CRM has proven its value as a decision-making tool for the analysis and control of risk associated with an activity and has been crucial in controlling risk, enhancing readiness, and reducing personal injuries or fatalities.

Additional information on 2012 Spring/Summer Safety Campaign can be found at <https://safety.army.mil/multimedia/CAMPAIGNSINITIATIVES/SpringSummerSafety2012/tabid/2310/Default.aspx>.

Think Safe. Act Safe. Be Safe. ❖

# Riding It takes training, technique, vigilance, experience to be safe

By Eric Hortin

NETCOM Public Affairs Office

Arizona is a really decent place to live, in my humble opinion. This state has so many good points. One of those points is the climate of the high desert in Southeast Arizona; it is just about right for year-round riding.

Riding is my escape from the consistent demands of work. It provides me a kind of relaxation therapy when life isn't going quite as well as I would like. In an odd way, focusing on the road, what's ahead of me, keeping my comfortable distance from the vehicle in front of me, and a host of other things is actually quite relaxing.

As a year-round rider of a Kawasaki Vulcan (known as "the mid-life crisis" to my wife), I enjoy riding in almost all kinds of weather. When the temperature dips down below 25 degrees in the mornings, I seriously consider driving. Or when the "monsoon" rains pour so hard you can't see more than a dozen meters in front of you. Those are times I don't particularly care to ride. I've ridden in both before, so I am able to say, "Been there, done that."

There is one thing I do no matter what the weather happens to be – I wear the appropriate gear. I layer up and wear warm riding gloves when it's cold, and I have my rain gear in the saddle bags when the forecast calls for more than 20 percent chance of precipitation. When

the great riding weather appears – as it has recently – I still have the appropriate gear; helmet, long-sleeve jacket, over-the-ankle boots and reflective vest go with me whenever I get on the bike.

It amazes me whenever I see folks on the road riding in their shorts, T-shirts and sneakers. I've even seen riders leaving the base taking off their helmets as they pass through the main gate leaving post. Even though Arizona is one of those states that doesn't mandate helmets (for those over 18 years old), I wear one religiously.

As a member of the "Already Been Hit" Club (member since April 2010), I can attest to the effectiveness of wearing the right gear.

This could easily be all about safety gear, but there are so many other things – as a rider – we must do before, during and after starting up the bike.

I won't call myself a grizzled riding veteran. I did some light riding in junior high and high school; but put my desire to ride on hold as I pursued a career in the Army. It has just been in the past few years that the bug bit me and I again found myself on a motorcycle.

One of the smartest things I did (the first was getting permission to ride from my wife) was take the Motorcycle Safety Foundation course. I wasn't the only newbie in the class, and there were several who had been riding for years. These classes are an absolute

necessity. Not only do they show you the right way to ride, they show you what you've been doing wrong if you've been riding a while.

Riding technique is just one facet of the class. Preventative maintenance checks – just like I did on my deuce-and-a-half (showing my age) – are highly emphasized. They teach you to check everything from oil to chassis to chains and lights. Keeping your bike in good working order is critical to staying safe on a bike.

Vigilance is another piece of the picture for riders. Many of us are



U.S. Army photo

Pre-ride checks are critical to riding safety.

See "Riding," page 20

## Riding, from page 19

looking way ahead for possible issues. I can't tell you how many times I've had to brake for vehicles turning in front of me. Looking at intersections, left-turn lanes and traffic circles as prime areas for inattentive drivers has kept me alive on a number of occasions.

Experience is probably the last thing on the list we riders need to stay safe while on the road. Riders have to start out as newbies several times in their riding lives. Every time we get a new bike (I'm on number three) we are newbies. It takes time to learn the idiosyncrasies of each bike, how they handle, and their power. Imagine changing from a 250cc automatic scooter to a 900cc 5-speed cruiser. They are both bikes, but are totally different in every other aspect.

There is also road experience. It takes time to learn the roads

you ride, and unfamiliar roads are cause for concern for riders. The time of day can also be a factor in experience. Daytime riding and evening riding call for different techniques and increased vigilance. That gentle curve during the day can become a hairpin at night if you aren't familiar with it.

Not taking the time to consider every aspect of riding can sometimes lead to tragic results.



Recently, the Network Enterprise Technology Command headquarters staff lost a Soldier to a motorcycle accident – a preventable motorcycle accident. Even though the Soldier was wearing a helmet, other factors stacked the odds against him.

Taking the time to acknowledge the risks inherent in riding is the first step in mitigating the risks. Wearing the right gear, keeping the bike in good shape, knowing how to properly ride the bike, vigilance of what's around and ahead of you, and not exceeding your skill level will do a lot to keep a rider alive.

Riders understand there is not as much protection on a bike as there is in a car, truck or SUV. Riders accept that risk. But with vigilance and responsibility, we stay alive, we are seen and we enjoy the open road. ❖

## Army requirements change for military riders

Requirements for military motorcycle riders – outlined in Army Regulation 385-10 (The Army Safety Program) – have been updated by ALARACT 381/2011, effective October 2011. While it was already mandatory for Soldiers to have the Basic Riders Course to operate a motorcycle, the requirement is now in place for additional training within a specified time period. Along with the additional training is the requirement for Motorcycle Refresher Training and Motorcycle Refresher Training.

Training for Soldiers will now follow a progressive training model that includes three distinct courses determined by the type of motorcycle owned or operated. Along with the BRC training, all Soldier riders are required to complete advanced motorcycle training consisting of either the Experienced Riders Course or the Military Sport Bike Riders Course within 12 months of completing the BRC. Civilian equivalents of the military training (BRC-II and the Advanced Riders Course, respectively) will count toward the requirements.

Soldiers are encouraged to complete the advanced training as early as 60 days after completing the BRT, but the advanced course(s) must be completed within a year.

Motorcycle Refresher Training is now required for all those returning from deployment after more than 180 days. With the guidance of a supervisor, who is also preferably a rider, it is essentially a “shake-out” of Soldier riding preparedness. The guide to help with the training is available on the U.S. Army Safety Center website (<https://safety.army.mil/motorcycle-refresher-training>).

Every three years following ERC or MSRC, military riders are required to take Motorcycle Sustainment Training. The intent of the training is to continue the life-long learning process, help riders break any bad habits picked up over the years, assist after extended periods of inactivity, after acquisition of a new motorcycle, or major change in location. If a Soldier wants to take any advanced level rider courses, it may count toward this requirement.

Ride safe.

# Army & Defense News

## Sequestration could lead to hollow Army

*Army News Service*

WASHINGTON, D.C. (May 17, 2012) – It's possible the Army could be cut to 400,000 if the sequestration option spelled out in the Budget Control Act of 2011 goes into effect, the Army's chief of staff said this morning.

The Army is already planning on cutting 80,000 active-duty Soldiers from the force over the next five years, which will bring the active end strength down to 490,000 Soldiers. Were sequestration to kick in, Army leaders expect the cuts it brings could mean the loss of an additional 100,000 Soldiers. Those Soldiers would come from both the active and Reserve components.

"If we have sequestration, it will affect both the active and reserve component," said Chief of Staff of the Army Gen. Raymond T. Odierno. "It depends on what balance we pick. But what I talk about a lot is: 70,000 out of the active, 30,000 out of the reserve; 80,000 out of the active, 20,000 out of the reserve. Some number around there is what we would expect."

With that, he said, he expects the active component of the Army could be reduced to anywhere between 400,000 to 425,000 Soldiers. The National Guard might lose an additional 20,000 Soldiers, and the Army Reserve

might lose an additional 10,000.

"It would be quite significant," the general said, speaking May 17 on Capitol Hill, before an audience at a Senate Caucus breakfast.

*For full story, go to [http://www.army.mil/article/80058/Odierno\\_Sequestration\\_could\\_lead\\_to\\_hollow\\_Army/](http://www.army.mil/article/80058/Odierno_Sequestration_could_lead_to_hollow_Army/).*

## DOD, VA Announce Joint Health Record Milestone

*American Forces Press Service*

NORTH CHICAGO, Ill., May 21, 2012 – The Defense and Veterans Affairs departments announced a milestone in their effort to combine their health records in what will become the world's largest electronic system by 2017, the secretaries of both departments announced here today.

Defense Secretary Leon E. Panetta and VA Secretary Eric K. Shinseki briefed reporters after a tour of the Capt. James A. Lovell Federal Health Care Center, the nation's first fully integrated DOD-VA medical facility treating service members, veterans, military retirees and dependents.

"Over the past two days, as many of you know, world leaders have gathered in Chicago to affirm our commitment to finishing the job right in Afghanistan," Panetta said. "This afternoon, Secretary Shinseki and I are coming together to affirm what in many ways is an equally important commitment: to

care for and honor those who have protected our nation by serving it in uniform."

*For full story, go to <http://www.defense.gov/news/newsarticle.aspx?id=63966>.*

## Family Matters Blog: Spouses Seeing More Choices in Jobs

*American Forces Press Service*

WASHINGTON, May 21, 2012 – Exciting changes are underway for military spouses that could affect families who serve for generations to come.

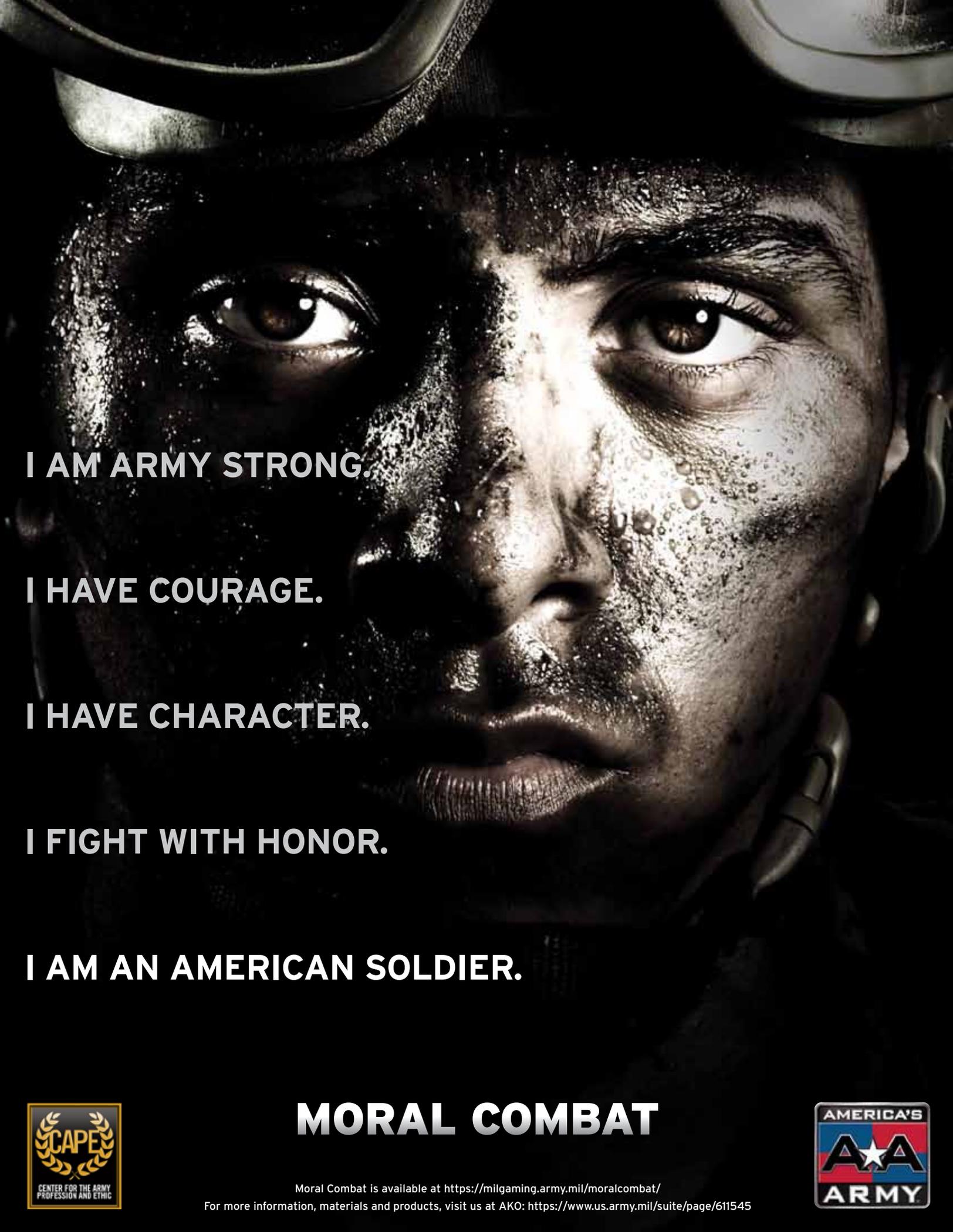
It used to be, in the not-so-distant past, that a decision to marry into the military was a decision to not have a career of your own. Even if a spouse could juggle the demands of military home life plus a paid position, who would hire her (95 percent are female, according to Defense Department figures) knowing she would be gone in a couple of years due to a forced military relocation? And how would she even get to the point of applying for a job if she had to renew her professional license – nurse, teacher, realtor, therapist, just to name a few with such requirements -- in every new state?

Both of those employment hurdles are getting lower as Defense Department, White House and nonprofit entities rally state legislators and the corporate and business communities to make things easier.

*For full story, go to <http://www.defense.gov/news/newsarticle.aspx?id=116432>.*

**DON'T FORGET TO VISIT NETCOM ON  
facebook**

**<https://www.facebook.com/NETCOM9SCA>**



**I AM ARMY STRONG.**

**I HAVE COURAGE.**

**I HAVE CHARACTER.**

**I FIGHT WITH HONOR.**

**I AM AN AMERICAN SOLDIER.**

# **MORAL COMBAT**

Moral Combat is available at <https://milgaming.army.mil/moralcombat/>  
For more information, materials and products, visit us at AKO: <https://www.us.army.mil/suite/page/611545>

