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Operation Solemn Promise

LOYALTY DUTY RESPECT HONOR INTEGRITY PERSONAL COURAGE
SELFLESS SERVICE



A constant reminder of why we serve



Editors Note:
Welcome to 5th Signal Command's first digital magazine. Throughout the magazine you will find clickable links which take you to our Flickr and Youtube pages.
Published October 2012



The 509th Signal Battalion conducted a combined field training exercise in the Dolomites with the 2nd Alpini Signal Regiment (Transmission) stationed at Bolzano, Italy. The Alpini are the elite mountain warfare Soldiers of the Italian Army. (Photo by Capt. Lucas Cottrell, HHD Commander, 509th Signal Battalion)



Soldiers from 5th Signal Command play volleyball against one another during day two of Dragon Challenge.

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Soldiers from 5th Signal Command speak with a German citizen about their static display during the Hessentag State Fair.



The 7th Theater Tactical Signal Brigade hosted the 2012 Command Post Node Challenge at Conn Barracks in Schweinfurt, Germany from May 14-18. Army units were judged on how fast and proficient they could set up and establish communications as well as pre-combat checks. (Photo by Staff Sgt. Jose Rivera, 7th TTSB)



FROM THE COMMANDER



Dear Dragon Warriors,

First and foremost, I want to thank you for your efforts over the past year. The feedback from you on the climate of this organization has been tremendous. When Diane and I arrived last summer, I said that I looked forward to establishing a dialogue with the Soldiers, Families, customers and host nation partners of this great theater and have that dialogue inform the climate that we would set, the relationships we would establish and the future direction of the organization. Continuing this dialogue is of utmost importance to me.

The five priorities I laid out when I first took command were meant to give the command a direction to orient on. I am confident these priorities will continue to steer our organization on a realistic course to future success.

The building blocks of our success are the Army Values. Operation Solemn Promise was this command's efforts focused on those values, ensuring those qualities exist in every unit, Soldier and civilian. OSP gave us another avenue to recognize your successes across the command.

Two focus areas I want to emphasize are leader development and training. My goal is to move us toward a holistic approach with related goals and objectives instead of just completing a list of unrelated tasks. Understanding and assessing our institutional processes as well as individual strengths and weaknesses will go a long way to improve how we are grooming our leaders.

Ultimately, we have to view our leadership development programs as an investment in the future members of this command. Our future forces will be a reflection of the Soldiers, Civilians, and leaders we are mentoring and developing today.

In an Army that is constantly changing, it demands that we strive to be well trained, resilient, motivated and adaptable. This requires heightened leadership accountability at all levels. Remember, subordinates will believe in the standard if their leaders are enforcing the standard.

The coming months will see transition and change on many fronts. These changes won't be easy; however, that is why we must try to work as transparently as possible so that information flows faster and missions are accomplished more efficiently. Strong teams will be absolutely essential to meet our many requirements.

From a network perspective, this command is leading the way for the Signal Regiment. This is a tribute to your initiative and continued hard work. I encourage everyone to seek innovative solutions and technical superiority to enhance our capabilities in this theater. We have a unique opportunity through our partnerships, customers and location to shape the communications landscape for the Army and the Department of Defense.

We are also blessed to have great host nation partners who make us feel at home. I hope you enjoy as much time with your friends and Family members as possible. I look forward to coming out to all of our locations again and personally thanking you for all you do for our nation, the Army and 5th Signal Command.

Bruce T. Crawford
Brigadier General, USA
Commanding



FROM THE CSM



Dear Dragon Warriors,

First of all I want to say it is my deepest honor and privilege to be your Command Sergeant Major. I am truly blessed and fortunate to stand within the ranks of so many gifted and dedicated leaders, Soldiers, Civilians and Family members.

I would also like to say "thank you for all you do" for this outstanding organization. As I integrate into the Dragon Warrior team my emphasis will coincide with our Army Values and the Army's vision for the future. The first line of the Soldiers Creed states "I am an American Soldier, I serve the people of the United States and live the Army Values." This value system and service to our great nation is vital to the success of all great organizations.

Sergeant Major of the Army Raymond F. Chandler said, "For me, there are three criteria to identify professional Soldiers: Confidence – the ability to do your job and do it well; Character – the understanding that a Soldier acts on behalf of the nation, rather than his or herself; and Commitment – which is a personal calling to serve in the Army and the nation, before all else. I would like to take this time to encourage the 5th Signal Command team to take note of his words and use them to facilitate your everyday actions. More importantly this personal calling is aligned with 5th Signal Command's Operation Solemn Promise.

This will not be possible without sound leadership. As your Command Sergeant Major, it is my top priority to lead, coach, train, and mentor Soldiers in addition to enforcing standards. I look forward to developing and implementing a successful leadership development program that grooms NCOs at all levels that will set the example and mentor our junior enlisted Soldiers. In 5th Signal Command, we are calling this program the "Profession of Arms." In the following months, this campaign will focus on gaining a deeper level of understanding of why we serve and how leaders should set the example for the future.

With all the missions that lie before us, I want to stress the importance of safety, and spending quality time with your friends and family. Your morale and motivation are products of the close-knit bonds you develop on and off duty. It is a delicate balance between your career, your family, and yourself. I challenge all within the command to see how effective you are in balancing these three things that are extremely important to each one of us.

I want to reiterate how pleased and humbled I am to be part of the Dragon Warrior team. I look forward to meeting each one of you and interacting together as we serve this great organization, great command and great nation.

Gerald L. Tyce
Command Sergeant Major, USA
5th Signal Command

A Message from Dianne Crawford....

Wife of Brig. Gen. Bruce T. Crawford

5th Signal Command Spouses Corner



5th Signal Command Spouses Corner



Greetings and a Salute to our Dragon Warrior Spouses and Families!!

I have been so very blessed these last few months and have had the opportunity to meet and reunite with some amazing people. It is hard to believe that we have been in Germany for 12 months. I would like to thank everyone in the command and community for such a warm welcome. The journey thus far has been enjoyable. Events such as connecting with families in the command, volunteering at the homeless shelter, Mother/Daughter Shelter, and reaching out to assist in the community have been very rewarding.



Be genuine to yourself!!

Today you are You, that is truer than true. There is no one alive who is Youer than you. "Dr. Seuss"



Military spouses play an active role not just in their spouses' decisions, but also by developing bonds and relationships with other spouses through the sharing of ideas and mentorship.



I would also like to say welcome aboard to our new service members and their families. Moving to a new area can be overwhelming! Like anywhere else you have already lived, what will make the biggest impression on you during your time in Germany is the people you meet and the friends you make. This common bond motivates people to attend events, participate in special activities, and to volunteer in your units and the community.

Once again, thanks for your support and welcoming our family into the community. I continue to look forward to having positive relationships with all facets in the Wiesbaden Community by spending the year ahead pursuing new ideas and assisting in the community.



Fondly,

Dianne R. Crawford



Commander pins Brigadier General

Brig. Gen. Bruce T. Crawford's sons pin the rank of brigadier general on their father while Mrs. Crawford looks on at the Community Activities Center here Sept. 4.

Lawrence Torres III, PAO

Brigadier General Bruce T. Crawford, commanding general, 5th Signal Command, was promoted to brigadier general during a promotion ceremony Sept. 4 in the Community Activity Center here.

Lt. Gen. Mark P. Hertling, commanding general of U.S. Army Europe, promoted Brig. Gen. Crawford among more than 300 service members, family members, civilians and friends from Germany, Italy, Belgium and those watching via an internet live stream and video teleconference.

"During his time as a Soldier, Bruce has proven time and time again that not only is he a champion, but he builds championship and winning teams," said Hertling. "Where professional teams like the Pittsburgh Steelers are expected to pull together

every week, the professionals that Bruce plays with and coaches pull together every single day."

"I could tell you everything that Bruce has done over the past 26 years – his incredible academic achievements, his leadership of the Airborne Signal Battalion, his selection to be the leader of the Commander's Initiative Group for the Vice Chief of Staff of the U.S. Army and more."

Hertling went on to show that Crawford is spearheading efforts in Cyber defense and also started Operation Solemn Promise, "which I think is the most important thing going on in USAREUR today."

"What makes Bruce so successful is not what he does. It is about who he is and his commitment to our profession, to our people and to our values and his incredible good taste in mar-

rying his wife," said Hertling. "We are very proud to have you on our team," Hertling added.

"You have a proud family and friends, and you get to continue to command 5th Signal Command, and there is nothing wrong with that because it is the best in the Army."

Crawford recognized his wife and his two sons by presenting his sons a special gift and his wife a bouquet of roses. He also thanked more than 30 members of his immediate family including his mother and father who attended the ceremony via VTC from Fort Jackson, N.C. Crawford recognized the impact that they had on his life, and he also highlighted many others who have helped through his 26 years of service.



Lt. Gen. Mark P. Hertling, commanding general, U.S. Army Europe, administers the Oath of Office to Brig. Gen. Bruce T. Crawford, commanding general, 5th Signal Command, while his wife stands by his side during Crawford's promotion ceremony at the Community Activity Center here Sept. 4.

"My parents are two of the absolute most caring people I've ever met and have taught me many lessons about work ethic, the importance of an education, remaining humble and always treating people with dignity and respect, regardless of wealth, station or class," Crawford said.

When presenting a bouquet of roses to his mother, Crawford added, "your words of wisdom have not fallen on deaf ears and your efforts to raise us all to be good, decent, caring human beings, although a work in progress, has not been in vain."

Crawford is a native of Columbia, S.C., and was commissioned May 28, 1986, after graduating with a B.S. in Electrical Engineering from S.C. State University. He also holds a Master of Science in National Resource Strategy from Industrial College of the Armed Forces.

Crawford said he is a product of an environment of nurturing family members and encouraging mentors, including his then high school teacher Dr. Clarence W. Hill, who is currently a professor at S.C. State University.

"Ladies and gentlemen, were it

not for the mentorship, the out-reach and the uplift some 31 years ago of a young high school teacher and Army veteran, I would not be standing before you today," said Crawford. "So Dr. Hill, I thank you. And my family thanks you one more time, from the bottom of our hearts, for taking a chance on a youngster with no future plans over 31 years ago."

Crawford emphasized that the entire



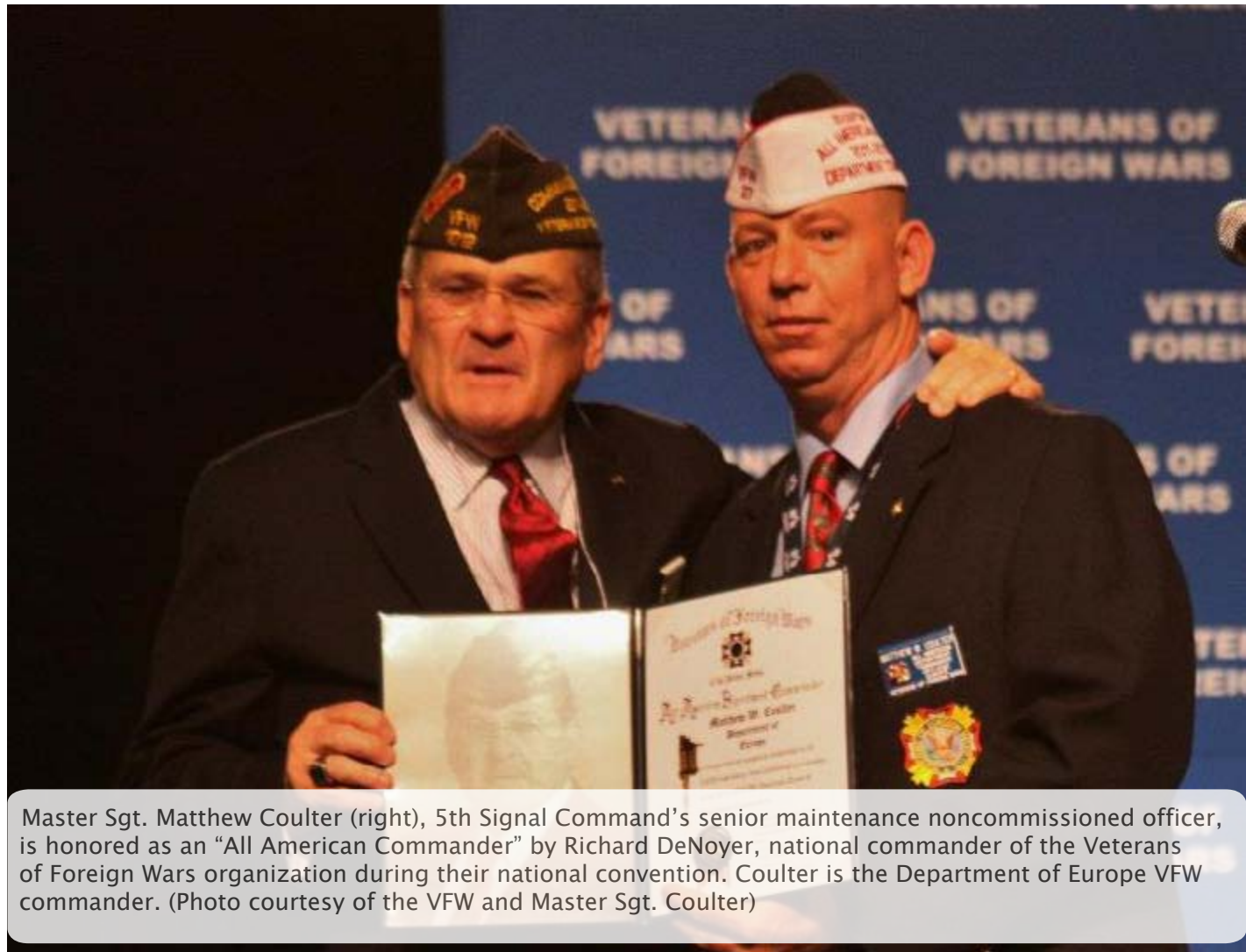
Command Sgt. Maj. Gerald Tyce, 5th Signal Command uncases the 1-Star General Officer flag held by Master Sgt. Derek Gibb, operations/exercises noncommissioned officer in charge, 5th Signal Command, prior to the flag unfurling by Master Sgt. Antonio O'Neal (center), Plans Noncommissioned Officer in Charge, G6, 21st Theater Sustainment Command, at the Community Activity Center here Sept. 4.

promotion ceremony was less about the pomp and all about an, "opportunity to publically thank those who are most responsible for me standing here today, as a Soldier, as a father, as a husband and as a friend wearing the rank of brigadier general in the U.S. Army."

[To watch the entire promotion ceremony on the internet click here.](#)

[To view photos of the promotion ceremony click here.](#)

VFW honors 5th Signal Command Soldier



Master Sgt. Matthew Coulter (right), 5th Signal Command's senior maintenance noncommissioned officer, is honored as an "All American Commander" by Richard DeNoyer, national commander of the Veterans of Foreign Wars organization during their national convention. Coulter is the Department of Europe VFW commander. (Photo courtesy of the VFW and Master Sgt. Coulter)

Kristopher Joseph

5th Signal Command's senior maintenance noncommissioned officer and Veterans of Foreign Wars Department Commander in Europe has achieved the most prestigious honor given by the VFW.

Master Sgt. Matthew Coulter is one of only 22 VFW department commanders selected worldwide for "All-American Commander."

"The criteria for this honor are based on outstanding achievements in membership growth and participation in other VFW programs that benefit veterans and their communities," said Richard DeNoyer, VFW national commander, in a VFW news release.

Coulter, a member of the VFW since returning from the first Gulf War has been very active in the VFW Department of Europe serving in numerous leadership and service positions.

"It's a great honor for me to serve the Soldiers, veterans and their Families as a member of the largest combat veteran's organization in the world," Coulter said. "With over 2.1 million members, VFW and auxiliary members can make a difference in their lives just by providing the help and support that is deserved for their sacrifices. Some gave all during times of war and continue to serve our great country even now. Let's help them in all that they do."

The VFW of the U.S. is a nonprofit veteran's service organization composed of combat veterans and those currently serving in uniform. For more information, visit the VFW website at www.vfw.org.



5th Signal Command Founders Day July 1, 2012

"Dragon Warriors,
Dragon Standards!"

"On this day in 1974, 5th Signal Command was officially activated on Kilbourne Kaserne in Schwetzingen, Germany. From its beginnings during the Cold War to the present day, the goal of our storied command has always been to support our theater partners and provide the voice of the U.S. Army in Europe. Since we entered the 21st century, the importance of maintaining a strong and secure communications network has never been more crucial for our military. On this Founders Day, I would like to present to you our current initiatives that will not only shape the future of this command but for the Joint Forces as well."

**- Brig. Gen. Bruce T. Crawford
Commanding**

"Dragon Warriors, Dragon Standards!"

OUR MISSION

To build, operate, defend, and extend network capabilities IOT enable mission command and create tactical, operational and strategic flexibility for Army, Joint and Multi-National forces within the EUCOM and AFRI-COM Areas of Operations.

OUR VISION

A values based team of fit and disciplined professionals operating in an environment oriented on trust, transparency, and accountability. To be the Information Technology service provider of choice in support of Unified Land Operations in the EUCOM and AFRICOM Areas of Operations.

OUR INITIATIVES

JOINT INFORMATION ENVIRONMENT (JIE)

JIE is a Department of Defense (DoD) level effort designed to collapse and consolidate the way information technology (IT) services are provided across the Department. The initiative looks at improving DoD's cyber posture through standardizing information assurance configurations across the Department; consolidating Service Component IT Infrastructures into a common joint capability; streamlining network operations under a single joint construct; and providing a common IT governance structure for all of DoD. The Joint Enterprise Network (JEN) efforts 5th Signal Command and the Defense Information Systems Agency (DISA) have pioneered have positioned Europe as the primary place to vet this new construct for DoD. Planning is underway now at the DoD Chief Information Officer and Joint Staff level to build on the current JEN and shape it into a use case for the overall JIE. The transition to a JIE use case is currently expected to happen by Summer of 2013.



JOINT ENTERPRISE NETWORK (JEN)

The JEN is a regional initiative between 5th Signal Command, Network Enterprise Technology Command (NETCOM), Defense Information Systems Agency (DISA), United States Africa Command (AFRICOM), and United States European Command (EUCOM) to consolidate information technology (IT) infrastructures within the European Theater. Over the past two years, 5th Signal Command has upgraded its IT infrastructure so it can support the joint community. AFRICOM



migrated to this new capability in March 2012. United States Army Europe (USAREUR) and EUCOM will complete their respective migrations by December 2012. This effort will save the Army and the Department of Defense hundreds of millions of dollars over the next five years. The project is heralded across the Department as a potential way forward for how IT will be delivered throughout DoD in the future.

TACTICAL CYBER INTEGRATION

Tactical Cyber Integration is an element of the 5th Signal Command's Cyber Training & Integration Initiative (CTII). This portion of the initiative introduces a cybersecurity training capability in support of the tactical rotational units at the Joint Multinational Readiness Center (JMRC) in Hohenfels, Germany. The 5th Signal Command achieved initial operational capacity during the 173rd Airborne Brigade Command Team's JMRC rotation in March 2012 and is expected to achieve full operational capacity in October 2012 with the 2nd Cavalry Regiment through a phased and expanded training framework. This initiative also supports the strategic goals and initiatives of US Army Cyber Command's efforts to incorporate cyber training into US Army training and exercises.



INFORMATION ASSURANCE CAMPAIGN PLAN

Recent national level intelligence briefings place cyber threats just behind terrorism and proliferation as one of the biggest challenges facing our Nation. Cyber threats rapidly increase as identity theft, hacking, malware, phishing emails, social engineering, and other more sophisticated attacks continue to evolve. Simultaneously, our familiarity with information technology (IT) as a routine aspect of everyday life prompts a complacent approach to network security. Information Assurance (IA), and Computer Network Defense (CND) as outlined in AR 25-2 and AR 380-53 provide the Army's framework for securing cyberspace. Implementing this framework requires a

new approach to counter the growing sophistication of cyber threats and vulnerabilities. United States Army Europe (USAREUR) Chief Information Officer/G6 and 5th Signal Command have launched a comprehensive IA campaign placing IA and CND as the foundation of the cyber fight. The campaign adopts an innovative coach, teach, mentor approach to network security to significantly improve operational readiness through increased awareness, education, and self assessment of IA/CND capabilities. The campaign highlights network security as everyone's responsibility, requires teamwork across all lines of operations, and promotes command emphasis at all echelons.

OPERATION SOLEMN PROMISE

OSP is an extension of United States Army Europe's ongoing dialogue on Army values. It is a three-phase program focused on our Soldiers, DA Civilians, and Local National workforce. The purpose of OSP is to re-energize the force and re-introduce a discussion within our command on the importance of leader accountability and Army values. We initiated OSP in November 2011 by simultaneously reaffirming the oath of office with all officers, NCOs and civilians command-wide to remind us why we serve. The oath serves as the very foundation for the Army values, and reminds us of principles grounded in the Constitution which serve as guiding values and standards for everyone. Over the last decade, several of the foundational aspects of our core principals as leaders have eroded and the associated skills have atrophied. Our effort in 5th Signal Command is to promote the importance of our values-based profession both in and out of uniform.



CSI-EUROPE

5th Signal Command is leveraging the global cyber and network defense narrative to increase interest in science, technology, engineering, and mathematics (STEM) in our schools. Starting with the

Fall 2012 school year, 5th Signal Command will partner with Wiesbaden High School to support STEM instruction. The Cyber STEM Initiative-Europe will work with the school's Career Practicum Program. Selected seniors will work 6 - 9 hours per week at 5th Signal doing cyber-related duties for credit. Students will have the opportunity to work in a real world environment, be introduced to cyber and information technology-related jobs and cultivate mentors. This is the beginning of a more extensive program that will eventually involve younger students at all locations within the 5th Signal Command footprint.



SAFETY SHOWDOWN

The Safety Showdown is an innovative "Jeopardy" game show-style unit competition that 5th Signal Command, as the Senior Mission Commander Unit, produces for the Wiesbaden military community. The competition is run just like the television show "Jeopardy" with safety-related categories, questions, and video clips interwoven as commercials. These events demonstrate the power of partnership by pooling the resources of the Garrison and tenant unit safety staffs to put on multimedia safety promotion events that are engaging, entertaining, and educational. Safety Showdowns also provide the community support organizations an opportunity to reach out to Soldiers, employees, and family members. The forum also allows the Garrison and Senior Mission Commanders to demonstrate their commitment to and concern for the safety and well-being of the entire community.



"Dragon Warriors, Dragon Standards!"



Dragon Challenge

Units from 5th Signal Command prepare their formations for the opening ceremony of Dragon Challenge. From May 14–18, 5th Signal units participated in the “Dragon Challenge” competition where eight-man teams from all 5th Signal units across Europe participated in the two-day competition that featured several team events at the Mainz–Kastel Kaserne and Clay Kaserne. On May 16, the 102nd Signal Battalion hosted a combatives tournament. The rest of the regimental week featured development courses, a unit organization day and the European Regimental Signal Ball May 18.

[For more photos of Dragon Challenge click here](#)
[For video of Dragon Challenge click here](#)

[For more photos of Dragon Challenge click here](#)
[For video of Dragon Challenge click here](#)



Soldiers from 5th Signal Command give everything they have to finish the 200 meter timed litter carry during day one of Dragon Challenge. The objective of the event was to finish the 200 meter as quickly as possible while not dropping the 150 pound dummy.

5th Signal Command holds tough competition



Staff Sgt. Erick Gavelan, a Network Engineering Implementation Cell NCOIC with Headquarters and Headquarters Detachment, 102nd Signal Battalion scans his lane prior to engaging targets during the rifle marksmanship portion of the NCO/Soldier of the year competition.

Sgt Brian Rodan

Staff Sgt. Erick Gavelan and Spc. Kenny L. Tyler became the top NCO and Soldier in 5th Signal Command's noncommissioned officer and Soldier of the Year competition.

Gavelan and Tyler were both announced as the 5th Signal Command NCO/Soldier of the year in front of more than 650 Soldiers, Civilians and Family members at the European Signal Regimental Ball May 18 in the Heidelberg Patrick Henry Village Pavilion.

"These are the best of the best," said Command Sgt. Maj. Gerald Tyce, 5th Signal Command. "I'm a big sports fan, and every year I watch the NBA All-Star Game and they give away the MVP trophy. This is our MVP trophy, the most valuable player, the star of the stars," Tyce added to a round of applause during the ball.

To participate at 5th Signal Command's level of competition, Gavelan and Tyler participated and won competitions at their company, battalion and brigade.

"I feel honored to be selected as the NCO of the Year for 5th Signal Command," said Gavelan, a network engineering implementation cell NCO in charge with Headquarters and Headquarters Detachment, 102nd Signal Battalion. "To me it was important to win so that I could provide my Soldiers with an example and something to strive for."

A huge amount of motivation combined with hard work made this possible for the Soldiers while they spent hours studying and training.

"It felt really good and felt like a job well done for all the hard work and tireless hours I spent studying and preparing for the competition," said Tyler, a light wheel vehicle mechanic with Headquarters and Headquarters Company, 7th Theater Tactical Signal Brigade.

Gavelan also spent many of hours preparing and rehearsing.

"I began studying and preparing very hard about

a month prior to the competition," said Gavelan. "I spent approximately three weeks preparing for the Soldier of the Year competition," said Tyler.

The Soldiers participated in seven different events during the competition. The events were: Army physical fitness test, rifle marksmanship, urban orienteering, essays (profession of arms, safety), 50-question exam, night urban orienteering, and a formal board before a panel of 5th Signal Command sergeant's major.

"The most challenging event for me during the competition was the night urban orienteering because of the visibility of the points. However, I overcame the challenge by not giving up," said Tyler.

"To me the night urban orienteering was the most

difficult because the points were not very visible or obvious," said Gavelan.

Tyce said that when he retires in the future he is pleased to see the leaders who are stepping out in these competitions to keep the Army strong.

"Every Soldier here, winners and runner ups, did exceptionally well," said Tyce. "These are our warriors. These are our future leaders and who we invest in each and every day when we come to work."

"As I leave the Army in a few years, I want to make sure that this great Army, this great Nation, is prepared for the future. I can tell you that these Soldiers are prepared to lead this great regiment."

To view more photos of 5th Signal Command's NCO/ Soldier of the Year competition [click here](#)



Spc. Kenny L. Tyler, a light wheel vehicle mechanic assigned to Headquarters and Headquarters Company, 7th TTSB has his uniform inspected by command sergeant's major in 5th Signal Command, during the formal board portion of the competition. (Photo by Sgt. Ferdinand Hounlekpo, 5th Signal Command Public Affairs)

Integrating cyber at the Joint Multinational Training Center



Sgt. Maj. Raymond Chandler, G2, 5th Signal Command, speaks to Soldiers during cyber training at the Grafenwoehr Training Area, Germany.

Sgt. Brian Rodan

The United States is a country at war; however, not just in Afghanistan. The Department of Defense networks are under constant attack from our enemies in a hidden war of computers and hackers known as “Cyber Warfare.” In an effort to harden our cyber defenses the Army’s Chief of Staff has directed that cyber training be implemented in all training centers both in CONUS and OCONUS. In Europe 5th Signal Command has taken the responsibility for the cyber readiness and training of rotating units here in the European theatre.

5th Signal Command’s approach to this directive is a holistic approach that consists of three phases known as the Joint Multinational Training Center Cyber Training Framework. This framework was developed by 5th Signal Command cyber planners and under the direction of Brig. Gen. Bruce T. Crawford, commander, 5th Signal Command. The objectives of this framework are:

1. Build capacity to perform mission operations while under the influence of network threats and

vulnerabilities.

2. Facilitate cyber activities that measure resiliency & adaptability.

3. Integrate realistic cyber training that reflects real world threats & vulnerabilities and influences the commander’s decision making cycle.

The first stage of the framework consists of planning and coordinating an array of home station cyber training. The time frame for this stage starts soon after reset and after the cyber teams have been formed.

The new Information Protection Technician, MOS 255S was created to assist units as we move along with this cyber endeavor here in Europe. It has “allowed us to gauge the units at the Joint Multinational Training Center on their ability to react, respond and influence the commander’s decision making process within a cyber environment,” said Chief Warrant Officer Andre Wilson, Network Management Technician, currently assigned in Cyber Training and Planning with 5th Signal Command.

“The network as we see it today is not the same network it was many years ago,” said Wilson.

“The network has evolved and become more ad-

vanced, it’s moved forward and there are additional elements on the network we may consider to be friendly or adversaries,” said Wilson. “We are looking at how we are going to defend the network.”

The training will be custom fit to the unit’s needs based on equipment, personnel, top network threats/vulnerabilities and the unit’s unique training gaps. Training will be tracked and managed by 5th Signal Command cyber planners and operators as the cycle completes.

This stage begins during the units mission readiness exercise (MRE). During this stage a cyber subject matter expert (SME) is embedded with the unit to work in a staff assistance visit type role. During this time the cyber SME (usually a 255S Warrant Officer) will embed within the rotating units S6 or equivalent

providing blue team type audits and first hand practical assistance during the MRE. This assistance will be geared to not only help forge the cyber academics phase in stage one but will also prepare the unit to react and defend their network in the coming phase three.

The 3rd phase is a final culmination of the 2 previous stages. During this time the cyber SME with the help of auxiliary personnel shifts from “Blue Hat” to “Black Hat” to execute the pre-planned mission event synchronisation list (MESL) scenarios and assist OC/OPFOR to provide the most realistic cyber operational exercise as possible.



The 173rd Airborne Brigade Combat Team (ABCT) received cyber integrated training by 5th Signal Command during their most recent joint multi-national training center rotation ((U.S. Army photo by Pfc. Andre Forrest/Released)



Operation Solemn Promise



LOYALTY

RESPECT

HONOR

INTEGRITY

DUTY

SELFLESS SERVICE

PERSONAL COURAGE

Increasing Leadership Accountability

Story By Lawrence Torres III, PAO
Photos by Jonathon M. Gray

America's Army is a globally recognized symbol of our national resolve and commitment and will remain the best manned, best equipped, best trained, best led and most decisive land force in the world.

More than 2,500 Soldiers, Civilians and Family members with 5th Signal Command reinforced their dedication to this global recognition through Operation Solemn Promise, beginning with a kick-off ceremony Nov. 17, 2011. The purpose of the operation is to re-establish a dialogue on Army values and remember the oath taken to support and defend.

"Nothing runs deeper through our core than the Army Values," said then Col. (P) Bruce T. Crawford, commander, 5th Signal Command, to all ceremony participants in the Garrison Clay Kaserne fitness center and through video teleconference throughout Europe. "Loyalty, Duty, Respect, Selfless Service,

Honor, Integrity and Personal Courage aren't just empty words on a poster. They are what kept us going through some of the toughest times we've ever faced in the storied history of this great nation."

Our Nation's history, while spanning more than 230 years, has faced its share of difficulties over the past ten years of war where, "our values have been the absolute center of gravity in our attempt to remain resilient and focused on the missions at hand," Crawford added.

Being part of the profession, as we've said many times before, means more than saying 'I'm a professional,' said Lt. Gen. Mark P. Hertling, U.S. Army Europe commander, during the ceremony.

"There are many professions out there ... there's certainly the military professions, but there is also the medical trade, ministerial trade and others," Hertling said. "Each one of the professions has

a prescribed set of requirements that they adhere to."

The 5th Signal Commander, who has been in the Army since 1986, said that several foundational aspects of each leader's core principles has eroded and skills associated with them have atrophied.

"With this has come a decrease in our adherence to common standards and in some cases the creation of environments and command climates that promote lapses in discipline, lapses in judgment and ultimately significant decreases in personal and professional accountability."

We simply must remain accountable to ourselves and most importantly to those we are privileged to lead, Crawford added.

"Accountability can't just be a bumper sticker or something we talk about when it's convenient. It has to be something deeper, something that is woven into the very fabric of who we are and



For more OSP photos click here



Lt. Gen. Mark P. Hertling (right), commanding general, U.S. Army Europe, re-administers the oath of office to then Col. (P) Bruce T. Crawford (left), commander, 5th Signal Command, during the Operation Solemn Promise kick-off event at the Clay Kaserne Gym November 17, 2011.

all these Soldiers, these Civilians, these Local Nationals and it hits home," Britton said. "This is why I get up day after day. This is why I make the choices that I make."

The oath was followed by Crawford administering the oath followed by strong, supportive comments to the command's Local Nationals stating that there is a special relationship that has existed for a long time between our Local Nationals, our host-nation partners and the U.S. Army.

"In place of that oath, what you all give me every day is your heart and commitment that we need in 5th Signal Command to do our job. Thank you very much," said Crawford as he addressed each Local National during the ceremony.

Petra Yuerer, an administrative support assistant for 5th Signal Command administrative branch, said the ceremony and the oath were very special to her, hitting "right into my heart ... with tears" in her eyes.

"Even though the Local National employees don't have an oath to say, I very much appreciated that then Col. (P) Crawford addressed the LN workforce and told us that he appreciates our work and let us know that we are an integral part of the workforce," said Yuerer. "The whole ceremony transported one message - we are one team, and we need to work together, which will make the command a great success."

The ceremony happened the day before Capt. Danielle Killian, HHC commander, 2nd Theater Strategic Signal Brigade, took command. She felt it was perfect timing because she "intertwined then Col. (P) Crawford's message into my command philosophy and I try to make sure that I instill that into my Soldiers everyday - talk about the Army values,

maintaining standards, keeping leaders accountable from top to bottom."

The commitment to a dialogue of values and meeting the standards of excellence will continue in 5th Signal Command. During the Signal Ball May 18 each Soldier, DA civilian or Local National employee who displayed the most commitment to each Army

value within 5th Signal Command was recognized and received a Commander's Coin of Excellence and Certificate of Appreciation.

As announced during the ceremony by Crawford, "Those standards are based on our Army Values with Leader Accountability at its core. Hence forth the response to 'Dragon Warriors' will be 'Dragon Standards!'."

Those Dragon Standards are set by

America's Army which today is sharing in the sacrifice of all Americans and shaping into the Army of 2020. The Army values are needed to reach those goals, and it is that "same level of pride, enthusiasm, energy and feeling of responsibility that will be required to fully achieve the level of accountability we need to meet the diverse challenges of the twenty first century," said Crawford.

Click each poster to watch each OSP winner's comments

5th Signal Command Soldiers and Civilians were recognized during the Signal Ball May 18 for being the best in the Army Value category selected each month.



what we stand for."

The highlight of the Operation Solemn Promise ceremony was the reaffirmation of the oath to each officer, enlisted and civilian in the gym and through VTC, which started with Lt. Gen. Hertling administering the oath to then Col. (P) Crawford.

"First and foremost I consider the oath to be the very foundation on which our values are established," said Crawford. "The oath we all took as professionals to support and defend our way of life is the very essence of responsibility and accountability."

Crawford added that no other profession even comes close to garnering the type of respect and admiration you get because you raised your right hand and volunteered to serve.

Hertling added that, "Every profession requires its members to be committed to a set of val-

ues. Our Army has those values. It is the foundation of everything that we do as professionals. We start all that by entering our service with an oath."

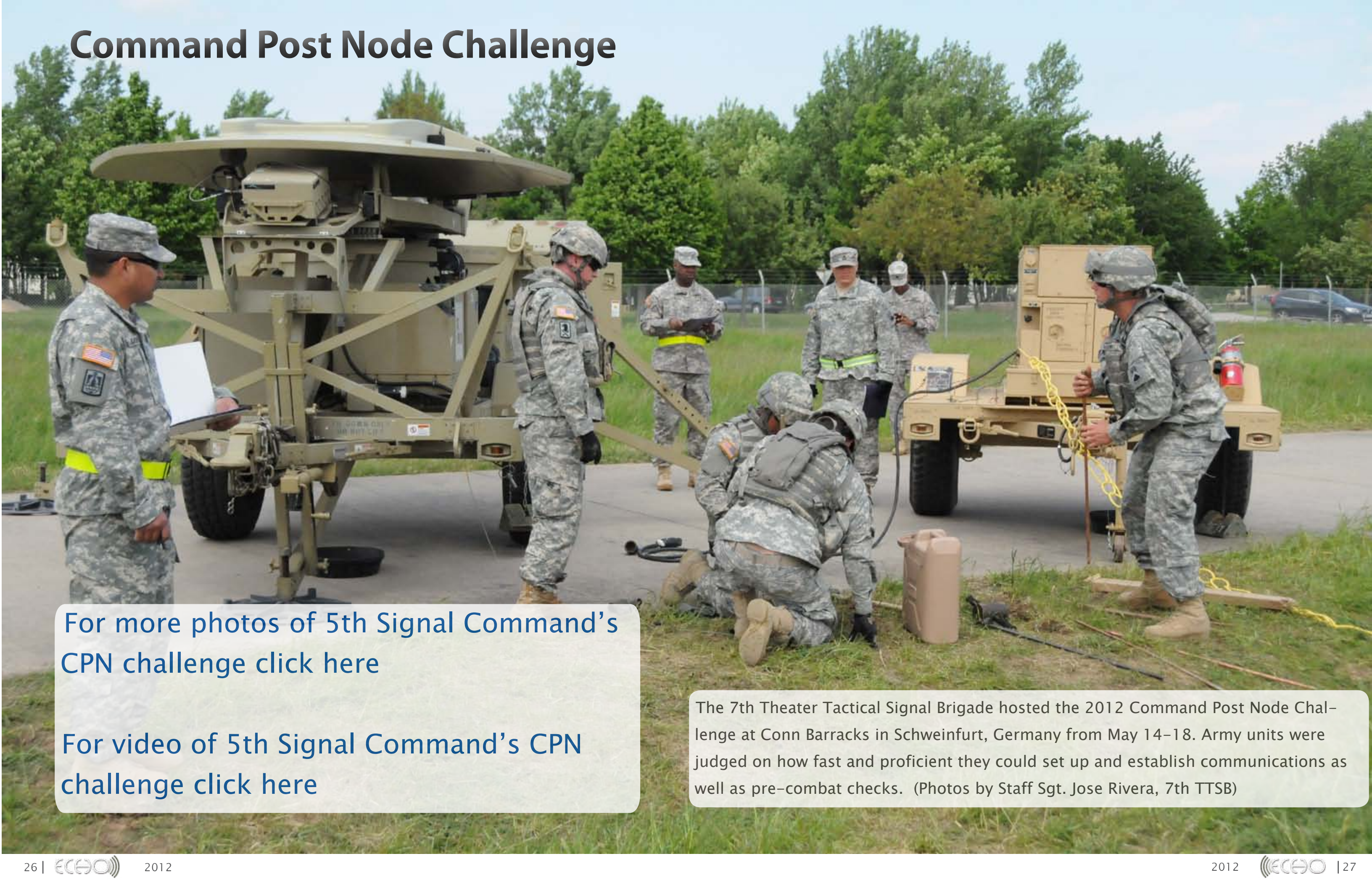
Being a 22-year veteran, it felt good to do the oath again, said Jeffery Mack, satellite communications manager with 5th Signal Command.

"To me it was a reminder of what it is that we are actually raising our hand for, and I think of the ideas of what our forefathers intended for us as Soldiers, as Americans to live in the United States," Mack said.

Master Sgt. Eboni Britton, 5th Signal Command's former senior career counselor and indefinite Soldier, said it had been six years since she took the oath and realized during the ceremony that "this is why I serve."

"I looked to my right and to my left and I see all these people,

Command Post Node Challenge



For more photos of 5th Signal Command's CPN challenge click [here](#)

For video of 5th Signal Command's CPN challenge click [here](#)

The 7th Theater Tactical Signal Brigade hosted the 2012 Command Post Node Challenge at Conn Barracks in Schweinfurt, Germany from May 14-18. Army units were judged on how fast and proficient they could set up and establish communications as well as pre-combat checks. (Photos by Staff Sgt. Jose Rivera, 7th TTSB)

Kristopher Joseph

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 networks 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 5th Signal Commander Brig. Gen. Bruce T. Crawford.

5th Signal implemented the first iteration of JEN with AFRICOM earlier this year. The move relocated all of AFRICOM's local data and services to the JEN data centers in Kaiserslautern and Grafenwoehr.

"At its core, JEN is the way to connect all services and all data in a cost-efficient environment," said Jason Brown, 5th Signal's chief of plans and engineering and 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."

Service consolidation is another vital component of the JEN architecture. Maximizing the use of DoD Enterprise Services is a key component in enabling Joint collaboration. "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 Signal Command's Enterprise Service Office division chief.

There is a great shift in the way DoD is delivering

services to users. Building on cloud-based delivery models used heavily in the commercial sector, 5th Signal and DISA are standardizing common service such as email and portals. The idea is for the service to just be there and work when needed. Units should not have to worry about setting up these services for themselves, they simply need to subscribe to the network and get what they need when they need it. This approach is not only making it much easier to share data at the Joint level, but making the network much more secure, and saving hundreds of millions of dollars in the process, said Brown.

5th Signal and DISA are working towards a model

where DISA provides the global enterprise services like Enterprise Email, Sharepoint and public-facing web servers, where theater signal commands provide local level services like firewall management, storage, authentication and file services.

Enterprise Email has been a huge success in Europe. There were some initial growing pains as the service was rolled out, but some bumps are to be expected when the first time you deploy services in a new way across the globe, said Brown. Now, Army users have a Global Address List that contains entries for everyone in DoD. This is a huge leap forward from where we were just 12 months ago. Now, if you need to send someone in the Air



Force or Navy an email, you can access their information from Outlook on your local machine. While the other Services have not migrated yet, their information is still there for you to use when you need it.

"Enterprise Email was much bigger than Enterprise Email," said Crawford. "This is the first time in a long time that the joint community has been able to team and partner at this level to deliver a capability that's enduring."

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 JTF operating in the Horn of Africa.

JEN is being implemented in Europe with a phased approach starting with AFRICOM, then USAREUR and ending with EUCOM. 5th Signal Command will be the administrator for the JEN maintaining the joint network architecture. The effort has caught the eye of the Secretary of Defense and the Joint Chiefs of Staff as they are directing DoD to develop the Joint Information Enterprise (JIE). JIE is an effort to standardize the way DoD delivers communications across the globe. The work Europe has done on JEN allowed it to be selected by the Joint Staff as the first increment of JIE, said Brown.

"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 COCOMs and 65-70 thousand customers."

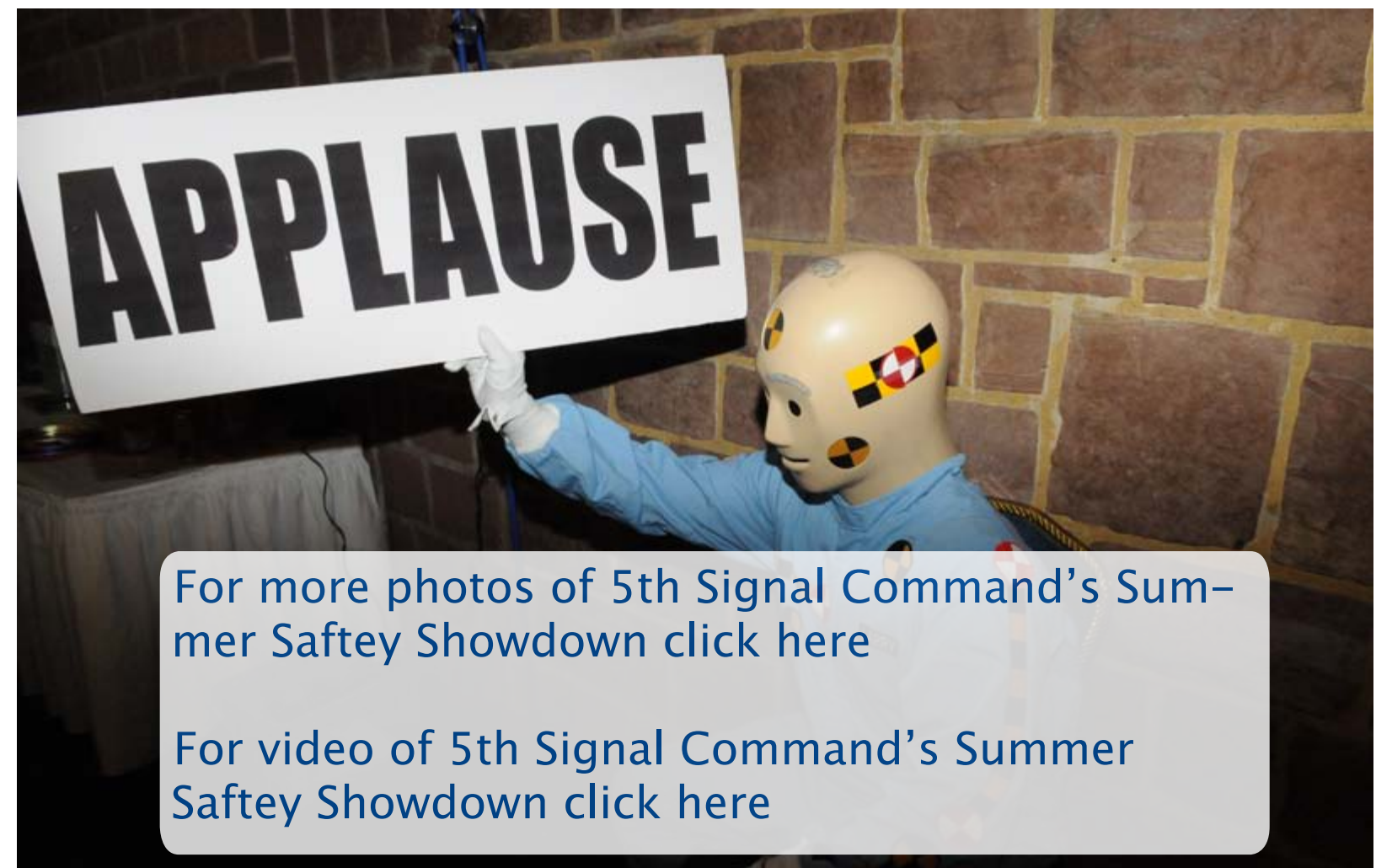
"In times of fiscal restraint, we have to look at ways of reducing costs without jeopardizing the mission, and JEN enables that," said Crawford.

"The 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, joint 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.

Crawford also said that implementing JEN in Europe is critical to informing how the DoD will implement JIE in the future.



Soldiers throughout US Army Garrison Wiesbaden participate in 5th Signal Command's Summer Safety Showdown "Jeopardy" game. During the show-down, Soldiers' reflexes were challenged as well as their safety knowledge.



[For more photos of 5th Signal Command's Summer Safety Showdown click here](#)

[For video of 5th Signal Command's Summer Safety Showdown click here](#)

Information Assurance professionals in Europe meet to “Improve Cyber Readiness”



Lt. Col. Wendy Rivers, commander, 69th Signal Battalion, briefs information assurance professionals during the annual Army in Europe IA Cyber Week held at the Patrick Henry Village Pavilion in Heidelberg, Germany April 23-26.

Kristopher Joseph

This year's theme for Army in Europe Information Assurance Cyber Week was “Improving Cyber Readiness” the event took place at the Patrick Henry Village Pavilion in Heidelberg, Germany from April 23-26.

IA professionals, including active-duty Soldiers and Civilians, gathered from all across the Europe to participate in the week-long event. Workshops, briefings and networking opportunities were on tap daily with a myriad of IA-related topics designed to help those in the IA community become more proficient in their careers.

“This is a great opportunity for IA professionals to get up-to-date on the latest policies and the latest systems and tools to help them achieve success in this theater,” said Dan Hingtgen, U.S. Army Europe IA Program Manager. “Another great thing about this event is the opportunity to network with counterparts and leadership so that best practices and experiences out in the field are shared and learned from.”

The main role of IA in USAREUR is to perform Computer Network Defense and to train and set policies that informs users and ensures military data and information is protected.

“IA is everyone's business,” said Hingtgen. “Everyone

has to understand that the threats are real and everyone should know what their responsibilities are on the network.”

A recurring topic during the cyber week was how to translate the technicalities and implications of the network so the everyday user can relate to it.

Jonathon Bingham, information assurance primary manager for 5th Signal's 509th Signal Battalion in Vicenza, Italy, said that we have to start looking at the network like the autobahn.

“On the autobahn, like any freeway, you need a license to drive on it and you have to follow a set of rules so that accidents don't happen. On the network, your CAC card is your driver's license, and if you break the rules people could get hurt and your license can be taken away.”

Bingham also advocates that garrisons should implement an “IA stand down day,” much like how garrison's hold safety stand down days to focus on the seriousness of being safe in the real world.

“Leadership involvement in IA is absolutely critical,” said Hingtgen. “When everyone knows what right looks like, it will help us better protect the network from our adversaries.”

5th Signal Command enhances training doctrine

Lawrence Torres III, PAO

Many of 5th Signal Command's training concepts developed and implemented this year were brought to the forefront during the Training Management Review this Spring conducted by U.S. Army Europe's Commander Lt. Gen. Mark Hertling.

The training guidance, developed by Brig. Gen. Bruce Crawford, commander, 5th Signal Command, defined the intent in the planning and execution of training. In this document Crawford shared his philosophy, training focus areas, training strategy and guidance and special areas of emphasis.

“I view training first and foremost as not only a requirement and responsibility to strengthen our proficiency on our METL (Mission Essential Task List) tasks but also as an investment in the future of the members of this command,” said Crawford. “Keep in mind that training must always be driven from the bottom up and remain focused first on building the fundamentals required to properly assess your current posture and shortfalls.”

Other key aspects of the training philosophy include practice, trust and management.

Crawford said it is important to “make practice harder than the game, trust your training and institutionalize training management.”

Look for opportunities to create tough, realistic training scenarios that stress leaders, Soldiers, systems and processes and peak the intellectual curiosity of both the leader and the led. Under trust the command must “Create an environment where Soldiers and Civilians have confi-

dence in their preparation, their training, and their leaders.

“Ultimately what we are trying to achieve is developing a cadre of competent, confident leaders who are willing to accept prudent risk in unfamiliar and rapidly changing environments and situations,” said Crawford.

Training management highlights the importance of commanders and leaders, at all levels, moving beyond memorizing the Army's eight step training model.

“What I'm after is a deeper level of understanding,” Crawford said. “I expect creative and innovative ways to make training management a part of the fabric of this command.”

The command's training focus areas include; Leader Development, Preparation for Deployment and Reintegration, USA-REUR and COCOM Exercises and Operations, Enterprise C4 Initiatives, Theater Cyber Operations and Transformation Initiatives, Institutionalizing Training Management.

A key initiative under leader development focuses on after action reviews in a special way. Leaders in command/senior positions will focus on their first 100 days and the time after with an AAR report.

Crawford's intent is to share these thoughts with leaders throughout the command as a part of the broader Professional Development Program.

By the end of the second quarter, commanders and senior NCO's at all levels are directed to establish a dialogue with subordinates on “mentorship”.

“There is an Army wide perception that mentorship is se-

verely lacking in our ranks, at all levels,” said Crawford. “I highly recommend you start the discussions with the definition of the term “mentorship.”

Cyber operations focuses on education and partnering with commands, including a cyber capability at the JMRC. The commander discusses the need to “demystify the concept of cyber operations and educating the customer base on the real threats.”

Operation Solemn Promise, re-energizing a dialogue on Army Values, is highlighted under responsibility and accountability as a great start in achieving a deeper level of understanding and importance in leadership.

Increasing leader presence, improving endurance, diversifying fitness training events and improving education on the importance of nutrition our goals will be emphasized in the future of physical fitness.

“My intent is to establish the ‘Fit to lead initiative’,” Crawford said. “Weight loss is not the only tool for measuring fitness. This initiative is intended to reward Soldiers and Civilians who lose the most weight or coach an individual to dramatically improve their fitness and nutrition lifestyle.”

Soldier and family care and the DA Civilian Education Program along with Medical Readiness, Digital Training Management System and Semi-Annual Training Briefs fall under special areas of emphasis in the training guidance. Each of them carry an emphasis on leaders working to ensure everyone Soldier and civilian is healthy and working on their future career.

[To view the IA training commercial click here](#)

Operation Solemn Promise

Integrity Respect Honor Integrity
Duty Selfless Service Bravery Courage

RE-ENERGIZING A DIALOGUE OF ARMY VALUES

Soldier's Creed

I am an American Soldier.
I am a Warrior and a member of a team.
I will always protect the innocent, defend the just, and keep the enemy from winning.
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and skills.
I am courageous, selfless, and respectful.
I am an expert and a professional.
I am ready to deploy, engage, and defeat the enemies of the United States of America in every situation.
I am a guardian of freedom and the American way of life.
I am an American Soldier.

The Creed of the Noncommissioned Officer

I am a non-commissioned officer. I am a professional. I am a leader. I am a warrior. I am a member of a team. I am a warrior and a member of a team. I will always protect the innocent, defend the just, and keep the enemy from winning. I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade. I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and skills. I am courageous, selfless, and respectful. I am an expert and a professional. I am ready to deploy, engage, and defeat the enemies of the United States of America in every situation. I am a guardian of freedom and the American way of life. I am a non-commissioned officer.

Army Civilian Corps Creed

I am an Army Civilian, a member of the Army Team.
I am dedicated to our Army, our Soldiers and our Country.
I will always maintain the highest standards of integrity, honesty, and respect during war and peace.
I support and defend the Constitution of the United States and its principles. I will honor the values, the traditions and the Army of the United States of America. I will support the Army's mission, its values, its traditions, and its people. I will support the Army's mission, its values, its traditions, and its people. I will support the Army's mission, its values, its traditions, and its people.

Oath of Commissioned Officers

I, _____, having been appointed an officer in the Army of the United States, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign or domestic; that I will bear true faith and allegiance to the same; that I will bear this obligation freely, without any mental reservations or purpose of evasion; and that I will read and faithfully discharge the duties of the office upon which I am about to enter; to help me God.

*One Year Anniversary
November 16, 2012*

