

THE 11TH SIGNAL BRIGADE'S



# THUNDERBIRD

JULY 2015  
VOLUME 17- ISSUE 3

Q U A R T E R L Y



*The Army's Premier Unified Land Operations Signal Brigade!*





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# OPSEC AND SOCIAL NETWORKING SITES

SOCIAL NETWORKING SITES (SNS), like Facebook® and Twitter®, are software applications that connect people and information in spontaneous, interactive ways. While SNS can be useful and fun, they can provide adversaries, such as terrorists, spies and criminals, with critical information needed to harm you or disrupt your mission. Practicing Operations Security (OPSEC) will help you to recognize your critical information and protect it from an adversary. Here are a few safety tips to get you started.

## SAFETY CHECKLIST

### Personal Information

Do you:

- Keep sensitive, work-related information OFF your profile?
- Keep your plans, schedules and location data to yourself?
- Protect the names and information of coworkers, friends, and family members?
- Tell friends to be careful when posting photos and information about you and your family?

### Posted Data

Before posting, did you:

- Check all photos for indicators in the background or reflective surfaces?
- Check filenames and file tags for sensitive data (your name, organization or other details)?

### Passwords

Are they:

- Unique from your other online passwords?
- Sufficiently hard to guess?
- Adequately protected (not shared or given away)?

### Settings and Privacy

Did you:

- Carefully look for and set all your privacy and security options?
- Determine both your profile and search visibility?
- Sort “friends” into groups and networks, and set access permissions accordingly?
- Verify through other channels that a “friend” request was actually from your friend?
- Add “untrusted” people to the group with the lowest permissions and accesses?

### Security

Remember to:

- Keep your anti-virus software updated.
- Beware of links, downloads, and attachments just as you would in e-mails.
- Beware of “apps” or plugins, which are often written by unknown third parties who might use them to access your data and friends.
- Look for HTTPS and the lock icon that indicate active transmission security before logging in or entering sensitive data (especially when using wi-fi hotspots).

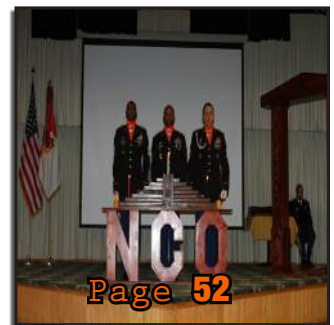
**THINK BEFORE YOU POST!** Remember, your information could become public at any time due to hacking, configuration errors, social engineering or the business practice of selling or sharing user data. For more information, visit the Interagency OPSEC Support Staff’s website.

**Think. Protect. OPSEC.**  
**[www.ioss.gov](http://www.ioss.gov)**



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# 11<sup>th</sup> Signal Brigade History

The Headquarters and Headquarters Company, 11th Signal Brigade, was constituted on 1 September 1943 as the 3103rd Signal Service Battalion and activated 20 December 1943 at Fort Monmouth, New Jersey. The battalion departed for England on 23 January 1944 and to France on 31 August 1944 in support of the war efforts. During World War II, the battalion received campaign credit for Northern France, Rhineland, and Central Europe. After returning to the United States, the battalion was inactivated at Fort Monmouth on 8 October 1945.

The battalion remained on inactive status until 4 September 1964, when Headquarters and Headquarters Detachment, 11th Signal Group, assigned to Fort Lewis, Washington, was activated. The group was reorganized and re-designated Headquarters and Headquarters Company, 11th Signal Group, 25 April 1966. The following December, the group was reassigned to Fort Huachuca, Ariz. and designated on 1 October 1979 as Headquarters and Headquarters Company, 11th Signal Brigade.

In October 2001, the 86th Signal Battalion deployed to Afghanistan in support of Operation Enduring Freedom (OEF) until the spring of 2002. In August 2002, the A Co 40th Signal Battalion, deployed to the Horn of Africa. Thunderbirds supported CENTCOM's largest exercise of the year, Internal Look 2002 from Kuwait and continued their participation in Operation Iraqi Freedom (OIF) in the spring of 2003 deploying over 1200 Thunderbirds to the CENTCOM AOR.

From May to October 2005, the 40th Signal Battalion and the 69th Cable Company deployed to support OIF 05-07. Their redeployment was spread from May to September 2006. In August 2006, the 86th Signal Battalion deployed to Iraq to continue to support OIF. The following year, Headquarters and Headquarters Company, 11th Signal Brigade, deployed in support of OIF 07-09, 3 October 2007 through 24 December 2008. In December 2007, the 40th Expeditionary Signal Battalion deployed to Iraq for a fifteen month deployment ending in March 2009.

On 1 October 2009, the 11th SIG BDE transferred command authority from the United States Army Network Enterprise Technology Command and the 9th Army Signal Command (NETCOM/9th ASC) at Fort Huachuca, to the U.S. Army Forces Command (FORSCOM) and III Corps at Fort Hood, Texas. The 11th Signal Brigade's home base continues to be Fort Huachuca.

In the spring of 2010, the 86th ESB deployed to Operation Enduring Freedom 10-11 as "Task Force Tiger" until the spring of 2011. The 40th ESB deployed June of 2010 in support of Operations Iraqi Freedom and New Dawn returning June of 2011. The 62d ESB deployed April of 2011 in support of Operations Iraqi Freedom returning October of 2011. 62nd ESB deployed again in September 2013 to Afghanistan and returned in June 2013.

57th ESB deployed 2 companies to Afghanistan in support of Operation Enduring Freedom. Bravo Company deployed in August 2011 and returned in July 2012. Meanwhile, Charlie Company deployed in March 2012 and returned in November 2012.

HHC, 11th SIG BDE deployed to Afghanistan in support of Operation Enduring Freedom in January 2012 and returned in December 2012, and then moved the Brigade Headquarters from Fort Huachuca to Fort Hood in June 2013.

In 2013, 62nd ESB deployed to Kuwait in support of CENTCOM. In 2014, 57th ESB deployed to Afghanistan in support of Operation Enduring Freedom until July 2014, 62nd ESB redeployed from Kuwait to Fort Hood in June 2014, and 40th ESB deployed to Kuwait where they replaced the 62nd ESB.

Thunderbirds have supported contingency operations and training exercises at home and abroad in Saudi Arabia, Kuwait, Bahrain, Somalia, Egypt, Honduras, Korea, Cuba, Haiti, Afghanistan and Iraq. This operational tempo has given rise to the Thunderbirds' claim of the "Most Active Signal Brigade in the Army." "The Sun Never Sets on the Thunderbirds."

*"The Sun Never Sets on The Thunderbirds"*



# Brigade Commander Thunderbird 6

Colonel Gary Ridenhour began serving as a Soldier in 1989 by enlisting as an Army Reservist. He was commissioned in 1992 through the ROTC program at the University of Missouri. His first assignment was to Fort Hood, Texas and the 1st Cavalry Division where he served as a tank platoon leader and tank company executive officer in 3rd Battalion, 8th Cavalry Regiment. He subsequently served in the 13th Signal Battalion and 1st Battalion 12th Cavalry Regiment as the S6.

**Col. Gary Ridenhour**

In 1997, Colonel Ridenhour was assigned to the 3rd Infantry Division at Fort Stewart, GA. He was the S6 for the 1st Brigade Combat Team, and commanded A Co, 123rd Signal Battalion. In 2001 he participated in the Army's training with industry program and was placed as a Joint Staff intern in the Pentagon. Before leaving Washington D.C. he was the military assistant for the Army CIO/G6.

In 2005 Colonel Ridenhour returned to Fort Hood and was assigned to the 4th Infantry Division. He served as the S6 for 2nd Brigade Combat Team and then as the Division Network Operations Officer. His next duty was at Fort Leavenworth and the Command and General Staff College as an ILE tactics instructor. From 2009 to 2011 he commanded the 51st Expeditionary Signal Battalion at Fort Lewis, Washington. Following command he served as the plans branch chief for J6 USCENTCOM at MacDill AFB, FL. His previous assignment was as a student at the Air War College, Maxwell AFB, AL.

Colonel Ridenhour is a graduate of the Armor Basic Course, Signal Officer Advanced Course, Command and General Staff College and the Air War College. He has a bachelor's degree in business from Westminster College, a MBA from Webster University, and a master's degree in strategic studies from the Air War College.



# Command Sergeant Major **Thunderbird 7**

CSM Victor Fernandez II is a native of San Antonio, Texas and began his military service on 27 July 1989. He attended basic combat training at Fort Jackson, South Carolina and attended Advanced Individual Training to become an Information Technology Specialist (25B), at the United States Army Cyber Center, Fort Gordon, Georgia.

CSM Fernandez has served in a myriad of CONUS and OCONUS assignments since his enlistment. He began his duties as a Distribution Specialist, United States Army Printing and Publications Center Europe, Frankfurt, Germany; Instructor/Writer for Military Occupational Specialty 74C, Record Telecommunication Center Operator, Computer Science School, Fort Gordon, Georgia; Communications Security (COMSEC) Custodian, United States Forces Korea, Eighth United States Army, Yongsan, Korea; Senior Instructor/Writer, Standardize COMSEC Custodian Course (SCCC), Signal Regimental Officers Academy, Fort Gordon, Georgia; Senior Drill Sergeant, Army Basic Combat Training, Charlie Company, 2-28th Infantry Regiment, Fort Jackson, South Carolina; NCOIC of the Brigade Central Office of Records (BCOR), 172nd Separate Infantry Brigade, Fort Wainwright, Alaska; First Sergeant, 507th Signal Company, 59th Signal Battalion, Fort Wainwright, Alaska; NCOIC, Tactical Operations (TACOPS), ACofS G-3, Fort Huachuca, Arizona; First Sergeant, HHC, 160th Signal Brigade, Camp Arifjan Kuwait; NCOIC, School of Information Technology, 442nd Signal Battalion, Fort Gordon, GA; Sergeant Major, School of Knowledge Systems Directorate, 447th Signal Battalion, Fort Gordon, GA; Interim Battalion Command Sergeant Major, 447th Signal Battalion, 15th Signal Brigade, Fort Gordon, GA; G6 Sergeant Major, 101st Airborne Division (Air Assault), Fort Campbell, KY; CJ6 Sergeant Major, Combined Joint Task Force-101, Regional Command East, Afghanistan; Command Sergeant Major, 1st Special Troops Battalion, 1st Brigade Combat Team, 101st Airborne Division (Air Assault), Fort Campbell, KY; Senior Enlisted Advisor, 2nd Brigade/201st Corps, Afghan National Army, Kunar Province, Afghanistan; Operations Sergeant Major, III Corps ACoS G6, Fort Hood, TX.



**CSM Victor Fernandez II**

CSM Fernandez's military education includes: the Modern Army Combative Course, the Warrior Leaders Course, the Instructors Trainers Course, the NBC Officers Course, the COMSEC Custodian Course, the System Administrator Network Managers Course, the Combat Life Savers Course, the Advanced Leaders Course, the Senior Leaders Course, the United States Army Drill Sergeant Course, the Battle Staff Noncommissioned Officer Course, the United States Army First Sergeant Course, the United States Army Sergeants Major Academy (USASMA), Class 56, and the Sabalauski Air Assault School, Class 20-12.

CSM Fernandez's awards and decorations include: the Bronze Star Medal (two oak leaf clusters), the Meritorious Service Medal (four oak leaf clusters), the Army Commendation Medal (seven oak leaf clusters), the Army Achievement Medal (ten oak leaf clusters), the Joint Meritorious Unit Award, the Army Good Conduct Medal (eighth award), the National Defense Service Medal (one bronze star), the Korean Defense Service Medal, the Afghanistan Campaign Medal (two bronze stars), the Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Service Medal, the Military Outstanding Volunteer Service Medal (one oak leaf cluster), Non-Article 5 NATO Medal (ISAF), and numerous service ribbons. CSM Fernandez has also been awarded the Combat Action Badge, the Mechanic Drivers Badge (Wheeled), the Drill Sergeant Identification Badge, and the United States Army Air Assault Badge.

CSM Fernandez holds a Bachelor's Degree of Science in Applied Management from Franklin University and an Associates Degree in General Studies from Georgia Military College. He is married to the former Irene Flores of San Antonio, Texas and they have three daughters, Kim, Kristiana, Sophia and three sons, John, Victor, and Antonio.



# 11th SIG BDE CHAPLAIN

## INSPIRATIONS

I want to welcome two new team members to the Thunderbird Unit Ministry Teams (a Chaplain and their Chaplain Assistant). Chaplain (Capt.) Matt Mortenson and Chaplain (Capt.) Gary Trujillo both just arrived from the Chaplain Officer Basic Course and both are integrating into their units well. Chaplain Mortenson is the new 62nd ESB Chaplain. He is married and has four girls, one being born just last week. Chaplain Trujillo is the new 86th ESB Chaplain and just moved his family from California to Fort Bliss, Texas, recently. Both of these men have prior military experience and all of our Unit Ministry Teams are doing a great job providing religious support to you and

**Chaplain (Lt Col.) Sellers**

your Family.

We have eight Strong Bonds events across the brigade in July, August and September. There will be events for single Soldiers as well as Soldiers and their spouses. The purpose of the Strong Bonds program is to enhance the lives and improve resiliency among our Soldiers and their families. For those at Fort Hood, there will be a senior leaders (E-7 and above) couples Strong Bonds event August 21-23. Look for those events or talk to your Chaplain or Chaplain Assistant about upcoming events. Next year we anticipate a much smaller Strong Bonds budget, so get in on the great training while you still can.

All Soldiers and their families are encouraged to worship in your faith tradition. Don't let this part of your life go unattended. Take care of yourself and your family spiritually. Many of today's Soldiers grew up in a certain faith tradition and have pulled away from it as adults. I want to encourage you to find a place where you feel comfortable worshipping and exercise your faith. Back to school time is also a good time to also go back to your faith tradition.

Chaplain Sellers



## Col. James C. Parks III



Thunderbirds I have been honored, humbled, and blessed to have commanded the best tactical communicators on the planet these past 25 months. I have been amazed by what this great team has accomplished, and also inspired by the skill demonstrated at every level. Whether in Afghanistan, Iraq, Kuwait, Jordan, or Qatar when the Army has needed to provide mission command to the combat edge the call has gone out to the Thunderbirds. Be proud of who you are and what you have done.

I want to also recognize the great Thunderbird families who have supported us every step of the way. I will never forget the faces of the husbands, wives, mothers, fathers and children who have laughed and cried at every deployment ceremony and welcome ceremony. Tracei and I thank you from the very bottom of our hearts and know that we will always stand with you.

We have been blessed to have served with the best Command Sergeant Major in the Army. As CSM Rambert retires and bids farewell please take a moment to thank this great warrior for more than 29 years of dedicated and faithful service. COL Ridenhour and CSM Fernandez are the Signal Corps finest and they will take the brigade to greater heights. Thunderbirds, you are the best. Thank you. I will always count myself among your ranks and know in my heart that The Sun Never Sets on the Thunderbirds.

## CSM Maurice Rambert

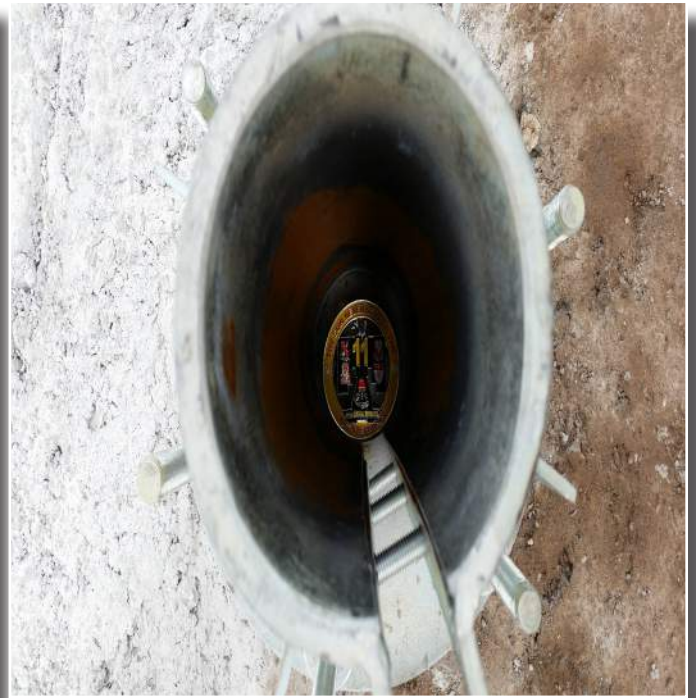


I would like to say farewell and thanks to the Thunderbirds for giving me the great opportunity to serve the Soldiers and their families. As I leave the Army, remember every day is a gift and all Soldiers are entitled to outstanding leadership.

Lastly, to my good friend Col. James C. Parks III and family, some people come into your life for a season and others stay for a lifetime. You, Tracei, Sidinie and Tjai will be in mine for a lifetime. Thank you all for making me part of your family.

Remember that success can be measured in many ways. I choose to say that success is knowing that one person has breathed a little easier because you were in place doing your part, and for that reason, the Sun Will Never Set on The Thunderbirds. Thunder 7 roger out.





*"The Sun Never Sets on The Thunderbirds"*















# Changing of the Guard

Story and photos by Staff Sgt. Kelvin Ringold  
11th Signal Brigade Public Affairs



**Col. Gary Ridenhour and Command Sgt. Maj. Victor Fernandez II complete the transfer of command and authority by passing the brigade colors. The 11th Signal Brigade held a change-of-command and change-of-responsibility ceremony July 17 at 9 a.m. on Sadowski Field here.**

*"The Sun Never Sets on The Thunderbirds"*





**Spc. Stewart relays commands to his battle buddy to be told to the units in formation.**



**Spc. Albert takes the commands from the field as he relays them to the Soldiers waiting in formation on the parade field.**

The 11th Signal Brigade held a change-of-command and change-of-responsibility ceremony Friday at 9 a.m. on Sadowski Field here.

Col. James C. Parks III and Command Sgt. Maj. Maurice A. Rambert, the 11th Sig. Bde. Command team for over two years, handed over command and responsibility of the brigade to Col. Gary Ridenhour and Command Sgt. Maj. Victor Fernandez II. Ridenhour recently completed his tenure as a student at the Air War College at Maxwell Air Force Base, Alabama, and Fernandez comes to the brigade after recently working in the III Corps G6. The ceremony paid homage to earlier singaleers as all commands were given to the Soldiers in the different unit formations by flag semaphore.

Brig. Tim Lai, III Corps

deputy commander for support, oversaw the ceremony and was the guest speaker. "I feel very honored to be a part of this ceremony today and to acknowledge the many accomplishments of the Thunderbirds and their outgoing command team," said Lai.

Over the past year, Lai has been heavily involved with the brigade, and recognized Parks and Rambert for their successes. "The Soldiers of the Thunderbirds brigade have been ubiquitous in their support of commanders across [III] Corps and beyond," Lai explained. "It is rare to find a tactical operations center without a Thunderbird Soldier there somewhere ensuring commanders and their staffs can communicate what and when they need to."

These ceremonies can often

be bittersweet for the command, families and Soldiers involved as they look forward to what the future will hold, but also reflect on the things they were able to accomplish. Rambert, who will be retiring soon after 30-plus years of military service, tried to describe his decades of experiences to those in attendance. "Today is a special day for me," said Rambert. "As you come to the culmination of one career you reflect upon those years and you say to yourself 'how do you sum that up in a two to three minute speech?'" Simply put, you can't.

With his time as the command sergeant major of the brigade over and his military career winding down, Rambert was appreciative for the things his battle buddy Parks and the Soldiers of the brigade were able to accomplish.

"It has truly been a blessing every day," exclaimed Rambert. "You'll never know what that has meant to me." Holding back tears, Rambert had one final message for the Soldiers.

"Remember that success can be measured in many ways," Rambert said. "I choose to say success is knowing that one person has breathed a little bit easier because we, the collective, were in place functioning and doing our part."

As the incoming command sergeant major, Fernandez wanted to recognize Rambert for all he has done.

"Command Sergeant Major Rambert, you are hands down one of the best non-commissioned officers that I know," Fernandez spoke. "With 34-years of service you are a true inspiration to emulate. I will work hard to carry on your legacy."

After commanding the 11th Sig. Bde, Parks will deploy in support of International Security Assistance Force in Afghanistan, and is grateful for the time he got to spend with the brigade.

"I am humbled and honored to stand before you today to say that I was, and always will be, a part of the best tactical communicators you will find anywhere in the world," said Parks.

Overcome with emotion as he said good-bye to his Thunderbird family, Parks wore his heart on his sleeve.

"I am humbled to have been counted among your ranks," said Parks. "Thank you and

your families for everything you have, and will do."

Command teams form a strong bond and go through a lot together, and the bond between Parks and Rambert produced a lifelong friendship.

"Battle, what can I say," Parks asked. "You are the greatest Soldier I have ever known. You woke up every day to serve this great country, the Army, the Signal Corps and the 11th Signal Brigade. You were, and are, my mentor, my sergeant major and my friend."

As the ceremony's end marked a new day in the annals of 11th Sig. Bde., Ridenhour was eager to begin his time with the brigade. "I am humbled for the opportunity to be your commander," said Ridenhour. "I look forward to being part of this great organization as we do our part to achieve Army dominance in the land, air and cyber domains."



**Col. Parks and Command Sgt. Maj. Rambert begin the transfer of command and responsibility ending their time as the brigade command team.**



**Brigadier Lai and Col. Ridenhour lead the new command team off the parade field as they begin the next chapter in the 11th Signal Brigade.**



**Col. Parks and Command Sgt. Maj. Rambert hug one another after Col. Parks completes his thank-you speech.**



# Fort Hood Celebrates Signal Regimental Week

Story and photos by Staff Sgt. Kelvin Ringold  
11th Signal Brigade Public Affairs



*Col. James C. Parks III, commander, 11th Signal Brigade, Col. Charles Parker, III Corps G6 and Command Sgt. Maj. Stefon Watson, command sergeant major, U.S. Army Network Enterprise Technology Command, lead the regiment up Battalion Avenue on Thursday morning. In celebration of the Signal Corps 155th birthday, signaleers from Fort Hood and other installations around the country participated in a regimental run to raise camaraderie and spirit de corps.*

Signaleers from Fort Hood and other installations around the country, celebrated the 155th Signal Regimental Corps birthday June 22-25 here.

Signal week is a time when soldiers in the Signal Corps reflect on its rich history, look ahead towards future endeavors and engage in activities to build comradery and a spirit de corps.

During the first three days, Signal leaders converged on different locations around post, engaging in a series of talks and briefings.

“Signal week is an opportunity for signaleers from across the regiment to get together and discuss best practices or lessons learned,” said Command Sgt. Maj. Maurice S. Greening, 57th Expeditionary Signal Battalion, 11th Signal Brigade. “It is also an opportunity to learn about the current state and the future of the Signal Corps.”

Command Sgt. Maj. Greening, who has been a Signal Soldier for over 25 years, started his career when there was limited use of computer technology, and has seen how the Signal community has changed with the times.

“The technology has changed tremendously,” Greening said. “Today, everything is IP based, the equipment is much lighter and easier to transport and is consistently interfaced with strategic communications.”

Having the opportunity for different Signal leaders to communicate with one another is always key in the corps ability to adapt and constantly improve.



“Signal leaders across the formation are collaborating [and] are creating opportunities today to set [the] conditions for the future of our Signal Corps,” said Command Sgt. Maj. John S. Ronquillo, 62nd Expeditionary Signal Battalion, 11th Sig. Bde. After 23 years, Ronquillo has also seen the advancements the Signal Corps has gone through in respects to its equipment.

“Working with analog equipment at my first duty station to the Warfighter Information Network-Tactical (WIN-T) platform currently used by 62nd ESB has enabled battle command on the move,” said Ronquillo. “Allowing commanders to make decisions faster than ever before.”

During Signal Week, coming together as a community and sharing in the wealth of knowledge different leaders bring to the table is always something signalers looks forward to.

For Col. Charles Parker, III Corps G6, a 22 year Signal leader, this is one of the biggest advantages for the regiment during the week.

“Signal week is an important opportunity to set aside organizational affiliations and come together as signalers representing a variety of functional areas to share information and grow professionally,” said Parker. “Our collective diversity of experiences and technical specialties remain our greatest strength as an Army branch.”

On the final day of the Signal week celebration, Signal soldiers participated in a regimental run led by Maj. Gen. John B. Morrison Jr, commanding general, U.S. Army Network Enterprise Technology Command, and Command Sgt. Maj. Stefon Watson, command sergeant major, NETCOM.

As soldiers ran down the streets, cadences bellowed through the air as the Signal flag and individual unit’s respective flags waved proudly.

“I thoroughly enjoyed participating in the regimental run,” said Parker. “There is something to be said for having strength in numbers and the opportunity to join in camaraderie with hundreds of other communicators was both empowering and encouraging.”

Looking back on past regimental runs, these events are something that Col. Parker looks forward to and holds in high regards.

“I’m always amazed that doing something as simple as coming together for a unit run can do so much to restore spirit de corps in both our Army and in our regiment,” said Parker. “Knowing that Army signalers of all ranks have joined together in various formations for 155 years to accomplish our nation’s missions is extremely inspirational for me.”



Later on that night, Signal soldiers joined one another to celebrate the regiment's birthday at the Killeen Civic Center for the Signal Ball.

Morrison was the guest speaker for the evening and had a challenge for the signaleers in attendance.

"My charge to you tonight is in these challenging times, find that opportunity to do what the Signal Corps has always done," said Morrison. "Embrace change, lead change and drive change."

With the night and another Signal Corps birthday coming to an end, Morrison wanted to show his appreciation to all that have helped make the regiment a success.

"Thank you so very much for all your service," said Morrison. "[Thank you] for what you've done for our nation in the past and what you will continue to do for our nation in the future."



Clockwise from bottom left:

- (1) Command Sgt. Maj. Greening looks down the field as he prepares to throw deep.
- (2) Capt. Zorn creates pressure defense as he tries to disrupt the opposing team's scoring drive.
- (3) Command Sgt. Maj. Ronquillo gets off a perfect shuttle pass to his awaiting receiver.





Clockwise from above:  
 (1) After scoring a much needed touchdown, Capt. Wilson points to his quarterback acknowledging the precision pass.  
 (2) In an attempt to take the opposing teams best player off the field, Capt. White receives a one-way ticket to the turf.  
 (3) Command Sgt. Maj. Rambert comes onto the field and immediately throws his first touchdown of the morning  
 (4) Col. Parks narrowly escapes the "Gatorade" bath after his team wins the game.  
 (5) Thunderbird leaders from around the brigade take a photo after the staff football game during Signal Week.



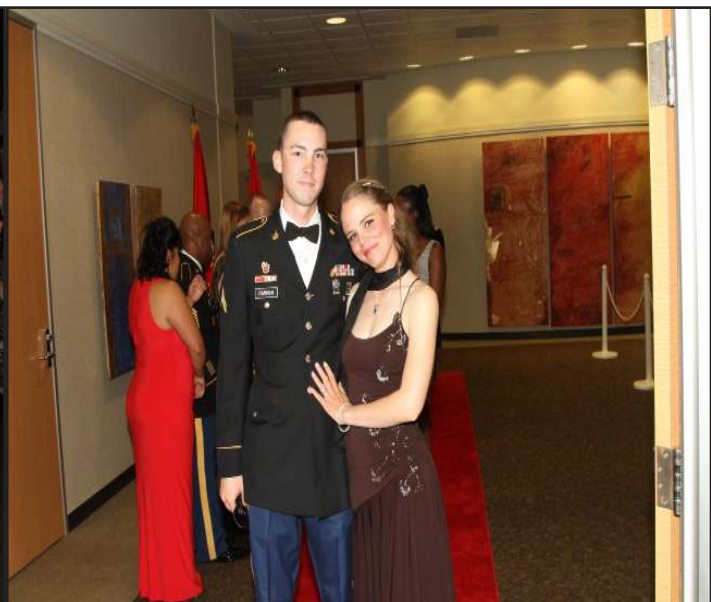
















*"Thunderbirds Lead The Way"*





# 'Thunderbird' Spouses Enter Boot Camp

Story By Staff Sgt. Kelvin Ringold  
11th Signal Brigade Public Affairs Office

Spouses from the 11th Signal Brigade participated in the inaugural Spouse's Boot Camp June 19, here.

The idea for the boot camp came from Col. James C. Parks III, commander, 11th Sig. Bde., and his spouse, Tracei Parks.

"We wanted to have an event that would bring spouses together for a fun team building exercise and at the same time, take a walk in their spouse's shoes," explained Tracei Parks.

Candice Brim, spouse of Headquarters and Headquarters Company commander Capt. Brandon Brim, had similar expectations when she found out about the boot camp.

"I anticipated having a lot of fun meeting and bonding with other spouses," Brim said. "I felt this would be a great opportunity for me to participate in some of the training exercises that my husband and other soldiers have experienced. For spouses to have the chance to bond only makes for a stronger support system for soldiers."

To begin the day, the spouses got to experience the Warriors Skills Training Center (WSTC) and Engagement Skills Trainer (EST).

In the WSTC, they were able to participate in virtual building clearing scenarios. Armed with laser pointed weapons they had to navigate the building eliminating simulated threats, and sparing the innocent.

In the other building during the EST, the spouses were able to go through qualification steps from zeroing the weapons, to actually trying to qualify.

Both sites are used by soldiers throughout the year for various training requirements and the spouses got a lot out of the experience as well.

The EST was a lot of fun, said Lisa Hannon, spouse of Staff Sgt. William B. Hannon, Company B, 62nd ESB.

Even though it was simulation based training, the spouses realized how crucial it was.

"The simulation center really brought home the importance of the training needed for their safety and awareness," said Parks.

The important nature of the training scenarios also did not escape Brim.

"Although we as spouses experienced simulations in controlled environments, soldiers have to be prepared for the

unimaginable real life situations that may occur," said Brim.

After going through the simulation stations, the spouses got to eat lunch at the Freeman Dining Facility.

As part of the experience, they were put in formation and marched to most places, something that ended up being beneficial and enjoyable for them.

"My favorite part was learning cadences and commands and working as a team with other spouses," said Brim.

Even though most of the spouses had no experience marching, they still did quite well for their first time.

"Seeing the spouses march in formation was fun," said Staff Sgt. Joseph Moody, Headquarters and Headquarters Company, 11th Sig. Bde. "They did pump me up calling cadences they just learned. I was impressed."

(continued on next page)



*Sgt. 1st Class Damon Hewing, Headquarters and Headquarters Company, 11th Signal Brigade, lets the spouses know how much time they have remaining before they begin push-ups.*



After grabbing lunch, they were marched to the motor pool and where they performed Preventive Maintenance Checks and Services on some of the unit's vehicles.

After getting familiar with the vehicles and procedures for keeping them in tip-top condition, the spouses marched to the 62nd ESB area where they were given Physical Readiness Training instructions and drills.

Sgt. 1st Class Damon Hewing, HHC, 11th Sig. Bde., also helped march them and was responsible for conducting the PRT training.

"I thought it went well overall," said Hewing. "The spouse's attitudes made it enjoyable for all of us. Their motivation was evident in the way they dressed in matching "Rambo" bandanas with the unit crest on them."

Even though these experiences are just a small portion of what soldiers go through while they are in the military, it still gave the spouses some insight into the pressures they have to deal with.

"I truly believe that each spouse got a good glimpse into some of the day-to-day aspects involved in being a soldier," said Parks.

After having a full day of training and insight, the spouses were able to reflect on what they had experienced.

"I have a newfound appreciation for everything that my husband and every other service member does to protect our country," she added.

Although the boot camp was a great way for the spouses to experience some of the things their soldiers go through, it more importantly helped them form stronger bonds with one another.

"My favorite part of the experience was being able to meet and bond with the spouses throughout the brigade," exclaimed Kristine Ronquillo, spouse of the 57th Expeditionary Signal Battalion Command Sgt. Maj. John S. Ronquillo. "It's not often enough that we are all together so to be able to do something fun and bond at the same time was great!"



*Aimee Rivera, spouse of 1st Sgt. Victor Rivera, Company C, 62nd ESB, performs PMCS on one of the vehicles belonging to the unit June 19.*



*Spc. Gabriel Boley, Company A, 62nd ESB, assumes a good kneeling position before engaging his target June 19.*





*"Thunderbirds Lead The Way"*









# 11th Signal Brigade's Spotlight Soldier

## J U N E 2 0 1 5



Spc Arailla Heegel, a military intelligence soldier and security manager in HHC, 11th Sig. Bde., was chosen as the 11th Sig. Bde. June Spotlight Soldier.



Spc Heegel helps her fellow battle buddy, Cpl. Tim Gerlach, HHC, 11th Sig. Bde., with some questions he has about the physical security in his office.

## MI Solider Shines Bright in Signal Brigade

**Story by Staff Sgt. Kelvin Ringold**  
11th Signal Brigade Public Affairs

For the last year, the military has been reducing the number of service members throughout its many branches. With so many cuts on both the officer and enlisted sides, only the very best are being retained. The leaders and command teams in the 11th Signal Brigade make sure these soldiers are recognized every month.

Spc Arailla Heegel, a military intelligence soldier and security manager, was chosen as the 11th Sig. Bde. June Spotlight Soldier. Spotlight Soldiers are those that

go above and beyond just doing their day-to-day jobs, continually stand-out and strive to make a positive impact on the people around them.

"Spc. Heegel has been an invaluable member of the S2 section," said Capt. Jacquie O'Connor, S2 officer-in-charge. "She joined us from 4th Sustainment [Brigade] and their loss was our gain."

Heegel is a native of Fayetteville, N.C., and was already highly motivated before joining the Army.

After graduating from South View High School in Hope Mills, North Carolina, she went into the Esthetics Technology Program at Fayetteville Technical Community College. She was on the dean's list while she attended, and earned a certificate in the field.

She originally majored in psychology, but decided to switch in order to follow in her mom's footsteps.

(continued on next page)

*"Thunderbirds Lead The Way"*

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“She’s a cosmetologist and she owned her own hair [salon] when I was younger,” explained Heegel.

After receiving her certification she made the decision to enlist in the Army.

“Honestly, I kind of joined spontaneously,” said Heegel. “My family and friends didn’t even think that I was being serious until the day I left.”

After already having success in the collegiate world, Heegel made the move to join the military as another way of improving herself.

“What interested me were the numerous opportunities that the Army could provide,” Heegel explained. “I wanted to try something new and challenge myself as well as further my education.”

Adjusting to the Army life was difficult, but Heegel adapted quickly.

“The most challenging thing that I had to face was just learning how to keep pushing myself even when I felt like giving up,” Heegel said with a smile. “The Army was a whole new world and there were times when I doubted that I would even make it.”

Realizing that coming into the Army wasn’t just about her anymore, Heegel was able to push forward and complete her Initial Entry Training and go on to graduate her 17-week Advance Individual Training at Fort Huachuca, Az.

“I continue to push, not just for me, but for my friends, my family, and my country,” Heegel said. “Sometimes you can get so wrapped up in yourself that you forget how big of an impact you are truly making. It feels good knowing that I play a part in keeping my country safe.”

Her resilience, dedication and commitment to helping the people around her are some of the reasons she excels in her unit.

“Her diligence in preparing the brigade and battalions for the III Corps subsequent command inspection directly contributed to S2 having some of the best inspection results in the brigade,” said O’Connor. “

Her hard work and dedication earned her an Army Achievement Medal.

Spc. Heegel was instrumental in the success of the brigade’s subsequent command inspection,” said Capt. Sheldon Marcelline, company commander, HHC, 11th Sig. Bde. “Even with the high operational tempo Spc. Heegel keeps a positive attitude and a smile on her face. We are proud to have her as part of our S2 section and brigade.”



**Capt. Sheldon Marcelline, company commander, HHC, 11th Signal Brigade, stands with Spc Araila Heegel, a military intelligence soldier and security manager, 11th Sig. Bde., after she is promoted to specialist. One of the hardest working Soldiers in the brigade, Heegel received a promotion in March, and continues to work her way to the next rank.**

After joining the Army to improve and grow as a person, she is using the opportunity to excel both physically and mentally.

“Currently, I am a few classes away from my associates in Intelligence Studies,” said Heegel. “I want to continue to pursue the program further and earn my bachelors.”

Being recognized as a top soldier is a great experience, and it probably will not be the last time she gets noticed.

“It is an honor to be recognized as the June Spotlight Soldier,” Heegel said excitedly. “I hope that I can be an example to guide my fellow soldiers into achieving the same thing.”

# *The signs are all around*

*it's up to **YOU** to recognize  
and act on them*



**PLS DNT  
TXT & DRV**

## ***Training, Discipline and Standards***

*Training, discipline and standards are the bedrock of our Army, and as Soldiers, you've been taught what right looks like. As leaders, you have a duty and a responsibility to maintain standards in your formation. You also have an obligation to your Soldiers and their families to manage risk and take action to correct problems. In our fight against accidental fatalities, knowledge is the weapon of choice.*



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<https://safety.army.mil>



# 40TH ESB BIDS FAREWELL TO ONE COMMANDER, WELCOMES ANOTHER

Story and photos by Natalie Lakosil

Fort Huachuca Scout



***11th Signal Brigade Commander Col. James Park, right, passes incoming Commander Lt. Col. Cora Henry, 40th Expeditionary Signal Battalion, the colors, signifying her control as commander of the ESB. The passing of the colors represents the transfer of authority and responsibility for the unit from one commander to another.***

Fort Huachuca, Arizona - Outgoing Commander Lt. Col. David Thomas relinquished command of the 40th Expeditionary Signal Battalion to incoming Commander Lt. Col. Cora Henry, Wednesday morning during a change of command ceremony on Brown Parade Field.

"It's an absolute honor to be here today to thank Dave and Kellie Jo Thomas and welcome Cora Henry to the Renegade family," said 11th Signal Brigade Commander, Col. James C. Parks III. "With our battalion spread across three branches, deployed across two theaters, and supporting missions from coast to coast here in the U.S., change is a part of our daily life in the Thunderbirds.

"Today that change comes in the 40th Signal Battalion when we say goodbye to one battalion commander and welcome another," Parks added. "One of my first ceremonies as brigade commander was here on this very field when Dave took command. I remember him saying he was proud to join the ranks of the 40th and he promised to give 100 percent every day. Dave, you have certainly done that. We wish you nothing but the best and look forward to working again with you in the future."

Thomas, who started his military career at Fort Huachuca 25 years ago after graduating from Buena High School, has been stationed at Fort Huachuca three times during his Army career. Thomas said the day's events were bittersweet. "It has been a fabulous two years and I will definitely miss the Soldiers and the Families. It's like home, so I'll miss that.

"Renegades you look great and I could not be more proud of you. I am honored to have the opportunity and privilege to command the Soldiers standing before you for the past two years."

Thomas will be relocating to Fort Knox, Kentucky, with his wife. "Kellie this was your first experience as an Army spouse and you did awesome. I love you and I look forward to the next chapter in our Army career," he said.

Parks spoke next.

"We are especially happy today as we welcome a very qualified and experienced leader to take command of the 40th Signal Battalion," Parks said. "Take care of these Soldiers, for they are some of the very best you will find not only here at Fort Huachuca, but in the Signal Corps and in the military."

This is Henry's first time being stationed at Fort Huachuca. She briefly visited several years ago while on temporary duty. Henry and her family have relocated from Fort Leavenworth, Kansas.

"This is truly an honor, I'm looking forward to commanding the battalion," Henry said. "I've got a great battalion that I've taken over.

"One of the things I am looking forward to doing is developing our future leaders for the Army," she added. "I know that the Army has been around for a long time and we're going to continue to be around. ... I just want to make sure that the Soldiers who are in this battalion are mentored and developed to be outstanding future leaders."



**From left, incoming Commander Lt. Col. Cora Henry, 40th Expeditionary Signal Battalion, 11th Signal Brigade Commander Col. James C. Parks III, and outgoing Commander Lt. Col. David Thomas, 40th ESB, inspect the troops on Brown Parade Field as part of the change of command ceremony Wednesday.**



**Outgoing Commander Lt. Col. David Thomas gives his farewell speech during the 40th Expeditionary Signal Battalion change of command ceremony of Brown Parade Field Wednesday morning.**





# 11th Signal Brigade's Spotlight Soldier

## J U L Y 2 0 1 5

### Chef Cooks III Corps Competition

**Story by Staff Sgt. Kelvin Ringold**

11th Signal Brigade Public Affairs

**Photos by Staff Sgt. Anita Jones**

40th Expeditionary Signal Battalion



***Pfc. Temitope M. Akinola, culinary arts specialist, 40th Expeditionary Signal Battalion, stands with the other competitors awaiting the board members results. On June 30, Pfc. Akinola won the III Corps Chef of the Quarter board here.***

A culinary arts specialist from the 40th Expeditionary Signal Battalion won the III Corps Soldier of the Quarter board June 30 here.

Pfc. Temitope M. Akinola, a native of Lagos, Nigeria, is stationed at Fort Huachuca, Arizona, and has been in the military for 15-months.

Even though he has only been in the Army for just over a year, he has enjoyed cooking for longer than that.

"I have been cooking since I was young," said Akinola.

He joined the 40th ESB family in September 2014 and made an immediate impression on his leadership.

"He is one of the finest Soldiers I have had the pleasure of mentoring," said Sgt. 1st Class Sergio Winston, Dining Facility manager, 40th ESB. "I know that his maturity, [military] bearing, attitude and professionalism will assist him well when competing before the board."

Akinola first won the 11th Signal Brigade Chef of the Quarter board here June 29 and the victory advanced him to the III Corps competition the following day.

"The Soldiers competing participated in a board this time," said Sgt. 1st Class Marcus L. Taylor, chief food operations sergeant, 11th Sig. Bde. "The cooking competition will be here in September for the III Corps Chef of the Year competition."

The brigade board was Akinola's first time competing at a board and advancing to the III Corps portion made him a little nervous.

"I had a fear of losing the competition," Akinola said.

He did not let the fear stop him and he will now be advancing to the III Corps Chef of the Year board this fall.



***Command Sgt. Maj. Maurice Rambert, 11th Signal Brigade, and Pfc. Temitope M. Akinola, culinary arts specialist, 40th Expeditionary Signal Battalion, pose for a picture after the board. Pfc. Akinola won the 11th Sig. Bde. Chef of the Quarter board and advanced to the III Corps Chef of the Quarter board here, and won.***

Akinola plans to continue studying and increasing his food knowledge beforehand, and offered some advice to his fellow Soldiers.

“Have the boldness to step forward by believing in yourself, put in some effort that will set you up for success and commit the rest in God’s hands.”

Winston was proud of Akinola and reflected on what it has meant to have him as part of his team.

“It has been an honor and privilege to lead this caliber of Soldier,” said Winston. “Pfc. Akinola is truly an outstanding Soldier and person. He epitomizes the Army values in everything he does.





# Report

## Suspicious Activity



Army  
Strong<sup>SM</sup>

### Indicators:

- People drawing or measuring important buildings.
- Strangers asking questions about security or building security procedures.
- Briefcase, suitcase, backpack, or package left behind.
- Cars or trucks left in No Parking zones in front of important buildings.
- Intruders in secure areas where they are not supposed to be.
- A person wearing clothes that are too big and too hot for the weather.
- Chemical smells or fumes that worry you.
- People asking questions about sensitive information such as building blueprints, security plans, or VIP travel schedules without a right or need to know.
- Purchasing supplies or equipment that can be used to make bombs or weapons or purchasing uniforms without having the proper credentials

### Also Report Situations Where:

- Individuals have isolated themselves or are emotionally withdrawn from friends/community
- Individuals are absent from the workplace for seemingly no reason
- Individuals with apparent grievances

### Primary Reporting Methods

- Law enforcement official or agency
- Security force or guard members

### Alternative Reporting Methods

- DA Civilians/Soldiers: your chain of command
- Spouses: your military member/FRG Leader
- Children: your parents or teachers
- Contractors: contract agency or COTR

### What to Report

- |                                      |                                    |
|--------------------------------------|------------------------------------|
| • When did suspicious activity occur | • What type of activity            |
| • Where did activity occur           | • Describe what you saw            |
| • How many people involved           | • Provide pictures if you took any |
| • How many vehicles involved         |                                    |

**Organized team or lone wolf, foreign or home-grown, targeting many places or just one, using available technology or weapons made with their own hands—the fluid, obscure nature of the terrorist threat demands that we know what to look for and where to look. Familiarize yourself with indicators of suspicious activity and be ready to report such activity to proper authorities.**

**Always Ready, Always Alert**  
*Because someone is depending on you*





**11th Signal Brigade Soldier of the Year**



**57th Expeditionary Signal Battalion  
Spc. Jorge Savaglia**



# Leadership

By Spc. Jorge Savaglia  
57th Expeditionary Signal Battalion

Leadership. What is it? When I think of the word leadership one thing comes to mind: the Corps of Noncommissioned Officers. Noncommissioned Officers embody everything that a good leader can and should be. Something my Platoon Sergeant told will always be in my mind, "If you are physically fit, mentally fit, and financially fit you will succeed in the military!" That has remained true and the more I perfect these attributes the more successful I become. Being a good leader means encompassing all three qualities, but also instilling them in your soldiers.

Being physically fit is more than just a score on the Army Physical Fitness Test (APFT). Physical fitness is your ability to push harder when everyone wants to quit, to motivate your soldiers when they want to fallout of a run and to set the standard high enough to push your soldiers to the maximum. Being a good physically fit leader is what will drive your soldiers to push harder and motivate you when things get rough. Not only does physical fitness prove proficiency in the APFT, but it also helps maintain a professional appearance. It all comes down to pride, having the pride to wear the uniform correctly, the pride in your unit and the pride in being physically fit. How will your soldiers follow you if you are not the standard bearer? They won't. You need to be better than the person next to you, lead by example and always strive for perfection.

A mentally fit leader has all of their ducks in a row. As a leader you are the "do all, be all" for your Soldiers. It is important to have your life in order so you can better manage your Soldiers. Whether it be your own personal issues or emotions, the stressors of daily garrison life, or a deployment, it is imperative to show mental fitness so your Soldiers have a yardstick to which they can measure themselves. Not only showing strength, but also showing resiliency is the key to success. It is not how many times you get knocked down that matter, but rather how many times you get back up. As Army leaders it is our responsibility to maintain personal mental fitness as well as that of our Soldiers. If you are squared away then your Soldiers will follow.

Lastly, being financially fit is something the Army has begun to emphasize greatly. The ability to maintain financial stability shows character, maturity, and good leadership. Organizational skills and time management go hand-in-hand with financial stability as well as Army life. It is important to keep the end-state in mind when planning for the future, whether it be financially or accomplishing the Army's mission. Soldiers will look to their leaders as examples of what right looks like, so starting from the top it is important for leaders to be financially fit.

What is leadership? Leadership to me means being physically fit, mentally disciplined and financially stable. These skills are all-encompassing and without one you cannot have the other. Good leaders find ways to symbolize these three qualities and instill them in their Soldiers. It is our job to remember the last line of the Creed of the Noncommissioned Officer, "I will not forget nor will allow my comrades to forget, that we are professionals, Noncommissioned Officers, LEADERS!"



**Spc. Jorge Savaglia, 57th Expeditionary Signal Battalion, receives a coin from Command Sgt. Maj. Stephfon Watson, NETCOM, for winning the brigade Soldier of the Year competition.**

# 57th ESB FTX

Photos by Staff Sgt. Kelvin Ringold  
11th Signal Brigade Public Affairs Office



*"Voice of the Warrior"*

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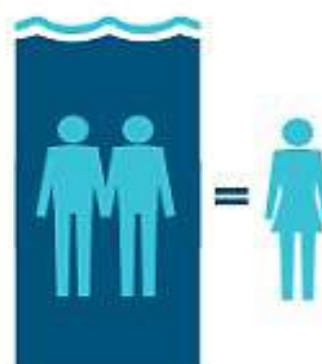








# DROWNING KEY FACTS



# 16th T1N Manhole Training

Photos by Staff Sgt. Kelvin Ringold  
11th Signal Brigade Public Affairs Office









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**See Something Say Something**



Always Ready, Always Alert







# Dallas Native Re-ups on the Star

Story By Staff Sgt. Kelvin Ringold  
11th Signal Brigade Public Affairs Office

**Capt. Bill R. Mynatt III, company commander, Company C, 62nd ESB, issues the Oath of Reenlistment to Sgt. Kennard Dunbar and his battle buddies reenlisting with him. On June 15, Soldiers from 62nd ESB took a tour of AT&T Stadium in Dallas, Texas, where they witnessed Dunbar reenlist.**

Sgt. Kennard Dunbar, Company C, 62nd Expeditionary Signal Battalion, reenlisted on the 50-yard line at AT&T center in Dallas, Texas on June 15.

Dunbar was born and raised in Dallas and has been a Dallas Cowboys fan as long as he can remember.

After graduating in 2008, Dunbar, who comes from a military family, decided to join the Army that same year.

After being stationed in Korea and Fort Bragg, North Carolina, Dunbar was finally able to return home when he got stationed here at Fort Hood, Texas.

After returning from deployment in 2014, Dunbar began thinking about his reenlistment options. After some thought, when the opportunity came up for him to reenlist, he immediately thought of doing it at the stadium.

“Everyone that knows me knows I want to stay in 20 years,” said Dunbar. “Hopefully I can motivate some people along the way.”

He organized a trip so that more Soldiers from his company could attend his reenlistment, and also get a tour of the stadium.

After about two hours going through many portions of the stadium, Dunbar and the other Soldiers found themselves down on the field facing the giant Dallas Cowboys star at the center of the field.





**Sgt. Kennard Dunbar, Company C, 62nd ESB, hands out the tour tickets to his fellow Soldiers. On June 15, Soldiers from 62nd ESB took a tour of AT&T Stadium in Dallas, Texas, organized by Dunbar.**



**Soldiers from 62nd ESB took a tour of AT&T Stadium on June 15 and had the opportunity to go down on the field to get a close-up view.**



“I never thought I’d have the opportunity to be on the star,” said Dunbar.

Capt. Bill R. Mynatt III, company commander, Company C, 62nd ESB, issued the Oath of Reenlistment.

“It’s a honor to be able to ensure one of the brigade’s best Soldiers gets to stay in the Army,” said Mynatt. “Thank you for allowing me the opportunity.”

After a fun filled day with friends and family, Dunbar reflected on the future.

“My goal is to stay enlisted as long as I can and hopefully retire after 20-plus years,” said Dunbar. “I would love to become a recruiter or a drill sergeant down the line to have an impact on the Army.”



# Pie-in-the-Face













# NCO CREED

No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!



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## ARMY VALUES

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# Role of the Noncommissioned Officer

Story by Command Sgt. Maj Gary L. Littrell, (ret.)

I often think back to when I was a young NCO, a young buck sergeant in 1964 at the ripe age of 19 years old. I remember asking myself what would it take for me to be a great NCO? We didn't have NCO Academies. We didn't have noncommissioned officer guides. We had the experience of our senior NCOs and we had the day to day task of asking ourselves whether we wanted to be good sergeants and if so what would it take to make us good sergeants. And I thought the number one thing to becoming the best NCO I could be was to be respected. You see, respect is something that has to be earned. Respect is not issued to you with a set of orders and a set of stripes. Respect is something you earn by taking care of the soldiers that you train and supervise and prepare for combat.

One of the first problems that I encountered as a young sergeant - and I know many NCOs today go through the same trials and tribulations I did - is realizing the difference in being respected and being liked. I couldn't define the difference in being respected and being liked. It is human nature to want to be liked, but we can never sacrifice respect for that. The respect you gain through properly training your soldiers to succeed and in ensuring they and their families are taken care of may not always make you popular, but it will earn their respect. It takes a unique leader to be both liked and genuinely respected. Never confuse the two and never sacrifice respect because you want your soldiers to like you. It is far more important to consistently do the right thing. You will earn your soldiers' respect by ensuring they are trained in all aspects of their job. Individual training is sergeant's business. I have always had a saying that we as NCOs deprive a soldier of his basic right to live if we send that soldier into combat without proper training. Basic soldier skills are important to all, not just to infantrymen or other combat arms soldiers, but also to mechanics, cooks or clerks - they, too, must be proficient in basic soldier skills. If a soldier goes into combat and these skills are weak, you as a sergeant have deprived that soldier of his basic right to live. He was untrained and he died.

We must never forget that the primary duties of a sergeant are to train and take care of that soldier's every need. A good NCO must know his soldiers inside and out. He must know their weaknesses and strengths. He must know the level of training of each individual soldier and if that soldier can work well with others, especially when they are placed in a very stressful situation - like combat.

Soldiers will make mistakes in training but be careful not to criticize them too harshly for those honest mistakes. Mistakes happen in training - they are supposed to. Always compliment your troops in public, but if you have to correct them on a serious mistake do it in private. A mistake made in training can benefit everyone as long as you don't embarrass the soldier. Figure out what happened and why in the AAR - demand complete honesty - but then correct the mistake and train to standard.

A good leader cannot let a soldier do something wrong and not make an on-the-spot correction. If a soldier does something wrong and he knows that you saw him, he thinks it wasn't wrong because you didn't correct him or that you don't really care about him - either way that soldier is less effective and discipline suffers.

As a noncommissioned officer, we must always lead by example. And just as important we must never have double standards. We can't have a set of standards for ourselves and fellow noncommissioned officers and a different set of standards for our soldiers. We have got to lead by example, always up front and we can never ask a soldier to do something that we can't or will not do. Double standards will ruin the morale of your unit very, very rapidly. Have one set of standards for all and everyone maintains that same, strong set of standards.

Lead your soldiers with pride. Train them well and care for their needs as best you can. Ask senior NCOs for advice if you encounter a problem you don't know how to solve.

You are the defenders of our Nation and the caretakers of its future.



# 62nd ESB NCO Induction

Photos by Capt. Pete Bogart  
11th Signal Brigade Public Affairs Office



## NCO Charge

*I do solemnly dedicate myself to  
uphold the traditions, the dignity and  
the high standards of the  
United States Army Corps of  
Noncommissioned Officers.*

*I willingly accept the responsibility  
for the actions, good or bad, of  
everyone under my command and  
supervision.*

*Should I observe errors or actions  
detrimental to the service, committed  
by any subordinate, I will have the  
moral courage to take immediate  
corrective actions. This I recognize as  
my greatest obligation as a  
Noncommissioned Officer.*





*"Forewarned is Forearmed"*









*"Forewarned is Forearmed"*





**DARKER NIGHTS ARE HERE...**

# **FIREWORK MISUSE IS**

# **MAD!**





**11th Signal Brigade NCO of the Year**



**86th Expeditionary Signal Battalion  
Sgt. Jose Hamilton**

# Leadership

By Sgt. Jose Hamilton  
86th Expeditionary Signal Battalion

A Leader is defined as the person who leads or commands a group, organization, or country. According to the army, a leader is anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Along with this leadership is simply defined as someone who provides purpose, direction, and motivation. These are the responses that you will more than likely find when asked at a board. I do believe these are very good definitions, but at the same time I think it can go more in depth than that.

You can be put in a leadership position because of your rank, but that does not necessarily make you a good leader. A good leader can be as low as a Private. The only difference is that the Private may not have as much experience compared to a Sergeant. To be a good leader, you have to be a good follower. In relation to that, I am a firm believer in leading by example. A leader can't be the guy who is telling his subordinates to do something he knows he wouldn't do.

I also think trust is a key factor in being a leader. Trust is a two way street between leader and subordinate. A leader has to trust their subordinates to complete a task that is given to them. If there is no trust between the two, results will not be produced. As a leader you should never lead through fear. I'm sure results can be achieved this way as well, but I don't think it is the right way going about things.

A leader cannot be afraid to lead. I remembered when I first joined the Army, I would be the quiet guy who tried to fly under the radar. I soon realized I had to get rid of that mentality, especially if I was trying to make the Army my career. There's nothing wrong with being afraid, but a leader has to be seen as confident. No one is going to want to follow someone who timid and gets ran over all the time. Along with confidence, a good leader should motivate those who follow them. You can't be a good leader when you are always tearing down someone and never building them up. If you as a leader aren't motivated, your soldiers aren't going to want to be motivated as well.

Not everyone is fit to be a leader. I do think everyone has the capacity to become a leader though. Throughout careers, people will see what kind of leader to be and what kind of leader not to be. As one progresses forward, they should assimilate the positive attributes of a good leader and leave the negative ones. Not all positive characteristics are going to work for everyone, so work on the ones that you can do to achieve results in a positive manner.



# 86th ESB Enjoys Org. Day & Commander's Cup

Photos by Staff Sgt. Anita Jones  
86th Expeditionary Signal Battalion







Counter Clockwise from left:  
 (1) Spc. Johnson, Sgt. 1st Class. Echang and 1st Lt. Dobney show how much they are enjoying Org. Day.  
 (2) Sgt. Bryant reaches up to try and swat Pvt. McPherson's shot.  
 (3) Chief Warrant Officer 2 Rodriguez drives the soccer ball down the field past Lt. Hamric as she attempts to score during the Commander's Cup.  
 (4) Pfc. Gonzalez throws a perfect spiral down field looking for his wide-open receiver while playing ultimate football.  
 (5) Pvt. Velez arrives to late to stop Capt. Fenton from getting the frisbee of during a game of ultimate frisbee.





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