

THUNDERBIRD

February 2016

Q U A R T E R L Y

VOLUME 18- ISSUE 1

*57th ESB and
16th TIN
Deployment
Updates!*



11th Signal Brigade Commander
Col. Gary G. Ridenhour



Commander's Corner

Change is Good.

Change is occurring in most corners of the Thunderbird Brigade. As I complete my initial six months of command, I see positive change and growth in all four of the battalions. The Army is asking us to shift our focus from our current model of operations. This model has been shaped by over ten years of support to counter-insurgency operations in Iraq and Afghanistan. There have been a tremendous amount of lessons learned and immense growth over these years.

The changing global environment has identified some shortcomings in the way the Army builds and sustains readiness. The uniqueness of the signal brigade and its subordinate units is that we operate fully in two domains - land and cyber. Our challenges are significant as there has been much change in each of these domains. Our training is adjusting to these changes, and will provide more demanding requirements and increased focus by our Soldiers. Most of the stories you will read in this quarterly are Soldier focused. The hard work that everyone is doing is shaping the direction the Brigade is headed.

Change is coming to this publication. While we are focused on the internal good work the Soldiers are accomplishing, we have begun to break new ground on how we are adapting to change. Some of these new efforts, such as standardization of training up to platoon level, are worth sharing with the greater signal community. For 3rd quarter, expect to see a focus outward as we change the professional theme of the Thunderbird Quarterly. While we will continue to acknowledge the hard work that the Soldiers are doing in the Brigade, we will encapsulate this work in professional papers and articles that will challenge the Signal regiment to think.

I want to thank the Soldiers and their Families for all of the hard work and dedication that has been required to adjust to change. We will continue to push the envelope while we meet Army requirements worldwide. I ask everyone to embrace the changes that are occurring with optimism. Change in the Army is perpetual, and is driven by the professional Soldier.

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11th Sig. Bde. Command Sergeant Major
Victor Fernandez



Troop Talk

Thunderbirds,

When I look across the formations while visiting our troops here on Fort Hood, at Fort Bliss and Fort Huachuca, I see the number of outstanding Soldiers we have. Being the Brigade command sergeant major, seeing such great Soldiers brings me a great sense of pride.

I would be remiss if I did not acknowledge the fact that it takes strong leaders and leadership to not only guide young Soldiers, but to also train, mentor and motivate them. That is why I would like to recognize the great team leaders we have spread throughout the Brigade.

I am very proud of our team leaders. Their hard work and dedication to our collective mission is evident throughout our formation each and every day. Their unwavering commitment to coaching, teaching and mentoring our junior enlisted Soldiers is obvious every time we troop the line.

No matter which of the 18 companies we visit, we consistently see ownership by the team leaders. They continue to inspire their Soldiers to excel both in Garrison and in the tactical environment, and it makes me very proud to be a Thunderbird.

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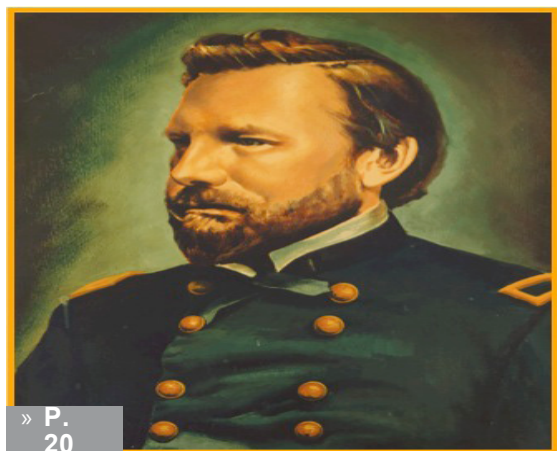
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The Thunderbird is an authorized, unofficial publication produced by the 11th Signal Brigade Thunderbird Public Affairs Office. Publication and editorial content of the Thunderbird is governed by Army Regulation 360-1, the Army Public Affairs program and the Associated Press Stylebook and Libel Manual. Contents of the newsletter are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense, and Department of the Army or FORSCOM. The Thunderbird is published quarterly with an average circulation of 1800. Submissions by Soldiers of the 11th Signal Brigade is encouraged and welcomed. Articles should be submitted by e-mail as a word document to:

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12 Soldiers from the 11th Signal Brigade participated in the 2015 III Corps Combatives Tournament Dec. 15-17 at the Kieschnick Gym here.

Last year, the team from 11th Sig. Bde. walked away with the first place trophy during the tournament, and looked to repeat the same feat this year even without any of the returning players from the previous year.

The team's coach, Staff Sgt. Reynaldo Juarez, 62nd Expeditionary Signal Battalion, has either participated in, or coached, nine other tournaments, but this was his first one here.

This year's team was put together 10 weeks ago, and varies in experience levels.

"Some range from zero experience to nine years of wrestling, or five years of Jiu Jitsu," explained Juarez. "We currently have three level 1 and one level two trained in the modern Army Combatives Program."

Their train-up to the tournament has been filled with long days and late hours, but due to injuries, some replacement fighters didn't practice as long as others.

Fit to Fight

Story by Staff Sgt. Kelvin Ringold
11th Sig. Bde. Public Affairs Office



Juarez admitted. "We have drilled for so long and hard, they just need to be calm since for most, this will be their first combatives tournament. After the first minute or two to get over their nerves, they will be just fine."

The first day of the competition consisted of grappling and wrestling, day two will allow open hand strikes and kicks to the body and the final day will allow everything else associated with hand to hand combatives.

With the fighters getting loose as the event coordinators begin to call out the fighting order, Spc. Kima Bramlette, Company B, 62nd ESB, listens to his headphones and gets his mind ready to begin combat.

Bramlette, a native of Los Angeles, California, and was eager to be involved in the tournament.

"I joined the combatives [team] to represent Bravo Co. 62nd [and] 11th Signal Brigade," said Bramlette. "[I wanted] to show unit morale and that we were more than just 'Messengers,' but also warriors as well."

"We have been training for 10 weeks," said Juarez. "However, some came late. For some, just two weeks training and one just one week. We have been training two times a day from 5:30 a.m. to 8 a.m., then again at 6 p.m. The few that started late have a lot of competition experience."

Juarez knows the Soldiers have been training hard, and expects great things from them in the tournament.

"I think the team will do very well,"

“

We have drilled for so long and hard, they just need to be calm since for most, this will be their first combatives tournament. After the first minute or two to get over their nerves, they will be just fine.

- Staff Sgt. Reynaldo Juarez

”

Although he did not ultimately win his first fight, each combatant fought two battles each, and he was up for the challenge.

"I think I did decent with this being my first time," Abraham said. "I gave it my all and fought off as long as I could."

Abraham is an admitted striker and when asked what he would do differently his second fight of the day, he did not hesitate to answer.

"I'm going to focus more on grappling and wrestling," said Abraham.

True to his word once his second fight started, a focused Abraham grabbed his opponent and executed a perfect judo flip.

Once he had his opponent on the ground, he wrestled around with him jockeying for position, until finally taking his opponent's back, and submitting him with a rear naked choke.

"I knew I could do it," said Abraham. "I just needed to stay focused."

After the first day even though the team did well, only the light heavyweight fighters remained which meant two Soldiers from the brigade team would face one another for first and second place.

Spc. Demetrius Portalatin, 62nd ESB, and Spc. John Moody, 57th ESB, finished all of their first day opponents quickly, and now the teammates would face their toughest fight yet, each other.

"This is my first tournament," said Portalatin. "I wrestled and boxed a little previously. I am looking to take the whole thing, but whatever happens, happens. That is how I live my life."

Moody got into the tournament after never competing before and his reasons for joining were simple.

"My son likes it and I wanted to see if

"I am a Family man, not a fighter," said Moody. "I just wanted to do it so if my son gets into it, he could see I was good and listen to my training advice."



I could be that hero," said Moody.

As he was preparing for the finals, he acknowledged his opponent fighting style.

"It is definitely going to be a good fight," said Moody. "We are both going to give it our best, and leave it all out there in the ring."

After a back and forth first round, Moody came out of nowhere with a lightning fast spinning leg kick that stopped Portalatin and secured the victory for him.

After checking on his opponent and soaking in the win, Moody had already decided this would be his first, and last, tournament.








For the 11th Signal Brigade, supporting missions in the United States and overseas has been part of its rich history. Today, the brigade currently has two units deployed supporting warfighters around the world.



Soldiers from 16th Tin prepare to board a helicopter during a training exercise during their deployment.



Thunderbirds

Supporting fight down range

Story by Staff Sgt. Kelvin Ringold
11th Sig. Bde. Public Affairs Office

Led by Capt. Jamale Ellison and 1st Sgt. David Brown, approximately 120 Soldiers from 16th Tactical Installation Networking Company deployed in support of Operation Inherent Resolve Sept. 8, 2015. The 16th TIN is one of only two tactical installation

networking companies in the regular Army and their Soldiers possess a unique skill set when it comes to cabling and installation, and that has made them crucial in many deployment operations.

Even though the Copperheads of the 16th TIN have been deployed for just over three months, they have already accomplished a great deal in that time.

"The teams have already completed over 24 (tactical installation) missions," Ellison said.

With this early success, their accomplishments are already held in high regards around the U.S. Army Central and Combined Joint Forces Land Component Command-Iraq.

"The teams have been formally recognized three different times within this time period with Certificates of Achievements for their hard work by the ARCENT (signal officer), CJFLCC-I commanding general and the ARCENT deputy commanding general," Ellison said.

With such important missions around the U.S. Central Command area of operations, the command leans on seasoned veterans to

help train the Soldiers for mission success.

For Staff Sgt. Christopher DeRouen, a cable system installer and maintainer from 16th TIN, this deployment marks his fourth.

DeRouen brings a lot of experience to the table and acknowledged his happiness to share it with those around him when asked what excites him about this deployment.

"Leading, teaching and mentoring the Soldiers," DeRouen said.

DeRouen believes this is the key to success and explained what he was looking forward to during the deployment.

"Gaining more knowledge, experience and implementing the things I learned from my previous deployments," DeRouen said.



Their first sergeant, 1st Sgt. David Brown, is on his third tour, and has been happy with the care and training the Soldiers are receiving.

"Being as spread out as we are in five different countries presents itself some challenges," Brown said. "I have been blessed with a group of NCOs that I can count on to make sure their Soldiers are taken care of."

Brown has also been impressed with their



Capt. Elison and 1st Sgt. Brown cut the 16th TIN Colors during their deployment ceremony at West Fort Hood's gym.

"Our Soldiers of the 16th TIN have knocked out some amazing missions," Brown explained. "Our Soldiers continue to provide outstanding customer service and training to customers moving in and out of the area. At times, their efforts go unnoticed, but they are directly impacting the warfighters ability in effectively accessing the theater network."

In October, a month after the Soldiers of 16th TIN deployed, approximately another 120 signaleers from Company C, 57th Expeditionary Signal Battalion, deployed in support of the same campaign, under the command of Capt. Will Zorn and 1st Sgt. Hector Fontanez.

"Charlie Company 57th ESB continues to provide tactical network support for the combined joint task force," Zorn said. "These critical network teams support the United States Air Force, United States Marine Corps, as well as

coalition forces such as England, New Zealand, France, Italy, Spain and Denmark."

The 57th ESB Soldiers are also supporting efforts in different locations, and the deployment has already shown success.

"We're still early in the deployment, but it has been pretty good so far," Fontanez said. "We hit the ground running and validated all (our) equipment in order to send out teams as quickly as possible."

The Chargers replaced Soldiers from the 51st Expeditionary Signal Battalion and have already made their mark in the area.

"(We) have been getting praise for the hard work and effort our teams have displayed," Fontanez said.

With each day comes a new opportunity, and the hard chargers of Co. C continue to stay motivated.

"As the teams complete their mission, they eagerly await the next challenge," Zorn explained.

The Soldiers that deployed with the unit represent each company in the 57th ESB and some that volunteered from 62nd Expeditionary Signal Battalion.

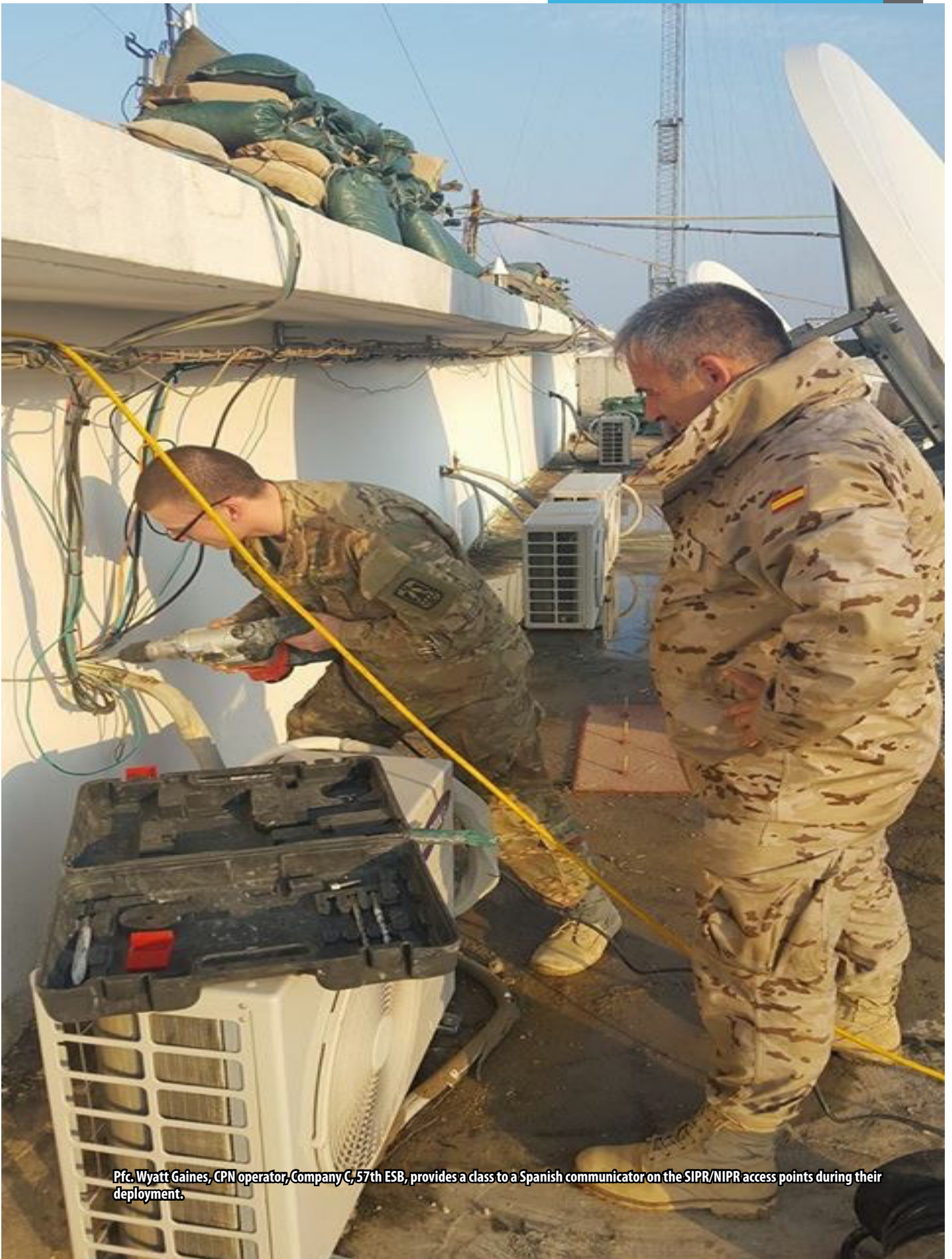
Fontanez, who is on his fourth deployment, wants to ensure each Soldier gets the opportunity to go to the many places they will be supporting.

The Soldiers want the opportunity to see more than one location on this deployment, Fontanez said. The plan is to get every Soldier a chance to step foot in each place.

As the Soldiers of the 16th TIN and Co. C, 57th ESB, continue their deployment efforts, their ongoing success is something that will be looked forward to, and what they have done so far is truly appreciated.

"I cannot express through words the gratitude I have towards my Soldiers," Brown said. "They have answered the call out here."

Since being constituted on Sept. 1, 1943, the Soldiers of the 11th Sig. Bde. have supported campaigns during World War II to the more recent wars in Iraq and Afghanistan.



Pfc. Wyatt Gaines, CPN operator, Company C, 57th ESB, provides a class to a Spanish communicator on the SIPR/NIPR access points during their deployment.

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!



U.S. ARMY

ARMY VALUES

WWW.ARMY.MIL/VALUES

“

*The most
rewarding part of
my job is when a
Soldier asks
me for*

*something specific and I can
get it for them. That is the best
feeling and it never gets old.
Even 10 years later as a career
counselor, I still get the same
excitement when I get
something for a Soldier that
effects their
life and means
something
to them.*

”

- Master Sgt. Kerry McMillan

Story by Staff Sgt. Kelvin Ringold
11th Sig. Bde. Public Affairs Office

MCMILLAN'S LAST STAND

After almost 20 years in the military, Master Sgt. Kerry McMillan will soon be calling it a career. The longtime career counselor has come a long way in her 19 plus years of service. We had the opportunity to sit down with her and find out a little more about her.



Serving in the military is filled with many triumphs and challenges. Some stay for a couple of years, but those battle tested, dedicated ones, make it a career. For Master Sgt. Kerry McMillan, career counselor, Headquarters and Headquarters Company, 11th Signal Brigade, her horse is ready, and the ride into the sunset is approaching.

She joined the Army in 1997, a year after she graduated high school, and realized it was a no brainer for her.

"I am from a military Family," McMillan explained. "My dad was in the Air Force and my brother was in the Army, so I followed in their footsteps."

As a child, McMillan spent her years overseas before finally coming to the states to settle down.

"I was born and raised in England," said McMillan. "I moved to Arizona when I was 16 and that is where I joined the military so that is why I call it home."

Coming from a military Family, being a Soldier was something McMillan excelled at and her efforts were recognized when she was promoted in two and a half years.

"That promotion from E-4 was a huge promotion," McMillan exclaimed.

"You go from being a working Soldier to actually being in charge. As an E-5 I had 12 Soldiers under me. I had a lot of responsibilities but I was so proud." Before finding her calling as an Army Career Counselor, Mcmillan spent eight years of her early career in her original Military Occupational Specialty.

"[I]came in as a 75B which is now the 42A, personnel administration," explained McMillan.

Everything changed when she started working with retention in 2003 during her second of four deployments, this one to Iraq in support of Operation Iraqi Freedom.

Feeling conflicted between Family and duty, McMillan started leaning towards taking her expiration time of service, but a once in a lifetime opportunity

helped sway her decision.

"I actually intended on getting out," said McMillan. "I ran into one of the retention sergeant majors who I had dealt with, and he thought I would be a good candidate to go to the career counselor course. He selected me and I went."

Deciding to stay in and invest her time helping Soldiers as a career counselor is something McMillan cherishes.

"The most rewarding part of my job is when a Soldier asks me for something specific and I can get it for them," said McMillan. "That is the best feeling and it never gets old. Even 10 years later as a career counselor, I still get the same excitement when I get something for a Soldier that effects their life and means something to them."

A Soldier recently came to her expressing gratitude for the help she was able to provide them and she could not help but smile.

"Did I do anything that any career counselor wouldn't do," McMillan asked. "I was doing my job, but the reward for me is that excitement and happiness that Soldier gets, and that's how you know you are the right person for the job."

For those that have had the opportunity to work with her, they know her passion is real, and it's something that will be missed terribly when she is gone.

"Working with Master Sergeant McMillan was an amazing opportunity that I was fortunate enough to have," said Sgt. Michael Peddycoart, reenlistment noncommissioned officer, HHC, 11th Sig. Bde. "She was always willing to answer any questions that I had or that any Soldier had in regards to their reenlistment. She always had time to discuss issues and offer mentorship. Although she was never my first line supervisor, I felt as if I could always go to her no matter the issue. Her door was always open."

Being an NCO means a lot to her, but looking back at her life and career,



Master Sgt. McMillan checks on Soldiers during a brigade FTX and talks to them about their career options.



Then Sgt 1st Class Mcmillan during one of her many deployments

she knows this is the right time to walk away.

"Being an NCO is an honor," said McMillan. "Not a lot of people have made it to retire as the rank of master sergeant. I always said I wanted to go as high as I can and after 20, let someone else take the reins so I can focus on my children."

The always humble career counselor wanted to acknowledge two NCOs that helped inspire her during her career.

Sergeant 1st Class Lisa Moore wasn't my first NCO in-charge but she was the first one that impacted me," said McMillan. "She made me a better Soldier and a better person because she expected things of me, which made me not want to fail her. She pushed me in everything that I did. She is why I am the way I am today in the Army."

When talking about the next NCO, the usually well composed McMillan was overcome with emotion.

Her previous command sergeant major at 11th Sig. Bde., Sergeant Maj. Maurice Rambert, showed her the passion they both had as NCOs. "Sergeant Maj. Rambert is the epitome of a leader," McMillan said holding back tears. He genuinely cares about Soldiers and NCOs."

For Rambert, who recently retired himself, the feeling is mutual when describing what makes her a great NCO.

"Her passion for taking care of Soldiers," said Rambert. "She truly believes that all Soldiers deserve outstanding leadership and she has

provided that leadership. Her knowing her profession and her love for her family. She has good balance in her life."

Knowing the end of her career is approaching is a bitter sweet feeling as she reflects on what she will miss the most.

"It's the relationships that you build," McMillan said without hesitation. "As Soldiers, you have an automatic connection whether you know them or not. Some are those friends you keep in your life for five minutes and they are gone. Then you have those that impacted your life and career, whether personal or professional. You have those people you have a special bond with as Soldiers. I am going to miss that."

She just had one piece of advice to give her fellow NCOs that still have time left.

"Continue to be an important part of your Soldiers' lives," said McMillan. "Not because you have to, but because you want to."

When asked to look at her career, McMillan again fought back tears, but

smiled as she gave her answer. "I'm going to miss the Army and miss the people," explained McMillan. "My career has been fun and exciting and I am glad I stayed for the long run. These life lessons that I have learned, I wouldn't have those if I hadn't joined so I love that I served."

“ *Working with Master Sergeant McMillan was an*

amazing opportunity that I was fortunate enough to have. She was always willing to answer any questions that I had or that any Soldier had in regards to their reenlistment. She always had time to discuss issues and offer mentorship. Although she was never my first line supervisor, I felt as if I could always go to her no matter the issue. Her door was always open. **”**

- Sgt. Michael Peddycoart



Master Sgt. McMillan congratulates an NCO she helped reenlist during a FTX held by HHC, 11th Sig. Bde.



ARMY STRONG.™

A portrait of 1st Sgt. Allan Welchez, a man with short dark hair, wearing a U.S. Army camouflage uniform. He is standing in front of an American flag. The uniform features a sergeant's rank insignia on the left chest, a U.S. Army patch on the right chest, and a unit patch on the left sleeve. The text "LEADERSHIP SPOTLIGHT" is overlaid in large, bold, black letters with a yellow outline.

LEADERSHIP SPOTLIGHT

1st Sgt. Allan Welchez, Company B, 57th ESB

Q & A

1ST SGT. ALLAN WELCHEZ

Q: *How long have you been in the first sergeant position? Is this your first?*

A: *I have been first sergeant for 14 months, and this is my first time in the position.*

Q: *What is the most rewarding part of being first sergeant?*

A: *Working alongside and learning from Soldiers of all levels.*

Q: *Out of your time in the military, what has been your most memorable experience?*

A: *Recruiting duty because it allowed me to see and understand one's commitment and compassion to duty for their country*

Q: *What do you like to do in your free time?*

A: *Spend as much family time as possible; self-improvement through completing military certifications and my graduate degree (two more classes and then to my PhD); running, volunteering; performing home improvements, and setting time aside for my passion of dancing Salsa.*

Q: *Do you have any advice for Soldiers or other leaders?*

A: *Be humble, never forget what it was like for you back then, and know when to say 'I was wrong,' and, 'I apologize.'*



11th Signal Brigade's Thunderbird of the Month

OCTOBER 2015

Supply Soldier earns monthly honor

Story by Sgt. Ashley King
86th Expeditionary Signal Battalion



Spc. Christina Gordon, supply specialist, 86th Expeditionary Signal Battalion, has distinguished herself since arriving to Fort Bliss. Her hard work and dedication earned her the title of Thunderbird of the Month for October 2015.

Spc. Christina Gordon, Headquarters and Headquarters Company, 86th Expeditionary Signal Battalion, is a 20 year-old native of Fayetteville, NC, and has been nominated as the 11th Sig. Bde. Thunderbird of the Month.

Gordon enlisted in the U.S. Army in September of 2013 as a 92Y, Unit Supply Specialist. Since she arrived to the 86th ESB, she has consistently sought to excel in every way a young Soldier should.

Gordon, while conducting her duties as a Unit Supply Specialist, "has proven to be an asset" states her most recent supervisor, Sgt. Ashley King. Recently, Gordon has had to fill her NCO's shoes because her supervisor permanently changed station.

"I'm certain I will do a good job as the supply sergeant," echoed Gordon when she was asked about the task at hand.

In her short time in the Army, Gordon has pushed herself as hard as possible to strive for excellence.

"My motivation comes from the fact that my parents didn't want me to join the Army," explained Gordon. "So, I want to do the best I can so they can be proud of me."

Gordon's parents should be proud. She has won a Soldier of the Month board, one Soldier of the Quarter board, fared very well at the Brigade Soldier of the Quarter Board, and scored a 295 on her Army Physical Fitness Test.

She also won the Fort Bliss Basic Leader's Course (BLC) Distinguished Honor Graduated Award, besting 172 other Soldiers attending the course.

"I was working at an IHOP in Fayetteville when I decided to join the Army," said Gordon. "So, I think I made the right decision."

Gordon, in a direct attempt to better herself in every way possible, is also pursuing a Bachelor's of Science degree in Biology.

Gordon has also earned her way to a recommendation to attend the promotion board in the secondary-zone.

"Spc. Gordon is a special type of Soldier," said Sgt. 1st Class Stanley Smith, HHC, 86th ESB first sergeant. "She is easy to motivate and has taken every piece of advice the NCO's around her have provided and internalized it. She clearly is what we expect from junior Soldiers."





THE SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

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 drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.



11th Signal Brigade's Thunderbird of the Month

DECEMBER 2015



Pvt. Kyler Frongner, a chemical, biological, radiological and nuclear defense specialist in HHC, 11th Sig. Bde., was chosen as the 11th Sig. Bde. December Spotlight Soldier.

Chemical soldier recognized for excellence

Story by Staff Sgt. Kelvin Ringold

11th Signal Brigade Public Affairs

In today's up tempo Army, a lot is asked and expected of Soldiers. To meet the mission, Soldiers are expected to do many different tasks that range in degree of difficulty. Through hard work, Soldiers are able to do great things. Everyday, certain Soldiers stick out and are recognized for their accomplishments.

Every month, the 11th Signal Brigade highlights a Soldier as its Thunderbird of the Month. For the month of December, Pvt. Kyler Frongner, Headquarters and Headquarters

Company, 11th Sig. Bde., receives that recognition.

The 22-year-old Frongner is a Syracuse, Utah, native, and entered the Army in March 2015 as a chemical, biological, radiological and nuclear defense specialist.

"The reason I joined the Army was to gain some discipline and to become a better person," Frongner explained. "I also want to get a degree and I knew the Army could help me through that process."

After completing his Advanced Individual Training in July 2015, he arrived to the unit in August, and was immediately thrown into his new military occupational specialty when the company was planning a training exercise in the CBRN chamber just as he arrived.

"I didn't do gas chamber training in school," Frongner explained. "We had some Power Point training on what would happen, but never actually went through."

With little experience, he was able to provide one of the best training events HHC has seen, and that was the first impression people had of him.

"Frongner was instrumental in conducting the CS chamber training for HHC," said Cpl. Emily Hoagland, section sergeant, HHC, 11th Sig. Bde.

After getting over that hurdle, Frongner continued to show he was capable of increased responsibilities.

"He has also began to build our CBRN room from scratch," Hoagland said. "Which is a large and arduous tasking for someone coming straight out of AIT, but he has stayed motivated and shown an eagerness to learn."

Once he showed he could excel at his job, he began to branch out to help in other areas to assist his fellow Soldiers.

"Frongner has continually gone beyond the limitations of his MOS and helped Spc. Santiago in the arms room and myself with supply operations," Hoagland explained.

Aside from being proficient at his job and always being there to assist where needed, Frongner also excels at physical readiness training.

"His excellence in PT and his motivation during PT hours has shown me that he is on his way to becoming a great leader," Hoagland said.

Physical readiness is something he has been good at, but worked hard to get even better.

"My biggest challenge was getting a 328 on a PT test," Frongner admitted. "One of my main goals when I joined was to get over a 300 on a PT test and I kept getting 297. But on my fourth test I was finally able to achieve a 328."

An avid sports fan, Frongner likes adventure, and being in the Army has given him some action-packed times thus far.

"The most exciting thing I have done so far in the military is when I was able to fire over 500 rounds at the 249 range," Frongner said. "That was pretty exciting."

Even though he is a young Soldier, Frongner is already thinking ahead into his career.

"I would like to become a warrant officer," Frongner said. "Because I would like to be the expert in my craft/MOS and I try to always strive to be the best. In five years, I see myself as a warrant officer with a degree and hopefully working on a master's."



Pvt. Kyler Frongner prepares the CBRN chamber for the Soldiers in HHC, 11th Sig. Bde., to conduct training with their new masks.

With his drive and work ethic, a promotion will be on the horizon for Frongner and Hoagland said that future looks pretty bright.

"The most any NCO could hope for in a Soldier is motivation and dedication," Hoagland said, "and PV2 Frongner has shown both of those attributes since the day I met him."







Retiring signaleer receives Bronze Order of Mercury

Three days after graduating Advanced Initial Training, then Pvt. Pedro G. Gonzalez, recalls squeamishly boarding a plane to Kuwait in support of Operation Desert Shield. It would be the first of many deployments, and just one of the experiences that helped culminate a highly decorated 25 year military career with one of the most distinguished awards in the signal regiment.

The Bronze Order of Mercury award recognizes those Soldiers who have demonstrated the highest standards of integrity, moral character, professional competence and selflessness, and who have contributed significantly to the promotion of the Signal Corps and the Signal Regimental Association.

Capt. Brandon White, HHC, 11th Sig. Bde., nominated Gonzales for the honor, but it was the character and selfless service of Gonzales that earned him the honor.

"Master Sergeant Gonzalez is a highly competent and passionate leader who has made immeasurable contributions to the Signal Corps during his 25 years of

service as a non-commissioned officer," explained White. "Master Sergeant Gonzalez's service and dedication to the Signal Regiment has had a significant and lasting impact on the total Army force."

His career has taken him to many places around the world and it's those opportunities that helped him gain a great wealth of knowledge and experiences in the Army, and most importantly, the Signal Regiment.

"The army provided a positive environment in which I was able to develop and mature. If you work hard and are disciplined, you can accomplish anything and the army reinforced that for me," said Master Sgt. Pedro G. Gonzalez.

Being honored with such a prestigious award helps Gonzalez look back on his career with a sense of pride and fulfillment, a no greater period of time makes him feel more accomplished than his time as first sergeant in Company B, 62nd Expeditionary Signal Battalion.

Being able to coach, teach and mentor young Soldiers and noncommissioned officers while also having a positive influence on their careers is a rewarding feeling, and something he attributes to his success.

"I am humbled and honored. I have always believed I am a servant of Soldiers so this award is a reflection of me taking care of my Soldiers," said Gonzalez. "It was hard work and dedication to the Soldiers and the Army that kept me going for 25 years."

Knowing Gonzalez for even the smallest amount of time would give you the reason he is retiring with such accolades.

"Master Sergeant Gonzalez is a Soldier's Soldier," said White. "He has always had the best interest of the units and every Soldier in his charge at heart.

Colin Powell once said, "the day the Soldiers stop bringing you their problems is the day you stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure in leadership."

Having worked closely with Gonzalez, White can attest Powell's words reflect the polar opposite of Gonzalez.

"I can honestly say that he has never failed or strayed away from leadership," explained White. "Master Sergeant Gonzalez never stopped leading Soldiers and I guarantee even in retirement, he's providing guidance to service members today."

The award and accolades from his peers and Soldiers writes the perfect ending to a storied Army career. As he transitions from one chapter of his life and begins the early stages of opening a motorcycle repair shop in Killeen, Soldiers can still hear the faint echo of his voice in the halls reminding them to look after their Army careers.



11th Signal Brigade's

NCO of the Quarter

Sgt. Allison Gardner

40th Expeditionary Signal Battalion



11th Signal Brigade's
Soldier of the Quarter
Spc. Kevin Guzman
40th Expeditionary Signal Battalion

AWARDS & PROMOTIONS



Sgt. Robert Marshall (center) and his family are promoted by the 40th Expeditionary Signal Battalion Commander and Command Sergeant Major during motor pool formation on Fort Huachuca, AZ, Jan. 04, 2016. (Photo by Spc. Jessica Taylor, 40th ESB)



Volunteers of the 40th Expeditionary Signal Battalion HHC host an FRG Holiday party for soldiers and their families (above) with a white elephant gift exchange, pot luck dinner and Q & A with Mountain Vista Communities on Fort Huachuca, AZ, Dec. 16, 2015. (Photo by Lt. Brittney Johnson, 40th ESB)



Affronting discretion as do is announcing. Now months esteem oppose nearer enable too six. She numerous unlocked you perceive speedily. (Photo by Spc. Jessica Taylor, 40th ESB)



Lt Col. Alvarado and Capt. Sorensen help promote some well deserving 2nd lieutenants during a ceremony in November 2015.

*"Where **SKILL**
and **COURAGE** Count"*



SIGNAL  CORPS
UNITED STATES ARMY



Early signal communications

In the early 1800's, signal communication was still new, and the most effective ways of communication was not discovered yet. Because of the efforts of Maj. Albert J. Meyer, the landscape of signaling was changed when he introduced the Army to two new methods of communicating--the wig-wag system and Signal Train.

Early methods of signaling were attempts by men to overcome the tyranny of distance and time to deliver immediate news. One man who pondered this problem was an assistant U.S. Army surgeon Albert J. Meyer. While serving in the vast ranges of Texas, Meyer developed a military Signaling system based on his studies of using a unique method of sign language for deaf mutes. Drawing on his experience as a telegraph operator Meyer developed a system whereby words could be spelled by tapping them out upon a person's cheek or hand. In Texas he converted this sign language into a flag and torch signaling system which he called "wigwag."

In 1856, Meyer wrote to Secretary of War Jefferson Davis and offered his signaling system to the War Department. But a lack of specificity by Meyer lost Davis' attention and the Secretary turned Meyer down. In 1857 the new Secretary of War, John B. Floyd demonstrated an interest in Meyer's system but it was not until 1859 that his system was evaluated by the army. Meyer appeared before an examination board of officers in Washington D.C., presided over by Lt. Robert E. Lee. The board gave the system a lukewarm acceptance but

recommended further tests. These tests began in April 1859 at Fort Monroe and later moved to New York Harbor, West Point, and Washington DC. Myer's chief assistant during these trials was Lt. Edward Porter Alexander. Alexander would later create the Confederate Signal Corps and become Lee's Chief of Artillery during the Civil War.

On 29 March 1860, the House approved the Army appropriations bill for fiscal year 1861. This bill included the acceptance of Myer's system and provided for the position of signal officer to be added to the Army staff, with the rank of a Major. On 21 June 1860, President Buchanan signed the bill into law and the U.S. Army Signal Corps was born. Myer was appointed as CSO on 27 June. The U.S. Army became the first in the world to establish a separate communication branch with the appointment of a signal officer to the army staff in the War Department.

In July 1860, Myer went to New Mexico to test his system in the field during a campaign against the Navajos. Myer had two officers assisting him during the test and he turned down the third, a man named

Lt. J.E.B. Stuart.

Meyer's signaling system was based on a unique equipment kit which consisted of flags, staffs, torches, a torch case and a wormer to extract the wick if it became lodged inside the torch. The canteen was filled with ½ gallon of turpentine to fuel the torches. The haversack contained wicks, matches, pliers, shears, a funnel, 2 flame shades, and a wind shade. Soldiers also needed to carry binoculars or a telescope in order to read the signals from afar. Compasses were used for reconnaissance and the locating of signal stations. Notebooks were a must in order to log the messages sent and received.

In August 1861 Myer, unsuccessful in an attempt to gain control of the electric telegraph, requested a "Signal Train to Accompany the Army on the March." Assist Secretary of War Thomas A. Scott authorized Myer to purchase a small telegraph train. The train was actually two light wagons drawn by horses and carried items as insulated copper wire and iron lances for stringing a temporary field line called "flying telegraph lines."

Instead of sending a key and sound receiver, Myer's instrument had a dial indicator and did not need skilled operators, just someone capable of reading letters. This was known as the Beardslee magneto-electric telegraph, built by George W. Beardslee of New York City. The Beardslee needed no batteries as power was generated using a hand crank. The first test of the field telegraph took place May 1862 during the Peninsula Campaign and was successful for use at the tactical level.



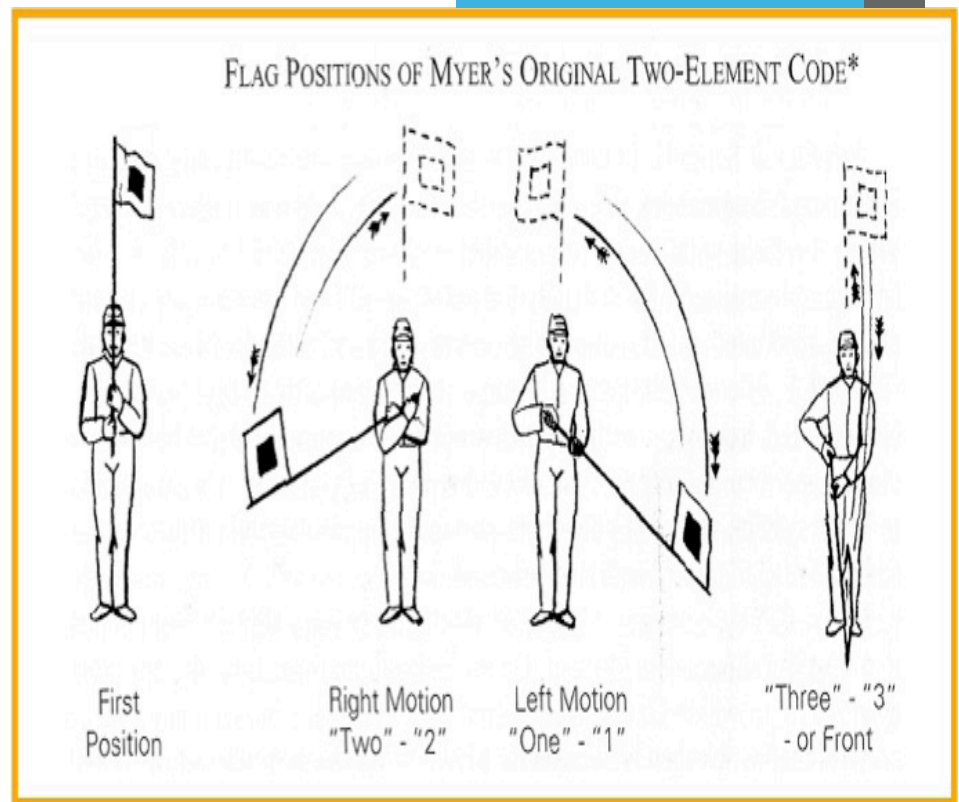
"The Signal Train"

However, this experiment with telegraph operations put Myer at odds with the Secretary of War Edwin Stanton, who had organized a civilian contractor organization called the US Military Telegraph Service, later lead by Col. Anson Stager. Myer repeatedly tried to gain control of the USMT but his wig-wag and the Beardslee were plagued with difficulties of terrain and mechanical reliability. When Myer tried to convert his Beardslees to use Morse Keys and sounders like the USMT, he sought skilled operators but failed to inform Stanton of his plans. As a result of this perceived insubordination Stanton removed Myer as Chief Signal officer on 10 November 1863 and replaced him with Major William Nicodemus.

As Myer was the only authorized signal officer in the US Army and the only one to operate his system, he had to borrow and use officers and enlisted men detailed from their combat arms regiments. These men had to be trained in the wig-wag system and in August 1861 Myer established a central signal camp of instruction at Red Hill, Georgetown, D.C., in the area now occupied by the former Soviet Embassy.

In the field Signal officers and Soldiers were constantly challenged to find ways to "get the message through". Terrain and tactical considerations often placed them in harms way by the very nature of signaling. The dangers were twofold, first, they were often in close proximity and plain view of the enemy, second, there were inherent dangers in doing your work high on platform above the tree line. In many campaigns there was rarely time to erect a "regular" signal tower and frequently the highest point was built the platform in the top of a very tall tree.

Because of the early efforts of Myer, the way Soldiers in the Signal Corps were able to communicate with one another increased their success in battle, and paved the way for more ways to communicate in the years following.



The original two-element code flag positions. This technique changed the landscape of the Signal Corps.



FIRST SIGNAL OFFICER CLASS 1861

SHOULDER SLEEVE INSIGNIA



DESCRIPTION: THE 14TH SIGNAL BRIGADE SHOULDER SLEEVE INSIGNIA IS CENTERED ON A WHITE OBLONG SHIELD WITH AN 1/8-INCH YELLOW BORDER, ARCHED AT THE TOP AND THE BOTTOM, 2 INCHES IN WIDTH AND 8 INCHES IN HEIGHT OVERALL. A WHITE GLOBE WITH ORANGE GRIDLINES IS SURMOUNTED BY A BLACK THUNDERBIRD WITH YELLOW LIGHTNING BOLTS EXTENDING OVER THE GLOBE FROM ITS ORANGE EYE.

SYMBOLISM: ORANGE AND WHITE ARE COLORS USED FOR THE SIGNAL CORPS. THE GLOBE SIGNIFIES THE WORLDWIDE SCOPE OF THE UNIT'S MISSION. THE THUNDERBIRD, AN AMERICAN INDIAN SYMBOL OF GREAT POWER THAT CONTROLS THE SKIES AND SEES ALL THAT OCCURS ON THE GROUND, REFERS TO THE UNIT'S SOUTHWESTERN HERITAGE. THE LIGHTNING, ISSUING FROM THE THUNDERBIRD'S EYE AS IN INDIAN LEGEND, DENOTES THE SPEED AND ABILITIES OF ELECTRONIC COMMUNICATIONS. THE BLACK THUNDERBIRD AND WHITE BACKGROUND SYMBOLIZE THE NIGHT AND DAY CAPABILITIES OF THE UNIT.



HEALTH OF THE FORCE



Story by Army News Service

WASHINGTON (Army News Service, Dec. 18, 2015)-- This month, Army Medical Command released the first-ever Health of the Force, or HOF report. The report provides a snapshot of the health of active-duty Soldiers on all major U.S.-based installations in 2014.

The report tallied injuries, behavioral health, chronic disease, obesity, tobacco use, sleep disorders, hospital admissions, and other health measures across 30 Army installations. Key Performance Triad measures of sleep, activity and nutrition were also tracked. The result was the creation of an overall installation health index, according to the report.

Some of the highlights of the report:

- Medical readiness was not achieved by 17 percent of Soldiers. One-third of those not medically ready were Soldiers with overdue dental or medical exams.

- Injuries affect nearly 300,000 Soldiers annually. Some individuals experience multiple injuries in a

single year, impacting personal readiness and increasing the burden on medical systems. Approximately 1,295 new injuries per 1,000 Soldiers were diagnosed in 2014.

- About 15 percent of Soldiers had a diagnosed behavioral health disorder. Among behavioral health diagnoses, adjustment disorder, mood disorders and anxiety disorders were most common.

- About 14 percent of Soldiers had one or more diagnosed chronic conditions. Cardiovascular conditions were the most common condition assessed, followed by arthritis, asthma and chronic obstructive pulmonary disease.

- Obesity remains a concern for military readiness as 13 percent of Soldiers were classified as obese during Army Physical Fitness Tests.

- Approximately 32 percent of Soldiers reported tobacco use. That includes both smoking and smokeless tobacco.

- About 10 percent of Soldiers had a diagnosed sleep disorder.

- Approximately 2 percent of Soldiers had a diagnosed substance abuse disorder.

- Around 16.7 chlamydia infections were reported per 1,000 Soldiers.

The Global Assessment Tool, or GAT data, suggest that Soldiers could improve their personal health readiness through changes in their sleep, activity and nutritional habits. No installations reached the current targeted score of 85 or above out of 100 possible points on sleep, activity, or nutrition.

Additionally, a cross-section of 2014 GAT data revealed that only 15 percent of Soldiers met the recommended target for sleep, 38 percent met the target for fitness, and 13 percent met the target for nutrition.

The HOF report mentions that Army Chief of Staff Gen. Mark A. Milley has said readiness of the force is a priority for him.

Immediately after his swearing in as the Army's new chief, Aug. 14, the general made it clear just how important readiness is.

“If we do not maintain our commitment to remain strong, in the air, on the sea, and yes, on the ground, we will pay the butcher’s bill in blood, and we will forever lose the precious gift of our freedom,” he said. “As your chief of staff, I will ensure we remain ready as the world’s premier combat force. Readiness to fight and win - ground combat - is and will remain the U.S. Army’s No. 1 priority. And there will be no other No. 1. We will always be ready to fight today, and we will always prepare to fight tomorrow.”

Many of the shortfalls identified in the HOF report are in areas that Soldiers can address individually, as part of improving their own personal readiness. Personal readiness contributes to the readiness of the Army.

Now-retired Army Surgeon Gen. Lt. Gen. Patricia Horoho stated in the report’s preface: “As leaders, we must have the knowledge and resources to influence cultural change that best facilitates personal health readiness and creates environments where the healthy choice is the easy choice.

“The ‘Health of the Force Report’ is the Army’s first attempt to review, prioritize, and share best health practices at the installation level. Senior Army leaders now have the ‘Health of the Force’ to track the health of the Army, installation by installation, and to share lessons learned for those installations on different ends of the health spectrum,” she added.

Obesity remains a concern for military readiness as 13 percent of Soldiers were classified as obese during Army Physical Fitness Tests.





**11th SIG BDE Sexual Assault Response Coordinator (SARC)
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254-206-6798 BB/254-553-8993 office**

Greeting from the 11th Signal Brigade SHARP Team! We hope everyone is having a safe beginning to the first months of the New Year.

We want everyone to remember that as a Soldier in the U.S Army, we have a duty to maintain an environment of trust and respect for human dignity.

Sexual Assault and Sexual Harassment will not be tolerated in our ranks. Always remember you have a VOICE and you have the freedom to REPORT!!

Stay safe and be vigilant, Thunderbirds!



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11th SIGNAL BRIGADE RESPONSE LINE 254-206-6798



11th SIG BDE Sexual Assault Response
Coordinator (SARC)

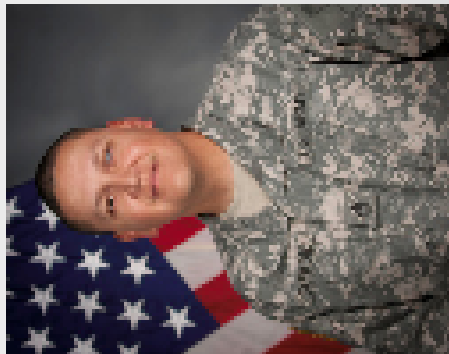
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Office

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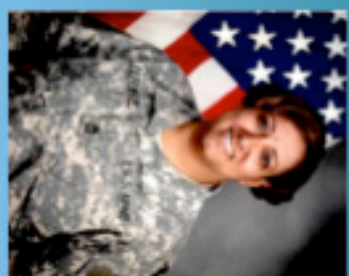
LTC Jeffery Gorres
Program Manager



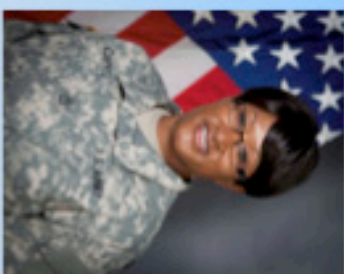
III CORPS AND FORT HOOD
SEXUAL HARASSMENT/SEXUAL ASSAULT
PREVENTION AND RESPONSE
SHARP TEAM

24/7 HOTLINE 254-319-4671
OFFICE: 254-287-9487

MSG Dietra Peterson
SHARP Program NCOIC



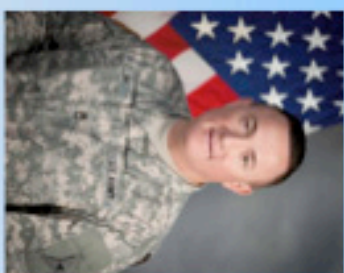
CPT Daniel Jermigan
Deputy Program Manager



SFC Carmen Cupitt
Installation Lead SARC/VA



SFC Tommica Hewlett
SARC/VA



SFC Christopher Clay
SARC/VA



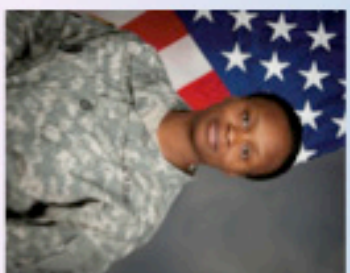
Mr. Blaine Radenz
Instructor



SFC Terrea Evans-Jones
Instructor SARC/VA



SFC Ralph Garcia
SARC/VA



SFC Shalitha Butler
SARC/VA



Mr. Jermaine Irby
Instructor

'Not in My Squad Assessment' is now online for self-improvement

Not in my Squad

Story by David Vergun

Army News Service

evaluate your squad's teamwork and team building ability.

Strengthen your commitment to develop a shared identity as a trusted Army professional.

The Army doctrine of Mission Command is based on building cohesive teams through the Squad. The Squad is the foundational team upon which the Army builds its formations. As the Squad leader, you are responsible for all your team does or fails to do. You are charged with taking the lead in training your Soldiers, instilling the "winning spirit" in each of your Soldiers. This is your Duty. Your Soldiers, as a team, must perform the right way (ethically, effectively, and efficiently), striving for excellence, and persevering through challenge and setback. To do so, they require inspiration, motivation, and committed leadership.

This resource is designed to help you assess the State of the "Organizational Climate" within your Squad to gain situational understanding. Based on your perceptions, you will be directed to respond to areas of concern, make adjustments to strengthen areas of weakness, or consider alternatives that address the concern.

If you are unfamiliar with some of the Army Profession and Army Ethic concepts, we have provided definitions from ADP 1 below.

Show Definitions

To begin evaluating your squad's team work and team building ability answer the questions for all the members of your squad. When you have selected an answer for all the statements, you will receive feedback.

DISCLAIMER: Your insights, feedback, and recommendations will not be shared with any other unit. This is a confidential Assessment Resource Project Team (CARP/ART). We are collecting no personal data or identifying information.

Your participation is voluntary. If you are willing to assist us in this important effort, please provide your input. Your appreciation for your contribution to strengthen the Army Profession.

In my squad we...		Strongly Disagree	Disagree	Neutral	Agree
1	Trust each other to do what is right.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Feel a conflict between loyalty to each other and doing what is right.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Take pride in striving for excellence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Care about each other's morale and well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Resource Assessment

WASHINGTON (Army News Service, Oct. 12, 2015) -- Today, the Army launched a new website, "Not In My Squad Assessment Resource," or NIMS, a tool designed to help improve squad leaders' professional development and make good squads even greater, said Sgt. Maj. David L. Stewart.

Stewart, who is sergeant major of the U.S. Army Training and Doctrine Command's Center for the Army Profession and Ethic, known as CAPE, located at the U.S. Military Academy, West Point, New York, said that as the Army lead for the "Not In My Squad" initiative, CAPE designed this online resource as a way to help the sergeant major of the Army, or SMA, in that initiative.

The online assessment focuses on four areas:

- Shared identity of trusted Army professionals
- Standards and discipline
- Professional climate
- Esprit de corps

In June, the SMA invited 32 of the best squad leaders from around the Army to the Pentagon to discuss how junior noncommissioned officers can further build and sustain a climate of dignity, respect, trust and inclusion, Stewart said.

CAPE listened in on that discussion and used the squad leaders' feedback to design the assessment, which consists of 24 statements related to NIMS focus areas. For example, one statement reads: "In my squad, we feel a conflict between loyalty to each other and doing what is right." Those who participate in the assessment will be asked to rate how strongly they agree or disagree with that statement.

Once the evaluation is taken, results are immediately calculated and are available to the Soldier, said Timothy B. Lempicki, a CAPE knowledge management consultant.

If the Soldier wishes, he or she can share a link of those results with other squad members. The link will not give that Soldier's name or other identifier, just the numerical results by category.

Another feature is that once the assessment is completed, the Soldier will see how well he or she scored compared to everyone else who participated, Lempicki said. Over time, as more and more data comes in, it should offer an even better comparison.

An important note on terminology: Stewart said he uses the term "squad" and "squad leader," but in some of the non-combat arms branches, the term team, "crew" or "section leader" can be substituted.

While the assessment is designed with the squad-level in mind, higher formations like platoons or even companies could use it as well, Stewart said. Senior noncommissioned officers, officers and Army civilians might even be interested in using it too.

Taking the test is voluntary and shouldn't take longer than 10 or 15 minutes, he said.

Ideally, members of the squad will take it at the same time, share their results, and then have a group discussion on ways they can improve, he said. The squad leader may or may not have the same perception about the squad that the junior Soldiers have. It could be an interesting and sometimes eye-opening experience for them to share, he said.

To aid the squad in improving, the assessment links the Soldier with training and education materials, Stewart said. As more helpful and relevant resources become available, those will be added to the site over time.

Stewart suggested taking the assessment more than once to see if there's any improvement. He said there's no limit to how many times the assessment can be taken, and it's easy to take, since a common access card is not needed to log onto the site.

Stewart said when he was a squad leader years ago, the assessment would have been a welcome tool for leader and Soldier development. Soldiers with a lot of drive and initiative won't be disappointed with its effectiveness, he promised.



11th Sig. Bde. Equal Opportunity Advisor (EOA)

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“Strength Through Diversity”

Many things have changed in the world of Equal Opportunity since I took over the position at the Brigade in May 2015. These changes haven't just been at the Brigade level, but also across the Army, military, and country as a whole.

In June, the Supreme Court ruled in favor of marriage equality allowing same-sex couples to marry nationwide.

At the beginning of fiscal year 2016, hazing and bullying, which is now known as “treatment of person”, became an official equal opportunity reportable category. This allowed service members another avenue of reporting alleged hazing and bullying. As always, cases such as these should be channeled through leadership first, however, these cases are

also no longer limited to the inspector general's office.

On 14 October, the term “five protective categories” changed to “bases of discrimination” when sexual orientation was added to the military equal opportunity program. According to Army Directive 2015-39, sexual orientation refers to an individual's emotional or physical attraction to the same and/or opposite sex.

With regards to transgender service members, equal opportunity offices are not the appropriate office with which to inform the commander or Soldiers. Questions regarding transgender Soldiers should be addressed by S1 or G1 personnel. In a memorandum released by the Secretary of Defense, effective as of 13 July, no service member shall be involuntarily separated or denied reenlistment or continuation of active or reserve service on the basis of their gender identity, without the personal approval of the Under Secretary of the Defense for Personnel and Readiness. This approval authority may not be further delegated.

An additional Army Directive (2015-37) was also released by the Secretary of the Army referencing breastfeeding and lactation support policy. According to the directive, Soldiers who want to continue breastfeeding upon return to duty will notify their chain of command as soon as possible to allow the command to determine how to best support them. Commanders have their own responsibilities with this policy and should become familiar with the directive.

This is not an all-inclusive list of the changes that have been made within the realm of equal opportunity, however, this list does capture many of the most important new factors in the program.

Inside the Brigade, I will begin hosting quarterly equal opportunity meetings with my equal opportunity leaders at the Battalion and Company levels. We will discuss the next quarter's training guidance and any new policies or directives that may have been published so the knowledge of the program remains current.

There is never such a thing as too many equal opportunity leaders. If you have an interest in joining this rewarding and diverse program, and you are the rank of Sergeant or above, please contact the equal opportunity office and enroll in the next Equal Opportunity Leaders Course.



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

Soldiers, leaders and community figures joined together to celebrate MLK Day Jan. 20 at 1:30 p.m at the Phantom Warrior Center here. Mrs. TaNeika Driver-Moultrie, the president of the Killeen chapter of the National Advancement of Colored People, was the guest speaker for the afternoon.

King was a vital figure of the modern era and a pivotal figure in the Civil Rights Movement. His actions inspired men and women, young and old, in this nation and around the world.

The event was hosted by the 36th Engineer Brigade, and their chaplain, Chaplain (Maj.) Alfred Grondsk, addressed the crowd and acknowledged the importance of the day in his invocation.

"We gather as a community to honor and remember the legacy of Dr. Martin Luther King," said Grondsk.

As the packed room full of people hung on every word spoken, Col. Mark Quander, 36th Engineer Bde. commander, gave his opening remarks for the observance and also spoke on the significance of the observance.

"This year marks the 31st National observance of Dr. Martin Luther King Jr's birthday and is an occasion for all to remember and celebrate his remarkable life," said Quander. "And we should rededicate

ourselves to implementing his dreams and staying united by his principles of unity and equality."

King, a great man, spent many years giving back to those around him and once said, "Everybody can be great. Because anybody can serve."

Living up to the example left by King is something that was stressed during the opening remarks.

"In keeping with the spirit of service and sacrifice Dr. King displayed throughout his life," said Quander. "I encourage you to honor his legacy through service to your organization, community and Nation."

After the Presidential Proclamation was read and 1st Lt. Rolesta Brooks, 36th Engineer Bde., sang a heartfelt rendition of "Hero," Quander introduced the crowd to the guest speaker.

"We're very fortunate this afternoon to have somebody that embodies the charge that Dr. King posed to us when he said, 'what are you doing for others?'," explained Quander. "Ms. TaNeika Driver-Moultrie has dedicated her life to helping others."

Moultrie does a lot for the Fort Hood community and Quander described her best as "Someone who is making a positive difference helping our Families and our children with our struggles as we go through life."

Driver-Moultrie is the youngest

president in the 45 year history of the Killeen NAACP and graciously thanked the Soldiers and community members in attendance.

"As always it is very humbling to be asked to speak on such an occasion as this," said Driver-Moultrie.

As someone who has continually given back to her community, Driver-Moultrie believes whole-heartedly in serving a greater good.

"Service doesn't have a face on it," said Driver-Moultrie. "Nor is it gender specific, gender specific, nor age specific. Service, it's not about you, it's about others."

In recognition of MLK Day, Driver-Moultrie acknowledged how King was able to give back to those around him.

"This month, we celebrate a man who did great things through service," said Driver-Moultrie. "He literally gave of his life on behalf of others by being the voice of hope, strength, unity and peace."

It has been 47 years since his death, but the impact of his selfless service is felt even more today.

"He encouraged us, and to this day, still encourages us to keep on dreaming, keep on serving and most importantly, keep on loving our brothers and sisters," explained Driver-Moultrie.

Being able to be of service to your fellow man is important, but as King also noted early on, doing it for status is not what will propel someone to a higher level.

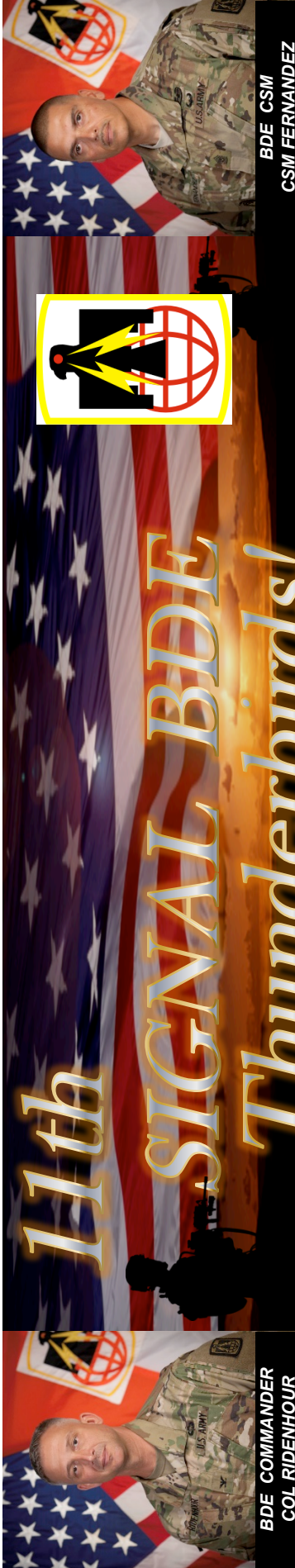
"One does not achieve greatness through service but by selfless service," said Driver-Moultrie.

Even though Driver-Moultrie has devoted her life to helping others, she, like King, never did it for recognition or status, and that fact helps define who she truly is.

"I am TaNeika," Driver-Moultrie said addressing the crowd. "A proud mother, a devoted wife, a servant to my community, a sister, an aunt, a neighbor, a middle class working woman (and) a child of God. My life is measured by what I do for others while I'm here on Earth."

As Driver-Moultrie finished her speech with a short anecdote, she realized that the girl in the story helped her to have a greater understanding of what it means to serve.

"I now realize in a new way that life is an opportunity to serve God by serving people," said Driver-Moultrie. "And this is what Dr. King and so many others did, and are doing, including some of you sitting here today."



Be sure your complaint is EO related.
(Race, Color, Religion, Gender, National Origin, or Sexual Orientation)



Attempt to communicate your concern to the harasser.
(*The complainant is not required to confront the harasser; however, it is encouraged*)



Did you give your chain of command an opportunity to resolve the issues? (Soldiers have the right to visit the EO Office to voice their complaints of unlawful discrimination and/or harassment; however, **we encourage Soldiers to resolve the issue at the lowest level**)



Have you contacted your unit Equal Opportunity Leader (EOL)? (If you cannot resolve your conflict with the harasser or chain of command contact your unit EOL)



If assistance is still needed, contact your unit EO Advisor (EOA).



Keep in mind that the EO Advisor provides advice and makes recommendations to commanders; and will provide assistance to you through the complaint process.
It is the commander's program.

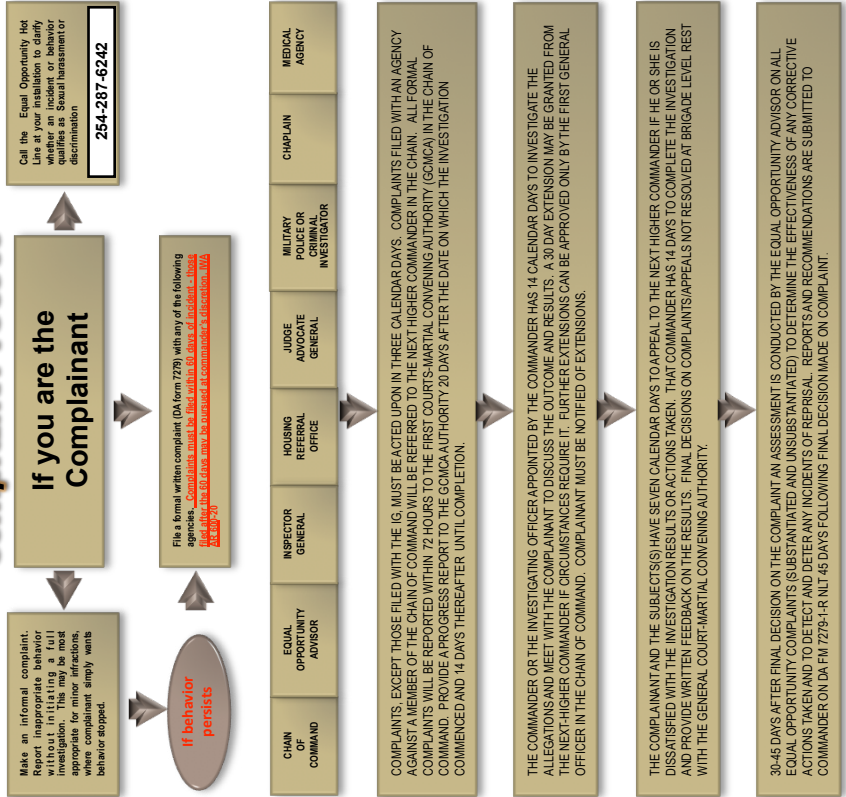


Be honest and don't provide misleading information.
(IAW AR 600-20, App C-12, "Soldiers who knowingly submit a false complaint may be punished under the UCMJ").



Remember a complaint must be supported.

Complaint Process



11th SIG BDE EOA
SFC Buschor
Office: (254) 287-6888
Cell: (254) 206-7083
Thunderbird Road

Corrifer

Room 205

Support Avenue

Fort Hood, TX 76544

LOYALTY

DUTY

RESPECT

SELFLESS SERVICE

HONOR

INTEGRITY

PERSONAL COURAGE

2016 Special Observance Themes

Observance	Date	Authorization	Source/Theme
Martin Luther King's Birthday	18 January 2016	Public Law 98-144	National and Department of Defense USD (P&R) Theme Source: The King Center <i>Remember! Celebrate! Act!</i> <i>A Day On, Not A Day Off!!</i> (This theme does not change.)
African American/Black History Month	1-29 February 2016	Public Law 99-244	National and Department of Defense USD (P&R) Theme Source: Study of African American Life and History (ASALH) 2016 Theme: "Hallowed Grounds: Sites of African American Memory"
Women's History Month	1-31 March 2016	Public Law 100-9	National and Department of Defense USD (P&R) Theme Source: Women's History Project 2016 Theme: "Working to Form a More Perfect Union: Honoring Women in Public Service and Government"
Holocaust Remembrance Day Days of Remembrance	5 May 2016 1-8 May 2016	Public Law 96-388 and Presidential Proclamation	National and Department of Defense USD (P&R) Theme Source: United States Holocaust Memorial Museum 2016 Theme: "TO BE ANNOUNCED"
Asian American and Pacific Islander Heritage Month	1-31 May 2016	Title 36, U.S. Code, Section 102.	National and Department of Defense USD (P&R) Theme Source: Federal Asian Pacific American Council (FAPAC) 2016 Theme: "TO BE ANNOUNCED"
LGBT Pride Month	1-30 June 2016	Presidential proclamation (historically published the beginning of June)	Department of Defense Theme Source: Office of Diversity Management and Equal Opportunity 2016 Theme: "TO BE ANNOUNCED"
Women's Equality Day	26 August 2016	Joint Resolution of Congress, 1971 and Presidential Proclamation	National and Department of Defense USD (P&R) Theme Source: Women's History Project <i>Celebrating Women's Right to Vote</i> (This theme does not change.)
Hispanic Heritage Month	15 September-15 October 2016	Title 36, U.S. Code, Section 126.	National and Department of Defense USD (P&R) Theme Source: National Council of Hispanic Employment Program Managers 2016 Theme: "TO BE ANNOUNCED"
National Disability Employment Awareness Month	1-31 October 2016	Title 36, U.S. Code, Section 121.	National and Department of Defense USD (P&R) Theme Source: Department of Labor 2016 Theme: "TO BE ANNOUNCED"
National American Indian Heritage Month	1-30 November 2016	Public Law 102-188, Executive Order 13270 and Presidential Proclamation	National and Department of Defense USD (P&R) Theme Source: Society of American Indian Government Employees (SAIGE) 2016 Theme: "TO BE ANNOUNCED"

PLEASE NOTE: On behalf of the Department of Defense office of the Under Secretary of Defense for Personnel and Readiness, and the Office of Diversity Management and Equal Opportunity (ODMEO), the Defense Equal Opportunity Management Institute provides these themes for national observances on this compiled listing for use in developing special observance programs. DEOMI does not create these themes, but this listing provides the source of each of them. While these themes are representative of the Department of Defense, this does not preclude an organization from creating their own theme or using previously published themes. Organizations are not required to limit their special observances to just those reflected here. Others may be conducted providing the same local procedures are used for research, planning, implementation and evaluation as any other special observance. Organizations are reminded that special observances are conducted to recognize the continuous achievements of all Americans to American culture and to increase awareness, mutual respect, and understanding. They are designed to enhance cross-cultural and cross-gender awareness and promote harmony among all military members, their families, and the civilian workforce. For more information about how to conduct a special observance, please visit:

As of: 5 Nov 2015



Thunderbirds, it's great to be back from the holidays, isn't it? Hopefully you had a great holiday season and had time to spend with your Family. Continue to remember the Thunderbirds, and other military members, who are away from home and in harm's way during this time of year.

There are several Strong Bonds events coming up this quarter (January-March). They are all one day events. Right now there are no overnight events for either Singles, Couples or Families. The 86th ESB's Unit Ministry Team (UMT) of Chaplain Trujillo and Sgt. Kim had a couples event on Jan. 14. The 62nd ESB's UMT, Chaplain Mortenson and Pfc. Cox, will lead a one day couples event on Feb 26 and a one day singles event on March 11. The 62nd's event however is for ALL Fort Hood 11th Signal Brigade members and their Families so 57th ESB and HHC, 11th Signal can sign up for the events sponsored by the 62nd UMT. There will be other Strong Bonds events hosted by the 57th UMT later in the year for all Fort Hood personnel and later the 40th ESB will have their singles and couples Strong Bonds events for personnel at Fort Huachuca plus the 86th team will lead a singles event at Fort Bliss.

It is my prayer that the holiday season touched you spiritually. People from both Jewish and Christian backgrounds have special opportunities to worship and express their faith. If you didn't do that during the holiday season, I encourage you to do that now. We're generally not getting out as much as other times of the year so use this winter time to meditate, read and pray from your faith tradition. Attend the worship service(s)/events of your choice and learn how you can strengthen your faith.

See you in the spring.

Chaplain Zan Sellers

Ft. Hood

HOLY WEEK

March 23: Palm Sunday Vigil Mass

5 p.m. Mass 58th St. Chapel - Catholic

March 24: Palm Sunday Mass

9 a.m. Mass Spirit of Ft. Hood Chapel - Catholic

1 p.m. Mass (Spanish) Spirit of Ft. Hood Chapel - Catholic

NO MASS AT 58TH ST. CHAPEL ON MARCH 24 AT 1200 NOON

March 28: Holy (Maundy) Thursday

1 p.m. North Ft. Hood - Protestant

6 p.m. Holy Thursday Mass and "Washing of the Feet" Spirit of Ft. Hood Chapel - Catholic

6 p.m. Spiritual Fitness Center - Liturgical

March 29: Good Friday

4:30 p.m. Live Stations of the Cross at Sadowski Field - Catholic

Corner of 58th and Tank Destroyer Ave

6 p.m. SFHC - Catholic

6 p.m. Spiritual Fitness Center - Liturgical

March 30: Holy Saturday

6 p.m. Spiritual Fitness Center - Easter Vigil - Liturgical

Easter Vigil Mass-8 p.m. Spirit of Ft. Hood Chapel - Catholic

March 31: Easter Sunday

7 p.m. Easter Sunrise Service - Sadowski Field - Protestant

Solemnity of the Resurrection of the Lord

9 a.m. Spirit of Ft. Hood Chapel - Catholic

9 a.m. Spiritual Fitness Center - Liturgical

1 p.m. Mass (Spanish) Spirit of Ft. Hood Chapel - Catholic

*** NO MASS AT 58TH ST. CHAPEL ON MARCH 30 AT 5 p.m. and MARCH 31 AT 12 p.m. ***

HAPPY EASTER



Lent, Passover & Easter at Fort Huachuca 2016

Catholic

Stations of the Cross

Followed by soup & bread supper

1730hrs Main Post Chapel

12, 19, 26 Feb & 04,11,18 March

Lenten Reconciliation Service

TBD, 1900hrs (Main Post Chapel)

Palm/Passion Sunday

20 March, 0830 (Main Post Chapel)

20 March, 1830 (Prosser Chapel)

TRIDUUM

Holy Thursday Mass

24 March, 1900 (Main Post Chapel)

Good Friday Service, Adoration of the Cross

25 March, 1900 (Main Post Chapel)

Holy Saturday /Easter Vigil Mass

26 March, 1900 (Main Post Chapel)

Blessing of the Easter Baskets, Pot Luck

Fellowship Meal immediately after Mass

Easter Sunday Mass

27 March, 0900 (Main Post Chapel)

There will be no 1830 Mass at Prosser Chapel on
Easter Sunday, 27 March

Community

Lenten Luncheon Devotional

Soup & bread lunch

Wednesdays,

17, 24 Feb & 2,9,16 March

1200 Main Post Chapel

Activities Room

Easter Sunrise Service

27 March, 0600

Reservoir Hill

Egg Hunt

27 March, 1030

Courtyard Main Post Chapel

Ash Wednesday

10 February 2016

Main Post Chapel

0715—Prayer Service w distribution of Ashes

1145 Catholic Mass, w distribution of Ashes

Prosser Village Chapel

1145am Ash Wednesday Service
with distribution of Ashes

Protestant

Good Friday Service

25 March, 1900hrs

Kino Chapel

Easter Sunday

Gospel Service

27 March, 0900

Kino Chapel

The Chapel @ Prosser Village

27 March, 2016

0930 Protestant Service

1100 Liturgical Service

Prosser Village Chapel

Main Post Chapel Protestant Service

27 March, 1100

Main Post Chapel

Jewish

Passover Meal & Observance

22 April, 1830

Main Post Chapel

Activities Room

For information phone: 520-533-4748

Fort Bliss

St. Michael's Catholic Community Lent & Easter Schedule 2016

Ash Wednesday

February 10

1135 at Center Chapel 2

1800 at Center Chapel 2

1st Sunday of Lent

Friday, February 12, Stations of the Cross at Center Chapel 2 at 1730

Soup and Bread at Chapel 2 Annex at 1815 Sponsored by CWOC

Saturday, February 6 at Confessions at 1600, Mass at 1700 at Center Chapel 2

Sunday, February 7, Mass at 0800 at Chapel 2, Mass at 1130 at Chapel 1 AD

2nd Sunday of Lent

Friday, February 19, Stations of the Cross at Center Chapel 2 at 1730

Soup and Bread at Chapel 2 Annex at 1815 Sponsored by Lectors

Saturday, February 13, Confessions at 1600, Mass at 1700 at Center Chapel 2

Sunday, February 14, Mass at 0800 at Chapel 2, Mass at 1130 at Chapel 1 AD

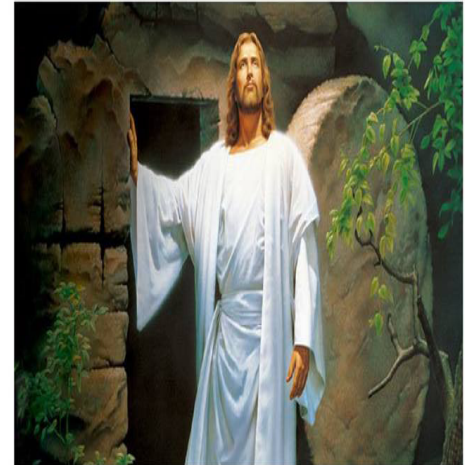
3rd Sunday of Lent

Friday, February 26, Stations of the Cross at Center Chapel 2 at 1730

Soup and Bread at Chapel 2 Annex at 1815 Sponsored by Catechists and Men's Group

Saturday, February 20, Confessions at 1600, Mass at 1700 at Center Chapel 2

Sunday, February 21, Mass at 0800 at Chapel 2, Mass at 1130 at Chapel 1 AD



4th Sunday of Lent

Friday, March 4, Stations of the Cross at Center Chapel 2 at 1730

Soup and Bread at Chapel 2 Annex at 1815 Sponsored by Knights of Columbus

Saturday, February 27, Confessions at 1600, Mass at 1700 at Center Chapel 2

Sunday, February 28, Mass at 0800 at Chapel 2, Mass at 1130 at Chapel 1 AD

5th Sunday of Lent

Friday, March 11, Stations of the Cross at Center Chapel 2 at 1730

Soup and Bread at Chapel 2 Annex at 1815 Sponsored by EMHC, Ushers, & Choir

Lenten Penance Service at Chapel 2 at 1830

Saturday, March 5, Confessions at 1600, Mass at 1700 at Center Chapel 2

Sunday, March 6, Mass at 0800 at Chapel 2, Mass at 1130 at Chapel 1 AD

6th Sunday of Lent

Friday, March 18, Stations of the Cross at Center Chapel 2 at 1730

Soup and Bread at Chapel 2 Annex at 1815 Sponsored by Community

Saturday, March 19, Walking in the Footsteps of Christ, Mt. Cristo Rey, Sunland Park, NM at 0800-1300

Saturday, March 19, Confessions at 1600, Mass at 1700 at Center Chapel 2

Sunday, March 20, Palm Sunday Mass at 0800 at Chapel 2, Mass at 1130 at Chapel 1 AD

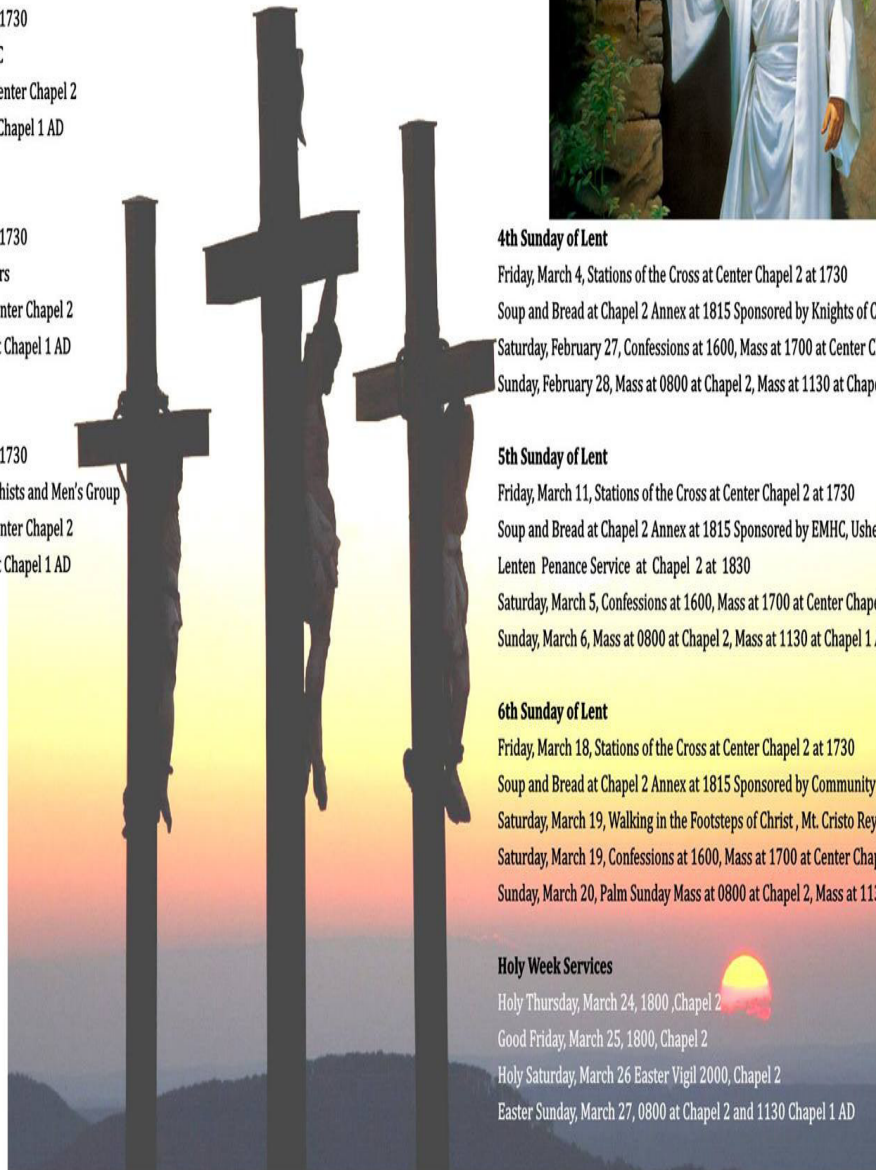
Holy Week Services

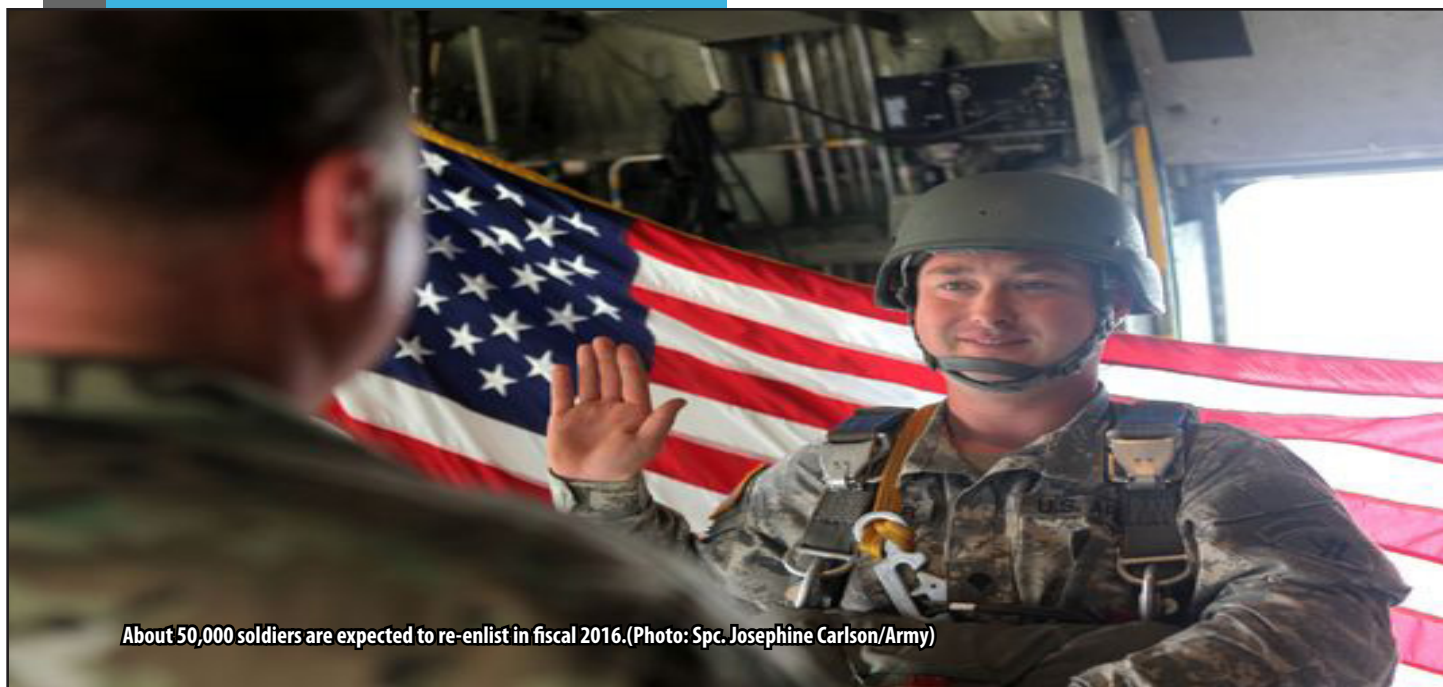
Holy Thursday, March 24, 1800, Chapel 2

Good Friday, March 25, 1800, Chapel 2

Holy Saturday, March 26 Easter Vigil 2000, Chapel 2

Easter Sunday, March 27, 0800 at Chapel 2 and 1130 Chapel 1 AD





About 50,000 soldiers are expected to re-enlist in fiscal 2016. (Photo: Spc. Josephine Carlson/Army)

2016 reenlistment campaign: 50K soldiers needed

Story by Jim Tice

Army Times Staff Writer

The Army may be getting smaller, but it still has room for thousands of quality soldiers who want to extend their military careers over the next year.

The 2016 re-enlistment opportunity window for the active Army applies to two general categories of soldiers whose terms of service:

- Expire before Oct. 1, 2016, the end of fiscal 2016.
- Expire during fiscal 2017, which begins Oct. 1, and ends Sept. 30, 2017. The retention effort for 2016 is comparable to the 2015 re-up campaign, which resulted in nearly 50,000 soldiers extending their active-duty service. Because the Army is entering a period of large force reductions, some 40,000 over the next two years, the retention program is tightly managed, especially for soldiers who are in over-strength specialties.

Sgt. Luis Suarez, a student enrolled in the Tracked Vehicle Recovery Course at Fort Hood, Texas, takes the oath of reenlistment while wading in the school's mire pit in April. (Photo: Army)

The Army continues to manage retention by three general personnel categories: first-term soldiers with six or fewer years of service; mid-career soldiers with six to 10 years of service, and careerists with 10 or more years of service.

Staff sergeants and senior NCOs with 10 or more years of service usually are required to take an indefinite enlistment to remain on active duty.

The Army's long-standing practice of offering five re-enlistment options remains in effect for fiscal 2016. The options are:

- Regular Army (E1). This option does not guarantee an assignment, training or stabilization. Soldiers will be assigned to meet the needs of the Army, unless they are re-enlisting to meet a service-obligation.
- Current Station Stabilization (E2). This option generally provides stabilization of one to 12 months for soldiers who re-enlist for three, four, five or six years, except that soldiers who re-up for a location-specific retention bonus may be stabilized for up to 24 months, depending on their unit location.
- Army Training (E3). This option guarantees attendance at a school of choice for specialty or language training for soldiers who re-up for three to six years.
- Overseas Assignment (E4). This option is targeted at soldiers who re-enlist for such areas as Europe, South Korea, Alaska and the Pacific region. Soldiers must re-up for four to six years for a long-tour area, and three to six years for a short-tour area.*

- Continental U. S. Station of Choice (E5). This option guarantees an assignment of 12 months or more at a stateside post for soldiers who re-enlist for three to six years. Note, however, that soldiers currently assigned to a non-tactical unit, such as a non-deployable headquarters, must re-enlist for assignment to a tactical unit, such as a deployable battalion, brigade or division. Soldiers are not allowed to re-enlist for back-to-back assignments to TDA (non-tactical) units.

The availability of these options is determined by a soldier's management category (first-term, mid-career or career) and the strength status of his or her military occupational specialty as follows:

Initial Term Soldiers

First-termers who are serving in an overstrength MOS (as displayed in the Oct. 9 In/Out Reclassification Calls) are limited to Options 1 or 2, but must reclassify to an understrength or balanced MOS. Exceptions are authorized for soldiers who re-enlist for assignment to an airborne position.

Soldiers who are serving in a balanced MOS are eligible for Options 1, 2, 3, 4 and 5. However, if they chose Option 3 (Training), but they must reclassify to a shortage MOS.

Initial-term soldiers who are serving in



Sgt. Luis Suarez, a student enrolled in the Tracked Vehicle Recovery Course at Fort Hood, Texas, takes the oath of reenlistment while wading in the school's mire pit in April. (Photo: Army)

a balanced MOS are eligible for Options 1, 2, 3, 4 and 5. However, if they chose Option 3 (Training), but they must reclassify to a shortage MOS.

Initial-term soldiers who are serving in a short-handed MOS are eligible for Options 1, 2, 4 and 5.

Mid-Career Soldiers

Soldiers who are in an overstrength MOS are limited to Options 1 or 2, but must reclassify to an understrength or balanced MOS. Exceptions are authorized for soldiers who re-enlist for assignment to an airborne position.

Soldiers who are serving in a balanced MOS are eligible for Options 1, 2, 3, 4 and 5. However, if they chose Option 3 (Training), they must reclassify to a shortage MOS.

Soldiers who are serving in a short-handed MOS are eligible for Options 1, 2, 4 and 5.

Careerist Soldiers

Sergeants and staff sergeants with fewer than 10 years of service who are in an overstrength MOS are limited to options 1 or 3, but must reclassify to a Tier 4, or higher, MOS in the latest Selective Retention Bonus announcement.

Sergeants and staff sergeants with fewer than 10 years of service who are serving in a balanced or short-handed MOS are limited to Option 1.

Sergeants and staff sergeants with 10 or more years of service must re-enlist under Option 1. Staff sergeants in this category will be placed in the Indefinite Re-enlistment Program.

Soldiers in this category can request retraining and reclassification to a Tier 4 SRB specialty in conjunction with their assignment to the Indefinite Re-enlistment Program.

Promotable staff sergeants and higher, regardless of the strength status of their MOS, will be limited to Option 1 if they have fewer than 10 years of service.

Want to switch jobs?

While researching a possible job change, soldiers also should research the promotion potential for candidate specialties.

A good information source for junior enlisted soldiers are the monthly cutoff scores for advancements to sergeant and staff sergeant.

Soldiers who want to research NCO promotions should review the MOS selection statistics that are released with the annual senior NCO promotion lists. This information can be accessed from the "Career" link on the homepage of Human Resources Command, www.hrc.army.mil. When researching a job change, soldiers also should check out the Army's two major retention incentive programs for enlisted soldiers. Those are the:

- Tiered Selective Retention Bonus program which offers cash bonuses of up to \$72,000 for qualified first-term and mid-career soldiers. The most recent SRB charts took effect Oct. 9, and can be accessed [here](#).
- Critical Skills Retention Bonus program offers bonuses of up to \$150,000

for senior NCOs in priority specialties who are at, or near, retirement eligibility. The most recent CSRB rates took effect Oct. 22, and are targeted at Special Forces soldiers.

For information and assistance in applying for re-enlistment and/or reclassification, soldiers should contact their local career counselor.

Officials expect that fewer than 15 percent of the soldiers who re-enlist this year will come from the 2016 cohort, with the remainder coming from the cohort with ETS (expiration term of service) in fiscal 2017.

Under instructions recently issued to career counselors in the field, a soldier's individual re-enlistment opportunity window opens 15 months in advance of their ETS, and closes 90 days before the ETS.

The retention campaign described above will end Sept. 30, 2016.



Heat illnesses are preventable.
Ensure you and your battle buddies stay properly hydrated.

READY
...OR NOT?



<https://safety.army.mil>

SAFEGUARDING CRITICAL INFORMATION

Critical information consists of specific facts about our capabilities, activities, limitations, and intentions (CALI). The critical information is so vital to the mission that if the adversary obtains it, correctly analyzes it, and acts upon it, the compromise could prevent or seriously degrade mission success.

Information to Be Protected

The Critical information List (CIL) documents an organization's critical information that should be protected Sensitive Reports: reports containing sensitive and/or personally identifiable information (PII) or information pertaining to mission readiness such as blotters, battle damage assessments, recall rosters, manning documents, etc.

- o Emerging Tactics, Techniques, and Procedures (TTP): newly administered TTPs to improve mission effectiveness such as ways to avoid or detect IEDs, convoy protection methods, etc.**
- o Network & Communications Related: call signs, frequencies, passwords, Automated Information Systems (AIS) protection (types used, measures, and procedures), changes in message volume, etc.**
- o Security Plans and Procedures: Random Antiterrorism Measures, shift change for guards, changes in FPCON, DEFCON, or INFOCON, etc.**
- o Intelligence, Surveillance, and Reconnaissance (ISR): intelligence resources, collection techniques, ongoing operations and goals, counterintelligence operations, etc.**
- o Troop Movements & Travel: deployment / redeployment DTG, locations, itineraries, ports, routes, embarkation points, VIP/HRP travel, TDY orders, leave for large groups or entire units, emergency recall of personnel, etc.**
- o Information Pertaining to Current / FUOPS: deployment plans, exercises, scope of operations, planning details, specific COAs for forces, ROE / RUF, MISO and MILDEC operations, SAP elements in contracts, etc.**
- o Vulnerabilities: a condition that allows the adversary time to observe, orient, decide and act against us in areas such as critical infrastructure, building schematics that show security weaknesses, physical security shortfalls, etc.**
- o Equipment Specifications and Limitations: shortfalls, vehicle schematics, vehicle battle damage assessments, weapons systems, research and development (R&D) projects, electronic systems, software used in new systems, etc.**

