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information revolution.

The information technology being fielded today all the way down to the Soldier level demands more technical expertise for our basic branch Signal Officer (BR25). The plan for our BR25 officer is to establish and then require a more in-depth network operations course at the captain through lieutenant colonel level. These officers will attend a course in Cyber Networks Integration that will provide them much more in depth education in order to execute their mission as a battalion S6, brigade S6, G6 NETOPS officer, or a Signal battalion S3. Because these positions are Key Developmental for a Signal officer, the goal is to get all of our officers through this training prior to them being considered for lieutenant colonel. At the executive level, all colonel positions may be coded so as to provide maximum flexibility in their assignment. Our functional area officers will also be restructured. Our FA24 (Telecommunications Systems Engineer) and our

FA53 (Information Systems Manager) will be merged into a single functional area (FA26 - Cyberspace Systems Engineering) and then classified into AOC 26A (Cyberspace Networks Engineer), AOC 26B (Information Systems Engineer), and AOC 26C (Cyberspace Defense Engineer). AOC 26A and B will reflect the majority of the skill sets currently possessed by FA24 and FA53 respectively; AOC 26B education will also address knowledge systems engineering requirements. AOC 26C will begin at the senior CPT level, be relatively small in number, and specialize in all aspects of network assurance (Information Assurance/Computer Network Defense). At the executive level, colonel authorizations will all be coded 26Z (Cyberspace Engineer) and is AOC immaterial. This structure will enable us to better develop and assign our functional area officers. It will also develop a needed specialist in cyberspace defense. Finally, it will allow for more interchangeability based on acquired skills especially at the colonel level.

The Signal Center of

Excellence (SIGCoE) already has an approved warrant officer restructure. This restructure will place one of our warrants in each area of the NETOPs construct: Enterprise Management, Network Assurance, and Content Management. Vol 36 of our Army Communicator published earlier in 2011 describes the Signal Regiment warrant officers in depth.

Our enlisted MOSs have continually evolved over the Regiment's history to support commanders. We currently have two Military Occupational Classification and Structure actions submitted for TRADOC and DA staffing. One of those is to delete MOS 25F.

The Army is fully transitioning to IP-based switching equipment. Air Defense Artillery will require MOS 25N for its future switching systems. The Soldiers currently in 25F will be retrained into the 25N MOS. We also have a MOCS action submitted to delete MOS 25P and merge our 25P and 25S Soldiers. With the attrition of many 25P positions in our tactical force, it only makes sense to bring these two MOSs together at the strategic level - many work side by side already. However more MOCS actions are needed to leverage the tremendous technology advances in order to provide commanders maximum flexibility in the use of their Soldiers. At a meeting of a significant number of the Regiment's CSM/SGMs, the number of and the particular skill sets required in each of these MOSs was determined. We are going to collapse the number of MOSs we have now. Setting aside our Visual Information Operations we have nine initial entry MOSs operating Signal equipment. We will take those nine down to three. These future MOSs will be structured into Network Operations, Network



Signal training will have the nine current initial entry military occupational specialties reduced to three, with heavier emphasis on systems theory.

Support, and Transmission. The VI accession MOSs will reduce from three to two. Moreover, along with the “in-service” accession MOS 25E (Electromagnetic Spectrum Manager), we create an additional “in-service” MOS 25D (Network Defense Specialist) to better counter the threats living on the network 24/7/365. Ultimately, the manner by which we recruit and train must change in order to accomplish this transformation.

The Army’s MOS system is used primarily to access, assign, and provide overall management of Soldiers in an MOS. The value of any Soldier is knowledge, skills, and abilities he/she brings to the fight. To enable the radical change in MOS structure, the Regiment is addressing several key factors. To reduce the amount of time spent in Advanced Individual Training, which is significantly increased with each merger, recruiting candidates who already have a certain demonstrated skill level, either academically or experiential is required.

The next step in this process will be to change our training methodology. Although our Soldiers already receive a portion of “theory-based” training within their MOS AIT, this must increase and shift to an education-based methodology. Understanding the concept behind why something works will provide an increased ability to operate any number of “boxes” within that family of equipment. To provide for this additional education, only select systems will be used in AIT. The systems chosen will be the ones that can provide a more universal understanding of the technology. All of our Soldiers will also receive up to three weeks of common core training. Regardless of MOS there are certain abilities every one of our Soldiers must acquire to prepare them for combat.

These changes in institutional training are in concert with the Army Learning Concept 2015, TRADOC Pam 525-8-2, which directs many changes to the way we train and educate our workforce. The document requires that we consider such factors as: generational and learner differences; technology opportunities; inputs to the Army; learning science; and lifelong learning.

We are expected to instill 21st Century Soldier Competencies into our newest members: character and accountability; comprehensive fitness; adaptability and initiative; lifelong learner (including digital literacy); teamwork and collaboration; communication and engagement; critical thinking and problem solving; cultural and JIIM competence; and tactical and technical competence. Many different techniques to get at these and other 21st century training and education challenges are presented in this document. All TRADOC schools are working to modernize how they train as well as what they train. The transformation of Signal training dovetails quite well with this concept.

Other doctrine, which helps to drive changes in training include: FM 7-0, Training for Full Spectrum Operations; The Army Leader Development Strategy; and the Army Training Concept 2012-2020. Together with the ALC 2015, these documents provide a framework for our efforts and a roadmap for achieving the desired end state. They should be required reading for all Army leaders.

The next step to this transformation is to enable the units to provide targeted instruction to the Soldiers they receive on specific systems that will be used in their mission. The SIGCoE must provide the training material used for those systems and the units must devote the necessary time required to fully train their Soldiers on their specific equipment sets.

The Regiment will also be working with Signal and Army leadership to provide for the ability for Soldiers to work in their assigned positions. Today, for any number of reasons, our Soldiers may be called upon to work in a different area. In many cases, the prolific use of contractors may be at the root of this problem. The result is that for a number of reasons, our Soldiers are working outside of their skill set so that their primary skills will atrophy.

This will take a number of years; but, we are vigorously working the groundwork to accomplish these objectives. As the Regiment continues to transform, its personnel structure will be changing as well to ensure success in all of our endeavors.

## ACRONYM QuickScan

**AIT** – Advance Individual Training  
**ALDS** – Army Leader Development Strategy  
**AOC** – Area of Concentration

**FA** – Functional Area  
**MOS** – Military Occupational Specialty  
**MOCS** – Military Occupational Classification and Structure

**NETOPS** – Network Operations  
**SIGCoE** – U.S. Army Signal Center of Excellence  
**VI** – Visual Information