

About FACE

Social Media in the Military Environment

by Karen Schmitt

MAY IS MILITARY APPRECIATION MONTH

To our Armed Forces . . .our THANKS,
our SUPPORT, our THOUGHTS are with you!

UPCOMING EVENT

Social Media Strategies for DOD and Government

June 23 - 25, 2009

Hilton McClean Tyson's Corner

Presented By:
Institute for Defense &
Government Advancement (IDGA)

Some of the Session Topics:

- US Army Forces Command – FORSCOM: Next Generation
- US State Dept. – Why Social Media Is Essential To Your Organization
- Defense Media Activity – Social Media In Government
- USCG – Layered Communications Strategies
- US SOUTHCOM – Spreading the Word in a New Era of Communication
- GSA – How to Maximize your Blog: Promoting your Organization's Message
- US Army Corps of Engineers – This is your LTG Blogging
- Defense Information School – Extroverted Introverts: How Being "Social" Can Improve Organizational Health
- American University – Implementing Social Media Strategies in Government Organizations

Roundtable:

Catching Up with Corporate America

For more information, please
www.idga.org/us/socialmedia



DOD/US Air Force photo Sgt. Jeffrey Wolfe, USAF

The writing is definitely “on the wall, so to speak.” Facebook and other Web 2.0 technologies are migrating from the realm of leisurely pursuit into DOD domains. Online leadership, twitter diplomacy and networked warfare are just part of the collateral that combatant commanders and forward troops now engage. The trend definitely challenges conventional communication channels, but it can offer positive tactical benefits when employed wisely.

Communications pros from the Department of Defense (DOD), federal agencies and member companies joined an NDTA Facebook Workshop held at the National Press Club in Washington, DC on February 18th. The event was organized to help generate a virtual Defense Transportation System (DTS) community and to stimu-

late information sharing on the topic of DTS. Beth Shankle, of the Eric Friedheim Library introduced Facebook and other Web 2.0 applications to an eager audience; one participant explained, “I feel obliged to take Facebook head-on, but I don’t have a lot of time for study. An introductory session like this gives me the confidence to

■ “About Face” n/v; idiomatic expression; Eng

- In military formation, the act of pivoting to face in the opposite direction from the original
- A military command to turn clockwise 180°
- A total change of attitude, viewpoint or position on an issue.

■ “Wall” n/new media

Within Facebook circles, the Wall is an area on a page or profile where friends or fans can post their ideas. The page owner has editorial control.

start experimenting—it makes the learning curve seem less daunting. Besides, I have to keep up with my kids!”

Barbara Burfeind, Strategic Communication/Pentagon and Jack Holt, DOD Senior Strategist for Emerging Media were special guests at the NDTA Facebook Workshop and they shared insight as to how new Internet technologies are finding mission relevance within the DOD. It turns out that new media options are much more than just a “pretty face;” they offer possibilities that are not available through conventional communication channels.

WHAT'S THE USE? SOCIAL MEDIA AND THE MILITARY

New technologies are fundamental to collaboration within the DOD. According to Robert J. Carey who heads the USN Chief Information Office (CIO), social media “pools collective wisdom to potentially leverage all available resources. It enables problem solving across virtually any function or process ranging from acquisition, to legal, to contracting, to systems engineering. Ours is a very large enterprise and chances are that someone on our network can contribute. The challenge we have is linking the talent out there with the problems we are facing. Social media tools make it possible to do just that.” Carey co-chairs the Federal CIO Council’s Committee on Information Security and Identity Management and was the first to introduce Web 2.0 technologies to the federal government and throughout the Department.

Carey’s introduction of new technologies through official memo coincided with our new administration’s policy geared to taking full advantage of enhanced systems. Aside from the pre-inaugural campaigns, consider the transition process: Electronic reviews provided a transparent view of departments and agencies and enabled a more rapid “ramp up;” Collaboration sites, or, wikis, offered a place to collect an agency’s pertinent information which could be made available (in a controlled way) to a broad audience, and which afforded a smoother and faster transition during what some claim the most difficult transition period ever.

In many respects, administration events can be likened to a military change of command where the need to motivate and

Apple’s New Weapon

To help soldiers make sense of data from drones, satellites and ground sensors, the US military now issues the iPod Touch.

—Benjamin Sutherland (Excerpted: NEWSWEEK Apr 27, 2009)

“Networked warfare” requires each soldier to be linked electronically to other troops as well as to weapons systems and intelligence sources. Making sense of the reams of data from satellites, drones and ground sensors cries out for a hand-held device that is both versatile and easy to use. With their intuitive interfaces, Apple devices—the iPod Touch and, to a lesser extent, the iPhone—are becoming the handhelds of choice.

Using a commercial product for such a crucial military role is a break from the past. Compared with devices built to military specifications, iPods are cheap. Apple, after all, has already conducted R&D without taxpayer money. And according to an Army official in Baghdad, the devices have yet to be successfully hacked.

The iPod also fulfills the US military’s need to equip soldiers with a single device that can perform many different tasks (on its touchscreen). And since most recruits have used one—and many already own one—it’s that much easier to train them to prepare and upload new content to the iPod. Users can add phrases to language software, annotate maps and link text or voice recordings to photos. The device makes it easy to shoot, store and play video. Consider the impact of showing [tribal] villagers a video message of a relaxed and respected local leader encouraging them to help root out insurgents.

Since sharing data is particularly important in operations, the Pentagon is funding technology that makes it easier for the soldier on the ground to acquire information and quickly add it to databases. Next Wave Systems in Indiana, is expected to release iPhone software that would enable a soldier to snap a picture of a street sign and, in a few moments, receive intelligence uploaded by other soldiers. This could include information about local water quality or the name and photograph of a terrorist sympathizer. The Marine Corps is funding an application for Apple devices that would allow soldiers to upload photographs of detained suspects, along with written reports, into a biometric database. The software could match faces, making it easier to track suspects after they’re released.

Translation is an important area, too. A new program, Vcommunicator, is now being issued to soldiers in Iraq and Afghanistan. It produces spoken and written translations of Arabic, Kurdish and two Afghan languages. It also shows animated graphics of accompanying gestures and body language, and displays pictures of garments, weapons and other objects. Procurement officials are making a “tremendous push” to develop and field militarily useful Apple devices, says Ernie Bright, operations manager of Vcom3D, the Florida firm that developed the software. The iPod has already transformed the way we listen to music. Now it’s taking on war.

regroup pre-empts just about everything else. New applications through social media venues can help in-coming commanders to “hit the deck running.”

EXTENDING THE REACH—MILITARY IN TRANSITION

Change often comes hard. Sometimes, giving more people more access to more information can ease the transformation. “Gen. William Ward, head of United States Africa Command uses the Internet to explain the new command’s purpose to a wary audience. Adm. James Stavridis uses Facebook and other online portals to pro-

DID YOU KNOW?

Apple proudly salutes the US military! Apple Computer is offering Military Discounts on Apple iPods & Other Products. Offer expires 2010-12-31. Includes government employees. To receive your military discount, go to: www.apple.com/eppstore/militarycity.com. Or call 1-800-MY-APPLE. Free shipping on all orders over \$50! The benefit applies to retired military also! —Army Times

FAV'S *Round Up* a Round Up of Favorite BLOGS

DOD Live

Department of Defense Bloggers Roundtable
www.defenselink.mil/blogger/index.aspx

DOD Live—the Bloggers’ Roundtable—invites senior military and government leaders and notables in the news to share their comments in real time online. All presentations are archived with full Audio Tape and Transcriptions. Check out DOD Live speakers past, present and those to come. LISTEN IN LIVE

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May 15, 2009

Undersecretary of Defense Addresses FY '10 Budget Proposal

Robert Hale, undersecretary of Defense, comptroller and CFO discussed President Obama’s DOD FY10 budget submission of \$664 million to Congress. This year’s budget proposal is all about reform. The needs of the personnel are important. “We sometimes use that term ‘reform’ loosely, but I think this time it applies. And I would say it’s reform mainly because he is trying to, and I think gradually accomplishing a reshaping of the budget to focus more on unconventional war and irregular war, while maintaining a balance of conventional capability,” said Hale. Audio (MP3) | Bio (pdf) | Transcript (pdf)



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May 11, 2009

Air Force General Discusses Reservist’s Role in Iraq and Afghanistan

Lt. Gen. Charles E. Stenner Jr., chief of USAF Reserve, recently returned from a visit with Air Force Reservists stationed in Iraq and Afghanistan. Stenner discussed the support elements the Air Force Reserves provides to the Reservists during their deployment and when they return home. Focus is on reintegration efforts, including the

DOD initiative, “Yellow Ribbon Reintegration Program”. Approximately 5000 Reservists provide global support every day to USAF missions. Audio (MP3) | Bio (pdf) | Transcript (pdf)



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May 8, 2009

Improved Communication Boosts Iraqis’ Sense of Security

Iraq’s Ministry of Interior is a “learning organization” that understands the need to build Iraqis’ confidence in their police force. “Compared with the dark days of Saddam Hussein, most Iraqis now have confidence and trust in their police, thanks to the growing skill and professionalism that the coalition has helped them to achieve.

... The job of MoI public relations is to reinforce those positive feelings and promote continued improvement.” Audio (MP3) | Bio (pdf) | Transcript (pdf)

Strategic Social – Leveraging the Social Web for National Security

www.strategicsocial.com

The “Social Web” is neither a threat nor an enemy—it just is. It will play an increasingly greater role as we protect this country, its allies and the global citizens we assist during times of emergency.

DON CIO Blog

(Dept. of the Navy/
Chief Information Officer)

www.doncio.navy.mil/Blog.aspx

The CIO blog is a forum to discuss matters related to information management and information technology appeals to much broader audience than just the USN and military operators.

Milblogging.com

A comprehensive database of military blogs worldwide. As the *DTJ* goes to press, the site lists 2281 military blogs in 43 countries. Milblogging was founded by Jean-Paul Borda in Sept. 2005 based on his need to stay in touch with family and friends while deployed.

Returning Veterans

www.oefoif.va.gov

Hosted by the VA Dept. to welcome home veterans of the Iraq and Afghanistan conflicts. The site restructures the traditional index-of-benefits format found on other VA pages.

Wounded Warrior Diaries

www.defenselink.mil/home/features/2008/0908_wwd/index.html

Inspirational video, music and stories composed by our country’s heroes.

mote his ideas about how to use “soft power” to win over other countries. And Admiral Thad Allen, commandant of the United States Coast Guard, maintains a regular running dialogue online about how he is trying to transform his organization.” These are but a few of the senior leaders who are reaching out via social technologies.

“We need to understand that we are not living in the same environment that we grew up in,” says Allen, who now speaks out via YouTube rather than press release or “all hands memo”. “This is a permanent feature of our environment, and we need to understand how to oper-

DID YOU KNOW?

The Great FireWall of China

Like the famous moniker, The Great Wall, China has initiated a strategic Social Media force who manipulate the web to influence internal and external opinions of China. This virtual ‘Great FireWall’ is centralized and will control all Internet activity throughout the country. The DOD outlined China’s evolving military strategy in a 2009 Annual Report to Congress on China. A key concept is: Media Warfare is aimed at influencing domestic and international public opinion to build public and international support for China’s military actions and to dissuade an adversary from pursuing policies perceived to be adverse to China’s interests.

ate in it, communicate with our people, and put out policies and let them understand what the organizational intent of the Coast Guard is and what we expect of them.” Allen maintains daily updates on his site about his travels, his thoughts, and people he meets.

Another participant at the NDTA Facebook Workshop noted that Admiral Allen is heard loud and clear. “Those under his command know just what he

wants—what he has in mind. It gives direction to their tasks at hand. There’s greater room for success, and less for failure.” Allen has found a way to connect on a grand scale. Furthermore, everyone is on the same page so there is no confusion about the mission.

COMFORT IN THE KEYBOARD

In a rank-conscious military environment, dialogue hinges on protocol that can

sometimes halt discussion. In chat rooms, on the other hand, feedback flows with ease. Junior and senior ranking personnel can “speak” openly together.

In late 2008, Major General Michael Oates, commander of the Army’s Task Force Mountain took a “dangerous” position when he posed a simple blog question, “If you were the CG, and you could change something in the Division or at Fort Drum, what would you change?” His

NEW TECHNOLOGIES & COMPONENTS			
Specific to the DOD and Other Federal Government Agencies (NOTE: some examples can only be accessed through secured servers)			
TECHNOLOGY	DEFINITION	BRIEF EXAMPLE	COMMON USE
Web 2.0 Technologies	A collection of web tools that facilitate collaboration and information sharing. Although open access is considered a hallmark of Web 2.0, within the context of the DOD mission, these tools must be utilized in a restricted environment.		<ul style="list-style-type: none"> Remote Access (Teleworking/Pandemic/Active Duty)
Blog	Short for weblog – an online dated message/blurb which can be disseminated to a worldwide audience or a command. Blogs can include photos and links, and they can be categorized, searched, tagged and consumed as RSS feeds.	<ul style="list-style-type: none"> STRATCOM SKYWEB OGC Online 	<ul style="list-style-type: none"> Customer Relationship Management Process Improvement Organizational Assessment Information Sharing
Cloud Computing	Use of Internet hosted applications rather than locally installed applications.	<ul style="list-style-type: none"> Google Docs (vendor) 	<ul style="list-style-type: none"> Unlimited Common Uses
Mash Up	A web application that combines data and/or functionality from multiple sources, such as geographical map data with other lexical data and images	<ul style="list-style-type: none"> DHS Virtual Alabama Business.gov Google Earth (vendor) Google Maps (vendor) 	<ul style="list-style-type: none"> Collaborative Analysis Geographical Data Trend Analysis
Podcast	Digital media files distributed over the Internet using syndication feeds for playback on portable media players and computers	<ul style="list-style-type: none"> CNO Podcast All Hands Radio News 	<ul style="list-style-type: none"> Access to News/Current Events Broadcasts Training Subscription Topics (Research)
RSS Feed	“Really Simple Syndication” and “Rich Site Summary” Published frequently updated (syndicated) works to multiple venues.	<ul style="list-style-type: none"> All Hands Television Marine Corps Times 	<ul style="list-style-type: none"> Access to News/Current Events Alerts
Social Networking	Tool to connect people, commands, organizations, groups who share similar mission or interests.	<ul style="list-style-type: none"> Defense Knowledge Online Army/Navy/Air Force Knowledge Online Troop Tube USAF Blue Tube Facebook Twitter 	<ul style="list-style-type: none"> Knowledge Management Subject Matter Expertise File/Data Sharing Training References and Resources
Wiki	Web application for collaborative development of documents such as policies and presentations.	<ul style="list-style-type: none"> DOD Techipedia (repository of scientific and technical docs for DOD use. Some links are unclassified) Intellipedia (intended for the intelligence community) Diplopedia (intended for Department of State use) Bureaupedia (captures knowledge of senior FBI agents; intended to reduce knowledge loss due to retirement) Wikipedia (vendor) 	<ul style="list-style-type: none"> Document Management (and Development) File Sharing Record/Knowledge Management Correspondence Tracking Workflow Online Forms Organizational Charts Training

Chart is based on a groundbreaking memo issued by the Chief Information Office, Dept. of the Navy on 20 October 2008 to “provide initial guidance for all Navy and Marine commands regarding the use of emerging web tools to facilitate collaboration and information sharing . . .”

As of May 2009, there is no coordinated, department-wide policy for DOD or set of guidelines for using the universe of social software tools internally, between agencies or with the public. It is unclear in many cases who, what, when, where, why, and how such tools should be used while at work, and while not at work. This leads to confusion and inconsistencies.

Mind your "Military Manners"

Social Media Etiquette

There is a host of web resources addressing proper usage for email, twitter, Facebook, and other applications. But the tool kit is lighter when it pertains to a military domain. The USAF (the USAF Public Affairs Agency Emerging Technology Division) offers these tips that apply to all branches when sharing via the Internet:

- **Don't divulge classified information.** Operational Security (OPSEC) is crucial. A seemingly "harmless" video of Facebook friends on the flightline, for example, may reveal sensitive information if the area is secure. Be smart. Think twice before you click.
- **Stay in your lane.** If you're an aircraft mechanic, discussions on aircraft maintenance is right up your alley. You're out of bounds, though, if you blog about legal matters.
- **Speak straight and truthfully.** Credibility is critical. Without it, no one cares what you have to say. False statements are also punishable by the Uniform Code of Military Justice (UCMJ).
- **State your opinion.** Say what you think . . . just make sure that your opinion is not credited to your organization.
- **Identify yourself.** It makes your posting more credible. And, no impersonations, please!
- **Maintain safety.** Videos that get widespread attention ("go viral") feature death-defying feats. Don't let your desire to get your message across compromise your safety.
- **An image is worth 1000 words.** When you add visuals, remember the picture you present of yourself sets the tone. Your representation could have far reaching consequences for yourself, your service and the Nation.
- **Use common sense.** If you wouldn't say it to your Mother, you probably shouldn't say it on YouTube. Once your words are out there, it's next to impossible to reel them back. Avoid the offensive, and be careful about divulging personal information or other details that could aid the enemy.
- **Don't be afraid to take calculated risks.** Military life often deals in ambiguity. In order to make the best decision, analyze as many variables as possible to come to the right conclusion.
- **The enemy is always engaged.** In the battle space and in cyberspace. You must engage there as well.

NOTE: When it comes to emailing to a military address, limit attachments and minimize information—use txt only transmissions. In this way, your message will occupy less space and require less band-width in-theater. And, it won't bounce back or be lost. Expect that there will be times when connections will be dropped due to security black outs. Finally, it may be an old adage, but it's true: "Loose Lips Sink Ships . . . and Planes, and Tanks, and Convoys!"

DID YOU KNOW?

Ever since 1955, Northern Command (NORAD) has been keeping children informed of Santa's whereabouts on his Christmas Eve run. But there are likely to be more serious Twitter uses for NORAD which coordinates the military's disaster response for most of the US. Michael Kuchark, NORAD spokesperson said he "expects to Tweet hurricane victims to let them know where fresh water supplies are located."

entry was an instant hit with troops, dependents and civilian employees. Comments ranged from barracks assignment, deployed units and operations management, improper equipment issue, Army emergency relief customer service and outrage from one soldier's wife who noticed that wounded soldiers were shovelling snow covered base driveways. MG Oates was always quick to reply, and respondents felt empowered. Many came up with thoughtful solutions to specific dilemmas. A comment on "tour lengths in Iraq" sparked the most debate that would have been unimaginable face-to-face.

"There are some, based on the nature of our hierarchical organization, who feel this is inappropriate—going around the chain of command," MG Oates was quoted. "It is not in fact going around the chain of command; it allows us to connect to the chain of command in ways we have not been able to experience before." Oates, who became interested in social media more than two years ago had to wait until he got over to Iraq to start his social media push. "We did not get anywhere with it while we were in the US because rules, procedures, policies, and regulations are extremely inhibiting to that sort of thing."

For retired military entering the civilian workforce, the Facebook approach can ease their transition, too, since they would probably not walk into the boss' office with an idea, question or comment.

NEXTGEN TACTICS (See "Apple's New Weapon" on page 9)

The next generation of military recruits will not have a problem understanding wikis, rss feeds, or mash ups. But, what about communicating on front lines where insurgents lurk in the shadows. Popular applications and hardware, like the iTouch can help bridge that gap.

SECURITY MATTERS—PUSH/PULL SCENARIOS

Conventional communications flow in a pretty straight forward course. In telephone calls, written correspondence and even text messaging, for example, senders push information to a specific individual. But, what about Milblogs, online commentary featuring military topics? Distribution is wide and rapid (a.k.a. "viral"). Once posted, anyone can pull information from them to use as they choose. How do Milblogs impact security and what precautions does the military take?

Military web logs, or milblog, first appeared on the Internet shortly after the start of Operation Enduring Freedom (OEF) and have increased markedly to the present. These firsthand accounts provide the public with a perspective that cannot be gained from mainstream media, although their instantaneous nature and widespread appeal create unique operational concerns. What's more, milblogs were a morale boost when it comes to staying in touch with family and friends back home.

In broad terms, the military views personal web sites and blogs positively and it respects the individual's rights to use them as a medium of self-expression. However, service members are always "on record" and therefore should consistently represent core values with integrity to service before self. "This is very much an honor system," said Paul Boyce, public affairs specialist with the Army. "A soldier



Cpl. Joshua W. Zeigler, a terminal operator and Tube-launched, Optically-tracked, Wire-guided missile system gunner with Exercise and Simulations Division, II Marine Expeditionary Force, demonstrates the use of Tactical Language and Culture Training System or Tactical Iraqi, Oct. 5. As a language and cultural software training program, Tactical Iraqi capitalizes on video gaming technology by training a younger generation more who grew up with computer graphics rather than the foreign language books and flash cards of the past. Photo Credit: DOD/Cpl. Ruben D. Maestre, USMC

has a vested interest in operational security, because he doesn't want to get killed, or cause others to get killed."

Army regulation issued April 19th updates earlier language about operational security (or "OPSEC") and blogs. Paragraph 2-1g says Army personnel must "consult with their immediate supervisor and their OPSEC Officer for an OPSEC review prior to publishing or posting information in a public forum." The regulation applies to e-mail, blogs, message board, and other forms of digital communication. OPSEC, is a key component of our force protection and anti-terrorism. There is no gray area here, comply or you will be cut off.

And that is exactly what happened last year at Maxwell Air Force Base, Alabama. Internet connection was suspended in response to a specific, "significant" intrusion that threatened the entire service's networks. General Norton Schwartz, Chief of Staff of the US Air Force, stood behind the decision to correct the situation and Maxwell is once again cleared and again online. The event reinforced the critical

DID YOU KNOW?

Some of the most efficient sensitive communication occurs in military-secure Twitter-like briefing environments with short messages on private channels. "You can't communicate with a fighter pilot using lots of wordy language," explains Colonel Michael G. Caldwell acting director of public affairs for the USAF. "There just isn't time." Airmen (and other military personnel) are particularly accustomed to short burst communications that are popular in social media.

need for enforced security standards.

Also last year, LTG William B. Caldwell, who oversees the Army's Command and General Staff College in Fort Leavenworth, Kansas (CGSC) and 17 other schools and training programs, decided that each college student must complete an extracurricular activity in "strategic communication" to graduate. Officers must participate in a variety of exercises including blogging an opinion piece using his/her real name. This communications requirement signaled a dramatic departure from the old ways while at the same time recognizing the ramifications of public sharing.

BRANDING, RECRUITING, AND COUNTER-BLOGGING

Military and government Public Affairs Officers (PAO's) are now armed with new platforms, courtesy of Cloud technology (see GSA in Government News section) and new Internet strategies—some borrowed from industry-best standards. Eye catching logos, stimulating page designs and compelling tag lines are used to reinforce (or, brand) a message, a position or a mission, and "counter-blogging" scripts are in place should misinformation or misrepresentation be encountered in the blogosphere. The trick is to stay on top, and to remember that "if you don't tell your own story, someone else will," according to Colonel Michael G. Caldwell, acting director of public affairs for the US Air Force.

Caldwell continues, "We want to inspire leadership at all levels to embrace change and be a part of the solution," he says. "I want our guys going out there and talking about how their day went, either bad or good. The fact that young people in the Air Force are involved in multi-million dollar equipment is mind-blowing to people outside of the Air Force. And when people talk about what they are involved in on places like Facebook, it is more effective than a slick over-produced video."

A cautionary reminder was offered in conclusion to the NDTA Workshop. It

did not involve breach of security or mission accuracy. Simply stated: Facebook and other social media applications are just tools—not the solution. This is all relatively new ground when it comes to the DOD—and there are land mines in the form of conflicting opinions, threat concerns and technical applications. We must tread carefully or the "About Face" movement could backfire. **DTJ**

This article has been "mashed" from various sources:

- *Social Software and National Security: An Initial Assessment* Dr. Mark Drapeau & Dr. Linton Wells II (Center of Technology & National Security Policy – National Defense University)
- *Live from the Front: Operational Ramifications of Military Web Logs in Combat Zones.* LCDR Paul R. Keyes, USN (Joint Military Operations Dept. Navy War College)
- *Military brass joins wired troops.* Gordon Lubold (Christian Science Monitor)
- *Military uses social networking to reach public.* Audrey McAvooy (The Associate Press)
- *At Fort Leavenworth, officers are marching on a new target: the blogosphere* Nadia Pflaum (Pitch – Kansas City News)
- *New Media and the Air Force* (Air Force Public Affairs Agency Emerging Technology Division)
- *Social media: A discussion with Colonel Michael Caldwell.* David Meeraman Scott (WebInkNow)
- *Blogging General Reaches Out to Troops, Blows Off Security Fears.* Noah Shachtman (Wired)
- *State Department seeks to boost Twitter, other new media in Iraq* (CNNPolitics.com)
- **MEMORANDUM FOR DISTRIBUTION WEB 2.0. Utilizing New Web Tools** Robert J. Carey (Chief Information Office, Department of the Navy)