



**PROFILES IN SECURITY:
WENDY A. WAYMAN**

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Figure 1: *Official Photo by Jocelyn Broussard, U.S. Army INSCOM*

Wendy Ann Wayman never imagined she would still be serving her country more than three decades after enlisting in the United States Army, let alone rise to rank of Chief Warrant Officer 5 and become the first Command Chief Warrant Officer for Army Intelligence and Security Command (INSCOM). Born and raised in Aberdeen, South Dakota, CW5 Wayman has traveled the world and advised the highest-ranking military leaders in the United States. She has also amassed a legion of professional colleagues who describe her using such phrases as “no one better,” “shaping the future of military intelligence,” “a consummate professional,” “my dear mentor,” and “a complete badass.” The Fletcher Security Review is honored to feature INSCOM Command Chief Warrant Officer, CW5 Wendy Wayman’s “Profile in Security.”

What initially made you want to enlist in the armed forces?

When I was just eight years old I spent a weekend fishing with my Great Uncle Leo who regaled me with tales of friendships and brotherhood that would span a lifetime. He told me of those soldiers whom I would come to appreciate as our Greatest Generation, those young men who fought for us and for each other as a Band of Brothers. Following that weekend of fish tales and war stories, the kind you tell an impressionable young girl, I went home to tell my mother that I wanted to be a U.S. Army Soldier. She, of course, responded to me with the same response that any mother gives her child when greeted with such a revelation. She gave me that cautious smile that hides the hope that the following week I would come back and tell her that I had yet again changed my mind and wanted to be a veterinarian or country singer.

Eight years later I made my first foray into the recruiting office and began the next portion of the journey. I was not allowed to actually begin lobbying for a job until after my 17th birthday. In 1983, in the fall of my senior year of high school, I began my pursuit in earnest. In the time period between having made the decision that I wanted to serve and the actual contract negotiations with the Army recruiter, I had further developed a plan. My paternal grandparents were friends with a couple who were doctors from Chicago, Dr. and Mrs. Hebert, who would come to our little corner of the heartland to hunt pheasant every October. They used to provide medical care in the gulags in Siberia and would talk of the language and places and customs of the Russian peoples and thus developed my next career goal. I

wanted to learn Russian and that was exactly what I told the recruiter.

The first recruiter offered me the glamorous job for which I had been wishing, that of Army cook (of course, this was before Stephen Spielberg and the fight to save a ship). The same recruiter then offered me the honor of ammunition specialist, technically counting bullets. I asked if either of those would get me training as a Russian linguist, but he did not seem to want to work with me. About a month later, as I was walking past, I noticed that there was a new guy in the recruiting office. SGT Vic was more than happy to help me get exactly what I wanted because he quickly figured out that I would not be swayed. SGT Vic told me that I would have to take a test to check my potential, and because I was still a minor, my mom and dad would have to come and sign the papers in order for me to officially begin the process. What followed was my first commercial airplane flight to get me to our Military Entrance Processing Station (MEPS) to take some tests and a physical. I was tested and found worthy. I would then sign the contract that would pave the path for my past 31 years of service. I got back on a plane and went back to life as a high school senior and had to listen to folks who were convinced that I wouldn't make it through Basic Training. On the other hand, there were those convinced that the possibilities were unlimited. I am proud to say that those cheerleaders, my family, friends, and some of my church family and teachers seem to have been right.

When you graduated from boot camp, how did you imagine your career evolving? At 10 years, how did you imagine your career evolving? At 20 years, how did you imagine your career evolving?

When I first signed my contract to join the Army—and contrary to most of the stereotypes from the early 80s, I was not a Private Benjamin kind-of-girl, my influence was more Bill Murray and Stripes—I had typical starry-eyed kid delusions of grandeur and glamor. I just knew that I was going to learn Russian and, since my job was SO secretive that the recruiter couldn't even tell me what I would be doing, I was going to be a spy and live in Russia and work in the Embassy and blend in with the locals and defend America against the Red-Threat. Little did I know that it would take me until 2003 to actually cross the Russian border.

I did learn Russian at the Defense Language Institute on the beautiful Presidio of Monterey in California. Although I knew what the contract said, I did not expect that Uncle Sam would really send me to live just steps from the ocean for the first year of my Army life. We began that 49-week course with 72 students and graduated 56 linguists. Fifty-four graduates of that class from the Army, Navy, and Marine Corps left Monterey to eventually arrive at scenic locations around the globe and my roommate and I had orders to beautiful sunny Sierra Vista, Arizona. Needless to say, it wasn't Russia. My time at Ft. Huachuca, Arizona allowed me the opportunity to enhance the technical and tactical train of incoming Military Intelligence (MI) Officers (translation: I was a member of the Opposing Force (OPFOR) element that was charged with the mission of providing a countering force to the young lieutenants as they attempt to maneuver across the desert). The results were scripted, of course. Sometimes we won, sometimes they won but I always enjoyed it. Not many young Soldiers get the chance to "shoot at LTs" once a month for a week at a time. Interestingly enough, there are folks who would remember the "Jeep with the mounted M60 and the enthusiastic M60 gunner" for years to come. I have run into at least two who are now Military Intelligence General Officers.

In addition to the OPFOR missions, we were charged with teaching the junior officers how to employ the MI assets which they would have under their purview at their gaining tactical units. It was there, at Ft. Huachuca, that I would meet my first Warrant Officer and, as a

young Private First Class, would set my next Army goal. I wanted to be a Warrant Officer. CW2 Greg Glass knew everything about everything, and if he didn't, he knew where to find it and would point you in the right direction. He didn't just hold the knowledge to himself, he imparted it on us.

Later, in 1988, as I approached my first reenlistment, the Army had begun to make changes. The Army had moved to commission CW2s and as Chief's first great act of defiance, he conducted my reenlistment. Following that assignment, I would finally be assigned overseas in Germany. We enjoyed life in Germany until Sadaam Hussein changed our lives on 2 August 1990 when he invaded Kuwait. I would deploy to DESERT STORM in Saudi Arabia, Iraq, and Kuwait. I would move assets around the battlefield and respond/react to enemy troops advancing on my closest friends, and I would be the one to tell them to cease operations and defend their positions. I would later traverse the infamous sector known as "Death Highway" as it was being attended to by our forces. To this day I can still remember the stench of burnt and decaying bodies and the sites of heavy equipment moving vehicles and remains. It was 1991, and we would return to Germany in the spring and I would move to Maryland in the fall. I would finally arrive at a point where my analytic skills would be truly tested and honed and I could actually use my language skills and focus on my next phase of what was quickly approaching the point where I could call it a career.

In my mind, I had set a checklist of things to do to be postured for consideration of accession into the Military Intelligence Warrant Officer Corps: a school assignment – check; a tactical assignment – check; a combat deployment – check; and now a strategic assignment – check. I was approaching the "too much time in service" 12-year benchmark and knew that it was now or never. I submitted my packet and waited. The results came out and I was not selected, I was devastated but not defeated. I made some calls to find out why. "Back in the day" you could get some answers and I was told that the delimiter was a degree. By the time the next board met, I had a degree and was selected. I was going to be an Electronic Warfare Signals Intelligence Technician Warrant Officer. Warrant Officer Candidate School was essentially Basic Training on steroids with an attitude. The training was good, the training was stressful, and the focus was attention to detail. Our class had 36 Military Intelligence candidates, nine Aviation candidates, 11 Special Forces candidates, and some scattered odds and ends. Before we even hit our active phase of the course, our class had adopted a rule that said the best defense is a good offense and it must have worked because we graduated with everyone we started (unheard of) and never lost our class colors (unprecedented in that training year). I managed to make life-long friends and learned a lot about the rest of the Army and about myself. If I had to go back and start over, I wouldn't change a thing on my career path.

What factors motivated you to apply to join the Warrant Officer Corps?

Simple, I love what I do! I loved my Soldiers and enjoyed leading them, but at the end of the day, I loved my specialty more and I'm pretty good at Signals Intelligence (SIGINT) if I do say so myself. SIGINT is solving puzzles every day at work and getting paid to do it. I had great examples of what a Warrant Officer should be and some who showed me what a Warrant Officer should not be. All in all, they definitely showed me that it's "good to be the Chief". Being a Warrant Officer is about finding the answers to questions you haven't yet been asked and looking for a way to get your mission accomplished, within legal boundaries, regardless of obstacles. I would tell you that being a technical Army Warrant Officer is a bit of a puzzle in and of itself.

Given its small size, can you describe the unique attributes, if any, of the camaraderie of the Warrant Officer corps?

The Warrant Officer Corps, officially now known as the Army Warrant Officer cohort inside

of the Officer Corps, is limited by law. The Warrant Officer population is only allowed to be 5% of the total force, Army, Marines or Navy. Because of that we tend to be a tight-knit group and tend to both take care of each other and police our own. The military is a family and the Warrant Officers inside the forces are simply a microcosm of that family. We know that we are looked upon to be the subject matter experts and that each of us is entrusted with the reputation of the Warrant Officer cohort as a whole. Most Warrants safeguard that reputation with the same zeal they guard a perimeter surrounding themselves and their brothers- and sisters-in-arms.

As the mother of two soldiers, can you describe your emotions about sharing a highly kinetic battlespace with your children with equal, if not superior, knowledge about the threats facing them?

Being the mother of a service member is challenging. Every mother deals with it differently; however, when you too wear a uniform you know the reality of their service. The most challenging times for me as both the mom and the Chief were the times that the kids and I spent deployed separately together. On my first shared deployment with our son, I was on the phone with him one day, just checking in and he told me that he had to go prepare for a mission. I will tell you that, although I am meticulous in my over watch of the mission for every mother's son or daughter, when it was my kids, I would vacillate between hyper-attentive with an inability to focus on anything other than what might be happening and the desire to completely shut down until I knew they were back. I had to tell my kids and their commanders that I did not want to know when they were "busting the wire" and leaving the semblance of security of a forward operating base. They could check in when they got back, if they had time. There is a challenge when you have the "luxury" of seeing everything that happens on the battlefield on a very short lead time. Knowing the threats that they would face made my every day shared with them in combat a challenge.

Don't get me wrong, seeing my kids in theatre was such an incredible boost to my morale and getting to spend time with them and hear their commanders' praise for their work ethic, their dedication to duty, and their professionalism was more than any mother could ask. My pride in them knows no bounds. Now, having said all of that, it was harder for me to return to the U.S. knowing that my kids were still in Iraq or Afghanistan. I stopped watching the news because I couldn't handle wondering if those cold non-descript crawlers across the bottom of my TV screen could be either our son or daughter. When our kids came home I started watching again but to this day every number that a news media throws out there is someone's mother/father, sister/brother, daughter/son, and my heart remains tied to those we have lost. I work hard to help ensure that we do whatever we can to keep those numbers as close to zero as possible.

How did you feel when your children decided also to enlist in the armed forces?

I was so incredibly proud of both of the kids—what more could I be? We had raised them to salute the flag and honor those who had gone before. It only made sense that they would follow in our footsteps. I will admit to a bit of bias and many will see that there is probably some sexism in it too. We wanted our son to join the Marines, like his father before him, because he needed the structure and discipline that the Marine Corps could provide. He didn't become a Devil Dog but instead became an Army Combat Medic and he was met with discipline and structure and continues to exceed our wildest expectations. We wanted our daughter to join the Air Force and follow her dreams. She didn't "Aim High" but instead joined the Army, Military Intelligence Corps as an interrogator. I realized at a very young age that, much to my chagrin as a Signals Intelligence professional, I was raising a child with Human Intelligence skills, a budding interrogator. She was absolutely convinced that our

paths would not cross because of course she had chosen a different specialty. That was a wrong assumption and even to this day, after she hung up the boots and her uniform, she is still working inside of one of the INSCOM formations as a contractor, INSCOM where I am the Command Chief Warrant Officer.

In a career that caused you to travel frequently, how specifically did you balance having a husband, children, and a successful career?

In a way, it helped that my husband had served in both the Marines and in the Army because he understood the military life. His perspective was that of a mid-grade, non-commissioned officer and the challenges associated with more senior positions and higher ranks were something that we learned about together. Communication is the key and the evolution of technology over my career has greatly improved access where none had previously existed. Right behind that comes understanding—that is the toughest piece. Husbands understand but don't like it; kids don't understand it, don't like it and don't forget; dogs don't understand it, don't like it, but forgive immediately—cats could care less. Thank heavens for the dog. Across my career when I have had those jobs where I could set down some roots and not travel as often or for as long, it was those times that my husband was required to travel for his work. We've learned to adapt to whatever life has thrown us and have been able to find that happy middle ground.. The other key is that time with family was fenced and was for them alone. As I continued to gain more responsibility the kids too were getting older and had their own lives to live and balance. To be completely frank, the easiest and oftentimes most fulfilling jobs are those while you are deployed. Deployment time has three or four mandatory elements and they are work, eat, sleep, and physical fitness. I was always able to do plenty of the first and ration the rest over the few remaining hours in the day. Deployment jobs are fraught with incredible highs and lows but are among the most fulfilling I have had. As I reflect back on my childhood conversations with my Uncle Leo, I have grown to completely understand and appreciate the brotherhood of arms.

Throughout your career, how, if at all, did you strategically manage your assignments to balance these priorities?

Throughout my career, I did my best to ensure that some things would happen according to plan. Many of my assignments simply fell into place. I went overseas (after the first assignment) when I wanted; I went to the National Security Agency when I wanted; and I went to school to become a Warrant Officer when I wanted. As we were preparing to leave my second Warrant Officer assignment in California and the beautiful High Mojave Desert, we wanted to return to the east coast and the area around Washington, D.C. There was a job waiting for my husband in the area. All I had to do was get him there, and—voilà—the stress of job hunting was nullified.

The next concern was the big one: our kids were high school age and we wanted them outside of a big urban area. Our daughter would move with us from California and our son would move in and join us from Connecticut where he had been living with his biological mother. I worked with my assignments manager to try to find something that would meet that criteria and was convinced that I was not going to accomplish it. Unbeknownst to me, there was an opportunity at the Joint Warfare Analysis Center in Dahlgren, Virginia. I had no earthly idea where that was but on a map it looked like the absolute right place for us. We moved the kids, and the high school was definitely what we wanted for them.

Family is such a part of who I am and I emphasize that to my Soldiers. In March 2004, while we were in Dahlgren, my dad was diagnosed with cancer and told that he had six months to live. I made a decision that I needed to be home with him and dropped a set of retirement papers. My leadership supported this decision but asked me to consider another option, a



Figure 2: Chief Warrant Officer 5 Wendy A. Wayman, the U.S. Army INSCOM's newly-appointed Command Chief Warrant Officer, is joined by Command Sgt. Maj. Panapa R. Willis (left), former INSCOM command sergeant major, and Maj. Gen. George J. Franz III (right), INSCOM commanding general, during the ceremonial cake cutting at an Investiture Ceremony establishing the position of INSCOM's first official Command Chief Warrant Officer at Fort Belvoir, Virginia, April 8, 2015. Photo by Sgt. Jesus J. Aranda, Jr., U.S. Army INSCOM

compassionate assignment back home. I told them that I would but doubted that the Army could get me to Aberdeen, South Dakota and let both sets of papers begin to process.

At the time, I had the honor to have come to know and work for Brigadier General Richard Quirk. BG Quirk had also had the opportunity to meet my folks when I was promoted to Chief Warrant Officer Three in January of 2003. Not only had the General met my folks, he hit it off with my dad. When I went home on emergency leave to take my dad to MD Anderson in Houston and then the Mayo Clinic in Minnesota, he called to see how things were going. While I awaited the Army response, I began the process of preparing for retirement and began attending the required classes. On 20 May 2004, my phone rang while I was in a class to teach me how to "dress for success" after camouflage. On the other end of the phone was BG Quirk. He had personally and continually kept in touch to check on me and to check on my dad. General Quirk was calling to tell me that he had just gotten off the phone with Compassionates Branch and my request had been approved. I called my assignments branch and told them to pull my retirement and I began preparing to move home for a year or until I was no longer needed there.

After I had been in South Dakota with and for my parents for almost a year and was contemplating another attempt at retirement, assignment branch called to tell me that I was on a short list for a deployment. My family and I discussed the pros and cons, and I made the decision that since the Army had taken care of me when I needed them that I would return the favor. I moved my daughter into her college dorm, left my husband and dog at home with my family, both mom and dad, packed a couple of suitcases and got on a plane

to Germany, and 13 days later, got on another one bound for Baghdad. When I needed the Army to support me, they have always come through. The rest, as they say, is history.

I found out that I would be considered for promotion to Chief Warrant Officer Four on the upcoming board, was selected, and promoted at a joint ceremony with my son on the third floor balcony of the Al Faw Palace in Baghdad. I returned to the States, picked up my husband and my things, and moved to Maryland where I would face the challenge, as a Chief Warrant Officer Four, of filling one of only two billets in the Army for Chief Warrant Officer Five SIGINT Soldiers. That job was one I had been introduced to in 1997 as a young Warrant Officer One after having just returned from a deployment to Bosnia. That was a job that I told myself I would like to try and had ideas (WO1s have “ideas”). I put those ideas into play and it became one of the most incredible opportunities to bring SIGINT to the conventional force in the history of our profession.

After trying my hand at that job for two years, I convinced my Commander to let me volunteer for another deployment to Iraq as the Corps SIGINT Advisor to I Corps. Every job just kept getting better. I would then apply for an accessed position at the Army’s Asymmetric Warfare Group and was accepted. While assigned there I would be considered for promotion to Chief Warrant Officer Five, a rank for which the Army only had two authorizations positions in my field and there were currently five others in the force. I was selected for promotion and subsequently moved back to the brigade where both of the actual billets exist. I don’t know that I would call the next move a strategic one, but it was a definite step up. I have always said that “they can’t tell you no if you don’t ask”. I put my name in the hat for the job I currently hold. I guess it doesn’t get, both figuratively and literally, much more strategic than that.

How do you differentiate your leadership style as a warrant officer from Sergeants Major and from General Officers?

Every leader has his or her own approach to leadership and the levels of stratification within the ranks can tend to widen the gaps. For instance, Army Privates are young and straight off the street and have many lessons to learn about life, the Army, and their jobs. The senior Non-commissioned Officers (NCO) are those who will teach them the ropes and bring them along to become the next generation of NCOs. Army Lieutenants (LT) are also straight off the street but, in general, tend to normally be older than the Privates. The LTs still have many lessons to learn about their roles and responsibilities and much to learn about leading but they have already been given the basics before they step in front of their first formations. Most Warrant Officer One (WO1), with some exceptions for aviators, have already learned about the Army and their craft and that is why they chose to follow that path. The WO1 needs to bring with them the backbone that is the Non-Commissioned Officer Corps from which they transitioned and continue to hone their skills as technicians and leaders. Warrants lead not by or with their rank, they are most often informal leaders who lead by virtue of knowledge. Not everyone would agree with that statement; however, not everyone is answering these questions either.

You are INSCOM’s first Command Chief. As such, what type of legacy do you hope to leave for your successor?

Legacy, have I told you how I dislike that word? My legacy, if I must use that word, is the generation of Warrant Officers that will follow in my footsteps and surpass my wildest dreams of success in supporting an operation on a battlefield yet to be imagined. For my successor, I want them to be able to step into the job and not have to teach people what it is that a Command Chief Warrant Officer (CCWO) brings to the table and that they actually get a seat at the table, very near the head. I am not comfortable with asserting the “rank has



Figure 3: Chief Warrant Officer 5 Wendy A. Wayman accepts the Commanding General's Charter for the Command Chief Warrant Officer (CCWO) position from Maj. Gen. George J. Franz III, commanding general, U.S. Army INSCOM. Wayman became the command's first CCWO during an Investiture Ceremony held at Fort Belvoir, Virginia, April 8. Wayman accepts the newly-established position following more than 30 years of service in the signals intelligence and electronic warfare field as a noncommissioned officer and a warrant officer. Photo by Jocelyn Broussard, U.S. Army INSCOM

its privileges" mantra but I owe that to the next CCWO, so at a minimum I will push those boundaries and help to solidify the precedent. As a young Soldier you often grouse about the fact that seniors have things like drivers and parking spots but as you progress through the ranks you realize that there are reasons for perceived privileges: parking spots and drivers keep leaders on-time and on-target because time is one of the most valuable commodities, and lost time cannot be regained, a statement that cannot be more true.

Who are the people who have most inspired you in your career?

In my career the people who have been the most inspiring are not those you might expect. I have told you of the technical expertise of my first Warrant and of the General who helped me find a way to be with my family when we all needed it the most, those are obvious answers. As a Chief Warrant Officer Two, when it comes to SIGINT acumen, I was inspired by a junior Soldier who brought me a science-project answer to finding a way to defeat an adversary on the wargame battlefield of the Army's National Training Center. I love my geeks. We took that science-project and turned it into Tactics, Techniques and Procedures to teach our U.S. Army maneuver forces how to work through and learn to circumvent communications interference. I have been inspired by my fellow Warrant Officer and classmate, an Army Aviator, who had his leg amputated as a result of a combat injury and worked his way back into the cockpit and then inspired others to follow his example. I am inspired by my friends who wanted to serve their country and in so doing had to hide their true selves from the military through the eras of proverbial witch-hunts, Don't-Ask-Don't-Tell, and finally the repeal of that policy on 20 September 2011. I am inspired by leaders who know their Soldiers

by name. I am inspired by those who have come before, our veterans who wear their pins and hats and stand to salute the flag and remember their brothers and sisters in arms. I am inspired by our wounded warriors to persevere and continue to carry on despite the odds. Everywhere I look, as I travel to the numerous military installations around the world, I have opportunity to see at least one thing every day that pushes me to drive myself to be better. Every day I am inspired by the young men and women who raise their right hands to enlist and the older men and women who serve throughout their lives, giving back what was once given them.

Your career is obviously not yet complete, but of what are you most proud in your career?

Please do not take this answer as cliché, but the thing in which I have the most pride is the service of my children and that of the dedicated professionals who have worked beside me, with me, for me and for whom I have worked. Service to country cannot be understated. If I must and if you are going to pin me down to an answer outside of that, I would say STG (pronounced STaG). I would tell you that SIGINT Terminal Guidance (STG) is the one most significant accomplishment that brings me pride. I was in the right place at the right time in the right job to help the Army bring SIGINT to the conventional tactical force through the creation of the SIGINT Terminal Guidance process. Suffice it to say that was the “sexiest” that our field has ever been and it taught commanders at all levels to appreciate and employ their SIGINT capabilities.



You work involves long hours and (often) extensive travel. What activities do you enjoy outside of work and the United States Army?

I love to travel but need to figure out how to do that for fun and not for work, more beaches and mountains that don't require me to fill out a travel voucher upon my return. I enjoy driving and riding motorcycles and fast cars—I have both. I love to cook and enjoy doing yoga and working out—calories in and calories out. I have a constant companion, a stuffed blue raccoon named Bill that was a Christmas gift from a friend the year I turned sixteen. Bill has been to every school, on every temporary-duty trip, every assignment and every field exercise and deployment I've had, except Basic Training. I have a soft spot for animals and as my parents could tell you, there were never any strays on our farm. Every cat who crossed our driveway was tame and had a name within a week. We only had cats as pets because they could live in the barn and fend for themselves. I, as most of my girlfriends could tell

you, am the most girly of nearly every group in which I find myself. I truly enjoy the finer things in life, fine red wine with gourmet fruit and cheese, going to dinner and dancing in a great pair of high heels, watching the sun rise and set, and simply enjoying time with my friends who are family and family who are friends.

How many female CW5s are there in the Army?

I honestly don't know, I actually have tried to find the answer but [have found] nothing definitive yet. We can make this a math problem to reach a potential answer. There are a total of approximately 490,000 people currently on active duty. Of that total, only 15.6% of the force are female which brings us to 76,400. Only 5% are authorized to hold the rank of Warrant Officer which brings us to approximately 24,500 female U.S. Army technical and aviation Warrant Officers. Of that number, only 3.4% are in the grade of CW5. Once you get through the numbers, the approximate number of female CW5 in the United States Army is right around 130 in the active force. Again, this is a result of math and not actual current numbers on-hand. Outside of the math problem, U.S. Army Military Intelligence only has a total of six female Chief Warrant Officer Five, and I am the only female of the eight total who are Signals Intelligence professionals.

This just in: I heard back from my point of contact at Human Resources Command and there are a total of 40 women in the U.S. Army active-duty force who wear the rank of CW5. That total means that, in actuality, we are only 8.16% of the total active force. I decided that I would leave the math so that you can see how far we have come and yet still have so far to go to meet our math-only numbers inside the force.