



CECOM DOTS and DASHES

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C4ISR Center of Excellence reaches out to industry

By Robert DiMichele, CECOM Public Affairs Officer

ABERDEEN PROVING GROUND, Md. – More than 800 business and industry representatives from across the country gathered here Dec. 3 for a view of potential contracting opportunities from the C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance) Center of Excellence.

It is the fourth time the C4ISR Center of Excellence has presented a consolidated view of opportunities as an Advance Planning Briefing for Industry (APBI) since its creation on Aberdeen Proving Ground in 2010. The C4ISR Center of Excellence consists of the U.S. Army

Communications and Electronics Command (CECOM); the Communications-Electronics Research, Development, and Engineering Center; the Program Executive Office, Command, Control, and Communications Tactical; the Program Executive Office, Intelligence, Electronic Warfare and Sensors; and the Army Contracting Command-Aberdeen Proving Ground.

These C4ISR Center of Excellence commands presented 77 potential contracting opportunities worth an estimated \$21.8 billion over the next five years.

This presentation of potential C4ISR opportunities was part of an installation-wide Advanced Planning Briefing for Industry held Dec. 2-6. The event brought private sector representatives from large and small businesses to a forum where government representatives provided information about potential, future contracting opportunities from the installation's major focus areas of C4ISR; testing and evaluation; research and development; chemical-biological defense; and medical research. The Baltimore District of the U.S. Army Corps of Engineers participated as well discussing both civil works and military construction contracting.

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Can you decode what's in this box?



To find the answer, go to page 31.



Message from THE COMMANDER



MG Robert S. Ferrell

To everyone at CECOM – along with your wonderful families - ‘Happy Holidays’ and ‘Thank You’ for your hard-work and dedication to our command and to our Army. As I have said many times before, 2013 turned out to be one mighty demanding year for the men and women of CECOM and I am extraordinarily proud of how you pulled together and overcame the very tough challenges associated with hiring freezes, sequestration, furloughs and limited resources. You confronted each of these issues with confidence, resilience and exactly the kind of tremendous professionalism that our Army Civilians and Soldiers are well-known for – all while maintaining unprecedented levels of support for our warfighters.

Over the Holidays and New Year, I hope each of you has time – not only for shopping and gifts – but to share with your family, friends, those closest to you and to celebrate your own faith. Balancing our work and family responsibilities is never easy, but the coming weeks are an especially important time to remember that ‘The Strength of our Soldiers – and our Army Civilians – truly is our Families.’

In fact, I hope many of you will have the chance to travel to see your families, or will welcome them to your homes as they travel to see you. Wherever your holiday takes you, as always, I’d ask you keep your safety and the safety of those you love as your top priority. The Army Combat Readiness Safety Center and CECOM Safety Team have great websites for trip planning and seasonal tips at <https://safety.army.mil/> and <https://cecomsafety.apg.army.mil/osh2/> -- please take some time to check them out before you or your family travel this year.

I also know you will never forget our deployed service members and civilians – some of them from our own command - who are working long-hours under the most difficult and dangerous conditions imaginable. They are far away from their own families this season serving our Nation and I ask you to keep them in your thoughts and prayers – pray for their success and their safe return home.

Once again -- from Monique and I - to every one of you and your families - Happy Holidays, and have a joyous and safe New Year.



CSM Kennis J. Dent

The holidays are a time to spend with family, friends, and loved ones. Bountiful dinners, gift giving and merriment mark these celebrations as some of the happiest times of the year. However, these times can also lead to increased rates of stress and anxiety as well as depression for some individuals. This time of the year can be difficult when we are trying to juggle the multiple priorities of shopping, finances, travel, family issues, and social engagements. In addition, this can be especially hard on those of us going through tough times like the death of a loved one, a divorce, loneliness, or an illness.

As I always emphasize, being ready and resilient is extremely important and can be applied to even the holidays. I offer these strategies for successfully navigating through the holiday season so you and your family can enjoy every moment and reduce any potential stressors as much as possible.

- **Have realistic expectations.** Know that you will not have time to accomplish everything you want. Realize that unanticipated things may come up that will hinder

COMMAND SERGEANT MAJOR'S PERSPECTIVE

your plans or that an event will not always turn out how you envisioned it. Being realistic means you are not setting yourself up for disappointment.

- **Maintain a budget.** It is easy to get swept up in the seasonal gift giving and spending. However, all those Black Friday and holiday deals tend to come back to haunt you come your monthly credit card statement in January. Plan out your budget and stay within your means. Know where you can splurge and where you need to cut back.

- **Plan ahead.** By maintaining your daily calendar, you will reduce stress by understanding and acknowledging your time commitments. Plan your travel routes and schedule ahead of time. Rushing around at the last minute contributes to stress, aggravation, and even road rage. Planning ahead improves travel safety.

- **Don't abandon healthful habits.** Temptations abound with the many holiday treats and feasts that await you at family gatherings and social functions. It can be easy to toss the diet aside and wait to make it your next New Year's resolution. However, you can still enjoy all the holiday treats as long as you practice moderation. Watch your portion sizes and make healthy selections while still allowing yourself small indulgences.

- **Make time to relax.** Above all, allow yourself the chance to catch a breather. The season can be very chaotic and granting yourself the opportunity to unwind will help keep your stress levels in check.

- **Acknowledge your emotions.** If you or someone you know is depressed, please call for the military the Depression Center of Excellence Outreach Center 24/7 at 866-966-1020 to speak with a professional health resource consultant. The website is:

<http://www.realwarriors.net/active/treatment/depression.php>.

For civilians, please call 1-800-273-TALK (8255) for the National Suicide Prevention Lifeline or visit the website at:
<http://www.suicidpreventionlifeline.org/>

And finally, I cannot stress enough how important it is to be responsible with alcohol during this time of year.

December is National Drunk and Drugged Driving Prevention Month. Make a game plan before you engage in holiday festivities. Monitor your alcohol consumption and always designate a non-drinking driver or make other arrangements to get home safely.

I wish each of you and your families, a joyous, safe, and healthy holiday season!

Army Strong!

John Nerger, executive deputy to the commanding general of the U.S. Army Materiel Command, kicked off the event with a situational overview. Despite news of budget reductions and drawdowns, he said, "The Army is not going out of business." That small bit of humor did not detract from the serious nature of his theme that the Army is facing challenging times and that it needs industry partnerships to ensure the capabilities necessary to successfully support the joint Warfighter.

"We need to redouble our efforts to work with each other," Nerger said, "and we are grateful for what you (private industry) bring to the partnership." According to Nerger, the Army Materiel Command will now begin to hold annual industry forums like the one that is held annually at Aberdeen at its other primary installation locations of Detroit Arsenal, Mich.; Rock Island Arsenal, Ill.; and Redstone Arsenal, Ala.

Maj. Gen. Robert S. Ferrell, Commanding General of the U.S. Army Communications-Electronics Command, echoed those sentiments in his remarks. The Army relies on healthy relationships with industry, both large and small, to accomplish our missions, and the Advance Planning Briefing for Industry is absolutely essential to building and maintaining those relationships, he explained. "APG truly serves as the center of gravity for many of the missions that support our joint forces."

The theme of this year's APBI was "Where Innovation Thrives," and Jesse Barber, Ombudsman for the U.S. Army Materiel Command used that theme to emphasize the value of public-private partnerships. "These events are crucial for the future of our Organic Industrial bases and allow us to showcase how we can partner to reduce capital outlay cost," he said. Barber explained that there are many capabilities at Army arsenals and depots of which the private sector is unaware but that linking the Army's organic industrial capabilities with private sector capabilities will bring the "biggest bang for the buck."

"The APBI provides transparency of potential business opportunities provided by the Army at APG," explained Mr. Kenya Wesley, Chief Associate Director of Small Business Programs for CECOM. "The APBI provides an environment where companies providing service, products, and technologies are informed of anticipated

contracting opportunities. This event gives every business, large or small, access to the same information at the same time," he explained.

The Army is statutorily required to provide projections of all anticipated contract actions above \$100,000. An event such as the Advance Planning Briefing for Industry meets this statutory requirement for sharing information.

In fact, a number of local small businesses made this event a huge success, according to Linda Edwards, who led the logistics support for the event from the post's Family and Morale, Welfare, and Recreation Program. In order to create an efficient registration experience, she contracted the registration process and web site to a Baltimore, Md., small business. Local small businesses also provided the buses which transported the attendees from parking lots to the post theater, the fest tent in which the food was served, the food caterer, the signs, the decorations, and the porta-potties.

All of the presentations and briefings of potential contracting opportunities and accompanying video will be posted at:
<https://sec.cloud.army.mil/OSBP/>



John. B. Nerger, executive deputy to the commanding general, U.S. Army Materiel Command, gives the keynote address at the 2nd Annual Team APG Advanced Planning Briefing for Industry. (Photo Credit: Sean Kief)

SEC Director Observes Live-Fire And Artillery Automation At Fort Sill

Story and photos by SEC Staff

Mr. Larry Muzzelo, Software Engineering Center (SEC) director, has only been on the job since September 2013 but is quickly becoming familiar with the many domains supported by SEC. He recently visited the Fires Software Engineering Division (FSED) located at Fort Sill, Okla., which is responsible for sustaining U.S. Army Fires software intensive systems. The division maintains such systems as the Firefinder AN/TPQ 36 and AN/TPQ 37 Radars, the Forward Observer Systems (FOS), and the Advanced Field Artillery Tactical Data System (AFATDS).

During Muzzelo's visit he had the opportunity to see SEC equipment and personnel demonstrate proficiency during a live-fire event on Fort Sill's West Range. The radars were set to observe incoming artillery, and the command and control systems were set to process real-time fire support mission threads, simulating engaging enemy locations on the battlefield. Simulated mission threads were established, linking the identification of enemy targets with the radars and the Lightweight Laser Designator and Rangefinder, and processing these targets through the automated FOS and AFATDS.

SEC has supported the Warfighter through the sustainment of fires automated systems at Fort Sill since 1976. This equipment has evolved as technology has evolved, providing the Army's field artillery with the highest quality automation support in the world. These automated systems have become smaller, faster, and more powerful, meeting 21st century battlefield requirements. Systems have been adapted to handle emerging threats, such as new rockets and mortars, as well as the tremendous change in enemy strategy and tactics. The newest focus for capabilities in fire support automation is "precision." This means that new technology is being created through automated fires systems, to increase lethality, decrease collateral damage, and decrease the cost of engagements. CECOM's Software Engineering Center remains on the cutting edge of this technology.



Muzzelo speaks with one of his Fort Sill staff, Mr. Ray Singer (Left). Ray is scheduled to retire soon, after more than 42 years of civilian service to the US Army.



(L-R) Muzzelo – SEC Director, and Neil Patterson – Chief FSED, observe live-fire on Fort Sill West Range.



CECOM SEC AN/TPQ 37 Radar emplaced on Fort Sill West Range.



Muzzelo (center right) observes a Fires mission thread over the AFATDS and FOS.

THE DECISIVE EDGE

Engineers Work Together to Improve Quality and Risk Management

By Sandra Rosario, ISEC

For the past year, the engineers in the U.S. Army Information Systems Engineering Command (ISEC) at Fort Huachuca, Ariz., have been enhancing the way ISEC does business to meet internationally recognized standards.

ISEC's Technical Working Group has been revising engineering processes to develop controlled procedures that achieve predictable results to reduce risk and create standardized, high quality engineering products and services. This improvement effort is based on the Systems Engineering model in the "Defense Acquisition Guidebook." As part of this effort, ISEC used the Capability Maturity Model Integration (CMMI) method created by the Software Engineering Institute at Carnegie Mellon University to assess the organizational maturity level. One of the objectives of this standardization is to raise ISEC's CMMI assessment from Level 1 to Level 2. Robert Wellborn, ISEC's Technical Working Group integrated product team lead, explained this improvement effort consists of two main elements.

"The first is the standardization of the ISEC Systems Engineering Process," he said. "The goal is to develop repeatable processes that

can be followed by all ISEC personnel. The second key part to standardization is the development of uniform templates for all ISEC standard deliverable products."

Wellborn said he believes employing controlled engineering standards is the most critical factor of this effort. He explained that consistent engineering procedures provide ISEC with the advantage of better risk management through error reduction, while simultaneously creating a workflow coherency across directorates that does not rely on a few workplace "heroes" to manage the majority of the risk involved in each engineering project.

"This [coherency] is a significant enabler to the ISEC matrix support workforce concept that allows ISEC engineers to seamlessly transition between projects and project teams, as all projects utilize the same systems engineering processes," said Wellborn.

Dyanna Waters, ISEC's Lean Six Sigma Black Belt, said she thinks the most important aspect of this implementation is meeting the customers' needs with standardized tools, such as templates. She said using templates ensures ISEC's customers receive products developed within adhered-to guidelines,

which reduce errors and redundancy. Waters explained the main benefit the customers gain from a uniform product.

“Standards produce quality by enabling a consistent way of doing things,” she said.

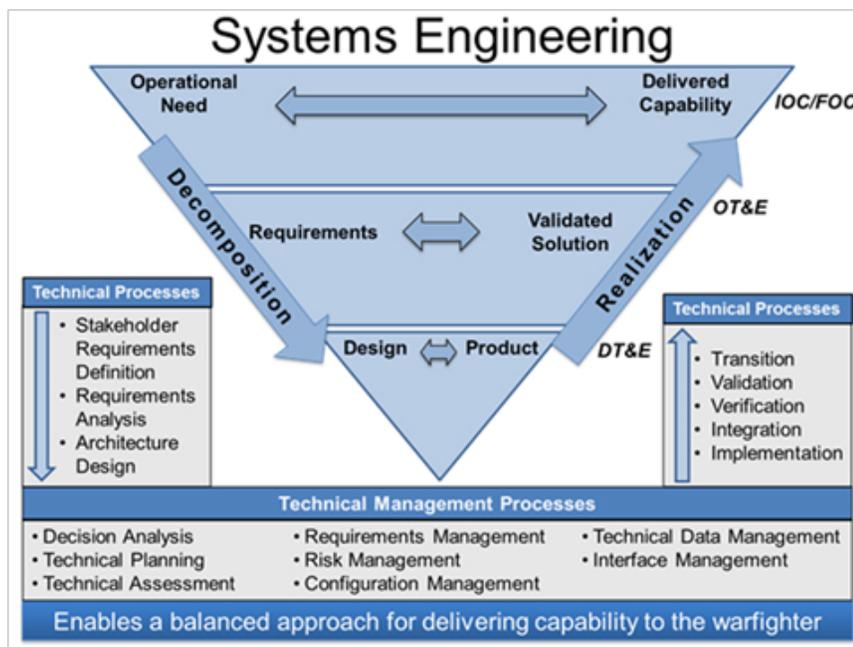
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“They [customers] will receive consistent, quality deliverables from ISEC, no matter what the project, a large or small project, or where they are located.”

In an effort to create high quality products and services while minimizing risk, the Technical Working Group has completed two major tasks involved in improving ISEC’s engineering processes. The first accomplishment was the standardization

of the Functional Support Agreement (FSA) process, which the directorates use to develop the FSAs with their customers for fiscal year 2014. The second achievement was the development of a standard template and an instructional guide for the ISEC System Design Plans, Project Concurrence Memorandums and Engineering Installation Packages.

Waters explained this is a detail-oriented, long-term project entailing the support of ISEC’s leading engineers to complete successfully.

“The people... are working their jobs as well as contributing here, so hats off to them that they’re able to make all these contributions and do all this work in addition to their regular jobs,” said Waters. “It just talks to their drive to get this done as well.”



This chart illustrates the processes encompassing systems engineering, which serve as the basis for ISEC’s process improvements. Source: “Defense Acquisition Guidebook”



PROVIDING THE
**CRITICAL
LINK**

Photo Credit: Courtesy U.S. Army. Terminal dishes at the Wideband Satellite Communications Operations Center, Fort Detrick, Md. control the communications payloads and communications transmissions of the WGS constellations.

Software Engineering Center (SEC)

Satellite Communications Software Upgrades
– SEC’s post production and post deployment software support for Program Manager Defense Communications and Army Transmission Systems is ensuring that Warfighters globally have continued responsive satellite communications. As additional satellites were added to the Wideband Global SATCOM (WGS) constellation, systems at the five WGS Operations Centers had to be upgraded to handle the additional control requirements. In support of the new requirements, including unmanned aerial vehicle control, SEC updated and fielded new software for the Global Satellite Communications Configuration Control Element, Defense Satellite Communications System Integrated Management System and Common Network Planning Software while also providing engineering support for the Wideband Remote Monitoring System software upgrades. SEC’s coordinated support ensured all four systems worked together, providing the needed capacity for controlling and monitoring the additional satellites and new capabilities, and ensuring our Warfighters access to voice, video and data communications beyond the line of sight.

Support to the Electronic Warfare Community
– SEC’s ongoing efforts as the Executive Agent for Army Electronic Warfare Software Reprogramming provides up to date force protection for our Warfighters by denying our enemies the ability to engage them using Radio Controlled Improvised Explosive Devices (RCIEDs). SEC’s recent efforts include providing CREW/Duke system support to the 3rd Battalion of the 401st AFSB for their retrograde/shutdown operations; electronic warfare expertise to the Army Training and Doctrine Command (TRADOC); identifying and correcting Ground Electronic Warfare systems intelligence data gaps to ensure our Warfighters have the best possible force protection against RCIEDs; and collaborating with representatives from the United States Marine Corps to review worldwide RCIED threats and regions of interest in an effort to provide efficiencies and better force protection through collaborative efforts. SEC’s continuing support to the electronic warfare community ensures our Warfighters maintain the decisive edge in force protection against both current and future threats.



Photo Credit: SEC. The Counter Remotely Controlled IED Electronic Warfare System, or CREW Duke system, is one of the systems recently transitioned to SEC for post production software support. The CREW/Duke system is the most widely deployed counter-IED system protecting the Warfighter against roadside bombs today.

Army Ready and Resilient Campaign – SEC is testing the Commander’s Risk Reduction Dashboard (CRRD) Proof of Concept Sprint 3, which will be rolled out to pilot users Jan. 2, 2014 providing Commanders the most significant functionality and data sources to monitor and take precautionary actions dealing with high risk Soldiers and unit behavior. SEC is developing the CRRD proof of concept for the HQDA G-1 at the request of the Vice Chief of Staff of the Army as part of the Army Ready and Resilient Campaign. The CRRD is a management information system giving Commanders the necessary tool to monitor and deal with high risk behavior on both an individual and unit level. This helps them to identify and mitigate risk factors contributing to fatal accidents and suicides. By detecting, measuring and tracking unit-level risk behavior and identifying Soldiers who are high risk, leadership can engage in prevention and intervention activities, protecting our Soldiers lives and mental well-being.

New Equipment Training for Soldiers – SEC provided fire support delta training to forward observer Soldiers of the 4th Brigade, 82nd Airborne as part of their new equipment training on the Advanced Precision Mortar Initiative (APMI) round fielding. Training included both Forward Observer System and Pocket-sized Forward Entry Device operations and target measurement techniques during the New Equipment Training for the APMI mortar round fielding at Fort Campbell from Oct. 14-26. The operations and target measurement techniques training ensures 4-82nd forward observers are fully competent with the latest system knowledge and software to request and control precision guided Army and Air Force munitions. These techniques increase accuracy and reduce the risk of collateral damage.



Photo Credit: Sgt. Ashley Curtis. Under Secretary Army Joseph W. Westphal and Vice Chief of Staff of the Army Gen. Lloyd J. Austin III spend time with troops at Combat Outpost Zangabad, Afghanistan, during a Thanksgiving visit, Nov. 22, 2012.



Photo Credit: U.S. Army Photo. A Soldier enters data into a Pocket-sized Forward Entry Device (PFED). PFEDs enable forward observers to capture target data and pass it up the fires chain to Advanced Field Artillery Tactical Data System workstations at Forward Support Elements or Fire Direction Centers.

Information Systems Engineering Command (ISEC)

TROJAN Network Control Center - ISEC is in the initial stages of engineering a circuit upgrade between Ft. Drum and Ft. Belvoir's TROJAN Network Control Center (TNCC). The TNCC provides a central point of communications and intelligence processing for multiple TROJAN sites worldwide. This upgrade, which will facilitate larger data transfers and provide faster throughput for improved intelligence dissemination, is part of an ongoing effort to improve TROJAN network operations.

Support to PM DCATS - The Information Systems Engineering Command is providing technical support to Project Manager Defense Communications and Army Transmission Systems (PM DCATS) in these areas:

Engineering support for Ft. Detrick's Satellite Earth Terminal Station will significantly improve the efficiency of Ft. Detrick's wideband communications platform. The new facility, which will consolidate wideband satellite capabilities and technical control into one location, will serve as the main regional communications hub that includes the White House Communication Agency. Testing of the new equipment is ongoing with transition to the new facility expected to begin in early Jan. 14.

Technical support for the Modernization of Enterprise Terminals (MET) effort will modernize the Army's aging fleet of enterprise satellite communications (SATCOM) earth terminals. ISEC is currently supporting New Equipment Training for the first upgraded satellite terminal at Ft. Belvoir. This upgrade will add significant capability for wide-band users since it can be configured to operate over multiple bands.

Technical support for a Common Access Card (CAC) logon capability on the Combat Service Support (CSS) Automated Information Systems Interface (CAISI) system - CAISI provides a rapid-deployable wireless capability for the Brigade Combat Team's CSS network. ISEC recently provided an analysis of possible solutions that may serve as the basis for future engineering designs. These efforts will significantly enhance the security of the systems in the tactical environment by eliminating the need for user-IDs and passwords.



Tobyhanna Army Depot employees have created a moving repair line to balance workload among each major step in the AN/TRC-190 High-Capacity Line-of-Sight Radio Terminal Reset process. These Lean improvements will stabilize and standardize repairs made to the Army radio system and become a model for all shelter system repair methods at the depot. Photo Credit: (Army photo by Steve Grzedzinski)

Tobyhanna Army Depot (TYAD)

AN/TRC-190 Radio Repair Process - Lean improvements made to an Army radio system's repair process are becoming the model for all shelter system repair methods used at the depot. The Shelter Enterprise Value Stream's moving repair line was established to stabilize and standardize the AN/TRC-190 High Capacity Line of Sight Radio Terminal Reset process. The moving line is made up of a series of sites each shelter progresses through. The shelter moves to employees rather than employees moving to the shelter. Various improvements were implemented to stabilize and standardize the AN/TRC-190 Reset processes, including standard work/key point sheets, standardized inspection checklists, a central kitting area and kit cages, point-of-use material, process tool boxes, visual management, and production control board. By introducing point-of-use materials, excess inventory decreased and a cost avoidance of \$205,225 was achieved. A new strategy led the repair team to deliver [or pull] shelters based on demand instead of scheduling production [day-to-day] to meet anticipated demand, then pushing them through the process. Direct labor hours have decreased by more than 20 percent and travel distances were cut by 75 percent. In some cases, in-process queue times were reduced by as much as 10 days, which reduced work-in-progress.

LRC MENTORING PROGRAM

By Tracey Suebsingh, LRC

One of the big initiatives within the Logistics and Readiness Center (LRC) is to train and develop the members of the workforce. Mr. Lane Collie, LRC director, has been committed to developing the LRC since taking over leadership within the Center. The LRC senior leaders have also taken an interest and are very involved in the implementation of this program. The Mentoring Program quickly became a main concern to ensure the success of the organization for the future.

Mentorship is a powerful tool for personal and professional development. The relationship can improve technical competence, leadership skills, self awareness and morale for the employee.

Both parties in the mentoring relationship have significant responsibilities to make sure the process is effective. The mentors dedicate their time and energy to build a relationship with their mentees. They come prepared to listen actively and intently and making themselves available when needed by the mentee either by email or phone. They also provide open and honest feedback to the mentees.

The mentee has the benefit of working with a senior leader to improve upon any skill gaps or challenges they have in their career. At times the mentee may just want to bounce ideas off the mentor. The mentee should be prepared for the mentor to provide candid feedback in the sessions to assist with development. A mentee should also be open and honest with the mentor

and have a willingness to try new things. The mentee must be receptive to the mentors feedback and suggestions in order to make some changes. If either individual is not committed to the relationship, it will never work out effectively.

The LRC has rolled out a Mentoring Program for supervisors. The overall goal of the program is to guide and coach the leaders of the future. Mentoring promotes a working relationship in which a more experienced professional guides and coaches a less experienced employee. The act of mentoring is a flexible and fluid face-to-face process that requires commitment and dedication from both the mentor and mentee. The relationship is based on trusting one another. Mentoring builds confidence and encourages the individual to grow beyond the usual expectations.

A team of senior leaders were brought together to define the Mentoring Program, scope and set the expectations for the program. The roles and responsibilities of both the mentor and the mentee were clearly defined by the team to avoid any confusion that may exist with the chain of command. Each senior leader made a commitment to mentor a supervisor outside of the chain of command. The group continues to meet on a bimonthly basis to discuss the status of the program and make enhancements for the program going forward.

LRC senior leaders attended vendor training sessions to gain insight on how to be a successful mentor. Following the training, the mentors began reaching out to their mentees to begin the process. Mentoring training and coaching was required for all the mentors

in the program. In addition to the vendor training, a select team of supervisors conducted roundtable sessions to provide tools to assist with training new mentors due to the expansion of the program to the junior workforce. The sessions were beneficial to everyone in attendance as each person has different experiences and ideas to bring to the table. All of the mentors were trained to assist with the process being standardized across the center.

The mentors and mentees set their expectations for the relationship during their initial meeting. The initial meeting will allow both individuals time to get to know one another and break the ice. The mentor will ask questions to develop an Individual Development Action Plan and Mentorship Agreements. After these documents have been created and the initial dialogue has occurred, monthly meetings will occur going forward. The mentor will also be available by phone or email anytime the mentee feels the need to reach out. The mentor will continue to monitor the progress and make adjustments of both the Individual Development Action plan and the Mentorship Agreement going forward.

The LRC currently has approximately 45 mentors in the program and 105 mentees. A survey will be going out to the workforce soon to seek out additional candidates with interest in the program. If you have any questions on the program, please contact Tracey Suebsingh at Tracey.Suebsingh@us.army.mil.



Casey Mackin (center, rear), an Engineering student is pictured with other students, parents, and children during a tour of the Embedded Systems Lab, Engineering Building, University of Arizona campus during Homecoming Week. (Photo credit: SFC Tony Madero)

YOUNG STUDENTS GET A LOOK AT UNIVERSITY STEM PROGRAMS

By **MSG Johnnetta W. Grier-Jackson, CSLA**

SFC Tony Madero, Logistics and Readiness Center Communications Security Logistics Activity (CSLA), led a group of children and parents on a visit to the University of Arizona campus in Tucson during the recent Wildcats Homecoming college football event.

With the assistance of Casey Mackin, a University of Arizona honor student, the group was given a tour around campus.

The children were exposed to the campus life of a student during game day. Mackin took the group to a place where he spends a lot of time, the Embedded Systems Lab in the Engineering Building. The children were fascinated by the type of technology he is working on during his senior year of college. They also met two graduate students from China and Korea who talked about their Electrical/Computer Engineering studies and work at the university. The group visited

other areas of the campus, participated in pre-game tailgating, and watched the game against the University of California, Los Angeles.

“The exposure of the children to this type of environment was great - it allowed them to see a bigger picture of what’s beyond high school, and that they can be our future engineers,” stated Madero.

Madero is developing a program to help local school children aged 5 to 15 learn about Science, Technology, Engineering, and Mathematics (STEM). He meets them twice a week as a coach for two First Lego League (FLL) Teams and mentors the children to encourage them to seek higher education, and study hard in school.



AMC welcomes new Command Sergeant Major!

Command Sergeant Major James K. Sims



Command Sergeant Major James K. Sims assumed duties as the United States Army Materiel Command's 15th Command Sergeant Major Dec. 12, 2013. CSM Sims has held a variety of leadership positions throughout his career ranging from supply specialist to command sergeant major.

As the Command Sergeant Major of Army Materiel Command, Sims serves as the Commanding General's personal adviser on all enlisted-related matters; primarily focused on the quality of life for Soldiers, Civilians and Families across the command as well as the training of the Noncommissioned Officer Corps and Soldiers.

He provides advice, counsel, and guidance to all Major Subordinate Command Soldiers and Civilians as required or requested. He sits as a board member on the Sergeants Major board of director meetings and engages Headquarters, Department of the Army, Army Command and Combatant Command senior enlisted leaders on Army Materiel Command strategic themes, objectives and issues.

Sims was born in Florida and enlisted in the Army on Sept. 15, 1983. He attended Basic Training at Fort Knox, Ky., and Advanced Individual Training at Fort Lee, Va., as a 76C Automated Parts Specialist, which the Army later transitioned to 92Y Unit Supply Specialist.

Past assignments include Company C, Support Battalion, 1st SWTC (Airborne), Fort Bragg, N.C.; Company A, 702nd Mission Support Battalion, 2nd Infantry Division; 528th Special Operations Support Battalion (USASOC) (Airborne); Group Support Battalion, 7th Special Forces Group (USASFC) (Airborne) Fort Bragg, N.C.; the 530th Combat Sustainment Support Battalion;

49th Quartermaster Group; Prior to his current assignment, Sims was command sergeant major for the United States Army Combined Arms Support Command (CASCOM) and Fort Lee, Va. Sims also has served in the 3rd U.S. Infantry Regiment, "The Old Guard," and the 82nd Airborne Division. His multiple deployments include tours to Iraq, Afghanistan and Kuwait.

Sims' military and civilian education includes Basic and Advanced Noncommissioned Officer Courses; Jumpmaster School, Battle Staff Course, First Sergeant Course, the United States Army Sergeants Major Academy Class #54 and the Command Sergeants Major Course. He has a Bachelor of Science degree in Business Management from Trident University International, where he was an honor graduate.

Sims' awards and decorations include the Legion of Merit Medal (1OLC), Bronze Star Medal (1OLC), Meritorious Service Medal (4OLC), Army Commendation Medal (5OLC), Army Achievement Medal (2OLC), Army Good Conduct Medal (10th Award), Afghanistan Campaign Medal, Iraq Campaign Medal, Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Service Medal, Korean Defense Service Medal, Joint Meritorious Unit Award, Army Superior Unit Award (1OLC), Air-Assault Badge, Pathfinder Badge, Master Parachutist Badge, the French and Polish Master Parachutist Badges, the German and Venezuela Parachute Badges and the Combat Action Badge. CSM Sims is a Demonstrated Master Logistician (DML) and also a recipient of the Quartermaster Distinguished Order of Saint Martin, the Transportation Honorable Order of Saint Christopher, and the Ordnance Order of Samuel Sharpe.



Aberdeen Leader Receives Presidential Recognition

Mr. Gary P. Martin, Deputy to the Commanding General of the U.S. Army Communications-Electronics Command (CECOM), has been recognized with the highest award for members of the federal Senior Executive Service, the Presidential Rank Award of Distinguished Executive.

Martin's award was officially announced in April but was just recently recognized by Gen. Dennis L. Via during the November Joint Acquisition Sustainment Review event on Aberdeen Proving Ground (APG).

The Presidential Rank Award honors high-performing senior career employees for sustained extraordinary accomplishment. Executives from across the federal government are nominated by their agency heads, evaluated by citizen panels, and then designated by the President. Only 46 of the 6,800 members of the Senior Executive Service received this 2012 Distinguished Executive award.

The award acknowledged Martin's accomplishments both as the Deputy to the CECOM Commanding General and in his previous position as the Deputy to the Commanding General of the U.S. Army Research, Development and Engineering Command (RDECOM). The accomplishments included his role in leading the move from Fort Monmouth, N.J., under the Base Realignment and Closure Act of 2005; his role as career program manager for all non-construction engineers and scientists throughout the



GEN Dennis L. Via, Commanding General of AMC, presented Martin with a framed Distinguished Executive certificate featuring a gold emblem signed by the President and a gold, rank award pin. (Photo Credit: Marissa Anderson)

Army; his role in developing regional Science, Technology, Engineering and Math (STEM) collaborative efforts in Northeastern Maryland; and his leadership in the professional development of the workforce at APG. Specifically, he championed higher education opportunities for the workforce, exportable training within the Civilian Education System, the Defense Acquisition University Senior Fellows Program for APG's acquisition community and the establishments of the senior leader development program for the broader APG community in partnership with the Office of Personnel Management (OPM).

During the recent presentation of the award, Martin said, "Thank you for nominating me for this tremendous honor. I have been privileged to serve at terrific commands like RDECOM and CECOM alongside the most dedicated workforce and some of the greatest professionals in the world. They are the real reason for this award today."

GEN Via presented Martin with a framed Distinguished Executive certificate featuring a gold emblem signed by the President and a gold, rank award pin.



The new CECOM Employee of the Quarter Program has been established as a means to recognize CECOM employees for outstanding and significant contributions to the mission and operation of the worldwide Communications-Electronics Command. Honorees will receive a CECOM Certificate of Achievement and their names will be engraved on the plaque displayed in the headquarters office area. The following employees are the winners of the CECOM Employee of the 4th Quarter fiscal year 2013:

Senior Category:

Mr. Felix Cruz
LRC – LEO, Aberdeen
Proving Ground

Mid-Level Category:

Ms. Cynthia Pawlish
Office of the G8, Aberdeen
Proving Ground

Junior Category:

Ms. Susan Seese
Tobyhanna Army Depot

Congratulations to our winners!

SENIOR MANAGEMENT ASSOCIATION

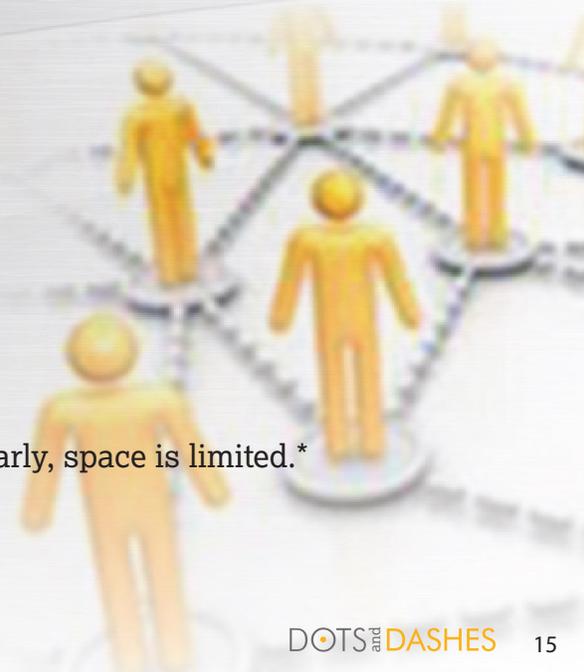


The APG Senior Management Association (SMA) provides a forum for GS14/15 (and equivalents) at APG to exchange ideas, collaborate for mutual benefit and efficiency, facilitate brain-storming solution sessions, and other manager and leader issues facing APG.

- Topic:** "Cul de Sacs in the Workplace"
- Speaker:** John Egan, Workforce Innovations, Inc.
- Date:** January 16, 2014 | **Time:** 11:30 - 12:30
- Location:** Ruggles Golf Course Restaurant, APG
- Cost for Lunch:** \$8 per person

If you wish to attend, please RSVP at the SMA web site:
<https://www.milsuite.mil/book/events/8519> *Reserve your place early, space is limited.*

► **For more information contact:**
Eugene Vickers, President: eugene.l.vickers.civ@mail.mil
Scott Kelley, Marketing Director: scott.e.kelley.civ@mail.mil
Website: <https://www.milsuite.mil/book/groups/apg-sr-manager-group>





Equipment Used in May 1937 Demonstration

History Highlights

SCIENCE IN PURSUIT OF SERVICE

LEADERSHIP LESSONS FROM THE PAST: PART 4 OF 4

By: Susan Thompson, CECOM History Office
Chrissie Reilly, CECOM History Office
Andricka Thomas, CECOM Public Affairs

"I look for what needs to be done. After all, that's how the universe designs itself." — R. Buckminster Fuller

Great leaders rise to the occasion. In the fourth and final installment of the Leadership Series, Colonel William Blair and Dr. Walter McAfee are highlighted. While these men were brilliant technological innovators, they also led by example and inspired their employees to reach beyond what had been done before.

Radar is ubiquitous and satellite communications are common. There was a time – not even a century ago – when neither of these technologies existed.

At Fort Monmouth, NJ, during the Great Depression, Colonel William Blair was the director of the Signal Corps Laboratories. It was there that he patented the first Army radar, which was demonstrated in a sort of competition in May 1937. The Signal Corps was competing against the Corps of Engineers for the opportunity to design radar for the U.S. Army.

The contest was a draw: both systems worked equally well. But the Signal Corps radar was built faster and at a fraction of the cost, and the War Department made radar development a Signal Corps mission.

As the United States geared up for World War II, mass production of two radar sets, the SCR-268 and SCR-270, had begun. On Victory over Japan (VJ) Day, August 14, 1945, the Honorable Robert P. Patterson, Under Secretary of War, wrote: "But for the great strides made in Signal Corps equipment, particularly in radar, the war would certainly not be concluded at this early date."

What is interesting about radar is that it was developed during a period of fiscal constraint, on a shoe-string budget. Colonel Blair had taken a 15 percent reduction in pay and was actively being recruited by industry.

What can we learn about excelling in times of restraint from the history of Colonel Blair? He was dedicated to the mission and money was not his greatest motivator, because he felt like he and the lab that he led had an important role to play in evolving their organization for the benefit of the country.

Blair's success with radar is also a lesson in the importance of remembering the past in terms of building on our past technologies. Colonel Blair's background was such that he had an intense interest in the possibilities of radio detection, and was therefore ideally suited to lead the Signal Corps Labs to the successful development of radar. His experience as the officer in charge of the meteorological section, Army Expeditionary Forces, and his 1924 assignment to the Meteorological Service for the Army's around-the-world flight made Colonel Blair well aware of the effects of weather in determining the speed and drift of airplanes, as well as the rate and direction of the travel of sound.



WW I Era
Recruiting Poster



Portrait of
Colonel Blair



DIANA Tower with
Moonrise in Background



Dr Walter McAfee
in lab 1946

He pointed this out to the Chief Signal Officer to highlight the inadequacy of sound detection against fast-flying planes. As early as 1926, while in charge of the Research and Engineering Division, Office of the Chief Signal Corps, Colonel Blair advocated for more funds for the development of detection by means of heat or high-frequency radio.

Colonel Blair stated the principle of pulse detection in a report from 1934, which would become the mainstay of most of the radar equipment used in WWII. Colonel Blair's ability to focus limited manpower and resources to solve the problem of ship and airplane detection for defensive purposes had far-ranging impacts on both Army and national history.

Just a decade after radar was successfully tested, the scientists and engineers of the Signal Corps used radar to contact the moon under Project DIANA, heralding the age of space-based communications, and also developed the first weather radar, harkening back to Colonel Blair's early advocacy of tracking weather for military purposes. Again, we can see that success can build upon success, as we evolve new technologies from older ones.

Dr. Walter McAfee came to Fort Monmouth in 1942, and though he is mostly remembered for Project DIANA, he had a long and successful career at Fort Monmouth, and worked on other important projects such as passive sensing (Forward-Looking InfraRed,

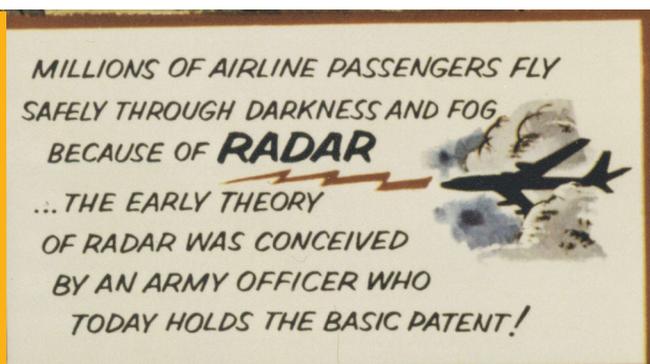
FLIR), radiation detection, and electro-magnetic pulse detection. Dr. McAfee faced barriers and struggles as an African-American scientist in the days before racial integration in the Armed Forces. He dedicated himself not only to the mission of the Army, but also to the improvement of opportunities for everyone. He mentored everyone in his departments and was an early advocate of internal training for the scientists and other civilians at Fort Monmouth.

The Signal Corps modified a radar set, the SCR-271, from World War II to be able to send a signal from earth to the moon. The first echoes from the moon were received at moonrise on January 10, 1946. The director of the Signal Corps' Evans Laboratories since 1943, John H. DeWitt, Jr., was the first person to hear the signal that bounced off.

However, the man that did all the math and physics to make this contact was Dr. Walter McAfee. Scientists and Signalmen knew this had to be the moon, because the technical characteristics of the system would not allow the radar echo to return from anything except an object such as the moon, and at a distance of about 240,000 miles or so from the earth.

Resources will always be limited in some manner, but history has shown that it is not the most important indicator of success. Calculated risk taking, such as Colonel Blair's ground-breaking development of radar, can pay off in ways that impact world historical events. By focusing on the potential and innovations of predecessors, such as Dr. McAfee's use of existing systems, technologies evolve.

Thank you for reading our series about the history of leadership in communications and electronics! While this marks the final installment of our leadership series, stay tuned for the January 2014 piece covering the Anniversary of Project DIANA.





HAIL & Farewell

The CECOM family would like to welcome our new Soldier that has come on board for the month of December. Let us greet him with open arms and warm smiles!

MSG Marion Ames
HQ, Aberdeen Proving Ground

After years of dedicated federal service, some of our beloved CECOM family members are heading into the wonderful world of retirement just in time for the holiday season. Let us all wish the following employees a happy retirement!

John L. Contevita
ISEC, Ft. Huachuca
31 January 2014

Edward T. Delnero
Office of the G8,
Aberdeen Proving Ground
30 November 2013

Michael L. Reese
ISEC, Ft. Detrick
2 January 2014

Tommie G. Lindsey
ISEC, Ft. Detrick
3 January 2014

John V. Kimbell
ISEC, Ft. Huachuca
10 January 2014

Jose L. Olivares
ISEC, Ft. Huachuca
10 January 2014



The Voice of ISEC: Command Sergeant Major Brenda Kadet

By Robert DiMichele, CECOM Public Affairs Officer

Thirty years ago, Brenda Kadet left Indiana, PA, seeking something beyond what was available in her hometown...seeking something more. She found the United States Army. The Army opened up a whole new world and made her a part of "a greater mission" that taught her leadership and gave her responsibilities in doing what she loves...taking care of people.

Kadet currently holds that responsibility as a Command Sergeant Major in a unique workplace that provides world-class information technology for Soldiers, wherever they may be.

The traditional role of the Command Sergeant Major is to take care of Soldiers, often hundreds sometimes thousands of Soldiers. It is the pinnacle of the Non-Commissioned Officer Corps, and one that is vested with responsibilities as an advocate for the requirements and needs of enlisted Soldiers in a command.

But for CSM Kadet, the role of the Command Sergeant Major in the U.S. Army Information Systems Engineering Command (ISEC) has a unique twist. There are only 21 other Soldier billets in the command and more than 600 civilian employees with unique technical skills.

So, she assessed her role as ISEC CSM to determine the best way to make a positive difference in a command with civilians working technical communications challenges worldwide. She explained, "I had to look at how I could make a difference for the command. What I realized is the position is more similar than I first believed. My job is still focused on taking care of people and making sure our team is able to remain focused on the importance of supporting the warfighter in the field."

ISEC is headquartered at Fort Huachuca, Ariz., but provides systems engineering, installation, integration implementation and evaluation support for communications and information technology systems around the globe. Its missions reach from supporting the stand-up of new, state-of-the-art communications requirements of a four-star headquarters at Fort Bragg, N.C., to the information technology infrastructure support for the Yongsan, Korea, relocation initiative.

"I do exactly what other CSMs do, but for a different kind of team. Working with hundreds of civilians with unique technical skills makes you step back and think a little differently. I don't go down to the motor pool to listen and talk to Soldiers. Instead, I go into the cubicles to find out about the challenges they are facing." Kadet said.

The bottom-line for Kadet is simply taking care of this valuable Army asset, the ISEC workforce. "I'm the proponent for resources that help the workforce succeed and help improve their quality of life," she said.

"I'm always watching and listening, looking for the truth behind what really is impacting the workforce, both pros and cons."

Certainly, the past couple of years have been a challenge for Kadet as the civilian workforce has faced hiring freezes, pay freezes and furloughs. "We've had to come up with creative ways to recognize and show appreciation to our employees," she said. One such show of appreciation was a lunch prepared and served by Kadet and ISEC's Soldiers for their civilian workforce after the October furloughs.

"Our DA civilians are critical to everything ISEC does and there wouldn't be an ISEC without them. My goal as ISEC's CSM, therefore, is to ensure our personnel are resourced, motivated, and supported in a manner necessary to provide their unique engineering expertise to improve the communications across posts, camps and stations that will enable the best possible support to the Warfighter that's out there on the ground," she emphasized.

Kadet's experience brings another benefit to ISEC... her NCO network. "My military experience definitely has a big benefit when it comes to networking. Many people that I know hadn't heard of ISEC before I was assigned here. So, I'm reaching out to my peers to share ISEC's story and many successes."

Whether it's bringing resources to bear for new customers, helping resolve issues for deployed civilians or simply working to keep up morale for an under-strength workforce, Kadet fully embraces her job as the "eyes and ears to all of the ISEC team members."

"I am hoping to prove that the Command Sergeant Major is a critical member of the team and is truly value-added to a one of a kind organization like this. I'm not just the Commander's advisor for enlisted personnel matters, rather I am a senior leader who advises the Commander on all aspects of his command.

**Command Sergeant Major...leader...
and the voice of ISEC.**

SATCOM INSTALLATION PLAN EXCEEDS EXPECTATIONS, SAVES MILLIONS



By Jacqueline Boucher, Tobyhanna Army Depot

TOBYHANNA ARMY DEPOT, Pa. — Team Tobyhanna is taking a pioneering approach to installing the Army’s next generation SATCOM ground terminals using a plan that exceeds the depot’s annual Value Engineering Proposal (VEP) cost avoidance goal by more than 276 percent.

SATCOM expert Bill Stevens developed a technique for installing the AN/GSC-52B(v)2 Medium Satellite Communications Terminal systems at 16 sites around the world — resulting in a \$30 million savings. The plan’s strategy hinges on the decommissioning and dismantling process of the aging AN/FSC-78 Satellite Communications Terminal Antenna Systems.

A few months ago, Team Tobyhanna specialists traveled to the first site — 298th Signal Company, Fort Detrick, Md. — to set the VEP plan in motion. Depot personnel are ready to install the new antenna as part of the Modernization of Enterprise Terminals (MET) program.

Tobyhanna’s VEP describes how the massive reinforced concrete cylinder base for the AN/FSC-78 can be cut down from 21 feet to 12 inches above ground level. Furthermore, Stevens suggested a square pad be formed over the remnants to allow the new MET antenna to be installed at ground level. Stevens is the lead mechanical engineering technician in the Production Engineering Directorate’s SATCOM Engineering Branch.

Years of experience working with satellite communications antennas and a vivid imagination sparked an idea that paved the way for the depot to exceed its annual Value Engineering Proposal cost avoidance goal by more than 276 percent.



Depot employees begin to dismantle an aging AN/FSC-78 Satellite Communications Terminal Antenna Systems at Fort Detrick, Md., putting in motion a Value Engineering Proposal that will result in a cost avoidance worth millions of dollars. (U.S. Army photo)

The base weighs 315,000 pounds, measures 20 feet in diameter, with walls 21 feet tall and 12 to 34 inches thick, from top to bottom. A contractor will use a diamond wire saw to cut the base into manageable parts.

The plan is to have Team Tobyhanna travel from site to site, conduct the de-install and pad refurbishment, then move to the next site. With the exception of cutting the base, depot personnel will accomplish all tasks associated with this project.

The VEP results in a cost avoidance of nearly \$2 million per site, in contrast to a contractor's proposal, which added expense and increased risk to the project. Stevens explained that the contractor's idea for converting the existing antenna base to support the new system was estimated to cost \$2.15 million per site because everything needed to be lifted and installed over 25 feet off the ground rather than at ground level. Safety was a concern because some components could weigh up to 40,000 pounds and the proposed longer electrical cables could compromise the antenna's signal strength, he added.

At Tobyhanna, Stevens is known for his conceptual ideas. "It's just a way of looking at things," he said. "Of course, it also helps to get your ideas vetted through the right people."

It's important to share ideas with other personnel, according to Stevens. He recommends teaming up with several colleagues to determine if any idea has merit. Electronics Engineer Jim Waters heard about the design and pushed the team to turn the idea into a VEP.

"Tobyhanna submits few VE proposals because of the stringent and specific validation requirements," said Waters, Value Engineering Study Facilitator. He works in the Productivity Improvement and Innovation Directorate's Research and Analysis Division.

"I thought this was a great idea. It was innovative," said Gene Curran, lead mechanical engineer, Production Engineering Directorate's Design and Development Branch.

Curran conducted a Finite Element analysis to determine how much wind force the MET could withstand at the new height. Normally the antennas are rated for 120 mph.

"Things have to be exact for the system to work properly," Stevens said, explaining that operators tracking a geosynchronous satellite have to keep the METs 40-foot parabolic dish in line with the satellite's 6-foot dish that's 26,000 miles away. If the antenna moves with the wind, it's not going to track and communications will be lost.

"Gene's job was not only to see how much wind it would take to pull it [the antenna] over, but to make sure we were rigid enough so that outside forces won't affect how it operates."

Soldiers assigned to Fort Detrick's 298th Signal Company are responsible for advising the commander on all aspects that affect the operations of the SATCOM ground terminals, according to CW2 Michael Brondsema, network management technician and site manager.

"I have been extremely impressed with Bill Stevens and his crew," Brondsema said.



The plan includes dismantling the decommissioned AN/FSC-78 Antenna System and cutting the antenna base into manageable concrete panels.



The new AN/GSC-52 can be installed after the doweling bars and steel reinforcing mats are in place and 44 cubic yards of concrete is poured to form a new pad. (U.S. Army photos)

“They have always presented themselves in a professional manner, and ensured that the unit was always aware of what actions were happening.”

Once Curran determined the antenna would remain stable, the project was turned over to Chris Sheerer, structural engineer, Public Works Directorate’s Engineering Division. He figured out how to construct the concrete pad within the established standards.

“I like the simplicity of the idea, that’s really the beauty of this project,” Sheerer said. “I knew Bill’s idea would work, I just wanted to make sure of the details.”

Clearly the AN/FSC-78 was larger, heavier and had a bigger parabolic dish, Sheerer said, adding that it was important to make sure the new, lighter antenna fit properly. The biggest hurdle was to make sure the design would anchor the new concrete to the existing pad, making the foundation rigid enough to support the MET antenna, he noted.

Team Tobyhanna is pouring a 24x24 foot concrete pad on top of the existing 42-foot diameter disc foundation.

Even though the antennas are the same, each location presents several variables for the base. For instance, in Bahrain, buildings are encroaching on the system, leaving little room to perform maintenance. Other systems need to clear the roofs of the buildings around them.

Plus, some of the sites need to incorporate a radome that will house the antenna system.

Stevens pointed out that this solution provides a degree of flexibility that takes into account the location and surroundings. Personnel are able to cut the pedestal to any height to accommodate the needs of the customer.

“Our relationship with all of the Tobyhanna personnel supporting this project is part of a collective team working together to achieve a common goal — completion of this project efficiently while keeping safety at the forefront,” said Chris Potter, 21st Signal Brigade Operations and Plans. “It’s an honor to serve with this great group of professionals. The quality of support our unit has received for this project is commensurate with the long standing tradition of excellence Tobyhanna Army Depot is known for.”

In April 2009, the Army launched the MET program to upgrade its aging fleet of enterprise strategic SATCOM ground terminals. The MET terminals will allow Defense Department services access to increased satellite bandwidth and will reduce acquisition and life-cycle logistics costs for Army, Navy, Air Force and Marine Corps users. The program is managed by the Project Manager Defense Communications and Army Transmission Systems, Program Executive Office Enterprise Information Systems.

Army Reserve Sustainment Command CECOM Detachment 7 stands ready to provide support to CECOM

By ARSC CECOM DET 7

Do you need additional support in your CECOM office or organization? Supervisors, managers and other leaders in CECOM should consider the US Army Reserve Sustainment Command (ARSC), an Army Reserve unit which has been providing support to CECOM since 2009. The ARSC is headquartered in Birmingham, Ala., and consists of Army Reserve Soldiers who provide support to CECOM and other AMC commands and organizations, including CECOM, CMA, TACOM, and AMCOM.

The CECOM team, known as Detachment 7, is headed by COL William Klaus, detachment chief. The detachment provides officer and enlisted personnel such as logisticians, signal officers, judge advocates, military intelligence officers, and other members in order to support CECOM staff sections.

Essentially the mission of ARSC Detachment 7 is to provide CECOM with an enduring, available, trained, and deployable Reserve Force that is integrated into the AMC structure for the

purpose of enhancing the effectiveness of the CECOM mission. It is combined, cross-trained, modular and functionally deployable. It is a unique organization, focused on providing sustainment support to the warfighter, and is in perfect keeping with the mission to transform the Army Reserve into an operational, functional reserve.

Teams in the ARSC Detachment 7 currently provide valuable support to various offices and staff sections. CECOM has always had Army Reserve Soldiers who have been assigned to support the command. Another team, the CMA team, also known as Detachment 9, provides support to CMA in the Edgewood area of Aberdeen Proving Ground. If you are a Reserve Soldier and are interested in joining the ARSC unit, please contact the ARSC.

For further information
please call 571-256-2906 or
leave a message on the CECOM
DET 7 SharePoint site.

CHAPLAIN'S CORNER



**By CH (MAJ) Young D. Kim,
CECOM Command Chaplain**

Dr. Anon said, "Hope is the anchor of the soul, the stimulus to action, and the incentive to achievement." Beecher said, "God asks no man whether he will accept life. That is not the choice. One must take it. The only choice is how."

As you know, life can be full of troubles and problems. Whether this stems from internal conflicts between the flesh and spirit or external factors beyond our control, we will always find complaints to lift up to God.

In the midst of seasons of suffering, our prayers often echo Psalm 25:16-17: "Turn to me and be gracious to me, for I am lonely and afflicted. The troubles of my heart are enlarged; bring me out of my distresses." David was experiencing the trials of life. Yet despite his complaints, he was able to declare just a few verses later, "May integrity and uprightness protect me, because my hope, Lord, is in you." (v.21).

Be Hopeful

Certainly, we should always place our hope in God. But even for the faithful servant of God and believer, this is not always possible, especially when our present tribulations blind us to the reality of God's love and faithfulness. This is where Job finds himself. He cries out in Job 17:1, "My spirit is broken." It is not in the process of breaking. It is not being bent or stretched. It is already broken. He has lost all hope and sits in his own sickness and filth, just waiting for the day of his death.

Von Schlegel said, "Be still, my soul: the Lord is on thy side; bear patiently the cross of grief or pain; leave to thy God to order and provide; in every change he faithful will remain."

Psalm 42:5 says, "Why are you cast down, O my soul? And why are you in turmoil within me? Hope in God; for I shall again praise Him, my salvation and my God." And Timothy 2:13 says, "If we are faithless, he remains faithful." No one is hopeless whose hope is in God.

Do you have a battle to fight? God wants you to stand still and see the Lord, your salvation, fight for you! May the Lord be your strong holder, your helper, and your hope.

May you have a successful life in 2014.

**May the Lord bless you and protect
you with His Almighty Hands!**

Remain Vigilant During the Holidays

By James D. Scroggins/CECOM G2



With the ever increasing creativity of scam artists, hackers, and criminals in general, it is imperative that we remain vigilant. We see in the news everyday how people are being knocked out, robbed, shot, and vandalized. Computer scams and identity theft are on the rise especially during the holiday season. CECOM G2 provides these security tips to help you stay informed, safe and secure.

SECURITY TIPS

Being security conscious is always important but even more so during the holiday season. Here are some tips to avoid being scammed during the holidays:

- * Do not respond to unsolicited (spam) e-mail.
- * Beware of lotteries or sweepstakes that charge a fee prior to delivering your prize.
- * Be cautious of e-mail with attached pictures as they may contain viruses.
- * Avoid filling out forms contained in e-mail messages that ask for personal information.
- * Purchase gift cards directly from the merchant or retail store.
- * Fraudsters create a sense of urgency to get you to act quickly.
- * Verify any requests for personal information from any business by contacting them directly.
- * Remember if it looks too good to be true, it probably is.

For more information on e-scams, visit the FBI's E-Scams and Warnings webpage: www.fbi.gov/scams-safety/e-scams



TRAVELING FOR THE HOLIDAYS?

When you travel for the holidays leave a light on in your home preferably on a timer. If possible have someone collect your mail and newspaper. Be weather wise, know your route and let someone know where you're going. Try to park in well lighted areas away from bushes, large vehicles or trash bins. Bring a cell phone and charger with you for emergencies. Carry an emergency kit that includes water, blanket, flashlight, flares, first aid kit and food. Be OPSEC aware and have a safe and fun trip.

CECOM's leaders LEAN Forward at Process Improvement Workshop

By Tom Cameron, Corporate Communications

"The current fiscal environment requires that we all look for ways to drive efficiency and savings in executing our missions. Now more than ever, we need to take a critical look at our processes and find ways to lean and improve them in ways that enable us to get things done with fewer resources," said Mr. Gary Martin, CECOM Deputy to the Commanding General.

Lean Six Sigma (LSS) and instilling a culture of Continuous Process Improvement (CPI) to gain efficiencies within CECOM was the purpose of the LEAN-ing Forward Executive Workshop hosted by Martin, on Nov. 14 at CECOM Headquarters, Aberdeen Proving Ground.

The workshop provided CECOM's leadership team a refresher on LSS/CPI as well as an opportunity to discuss how the command could improve its business processes to drive efficiencies and reduce overhead costs. Central to this theme is the deliberate and critical link of projects to the Command mission priorities with a focus on projects that have the potential to result in significant payoff. Leaders were also reminded that leaning processes does not always have to be a long, drawn out effort. Some obvious improvements can simply be realized by "just do its" or Rapid Improvement Events (RIEs).

Martin set the stage by explaining the necessity for the leadership team to leverage the LSS/CPI methodology and tools in order to gain efficiencies to accomplish the mission with significantly less resources. The command has numerous processes that can be simplified, consolidated or standardized.

A series of presentations began with Brad Jones, director of Productivity Improvement and Innovation at Tobyhanna, presenting an executive overview of the difference between lean and six sigma and how both fit into an organization's continuous process improvement effort. He also described Tobyhanna's CPI journey of many years and how the depot has leveraged lean to keep them competitive and continuously improving. Tobyhanna is a benchmark within the Army and DoD for driving efficiencies in their repair and overhaul business processes. TYAD's CPI program has resulted in seven Shingo Awards since 2006 and three Chief of Staff, Army Lean Six Sigma Excellence (LEAP) Awards since the award's inception in 2008.

WORKING SMARTER

Terrance Wilson, HQ AMC chief of Business Process Reengineering and former AMC deputy director for CPI, presented a broader perspective of LSS and CPI citing the Department of the Army's deployment strategy and examples of improvements at AMC and other commands.

Tom Cameron, acting Deployment Director for CECOM LSS/CPI, presented the status of CECOM's efforts to date which provided a program baseline on which the leadership team could measure future improvements. He cited how the command's LSS/CPI program has enjoyed great success in the past exceeding financial goals and winning Army-level awards. Nonetheless, it is projects that fuel efficiencies and CECOM has a great opportunity to increase their project portfolio given the significant amount of LSS resources within the Command.

Brian Rawhouser, a Lean Six Sigma Master Black Belt candidate from Tobyhanna, explained the purpose for and the steps involved in conducting a Project Identification Selection Workshop (PISW), something the leadership team will engage in the future. A PISW is the means by which leadership teams choose processes to be improved within an organization or command. Projects are sorted by categorizing "Just Do Its" from full-fledged Black Belt projects. This process also allows leadership to purposefully allocate precious resources toward the highest value projects. Rawhouser used a case study from a recent PISW he facilitated at the depot. He showed how Tobyhanna's leadership team came together over the course of a couple days to identify, define and prioritize its top opportunities for improvement for FY14. These opportunities were ultimately translated into actionable project charters for teams which are currently being led by Tobyhanna Green Belts and Black Belts.

The LEAN-ing Forward workshop concluded with a roundtable discussion of CECOM's path forward which included brainstorming an initial list of candidate command-level business processes the leadership team could prioritize. A follow on PISW will be scheduled in the February timeframe to identify process improvement projects at the Command level.

SAFETY FIRST



TIPS on Cleaning Up a Broken Compact Fluorescent Light Bulb (CFL)

Fluorescent light bulbs and compact fluorescents (CFLs) contain a very small amount of mercury sealed within the glass tubing. The following guidelines are based on recommendations from both the U.S. Environmental Protection Agency and various lighting industry websites detailing the clean up of broken CFLs.

Before Cleanup – Air Out the Room

- Have people and pets leave the room, and don't let anyone walk through the breakage area on their way out
- Open a window and leave the room for 15 minutes or more
- Shut off the central forced air heating/air conditioning system, if you have one

Note: In those areas where there are no windows or the windows do not open and the heat and cooling air cannot be individually controlled, vacating the room for 15-minutes is sufficient.

Cleanup Steps for Hard Surfaces

- Wear disposable rubber gloves if available
- Carefully scoop up glass pieces and powder using stiff paper or cardboard and place them in a glass jar with metal lid or in a sealed plastic bag
- Use sticky tape, such as duct tape, to pick up any remaining small glass fragments and powder
- Wipe the area clean with damp paper towels or disposable wet wipes and place the towels in the glass jar or plastic bag
- Do not use a vacuum cleaner or broom to clean up the broken bulb

Cleanup Steps for Carpeting or Rug

- Wear disposable rubber gloves if available
- Carefully pick up glass fragments and place them in a glass jar with metal lid or in a sealed plastic bag
- Use sticky tape, such as duct tape, to pick up any remaining small glass fragments and powder
- Do not use a vacuum cleaner

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All bulbs, both intact and broken, are regulated and should be contained for pickup. Contact your Building Custodian/Facility Manager for assistance.

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AROUND *the* COMMAND



ANNUAL CHILI COOK-OFF

Tobyhanna Army Depot's annual Chili Cook-off marked the start of the depot's CFC and all proceeds from the cook-off go towards the campaign. Left, Jennifer Caldaro and Amanda Spock, management analysts in the Productivity Improvement and Innovation Directorate, serve "Voo Doo Chili" during the first shift contest. A total of 30 teams participated in the event. In an effort to support the CFC, the Field Logistics Support (FLS) Directorate's East Europe and Pacific divisions had chili cook-offs of their own to raise funds – each raised over \$100. (Photos by Steve Grzedzinski)



Engineering Tech Mikael Mead of Tobyhanna Army Depot removes a small production run of finished lens covers from the printing tray of a polyjet 3D printer. Three-dimensional (3D) printers produce parts out of plastic and other durable materials. (U.S. Army photo by Tony Medici)



Gary Salomon, LRC associate director for programs, briefed at the Team APG Advanced Planning Briefing for Industry along with members of the LRC panel.



OPERATION SANTA CLAUS

TYAD hosted hundreds of guests during its annual holiday charity drive, Operation Santa Claus, Dec. 4-5 in the depot's Post Restaurant. COL Gerhard Schroter, commander of TYAD took part in the festivities and greeted the children.

In existence since the mid-1950s, Operation Santa Claus distributes a variety of items, from toys and electronics to food and personal care items, to brighten the holiday season for residents and clients of many regional agencies. The drive is supported by fund-raising events at the depot and contributions from regional businesses. (courtesy of TYAD's Facebook page www.facebook.com/TeamTobyhanna)



2013 ISEC HOLIDAY PARTY

at the Thunder Mountain Activity
Center, Fort Huachuca, AZ

WHAT'S IN A NAME?

By Renee Ullman, Corporate Communications

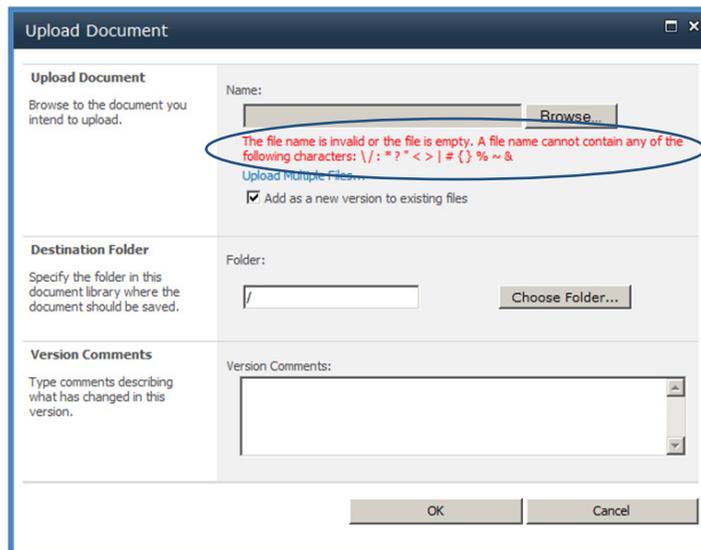
SharePoint users should be aware of the restrictions that pertain to file names. There are several characters listed below that may not be used in a file that you are uploading to SharePoint.

Use the chart below as a quick reference when naming files to avoid problems, prevent error messages, and save time.

Characters you may not use in naming a file:	
~	Tilde
#	Number sign
%	Percent
&	Ampersand
*	Asterisk
{ }	Braces
/	Backslash
:	Colon
< >	Angle brackets
?	Question mark
/	Slash
	Pipe
"	Quotation mark

In addition, a file name cannot:

- Begin or end with a period
- Contain a double period in the middle.
- Exceed 128 characters in length
(Note that adding a space within a file name actually adds a character to the link.)



Send questions and comments to Renee A. Ullman, Corporate Communications @ renee.a.ullman.civ@mail.mil.



CECOM DOTS and DASHES



The answer to "What's in the box?" is:

**Morse code for - Improve Strategic Communications Initiatives
(LOE 4 from the CECOM Campaign Plan)**

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Send questions, comments to:

marissa.l.anderson.civ@mail.mil, 443-861-6714 (DSN 848-6714) or
renee.a.ullman.civ@mail.mil, 443-861-6622 (DSN 848-6622)