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CECOM Unveils New Campaign Plan: THE CRITICAL LINK

The U.S. Army Communications-Electronics Command has released a new campaign plan that will guide the missions and functions of the organization as it moves forward to support the development of future force focused on Army 2020.

The campaign plan refines strategic goals and lines of effort over the next two years and synchronizes the command with Army doctrine, initiatives and priorities to provide a roadmap toward the future.

"This CECOM Campaign Plan aligns strategic goals and objectives to focus on setting the conditions for success as we move toward fulfilling our mission, vision and intent," said Maj. Gen. Robert S. Ferrell, CECOM Commander. His intent is to leverage the command's core competencies to ensure responsive, agile, and effective support to enable the Army's initiatives in organization, development, employment, training and sustainment of the force.

"We must adapt to a constrained fiscal environment, fully exploit technology, and improve our business processes," Ferrell explained. "The campaign plan affects how we will operate in the future. Our continued success will be assured only through its understanding by all members of CECOM's uniformed and civilian workforce."

Specifically, the plan defines CECOM's new vision and mission, describes the operational environment facing the command, explains what the command does, aligns CECOM efforts with Department of the Army and Army Materiel Command priorities and describes the necessary initiatives to implement our four Lines of Effort (LOE).

"We need to understand where we are today and where we are headed. CECOM's new vision is to become the lifecycle provider of choice for supporting joint warfighting superiority through world class, globally networked C4ISR systems," Ferrell explained.

This vision is built on CECOM's mission of developing, providing, integrating and sustaining the logistics of C4ISR systems and battle command capabilities for joint, interagency, and multi-national forces worldwide.

In addition, the Campaign Plan includes a new "tag line" for the command… "The Critical Link."

"For more than a decade, the Army has been focused on building a modular force optimized for counter insurgency operations in Iraq and Afghanistan. As these two wars draw to a close, the focus will shift to improving the responsiveness, agility and precision of a regionally-aligned force ready for a range of contingencies," Ferrell stated. Supporting the warfighter will always be a priority for the command but, now more than ever, the talented men and women of CECOM are advancing the critical link of our C4ISR capabilities for current and future success."

> "…THE LIFECYCLE PROVIDER OF CHOICE FOR SUPPORTING JOINT WARFIGHTING SUPERIORITY THROUGH WORLD CLASS, GLOBALLY NETWORKED C4ISR SYSTEMS."

CECOM developed four lines of effort that link multiple initiatives with goal-oriented objectives that focus efforts toward that future of being the critical link in C4ISR capabilities. These lines of effort frame the command's concept of operations: LOE 1- allocate and apply resources efficiently and effectively; LOE 2- drive enterprise processes to provide life cycle support, LOE 3 - attract, develop and retain an agile, highly-skilled workforce; and LOE 4 - improve strategic communications initiatives.

The Campaign Plan is now available on SharePoint.
https://sp4.kc.army.mil/cecom/home

Can you decode what's in this box?

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To find the answer, go to page 15

Message from THE COMMANDER

MG Robert S. Ferrell

I want to welcome you to the very first edition of our new CECOM E-Newsletter – 'Dots and Dashes.' These are both exciting and challenging times for CECOM and our entire C4ISR Team. Given the many demanding missions we perform and the fast-pace of change across our community and across the entire Army, it is more important than ever that we communicate openly and frequently with the dedicated and professional workforce that is the foundation of our success.

Our goal is that 'Dots and Dashes' will become a valuable tool that provides current and vital information on the full range of topics that matter most to our CECOM Team members and their Families. I encourage you not only to read our new e-newsletter, but to also provide your feedback to our CECOM Public Affairs team about subjects you would like to see included.

This inaugural edition of 'Dots and Dashes' occurs at a particularly important time for our command. As many of you are aware, we are entering a new era as our Army and AMC transition from supporting contingency operations in Afghanistan to building and sustaining the Army of 2020 and beyond. Moreover, we will make this transition in an environment of significantly reduced resources. As a result, virtually every part of our CECOM mission and organization will be adapting to meet the requirements of this new era. Change on a scale like this is both exciting and complex.

To guide us through the challenges, opportunities and changes we now confront, CECOM has published a new Campaign Plan that reflects our vision to be the joint warfighter's life-cycle provider of choice by sustaining world-class, globally-networked C4ISR systems. Just as importantly, our Campaign Plan highlights CECOM's defining role as the 'Critical Link' that connects the full range of today's advanced C4ISR capabilities with the Soldier on the battlefield. Our Campaign Plan is available on our SharePoint site at https://sp4.kc.army.mil/cecom/home/default.aspx and is also highlighted in the current issue of our newsletter.

In addition to our vision, to fulfill our role as the 'Critical Link' and to help our Command prepare for this new era, our Campaign Plan identifies a number of key initiatives we will undertake, to include:

- Streamlining our field support strategy to provide our operational commanders a – 'one-stop-shop' for all their CECOM support.
- Developing life-cycle sustainment for the Army Network while integrating the latest technology advancements.
- Applying lean processes for our software sustainment model that improve business practices while reducing total life-cycle costs.
- Working with the Army Staff and AMC, to replace legacy IT systems by eliminating obsolete equipment.
- And… cost effectively modernizing IT infrastructure at our camps, posts and stations.

Simply put, our new Campaign Plan will allow CECOM to truly become the 'Critical Link' that drives the global readiness of our Army and Joint Force's complex, networked C4ISR capabilities. I encourage all of our CECOM team members to take time to read it. It is important for each of us to understand our command's new direction - as we chart the course for the Army of 2020 and beyond.

I also encourage you to read future editions of 'Dots and Dashes' where we will provide updated information on Team C4ISR issues ranging from the global impact and critical missions executed by our command, to the many programs we have available that support the readiness, resiliency and wellness of our Soldiers, Civilians and their Families.

Despite the many challenges we confront, there is one thing that will never change – our commitment to doing all we can to develop, support and communicate transparently with our workforce. The future of our command will always rely on the more than 8,000 tremendous CECOM Team members whose hard work and dedication ensure that CECOM truly is 'The Critical Link.'

Stay tuned to 'Dots and Dashes' for more information and Army Strong!

COMMAND SERGEANT MAJOR'S PERSPECTIVE

CSM Kennis J. Dent

As CECOM's Command Sergeant Major, my official role is to focus on training, professional development, retention, readiness and discipline of the CECOM workforce.

Yes, my job is to challenge you be the best that you can be… for the Army!

Sound familiar?

The main focus of my attention over the past year has been on supporting education and training opportunities; promoting the importance of building relationships and being an advocate for health and wellness initiatives. Lately, I have spent much of my time focusing on the resiliency of our civilian workforce as we serve as the critical link to the Joint Warfighter.

When we talk about resiliency in the Army, we are typically referring to the mental, physical, emotional and behavioral ability to cope with adversity, adapt to change, recover, learn and grow.

And if there was ever a time when our resiliency was being tested, it is now.

We are all too aware of the looming impact sequestration will have on our ability to get our jobs done. For many, the added stress of the furlough and its financial impact is overwhelming.

Our Chaplin's office and the C4ISR Wellness Team have done a great job in getting the right resources for our workforce through Operation Comfort. I encourage everyone to take advantage of the training sessions and health fairs they offer.

But I want to encourage you to take an additional step to fortify your inner-self by challenging you to establish a 30-day goal focused on your inner resiliency.

By inner resiliency, I mean the inner strength in our lives that gives us the energy to keep going. For some it might be taking in nature, others it might be exercise or a good book. Whatever it is that feeds your spirit, challenge yourself to do it regularly in a measurable way over the next 30 days.

Good luck with the challenge! Feel free to let me know how you are doing. You never know, it might even become a good habit.

Army Strong!

CECOM SEC Trains a Record Number of Warfighers for Key Resolve 13

By Cassandra Tomarchio, CECOM SEC

The CECOM Software Engineering Center recently trained a record number of Warfighters in preparation for the Key Resolve 13 exercise held on March 11-22, 2013 in the Republic of Korea. In a week and a half period, trainers from the CECOM Software Center's Mission Command Training Center trained 401 Warfighters on a variety of systems including the Command Post of the Future, Advanced Field Artillery Tactical Data System, Battle Command Sustainment Support System and Distributed Common Ground System-Army.

"Key Resolve is an annual combined and joint command post exercise encompassing various scenarios to defend the Korean Peninsula while improving operation capabilities," said Sok Kim, CECOM Team C4ISR support manager.

The exercise was led by the Republic of Korea's Joint Chiefs of Staff with forces from the United States, Denmark, United Kingdom, Australia, Columbia and Canada along with supervisors from the Neutral Nations Supervisory Commission also participating.

"This year, for the first time, units were dispersed widely throughout the Korean theater of operations, making the task of training a large number of Warfighters even more challenging for the eight MCTC trainers assigned to the exercise," said Kim.

Trainers supported operations at Warrior Base, U.S. Army Garrison (USAG) Red Cloud, USAG Yongsan, USAG Humphreys, USAG Henry, USAG Walker, Suwon AB, and Osan AB. Each trainer is a subject matter expert in at least two Army Battle Command Systems platforms with Command Post of the Future being the foundation and one other ABCS system being their secondary. According to Kim, "This duel-hatted usage reduces travel costs and efficiently trains our Soldiers on multiple systems."

In addition to the training, CECOM SEC engineers provided Distributed Common Ground System-Army system maintenance, troubleshooting and architecture support. They configured and installed more than 100 hard drives creating an interoperable communications system for the 8th Army G2 via the Combined Enterprise Regional Information Exchange System-Korea.

"This exercise was a great success in demonstrating how CECOM is the critical link for our Warfighters," said Kim. "We not only had no major software anomalies reported, but it also proved our duel-hatted SMEs can effectively provide a full range of training to a large audience over a short period of time."

CECOM Software Engineering Center trainer, Mr. Kyong (Tony) Lee, conducts Battle Command Sustainment Support System Training for the 19th Expeditionary Sustainment Command prior to Key Resolve 13.

CECOM Software Engineering Center Engineers Ryan Busta and Ronald Jones prepare more than one hundred Distributed Common Ground System-Army hard drives for Key Resolve 13. Each hard drive must be systematically checked and configured prior to installation.

CECOM Software Engineering Center trainers, Douglas Thompson and Ryan Busta, conduct Distributed Common Ground System-Army training for 8A Staff.

Workforce Excellence

MERITORIOUS CIVILIAN SERVICE AWARD RECIPIENTS

The Meritorious Civilian Service Award (MCSA) is the second highest Department of the Army honorary award, and may be granted by the Secretary of the Army or a major commander. This award consists of a medal, lapel button, and citation certificate. It is comparable to the military Legion of Merit.

This past November, Mr. Nelson H. Keeler was awarded a Meritorious Award for Civilian Service while serving as director of the Software Engineering Center, SEC. He distinguished himself through his exemplary leadership and outstanding software support for Warfighter battlefield, re-supply and business systems. Congratulations to Mr. Keeler on this coveted honor.

Mr. Michael J. Zelenka, was also awarded a Meritorious Award for Civilian Service on his retirement this past fall while serving as the Chief, Intellectual Property Law Division for the CECOM Legal Office. During the past year, Mr. Zelenka demonstrated outstanding management and technical leadership skills in the transition of the Division from Fort Monmouth to Aberdeen Proving Ground without any disruption to client services. Congratulations to Mr. Zelenka on this desirable award.

C4ISR RECOGNIZES FOUR OUTSTANDING CECOM PERSONNEL

Four CECOM employees were recognized with the 2012 Top Ten Outstanding C4ISR Personnel of the Year Award. This honor distinguishes exceptional work accomplishments that have significantly contributed to the C4ISR mission and overarching goals and objectives during year 2012. Nominees for this award are seen as model employees and are held in high esteem by their peers, subordinates, and superiors. The winners of this honor have assisted in improving work quality, increasing productivity, and expanding operational impact for the Warfighter.

The five CECOM recipients of the award are:

William Clement, SEC
Shirley Hayden, LRC
Victor Lowe, G3/5
COL Steven L. Tucker, LRC

CONGRATULATIONS TO OUR CECOM WINNERS!

TEAM OF THE QUARTER AWARD

LRC's Discrepancy Resolution Team Wins C4ISR Team of the Quarter Award

By Jennifer Brady, CECOM LRC

The Discrepancy Resolution team, part of the LRC's Logistics and Engineering Operations (LEO) directorate, has been named C4ISR's Team of the Quarter for the first quarter of FY 13. The team, led by Russell Poulsen, includes Tamicka Mason, Amanda Neff, Shari Gens, and Genna Waranch. Together, they work on stock transport orders (STOs), a type of material release order in which stock is transferred from one location to another. As their volume and variety of work has increased, they have managed to improve an area that has been historically problematic for the Army Materiel Command. The procedures that their team developed for clearing STOs is being used by AMC as the basis for an Enterprise wide STO research and closure procedure.

STOs become known as hanging or aged STOs when they remain open longer than LEO's timeframe of 120 days for CONUS or 300 days for OCONUS. The Discrepancy Resolution team aims to close hanging STOs by researching any problems that prevented the transfer, and finding a solution. When the team was formed four years ago, they dealt with only inter-depot STOs. Since then, their workload has increased to full coverage of STO types, including contractor, maintenance depot, and COMSEC.

One way the team has improved the process is through ongoing training for item managers (IMs) on the information IMs need to provide before a STO can be cleared out. Those who have worked on the team the longest have seen firsthand how training item managers has streamlined the process, with STO closures requested by IMs being resolved much quicker.

The Discrepancy Resolution team has further improved the STO closure process by both providing and seeking assistance from other organizations. Tamicka and Amanda work closely with the LRC's Enterprise Soldier Avionics (ESA) directorate in clearing up contractor STOs, due to ESA's knowledge on the subject. In cases where the Discrepancy Resolution team is unable to clear a STO themselves, they give full assistance to the organization that can, usually a maintenance depot or another Army command. TYAD has created a team to research STOs, improving TYAD's ability to research and close STOs internally and more efficiently.

The Discrepancy Resolution team was started from scratch, with no prior procedures in place. Team members sought out training themselves to improve their understanding of the different issues that can prevent stock transport orders from being completed. They also apply their individual backgrounds to benefit the team's mission, such as Genna's background in RESET bringing an instant advantage on handling RESET STOs when she joined the team. Other team backgrounds have included central inventory and contracting experience, and the team considers these contributions essential to their accomplishments.

The team's success at improving the STO closure process was evidenced by the LEO directorate's Material Requirements Planner (MRP) scorecard in the first quarter of FY 13. The team received a fully green scorecard, which means that 95% of top driver NSNs had no hanging STOs, across all the weapon systems directorates, at the time of the metric. The achievements of the team are a direct result of the processes they initiated over the past few years. Though stock transport orders have been a major problem for the Army Materiel Command, the process improvements made by the Discrepancy Resolution team will help close out many problematic STOs when applied not just in CECOM, but to all of AMC.

USRY TO RETIRE, LEGACY LIVES ON

Steve Usry, ISEC Deputy Commander, will be retiring after 33 years of civilian service.

By ISEC Correspondent

FORT HUACHUCA, Ariz. – Steve Usry, deputy to the commander for the U.S. Army Information Systems Engineering Command (ISEC), has decided to retire following a long and memorable career. His career has the traditional course of progressing through the ranks but it is far from ordinary. What makes it so unusual is that Usry has spent his entire career in one organization. Usry started his civil-service career as an intern when ISEC was known as the United States Communication-Electronics Engineering and Installation Agency. Fast forward 33 years, Steve resides at the pinnacle of the General Schedule scale and holds the top civilian position within ISEC.

"Being a part of ISEC as an intern when I was hired in 1980 to being the deputy, I've seen a lot," Usry said. He has held positions at every level within the organization's structure and has come to a place where he cannot go any higher. Usry's journey up the chain has provided him the necessary knowledge and experience needed to successfully mentor his workforce. Developing subordinates is one of his passions and he takes this role very seriously. Usry recently revised ISEC's rating scheme to ensure he was a part of every supervisor's professional growth and development. It has paid huge dividends in terms of leaders stepping up to fill key vacancies during ISEC's most recent hiring restrictions. ISEC has not skipped a beat and that is a direct reflection on Usry's leadership philosophy.

"Steve has been a personal advisor and mentor to a number of leaders in the command to include myself," said Albert Rivera, ISEC's technical director. Usry will leave the organization in the good hands of competent leaders, which he feels is critical in order to remain relevant and survive during the hard times.

As ISEC's top civilian, Usry's duties and responsibilities span across many different areas. One of the most important roles is that he serves as confidant and the right hand to the commander. Commanders at ISEC are Department of the Army selected Colonels and are restricted to two year tours. Usry has served as the deputy for four separate commanders, each one with different leadership philosophies and styles. Usry's consistency is one of the cornerstones of ISEC's overwhelming success. Instead of starting from scratch with each commander, Usry has established processes and procedures where each one builds on the successes of their predecessor.

"Steve is a true pillar of ISEC," said Rivera. "His remarkable dedication, undeniable experience and knowledge of every aspect of the command's operation will be difficult to replace".

Throughout his career, Usry said there were constant changes and challenges that he faced. ISEC's efficiencies have given the command the opportunity to thrive through uncertain times. This cannot be truer than where we are at right now.

"There are a lot of things that we're looking at right now that are still in the throes of being analyzed, vetted and approved, but I think ISEC will be a little bit more resilient to those changes," Usry said. "I think ISEC is extremely efficient, its people are enormously responsive and highly professional."

ISEC has been down this road before and it probably won't be the last time. Usry is confident in the organization's resiliency and he truly believes that the organization will continue to thrive in the future.

Through it all, it is no surprise that Usry fits in so well to government service. He grew up in the footsteps of his father, William Usry, who forged the Army's military gates for nearly 38 years, and retired from the government in 1988. From an early age, Usry had a mentor to look up to and pattern his own life after. It has been said that there is no greater compliment to a father than when his son follows in his footsteps. There is no doubt that his father is beaming with pride.

Following retirement, Usry said he plans to spend more time with his family. He also plans on doing more volunteer work and continue his hobbies of hunting, shooting, motorcycle riding, scuba diving and golfing.

As for ISEC, the Commander, COL Kramarich said it best, "While his daily dedicated service will be greatly missed, his true legacy will live on for years to come - Excellence in Engineering."

CHAPLAIN'S CORNER

CH (MAJ) Young D. Kim
CECOM Command Chaplain

Do you remember when the Baltimore Ravens played against the Denver Broncos in the AFC Divisional playoffs to go to the Super Bowl?

I remember my son yelling in the house after every successful play by the Ravens, especially when the clock displayed one minute and five seconds left of the fourth quarter. The game was 27 to 35 with the Broncos in the lead, and the Ravens needed to score a touchdown in order to gain an opportunity to win. After 24 seconds, my son shouted with joy along with the Baltimore players. The Ravens scored a 70 yard touchdown and the Broncos stadium ceased their early celebration. Everyone saw the score, 35 to 35. The only way to settle this was through overtime.

The next seventeen minutes seemed to last forever until the Ravens scored a field goal and won the game at 38 to 35. Although I was excited with the win, I found one particular athlete's actions more amazing. In the midst of the stadium while his teammates leaped with joy, Number 52, Linebacker Ray Lewis got on his knees and prayed.

I was moved by his motives as he publicized this action on national television. He didn't care about what other people said or thought. Without embarrassment, he glorified God on that field in the presence of millions.

Even in the interview, Ray humbled himself and gave God the glory. He quoted Isaiah 54:17, "No weapon formed against you shall prosper."

How could Ray Lewis say this verse at this victorious moment? It is because on days of joy and on days of sadness, he walked with God.

On days of prosperity and on days of depression, he walked with God. On days of ease and on days of hardship, he walked with God. Without question, Ray Lewis faithfully walked with the Lord, and in return, God blessed his NFL career.

So I pray that you may walk with the Lord in whatever circumstances, for He is the source of all blessings. Lord, help us to walk with You more faithfully day by day until our last breaths on this earth.

Blessings to you, all!

Notes from the G2

MANDATORY TRAVEL BRIEFS

By James Scroggins, CECOM G2

Are you planning a vacation abroad or perhaps your job duties require that you travel to a foreign nation?

If so, the Command's Intelligence and Security/ G2 office reminds the workforce that there is a mandatory requirement to receive a foreign travel brief whenever traveling, officially or unofficially, to foreign countries.

The briefing provides information regarding travel requirements and threats associated with the country visited.

"The briefing is mandatory for any type of travel, including leave, conferences, and meetings, and any place that could be of concern as it relates to possible foreign intelligence exploitation. The briefing won't take long, and it is important for your security," advises Jim Lint, Director, Intelligence and Security/G2.

The briefing is provided by the Installation Management Command (IMCOM) Security and Intelligence Division, per AR 380-5, which requires employees of the Army to receive country-specific briefings before any foreign travel outside of the United States.

Make sure that you notify your security manager and schedule your foreign travel brief at least two weeks before you depart. If you have Sensitive Compartmented Information access, you must notify your special security office or (for contractors) contact your facility security officer. Each separate trip needs to be reported.

Penalties for violating this regulation may include formal counseling, loss of security clearance, and reassignment to other duties or termination of job.

Members of the workforce located at Aberdeen Proving Ground, MD should call the IMCOM Security and Intelligence Division at 410-278-3187. Individuals located at other installations should contact their respective garrison offices.

Remember that you should attend the foreign travel briefing at least two weeks in advance of planned travel to ensure you comply with this requirement.

Notes from the G1

APG COHORT 4 HAS ENDED

To meet the challenges of today and the future, organizations are bound to creating sustainable learning communities that continuously develop their employees' leadership, knowledge, and skills. The Aberdeen Proving Ground Senior Leadership Cohort Program intends to create a self-sustaining leadership learning community that will serve as a catalyst for change, as well as concurrently delivering individual, team, organizational, and APG community results during the process. Cohort is a yearlong professional development program to develop future civilian leaders. This senior leadership program is designed to create and sustain a cadre of high potential GS-14/15 and equivalent level managers at APG.

On February 14, APG COHORT 4 was completed with forty-nine graduates from the program, including eight CECOM employees:
Timothy Baker, G8
Maria Layton, G1
Liz Miranda, G8
Nicholaus Saacks, Logistics and Readiness Center
Abel Salgado, Logistics and Readiness Center
Kurt Schultz, Logistics and Readiness Center
Wilma Solivan, Logistics and Readiness Center
Anthony Webster, Software Engineering Center

Congratulations to all the COHORT 4 graduates!

TOBYHANNA CONNECTS WORLD WITH LANGUAGE LABS

By Justin Eimers, CECOM TYAD

Highly skilled Tobyhanna Army Depot specialists trek through some of the globe's most extreme environments to provide the means for foreign military forces to learn the English language. Enduring challenging working conditions in places like Burundi, Mozambique, Sri Lanka and Vietnam, these expeditionary volunteers install labs that overcome the language barrier so foreign military can work effectively with U.S. forces abroad.

The 10-year-old language lab program has sent depot employees to more than 70 countries to install state-of-the-art computerized classrooms designed to teach English. Recently, a two-man team traveled to Tripoli, Libya. The Army Africa Command (AFRICOM) install gave Training Instructor Javier Garcia valuable knowledge and experience.

"I have only been with the program for a few months, but in that short amount of time I have seen firsthand how vital it is in forging positive relationships with other countries," he said. Garcia works in Tobyhanna's Field Logistics Support (FLS) Directorate and was part of the team that installed Audio Active Language Labs in Libya. "It is a great example of how CECOM (Army Communications-Electronics Command) and its depot are supporting our warfighting commanders."

The CECOM-managed program includes both worldwide travel as well as the integration of the labs at Tobyhanna prior to fielding. Once funding, program requirements and schedules are in place, Tobyhanna personnel fabricated the labs; computers are assembled at the depot using specific commercial-off-the-shelf hardware, software is loaded and thoroughly tested to meet quality standards, then the systems are shipped to the customer. If an install is requested, depot employees travel to the country, complete the installation and instruct users on how the lab functions.

"The program is getting larger and receiving more recognition," said Stephen Pesta, training instructor in the FLS Directorate's Readiness Training Division. "When it first started, it was very much under the radar. Now that the system's name is out there and (foreign) forces have seen the work we do and how we do it, more and more language labs are being assembled and installed. It's truly been a great and rewarding experience."

"It is a great example of how CECOM and its depot are supporting the Warfighting commanders."

Pesta has been a part of the language lab program since it first started at the depot and was also part of the team that traveled to Libya in December.

Countries must request language lab equipment through the U.S. State Department. The State Department then works through CECOM and the Security Cooperation Education Training Working Group to determine how many labs and work stations are needed. Then, once funding is passed through the Security Assistance Training Field Activity to CECOM, Tobyhanna orders the materials needed to meet the request.

Instructors here have also developed a training program that provides users and local personnel effective teaching, maintenance and basic troubleshooting techniques. The program even offers customer support via e-mail or phone.

Electronics Technician John Nemeth has a hand in the process from beginning to end and has travelled to five continents with the program.

"Language training helps foreign troops support our forces in joint missions around the world by providing a common language," said Nemeth. "It's Tobyhanna's job to make it happen."

George Bellas, director of Command, Control and Computers/Avionics, says the depot's constant support has made the program successful.

"We support the foreign nations from cradle to grave," he said. "If a lab breaks or the customer requests an upgrade, we schedule a return mission to meet their needs and keep improving our skills, processes and response time."

Since the program's inception, the depot has delivered 297 systems and completed 178 installations in 71 nations.

During an install in Iraq, depot personnel endured extreme heat and multiple power issues while completing labs in Taji and Ar Rustamiyah. Temperatures rose above 120 degrees Fahrenheit and crews were limited to working only when electricity was available. Nemeth was the team leader for both installations and said safety is the main concern in those situations.

"We're like brothers when we're out there in the field," he said. "Whenever we come across a problem, we can work together, calm each other down and play off each other's strengths."

John Nemeth shows Iraqi officers how to operate instructor and student software for a depot-installed language laboratory. The officers are with the Iraqi air Force's English Language Training Program. Nemeth, an electronics technician in the Command, Control and Computers/Avionics Directorate's Computer Service and Repair Branch, was part of a depot team that installed two language labs in Iraq. (Photo courtesy John Nemeth)

CECOM received accolades for the Tripoli install from the Foreign Service National and Security Assistance Officer for Tobyhanna's work with the mission. Michael Milillo, CECOM logistics management specialist, said the depot is often credited with establishing and bolstering relations with foreign nations.

"The lab installation was pivotal for establishing a new relationship with the people of Libya," said Milillo. "Tobyhanna is praised for its great work and infectious positive attitudes during installations."

Maj. Gen. Frank D. Turner III, commander of the U.S. Army Security Assistance Command, highlighted both CECOM's and the depot's success with the program.

"The language lab mission provides the opportunity for foreign students to enhance their relationships with other forces," said Turner. "Nothing builds these connections better than the labs. The depot and CECOM have done a great job continuing these successes."

Depot employees who traveled for language lab installations witness such commendations. Electronics Technician Donna Phillips says she has heard nothing but positive feedback from customers and users.

"We have received numerous positive surveys following installations that serve as a testament to the quality service the depot provides with this program," she said. Phillips is the depot's main point of contact for the language lab program and helps coordinate fabrication schedules, shipments and installations. She works in the Production Engineering Directorate's Command, Control and Computers /Avionics Engineering Branch.

In addition to audio labs, Tobyhanna also provides support for Training Multimedia Language Labs and Language Learning Resource Centers which are used for independent learning including group projects, studying and improving writing skills.

Each lab consists of 25 to 30 student carrels, small enclosures that ensure privacy while studying and using the interactive materials. Tobyhanna completes between 20 and 50 language labs per year and has installed more than 5,000 work stations. With each one comes a new experience.

"Every trip is unique," said Pesta. "The most important thing I've learned through this program is that no matter where you go, people are still people. Everybody is eager to learn and experience new things."

Tobyhanna Army Depot is the Defense Department's largest center for the repair, overhaul and fabrication of a wide variety of electronics systems and components, from tactical field radios to the ground terminals for the defense satellite communications network. Tobyhanna's missions support all branches of the Armed Forces.

What's with the G's?

By Sue Nappi, CECOM G3/5

Why are some CECOM staff organizations called G's? What does each number mean? Why do some staff have no "G" designation, and are called special staff? What is the Chief of Staff's role in our organization?

Wonder no more, here's the simplified explanation.

The basic model for all staff structures in the Army includes a chief of staff (CoS) and three staff groups: coordinating, special and personal. The number of coordinating, special and personal staff can vary from command to command.

The Chief of Staff is the commander's principal staff officer. He directs staff tasks, conducts staff coordination, and ensures efficient and prompt staff response.

Coordinating staff are the commander's principal staff assistants and are directly accountable to the Chief of Staff. These staff organizations are designed by a "G" if they are the staff of a general officer. Here at CECOM, our G's are principal staff officers for:

G1: all matters concerning human resources (military and civilian)

G2: all matters concerning military intelligence, counterintelligence, and security operations

G3/5: all matters concerning operations and plans

G4: coordinating facilities, property accountability and maintenance

G6: all matters concerning automation management and information security

G8: all matters concerning resource management, both dollars and manpower

Every command has special staff. The special staff can vary from command to command and reflect the desires of the commander. Here at CECOM, our special staff includes the Secretary of the General Staff, Staff Judge Advocate, Office of Small Business Programs, Corporate Communications, Equal Employment Opportunity, Internal Review, and Safety. These organizations report to the Chief of Staff.

Some staff structures can have personal staff who work under the immediate control of the commander and therefore have direct access to the commander. Here at CECOM, this includes the Command Sergeant Major, the commander's Aide-de-camp and Executive Officer, commander's Speech Writer, the Chaplain, the Inspector General, the Commander's Initiatives Group (CIG), and the Command Counsel.

Staffs exist to help the commander make and implement decisions. The staff analyzes, organizes and presents vast amounts of information, making it manageable for the commander. Staffs need to be knowledgeable in their respective areas to include both internal and external influences and impacts. A good staff organization maintains contacts within each command organization so that they can properly oversee their area of concern for the commander.

CECOM Wellness

Employee Health and Fitness

Stretching is a vital part of any wellness program and can be easily done either at the gym, in the office or at home. When you stretch:

• Target major muscle groups. Focus on your calves, thighs, hips, lower back, neck and shoulders. Also, stretch muscles and joints that you routinely use at work or play.

• Pace yourself. It takes time to lengthen tissues safely. Hold each stretch for about 30 seconds. Do each stretch three or four times.

• Don't bounce. Bouncing as you stretch can cause small tears in the muscle. These tears leave scar tissue as the muscle heals, which tightens the muscle even further — making you less flexible and more prone to pain.

• Focus on a pain-free stretch. Expect to feel tension while you're stretching. If it hurts, however, you've gone too far. Ease to the point where you don't feel any pain, then hold the stretch.

• Relax and breathe freely. Don't hold your breath while you're stretching.

How often you stretch is up to you. As a general rule, stretch whenever you exercise. If you don't exercise regularly, you might want to stretch at least three times a week to maintain flexibility. If you have a problem area, such as tightness in the back of your leg, you might want to stretch more often.

You can get more information about wellness and CECOM Wellness Program events on the CECOM Wellness Program milBook group page on milSuite. The POCs for the program are Tiffany Grimes, 443-861-7910 (DSN: 848-7910) and Keosha Pointer, 443-861-7915 (DSN: 848-7915).

milSuite: https://www.milsuite.mil/

Sequestration and Furlough Planning

The Command has established a Sequestration and Furlough Planning information site on SharePoint to keep the workforce informed about the fiscal uncertainly situation.

This site serves as a central repository for information and guidance. It contains current news articles, official documents, links to information on government web sites, frequently asked questions, and more.

You can navigate to the site from the "Sequestration and Furlough Planning" links located on the CECOM homepage or go to the site directly by clicking here:

https://sp4.kc.army.mil/cecom/home/SeqFurPlng

WORKING *SMARTER*

Tobyhanna Streamlines process resulting in $5 million savings

By Thomas Cameron, CECOM Process Improvement

Jeff Wood, a Quality Assurance Specialist from Tobyhanna Army Depot (TYAD) and his process improvement team have demonstrated how working smart can reap benefits in resource and time savings. Wood, a Lean Six Sigma Green Belt, led a project which resulted in validated financial benefits to the Army to the tune of $5 million over a six year period, and a Chief of Staff of the Army Lean Six Sigma Excellence (LEAP) Award.

The team, comprised of subject matter experts, used the Define, Measure, Analyze, Improve and Control (DMAIC) process improvement methodology to tackle the consolidation of the Purchase Requests (PR) process at Tobyhanna.

• The Define phase serves to clearly state the problem, the goal and business impact.

• Measure looks to estimate the financial and operational benefits, map the process as it currently exists, collect performance data, determine process capability, and establish baseline measures.

• The Analyze phase looks at what steps of the process add value and to determine root causes and effects of the problem.

• During the Improve phase a prioritized list of solutions is developed along with a "to be" value stream map. Solutions are tested in a pilot program and assessed for risk before being adopted and included in an implementation plan.

• The Control phase documents the revised process, provides a transition plan from the team to the process owner as well as a process control tool to monitor performance. It is at this phase where financial and operational benefits are detailed and validated.

The Army Contracting Command- APG Tobyhanna Division, had established that for local purchases, any part purchase duplicated or repeated within a 30 day window should be consolidated into one purchase request. The problem was that this policy was not being fully exploited. The process to determine the opportunity for repeated purchases needed to be much more efficient.

The team analyzed data collected over a four month period and determined that there was a monthly average of 254 purchase orders which could have been consolidated. The project's goal was to reduce this number by 50%. The team applied various process improvement tools to identify and prioritize the root causes and effects of the problem, then developed and pilot tested innovative solutions. The result was an 89% percent reduction in purchase requests thus far surpassing their goal.

For working smarter, the consolidation of purchase request process improvement effort was nominated for, and competed with, over hundreds of other highly successful process improvement projects throughout the Army. The project was ultimately selected as a Non-Enterprise Level Green Belt project winner. Wood and Col. Gerhard Schröter, Commander of Tobyhanna Army Depot, were presented the LEAP award by Secretary of the Army Joseph W. Westphal, Ph.D in the Pentagon's Hall of Heroes on Jan.10.

http://www.army.mil/article/94084/

You don't have to be a Lean Six Sigma Green or Black Belt to work smarter, but by using process improvement methodology and tools you can better demonstrate that what you are working smarter on is in fact more efficient and effective.

For more information about process improvement contact Tom Cameron at 443-861-6707 (DSN 848-6707).

Safety First

SECURITY PLANNING AND SAFETY!

By Robert McNabb, CECOM Safety Office

What is Security Planning? Simply put, Security Planning is a realistic examination of potential threats and ways to deal with them. It is an integral part of the Building Emergency Action Plan, and whether security officers are used or not, an emergency plan should be set in place which involves step-by-step procedures to follow during an unexpected event such as workplace violence, armed intruder, hostage situations, bomb threat, fire, severe weather and/or natural disaster.

The best approach is to prepare a plan to respond to an emergency before it happens. Few people can think clearly and logically in a crisis, so it is important to do so in advance, when you have the time to be thorough. Essential to an effective plan are leadership support and commitment, and the involvement of all Soldiers and civilian employees. Leadership should review plans to include security planning with employees initially and whenever the plan itself, or employees' responsibilities under it, change. Plans should be re-evaluated and updated periodically.

Every employee needs to know details of the emergency action plan, including evacuation plans, alarm systems, reporting procedures for personnel, shutdown procedures, and types of potential emergencies. Training must be conducted initially, when new employees are hired, and at least annually. Additional training is needed when new equipment, materials, or processes are introduced, when procedures have been updated or revised, or when exercises show that employee performance is inadequate.

Once the emergency action plan has been reviewed and everyone has had the proper training, it is a good idea to hold practice drills as often as necessary to keep everyone prepared. Drills should be held at random intervals, at least annually, and include all building personnel as well as the Directorate of Emergency Services. After each drill, leadership and employees should gather and conduct an "after action" review to evaluate the effectiveness of the drill. Identify the strengths and weaknesses of your plan and work to improve it.

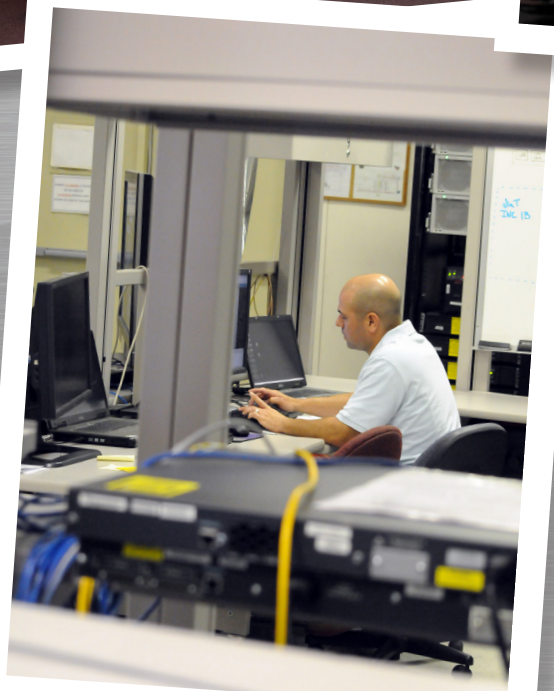
Each and every one of you plays an important role in the success of the mission of the U.S. Army. For your safety and continued mission success, it is imperative that you create and put your Building Emergency Action Plan in effect, become totally familiar with the plan, and practice the plan. Your well-being and safety is the primary concern of CECOM!

AROUND *the* COMMAND

Members of the Central Technical Support Facility, Fort Hood attended a town hall meeting presented by Maj. Gen. Robert S. Ferrell during his recent visit to the facility. He briefed them on the Army and AMC's strategic guidance for establishing CECOM's way ahead as a command and as a force.

A crystal eagle commemorating 40 years of civil service was presented to Bernardo Cazares by Maj. Gen. Ferrell at the Information Systems Engineering Command (ISEC) Ft. Huachuca. Pictured with Ferrell and Cazares are (l-r) CECOM Command Sgt. Maj. Kennis Dent, Col. Kris Kramerich, Commander ISEC and ISEC Command Sgt. Maj. Brenda Kadet.

Maj. Gen. Robert S. Ferrell is accompanied by paint supervisor Tom Layden, and quality inspector Steven Argabrite, as they tour Tobyhanna Army Depot's latest project, working on an AN/MPS-T1 radar antenna.



Central Technical Support Facility (CTSF) Engineer Ricardo Chapa concentrates on an integration project recently in the CTSF's Configurable Tactical Operations Center (CTOC). Chapa was responsible for creating the policies that allowed a major software security system to function within tactical software without interfering with their battlefield capabilities.

Maj. Gen. Robert S. Ferrell, meets with the CECOM forward team from the Electronic Sustainment Support Center at the 3rd Battalion Compound in Bagram, Afghanistan. This CECOM team provides a critical link for Warfighters by providing responsive sustainment support ensuring extraordinary levels of systems readiness and availability.

Instructors Jamie Garcia and Tracie Brown from the CECOM Logistics and Readiness Center recently lead a Decision Support Tool (DST) Training as Part of the AMC Lead Material Integrator program. DST is a collaborative tool used by Lead Materiel Integrators to help stakeholders more efficiently plan and execute materiel distribution and redistribution.

Central Technical Support Facility (CTSF) Test Operator Gene Lowe participates in current tests of communication links between Army and NATO member nation tactical software. The test is being conducted through May in the CTSF's Coalition Interoperability and Validation (CIAV) lab. The lab has been the focal point of improvement and development of the Afghan Mission Network whose purpose is improving the accuracy and clarity of battlefield communication between Coalition forces in Afghanistan.

Travis Stinson from SEC Lee, recently received the prestigious 2013 Modern-Day Technology Leader (MDTL) Award presented during the 2013 Black Engineer of the Year Awards at the Science Technology Engineering and Mathematics Global Competitiveness Conference held in Washington, D.C. The MDTL Award recognizes individuals industry-wide who demonstrate outstanding performance in positions that rely on technology to produce their products, manage assets and serve their customers.

Mamadou Barro, engineer, ISEC, testing the antenna tracking system on the satellite earth terminal at Cape Cod Air Force Station, Mass.

Gene Catena, SGS, Linda Rodericks and Kelly Hanrahan of the G8, engage in a "Name that Tune" teambuilding event at the recent Command Hail and Farewell at Aberdeen Proving Ground.

CECOM Force Protection Officer deploys

By Joan Elmore-Nutting, CECOM Corporate Communications

After retiring from an Army career of 21 years, Victor Lowe is no stranger to field conditions—experience that serves him well as he transitions from the corporate office environment to working in field conditions during his one year deployment with the Civilian Expeditionary Workforce in Afghanistan.

Lowe, a force protection officer with the U.S. Army Communications-Electronics Command, was selected by the Office of the Secretary of Defense as part of the, Civilian Expeditionary Workforce or CEW. The CEW serves alongside military men and women around the globe to protect, build communities, renew nations, spread freedom and democracy, according to the Department of Defense.

staff to manage base law enforcement, fire protection and force protection programs.

Lowe brings his experience in managing the CECOM Force Protection Program to his new assignment in Afghanistan. At CECOM, Lowe provides management oversight to antiterrorism, physical security, law enforcement, information assurance and consequence management within the command. He also interprets and develops command-level policies to defend against known threats like terrorism, military, electronic, intelligence and criminal adversaries.

His largest and most recent triumph was his role at the Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance, C4ISR, Center of Excellence where he served as a Contracting Officer Technical Representative for Lobby Security Receptionists.

Team C4ISR was new to Aberdeen Proving Ground, as a result of the 2005 Base Realignment and Closure plan implementation. New buildings required new force protection security standards and procedures. Lowe's expertise proved integral to establishing campus access control policies and procedures and visitor badge requirements for the security of the C4ISR campus.

"Establishing security standards for the campus was one of the biggest challenges of our transition from a security standpoint," said Lowe. He explained the process of establishing tactics, techniques and procedures to apply standards across the C4ISR campus.

"It was absolutely essential that security personnel within each C4ISR campus organization would corroborate effectively to develop a baseline of standards that senior leaders would agree to," Lowe said.

WE ARE APPROACHING A CRITICAL TIME IN OUR EFFORTS IN AFGHANISTAN AND CIVILIANS WILL CONTINUE TO PLAY A KEY ROLE IN SUPPORTING THE STRATEGY...

"We are approaching a critical time in our efforts in Afghanistan and civilians will continue to play a key role in supporting the strategy," said Leon Panetta, the former U.S. Secretary of Defense, in a memo in 2011 detailing the importance of filling civilian requirements in Afghanistan. The Afghan forces are taking the lead for security in upcoming years and continuing to build capability and capacity in order to assume lead security responsibility across the country by 2014, according to the memo.

To do so, civilians are vital in seeing the strategy to fruition through volunteer deployments to Afghanistan and Iraq. According to Lowe, several bases in Afghanistan are being transitioning to Army Garrisons, with the intention of providing Base Operations Support and Integration, just as we have here at APG. He is assigned as the Director of Emergency Services as a member of the Garrison Commander's

As the campus security processes matured, relevant standards were adopted and enforced. Now, trail bosses have been established for each building to serve as the governing facility manager.

"Challenges may be never-ending…those in charge must continue to adopt new ideas and strategies; always keeping the intent of protecting our workforce, facilities and resources at the forefront of our minds as we execute the mission," said Lowe.

Lowe understands the value of teamwork, a value he brings overseas.

He credits "teamwork, optimism, and persistence," as being key elements combined with "terrific leadership, guidance and vision" for the success of his recent missions. He's taken those values with him to his one-year assignment, after which, he'll return to his current position with CECOM.

AWARDS FOR 40 YEARS OF FEDERAL SERVICE HIGHLIGHT THE CAREERS OF TWO LRC EMPLOYEES

By Jennifer Brady, CECOM LRC

At a recent CECOM Town Hall for the Logistics and Readiness Center (LRC), two LRC employees were recognized for their 40-year career with the federal government. Lyndell Capitol and Arthur Adair received the crystal eagle traditionally given to 40-year awardees, along with a certificate of service and pin. Both Capitol and Adair have served a wide range of duties, both military and civilian, since their careers began.

Capitol's career began with eight years in the Navy, serving as a Communications Technician and then a Journalist, and served during the Vietnam War. He then worked as a security guard at Aberdeen Proving Ground, and became a local intern in tech writing at the Aviation and Missile Command in Edgewood the next year. He worked there for 28 years, before joining CECOM LRC in 2009. He has since worked in the Command, Control, and Communications - Tactical (C3T) Directorate, currently as a senior tech writer in the Tactical Radio Branch.

Capitol received an Army Achievement Medal for Civilian Service from Maj. Gen. Robert S. Ferrell, Commanding General of the Communications-Electronics Command, in August 2012. The award recognized his work teaching technical writing courses. He is still teaching courses, and enjoying sharing what he has learned. "What I've found most rewarding about my career," said Capitol, "is the many people who shared their experience with me. I'm very fortunate to have had mentors who would stop what they were doing to talk to me and answer my questions. They valued people over what was on their desk, and that goes for the Soldiers being helped too. They know the more they help their peers, the more work will be done for the Soldiers."

Adair's career has spanned many different places and assignments, including assignments in the Berlin Brigade, field artillery, military intelligence, and material management centers during his military career. After his military retirement he worked at a depot in Giessen, Germany, as a supply technician and a warehouseman. In 2004, he began work at Patterson Army Clinic, Fort Monmouth, N.J., in the logistics center. He started at the LRC in 2006, and currently works in LRC Headquarters as a property book officer.

"If I had to do it all over," said Adair, "I'd do the same thing again. I love what I do. I've seen great teamwork; I've had very good leadership and NCOs. I learned from them that you leave no one behind – if there's a weakest link, you strengthen them, you don't give up on them. I feel fortunate and proud in serving my country. I've met so many good people, from all different walks of life, who made me a better person by realizing that everyone just wants the same thing – to make a decent life for themselves and their family."

Congratulations to Lyndell Capitol and Arthur Adair for 40 years of hard work and federal service.

CECOM EQUAL EMPLOYMENT OPPORTUNITY (EEO) OFFICE

MANAGEMENT DIRECTIVE 715 — WHAT'S DOES IT MEAN TO YOU?

It's that time of year again for the Command's annual report card on the status of EEO activities, to include a plan that sets forth the steps the agency will take in the future to correct deficiencies or further improve efforts to enhance diversity demographics. Management Directive 715 (MD-715) sets forth EEO general reporting requirements for federal agencies. The Equal Employment Opportunity Commission Directive provides a roadmap for creating a model EEO Program for all federal employees as required by Title VII and the Rehabilitation Act. The MD-715 requires agencies to conduct periodic self-assessments of their EEO policies and practices to ensure free and open workplace competition. An important component of the MD-715 is the establishment of six Essential Elements for structuring model EEO programs. The Elements are:

Element 1 - Demonstrated commitment from agency leadership
Element 2 - Integration of EEO into the agency's strategic mission
Element 3 - Management and program accountability
Element 4 - Proactive prevention of unlawful discrimination
Element 5 - Efficiency
Element 6 - Responsiveness and legal compliance

The elements serve as the foundation upon which the Commander builds the EEO program. Agencies are directed to evaluate managers based on their efforts to prevent discrimination and to track disciplinary actions taken against managers found guilty of violating EEO policies. The success of an agency's EEO program ultimately depends on individual decisions made by individual agency managers. Therefore, agency managers constitute an integral part of the agency's EEO program. The EEO office serves as a resource to managers by providing direction, guidance, and monitoring of key activities to achieve a diverse workplace free of barriers to equal opportunity.
Check out CECOM's 2012 MD 715 Report on the CECOM SharePoint EEO page. https://sp4.kc.army.mil/cecom/home/EEO

History Highlights

Hello Girls of WWI

Hello Girls in Europe, US Army photo

CECOM Historical Office

As the military enters a new era, allowing for women to serve in direct combat roles, it's important to reflect on the women who paved the way for the current advancements.

While many people are familiar with the Women's Army Corps (WAC), which brought women in to support the Army in World War II, there is an earlier group of women who served a vital role in war time, who are less well-known. The Signal Corps used women as telephone operators during WWI, in order to free up men to serve on the front. The Corps initially recruited bilingual women from commercial telephone companies, but later accepted less experienced applicants to fill the growing demand.

According to historian Rebecca Robbins Raines in Getting the Message Through: A Branch History of the U.S. Army Signal Corps, the first unit of female telephone operators to serve with the American Expeditionary Forces arrived in Paris in March 1918. Approximately two hundred female telephone operators ultimately served in operating units in the First, Second, and Third Army Headquarters. The women worked in Paris and dozens of other locations throughout France and England. Nicknamed the "Hello Girls," these women worked long hours, often under combat conditions.

In one instance, the Army forcefully evacuated the Female Telephone Operators Unit of the First Army Headquarters because the women refused to desert their posts even after their building caught fire. The women, after re-admittance to the building, restored operations within an hour. They subsequently won a commendation from the Chief Signal Officer of the First Army. Grace Banker, chief operator, even received a Distinguished Service Medal for her wartime service.

WWI Chief Signal Officer Maj. Gen. G.O. Squier later cited women's "unquestioned superiority" as switchboard operators and their value in freeing men for the fighting front. The Report of the Chief Signal Officer, 1919, declared that, "The use of women operators throughout the entire war was decidedly a success…"

That success notwithstanding, the Signal Corps released its "Hello Girls" soon after the armistice.

Unfortunately, the female operators returned home only to realize that "all Army regulations were worded in the 'male' gender, so the women were denied veterans status. They were considered civilians working for the Army. This perplexed the women because they were required to wear regulation uniforms, they were sworn into service and had to follow all Army regulations." Only decades later, in 1978, did legislation award the operators veteran's status. Despite the regrettable lag in official recognition, proponents of gender integration of the Army during WWII often cited the Signal Corps' successful employment of the "Hello Girls."

The Signal Corps' use of civilian female telephone operators during WWI represented one of the ways the Army first cautiously used women in what it considered gender acceptable roles. These pioneering women answered the call that would integrate by gender what historians have called the "most prototypically masculine of all social institutions," the United States Army. As we approach the 100th anniversary of World War I, we can reflect on how far the role of women in the Army has evolved.

For more information on the history of CECOM, please visit our blog: http://cecomhistorian.armylive.dodlive.mil/

CALENDAR

May 7
C4ISR Slim Down Group Challenge-Session 3
Auditorium

May 9
*Women's Health Awareness Info Session

May 16
*Savings and Checking Management Info Session

May 18
Armed Forces Day

May 21
*Nutrition and Stress Info Session

May 23
*Women and Investing Info Session

May 24
Military Training Holiday

May 27
Memorial Day
Federal Holiday

May 28-30
CECOM Commanders' Forum

May 30
Reading Food Labels Info Session (Registration Required)

May 30
Vision Screenings

June 14
Army's Birthday / Flag Day

June 10-28
SEC Joint Users Interoperability Communications Exercise (JUICE)

June 25-27
JUICE VIP Days

Check the CECOM Master Activities Calendar for details on current and upcoming Command events: https://sp4.kc.army.mil/cecom/home/Pages/cecommac.aspx

*To connect to these wellness events via VTC/DCO contact Tiffany Grimes, 443-861-7910 (DSN: 848-7910) or Keosha Pointer, 443-861-7915 (DSN: 848-7915).

KEEP IN TOUCH WITH COMMAND NEWS AND INFORMATION:

Dots and Dashes: https://sp4.kc.army.mil/cecom/home

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CECOM on Facebook http://www.facebook.com/CommunicationsElectronicsCommandCECOM

CECOM SharePoint Site: https://sp4.kc.army.mil/cecom/home

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https://sp4.kc.army.mil/cecom/home

Send questions, comments to:
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joan.e.elmorenutting.civ@mail.mil, 443-861-6708 (DSN: 848-6708)

CECOM DOTS and DASHES

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The answer to "What's in the box?" is:
Morse code for "The Critical Link"- CECOM's new tag line.