



# CECOM DOTS and DASHES

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## The Syrian Refugee Crisis and the Jordan Border Security Program (JBSP)

An Example of Unintended Benefits

By: Matt Oskam, SAMD, IEW&S ISR

Since 2006, the Logistics and Readiness Center has been managing a border security system capability on Jordan's northern border with Syria through its foreign military sales program. The Jordan Border Security Program uses a "total package approach" that consists of a wide range of sensors, communications towers and command and control equipment to assist the Jordan Armed Forces in detecting and interdicting smugglers and militants. The system allows the Jordanians to monitor their border continuously in order to identify and classify threats with sufficient time to dispatch personnel to interdict those threats.

Matt Oskam, program manager in the LRC's Security Assistance Management Directorate,



said that although the equipment is still performing its original mission admirably the Jordan Border Security Program is now performing a more crucial mission; helping save Syrian refugee

lives. According to the United Nations, more than 519,000 Syrian refugees have entered Jordan and that number may reach nearly 1.2 million by the end of this year. Many of these refugees have entered Jordan where the border security system is in operation. The same system that helps prevent smugglers and militants from entering Jordan is also providing the Jordanian Armed Forces with the capability to identify and assist Syrian refugees who are fleeing the atrocities in Syria, Oskam said. He explained that by providing early identification of refugees the border security capability provided by the LRC allows Jordan to provide a humanitarian role by escorting refugees from the border into refugee camps where aid, relief and medical care are provided.

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 our CECOM Team,

I want to thank you again for the professionalism and dedication you have demonstrated as our Command has worked through the recent challenges presented by sequestration, furlough and a fiscally-constrained environment. Despite these, CECOM has continued to provide our Army and Joint Forces tremendous C4ISR support around the globe and I appreciate your hard work and commitment to our mission.

As you are aware, our Army Chief of Staff, General Odierno, has identified the Sexual Harassment/Assault Response and Prevention (SHARP) program as the force's Number One priority. All across CECOM, our senior leaders, supervisors and team members have taken active steps to establish and maintain a command climate that is mutually supportive, professional and where sexual assault and sexual harassment are not tolerated.

As a command, we have initiated a number of actions to eliminate unacceptable behavior from our workplace. They include:

- Command-wide quarterly workplace inspections to identify and remove potentially offensive or derogatory material
- Enhanced SHARP leader and Victim Advocate engagement and training
- Leader and small group sessions to emphasize SHARP
- Viewing of "The Invisible War" video to increase SHARP awareness
- Command-wide SHARP Review Board to provide strategic oversight and monitoring of incidents

- Validation of credentials of our SARCs and VAs
- 80-hour SHARP course for employees of APG

We have also established new procedures to ensure visibility of all reported incidents, and that alleged victims are protected, receiving proper support and that all cases are handled expeditiously and in accordance with regulatory and legal standards. We also incorporated specific SHARP questions into our most recent CECOM Command Climate Surveys.

Although we have accomplished a great deal in recent months, it is critical we maintain our current momentum in this area and that SHARP remains an enduring effort and focus at all levels. Our objective is to build an environment of dignity and respect for all and I ask for your continued engagement.

For those CECOM team members at Aberdeen Proving Ground, the DAIG will conduct an inspection of our installation-wide SHARP program, 23-25 September 2013. More information about the inspection will be forthcoming and many of our SHARP leaders, Victim Advocates and IG personnel will be supporting this effort. The goal of this inspection will be to provide the DAIG a comprehensive look at our SHARP program and to receive informed observations and feedback. DAIG inspections will also be held at locations around the Army and information regarding these will be sent via the applicable installation and organization chains-of-command.

Once again, thank you for all that you do for CECOM and our Warfighters.

**Army Strong!**

MG Robert Ferrell



CSM Kennis J. Dent

## COMMAND SERGEANT MAJOR'S PERSPECTIVE

The summer is over and now the time has come to prepare for the holiday season. These next few weeks

can be a great time with family and friends, going shopping, and enjoying celebrations. But it can also be a season of stress, financial burdens and emotional turbulence. As you prepare, I challenge you to devote the necessary energy toward your personal and professional wellbeing. Let's all kick off this holiday season by preparing to be "Fit to Fight."

**Fight the Stress** – One of the best ways to keep stress from ruining your holidays, or anytime for that matter, is by keeping your stress levels low. How? Well, if you haven't figured it out already, the strategy that I'm suggesting is exercising. I know. That's probably the last thing you wanted to hear, but it does work. When you're shopping for gifts, or even at work, while everyone else heads for the elevators, and escalators, head for the stairs instead.

The second biggest stress trigger in our lives is caused by trying to fit more and more into a 24 hour day. By simply prioritizing things in your life, you can avoid a few of the time related stress triggers. Then it's just a matter of discipline to carry out all the activities in your life accordingly. When you don't adhere to your priorities,

you create internal stress from your conflicting actions and beliefs.

We all heard the saying "time is money" which brings me to the second holiday blunder – **Fight the Financial Burdens**. The problem with money related stress for most people is that they allow it to become bigger than it actually is by not facing it head on. Whether it's the rising cost of gas, monthly bills, unexpected expenses or trying to save for the future, money is the number one stress trigger common to all of us.

Just about every money related stress trigger in your life can be eliminated, or at least reduced, by following this formula: quantify the expense, offset the expense and reduce the expense. Whatever you do, don't ignore the problem, it might take some research and time, but you will always find a solution. You can avoid unhealthy stress levels by taking care of things sooner rather than later. For example, if you receive a bill today, pay it now and avoid stress of the bill is past due. This technique can be applied to many tasks. Do things in a timely manner to avoid the panic of overwhelming situations.

The final battle is **Fight the Emotional Turbulence** - There are several indicators of well-being including: general mood, the quality of sleep, engagement in and enjoyment of social activities, physical and mental energy, and overall satisfaction

with life. For some, the holidays are not exactly good things and all worries do not disappear. Many people do not know how to relax and enjoy themselves without focusing on work. Others spend far too much time stressing about family gatherings. Whatever your holiday brings, preparing now will make this season more productive. And while it may take years of practice, learning to better balance work and play will lead to a much healthier mindset.

Last thing I ask is you take a self-check and ensure you are ready for the season by tapping into some of the many resources available through the military. Whether it is contacting health promotion, Army Community Services for financial readiness or spiritual fitness team, please use these resources if you need them.

Stress is the invisible enemy that needs to be mastered more now than at any time in our lives. Far too often we have given up weeks, months, or even years of our lives to this foe. But it does not have to be this way. You have within you the ability to master these stressors and to change your life drastically for the better. Just imagine how good you would feel if you mastered and removed stress from your life for good!

Have a great holiday and remember everything begins with safety!



A CTSF test operator concentrates on a portion of an international tactical software test exercise in the CTSF's CIAV lab.

# Focus on CECOM



CTSIF CIAV lead Robert Boerjan explains the intricacies of the Afghan Mission Network to visiting Soldiers.

## FOCUS ON CTSIF CIAV LAB

### What is it?

During the war in Afghanistan, it became apparent that communication between the tactical software systems used on the battlefield by elements of the Coalition was, at best, intermittent and unreliable, and that a tactical, interoperable baseline needed to be established. The CTSF Coalition Interoperability Assurance and Validation (CIAV) team works with NATO and Coalition elements to create and maintain interoperability in the Afghan Mission Network; to recommend tactics, techniques, and procedures; and to assess software versions and new capabilities as they impact coalition mission threads.

### What has the Army done?

In the years since it was established in 1996, the Central Technical Support Facility (CTSIF) at Fort Hood, TX has evolved into the Army center of excellence insofar as developing and testing the interoperability of tactical software systems. In 2009, because of its record of successes in the field of interoperability, the CTSIF was given the task of improving and building on the then existing CENTRIX or Afghan Mission Network. The Army authorized experts at the CTSIF to work in real time with Coalition and NATO member nations to develop a shared tactical software system baseline. The goal was to promote quick, clear, and accurate communication between Coalition forces on the battlefield. CTSIF CIAV operates under the oversight of the Department of the Army's Chief Information Officer, G-6.

### What continued effort does the Army have planned for the future?

The Army has planned for CTSIF CIAV to continue indefinitely its innovative work with Coalition and NATO member nations, but to expand efforts in the future. The CIAV lab on the CTSIF test floor has grown from a temporary space, occupying about 140 square feet, to a permanent facility with its own, full-time staff of test officers and computer operators, occupying approximately an eighth of the CTSIF's 40,000 sq. ft. test floor. The number of participating nations will increase as well. Currently, the CIAV lab is connected on a daily basis using Voice Over Internet Protocol with facilities in Canada, the United Kingdom, France, Germany, Italy, Sweden, and The Netherlands. CTSIF CIAV has also conducted, and will conduct test events with the NATO Communications and Information Agency at The Hague.

### Why is this important to the Army?

Simply put, the CTSIF CIAV mission is important to the Army because its product protects, if not eliminates the "fog of war" on the battlefield. It allows the Army to remain the leader in ongoing international efforts to keep the peace, and to efficiently carry the fight against those who would work against those efforts.

## Focus on CECOM



SEC's Jesse Sorrel (right) works with a Soldier to upgrade software in a shelter.



# THE DECISIVE EDGE

## CECOM Software Engineering Center charts the course for providing post production software support

By Marissa Anderson (CECOM Public Affairs)

The U.S. Army Communications-Electronics Command's Software Engineering Center is *The Critical Link* for providing post-production software support and ensuring that Army software systems maintain operational readiness and warfighting capabilities once they enter the sustainment phase of the life cycle.

Computer programs/software applications are crucial components to the Armed Forces and service members on both the battlefield and the business arena, said Marc Gutleber, division chief of Planning and Analysis Office at the SEC. The Army has become increasingly reliant on these burgeoning and complex technologies to sustain mission-critical readiness in support of the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems. Specific to warfighting systems, once the systems have completed the production stage, they are maintained by the SEC.

Post production software support, which is a subset of Army depot maintenance, includes all processes to maintain the software in a system, and includes providing a government "organic capability", purchasing licenses due to application of commercial off the shelf products, adjusting software to corrective software errors, ensure interoperability of systems, adjusting software to accommodate changes in COTS or systems that interface with that system, addressing security issues, and various other functional subsets, for Army systems that have completed the production phase of their life cycle explained Gutleber. He goes on to explain the additional functions that are carried out during the post production support process.

"PPSS [post production software support] also encompasses any changes that must be made or processes executed to maintain the operational capability of the system to allow the Soldier to carry out his mission," said Gutleber.

PPSS also includes maintaining licenses, incorporating Information Assurance Vulnerability Alerts and performance of certification and accreditation software. In addition, PPSS extends the operational longevity of systems by incorporating requirements validated by the system Configuration Control Board, enabling these systems to remain in the field for longer periods of time, said Gutleber. This extended longevity is accomplished by continually updating the software

to meet the interoperability needs of current and future weapons systems. Examples of software intensive systems sustained through PPSS include satellite/tactical communications, radar systems, sensors and battle command/intelligence systems.

Gutleber went on to describe how software maintenance is conducted.

"The 'depot' for software sustainment support is actually a laboratory with a 'mirror' software system that is reflective of the system in the field. This is known as the depot maintenance 'lab infrastructure' for that represented system. The benefit of this set up is to enable the depot maintenance mission to take place in a controlled environment," said Gutleber.

In support of PPSS efforts, the SEC also provides 24/7 on-the-ground field support through the use of Field Service Engineers, or FSEs. "They are not performing the warfighter's mission, but ensuring the system is operating as it should so the Soldier can use it," said Gutleber.

One of the critical points of PPSS is many of the costs associated with PPSS are independent of quantities. Gutleber provided an example of how a software repair differed from a hardware counterpart.

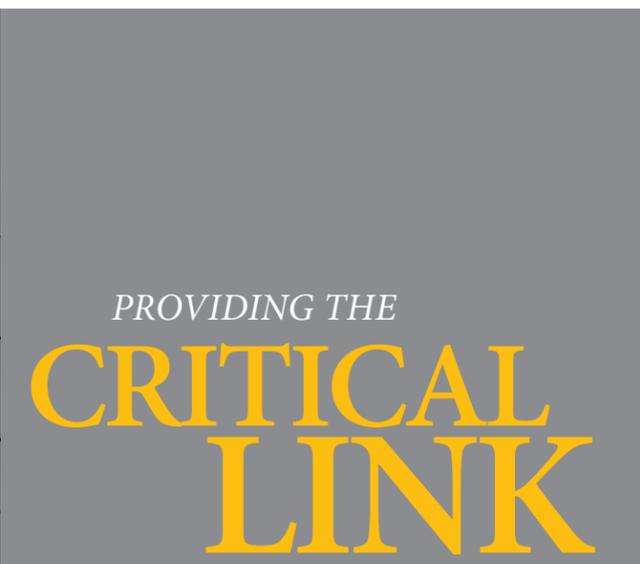
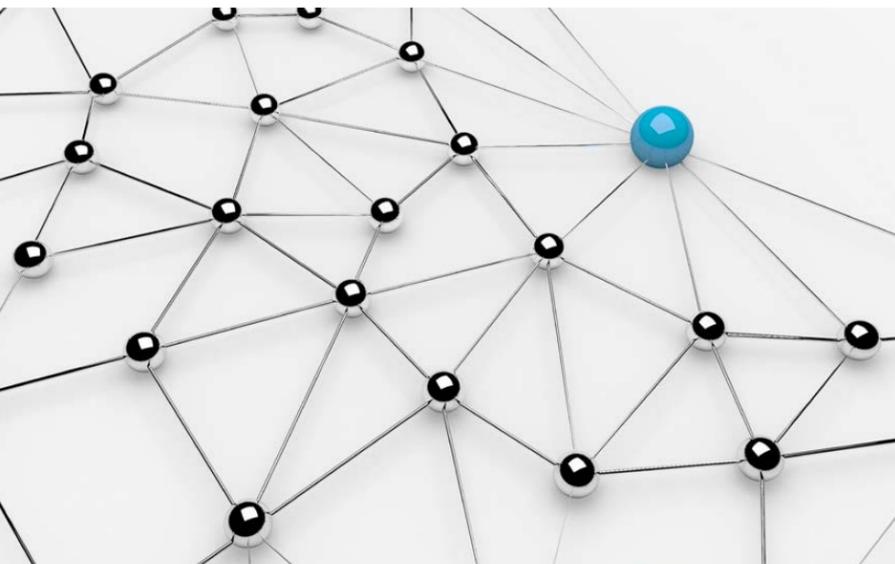
"The SEC can create a software patch to correct a defect in a software application. This patch can then be distributed or installed to all the systems across the field with the repair cost primarily being associated with the initial

patch (in some instances an FSE is required to install/test this patch). The number of systems the patch must be administered to does not dramatically impact the cost. This is due to the fact the system is physically not required to be returned to the software depot, the fix or update is incorporated, and then re-distributed to the field. This is a critical point in why FSEs provide an efficient way of performing the PPSS mission, as without FSEs, the above noted process of shipping systems to the software depot would be required to sustain the software on system.

Currently, CECOM SEC is the largest of the Army Material Command life cycle engineering centers and supports over 100 major C4ISR systems that are currently in the PPSS phase or will transition to this phase over the Program Objective Memorandum or POM.



Service members from the West Virginia National Guard reprogram a software system for a UH-60 Blackhawk.



## Central Technical Support Facility (CTSF)

**Common Operating Environment** — The CTSF Test Division continued preliminary interoperability and integration evaluation of the new Common Operating Environment system baseline, paving the way for Army Interoperability Certification testing of the tactical software systems of the future.

**Virtual Battlespace** — The CTSF Coalition Interoperability Assessment and Validation (CIAV) team integrated Virtual Battlespace 2 into the CIAV lab. The Army version of the

software system provides a three-dimensional digital training platform that simulates realistic environments and hundreds of military and civilian entities on large dynamic terrains.

**Stryker** — Testing of the Stryker platform systems at Warren, MI was completed in mid-August marking the official conclusion of the execution phase of Tri-annual Test 11.8 in the CTSF's series of Army Interoperability Tests.

## Information Systems Engineering Command (ISEC)

**Virtual Training Facilities at Army installations** — ISEC is currently assisting the Headquarters Department of the Army G3/5/7 and the Combined Arms Center - Training by providing telecommunications engineering support for several Live Virtual Constructive - Integrated Training Environment (LVC-ITE) systems. The system will be installed at various Army installation Mission Training Facilities. This is significant because LVC-ITE will facilitate realistic, live training at a fraction of the cost for a traditional field training exercise. ISEC is currently working the initial stages of the LTV-ITE at six separate installations.

**Main Communication Facility (MCF) Support in Kuwait** — In support of Product Manager, Power Projection Enablers, ISEC is providing on-site engineering support for Camp Arifjan's new MCF. ISEC's primary responsibilities include engineering reviews, providing expert opinion, and quality assurance on the contractor's system design and implementations. This facility is critical to the consolidation, Internet protocol convergence, and modernization of

the command, control, communications, computers and intelligence infrastructure and network throughout South West Asia. It has incorporated several Joint Information Environments enabling design features and will allow expanded reach-back capability and integration with the worldwide Defense Information Systems Network. The facility reached Initial Operational Capability at the end of July and is scheduled for completion at the end of this year.

**82nd Airborne (ABN) Division Headquarters Update** — The 82nd ABN began moving into their new facility on August 5, 2013. ISEC is responsible for the Audio/Visual in the new facility and is currently finalizing the Systems Acceptance Testing (SAT). The SAT testing is the last step in the implementation process before the rooms are turned over to the organization. ISEC support will continue through October in order to complete the remaining A/V installations, perform new equipment training, and provide onsite transitional assistance.

## Logistics and Readiness Center (LRC)

**USPACOM: Network University** — In preparation for Ulchi Freedom Guardian in Aug 2013, CECOM Information Technology-Switch Logistics Assistance Representative (LAR) and Master Technician provided formal instruction at Camp Humphreys, Korea during the 304th Expeditionary Signal Battalion Network University for A Company Command Post Node, Joint Network Node operators. Soldiers were provided 24-hours of 'hands-on' training in the trouble shooting and operation of CISCO Unified Communications Manager as well as multi-access link troubleshooting and frequency division. In addition, Soldiers were also provided 24-hours of 'hands-on' training on Battalion Command Post Node and Joint Network Node Installation, signal flow and various other CISCO Communications installation and troubleshooting applications. CECOM Power and Environmental LARs out of Schofield Barracks, Hawaii are providing ongoing support to the Terminal High Altitude Area Defense system in Guam.

**USAFRICOM: LAR Support to Regionally Aligned Force (RAF)** — LRC assessed the specific LAR support required for the 'joint' mission/AFRICOM Regionally Aligned Force (RAF) engagement "Shared Accord 13", exercise to increase U.S. and South African National Defense Force capability and capacity to deploy and conduct operations, scheduled for 22 July - 7 August 2013. Five LAR skill sets were provided. AFRICOM RAF is the first combatant command proof of principle for the Army RAF concept conducted in South Africa.

**NORTHCOM: Back-To-Basics Training** — Signal Military Occupational Specialty Soldiers from 3rd Cavalry Regiment, 4th Sustainment Brigade, 4/1 Cavalry Division are participating in day two of integration training, complete

with Modified Table of Organizational Equipment and Key Logistics Optimization review as well as data products and architecture design process. Effort is lead by support operations officer elements in the CECOM integration yard at Fort Hood, Texas and supported by LARs, Trail Bosses and Program Managers assisting in the training. Signal Corps Radio is working to package training materiel for export to facilitate repeatability for units facing unit lead reintegration.

**Prophet Technical Manuals** — LRC personnel participated in In-Process Reviews for Prophet Technical Manuals continuing an In-Process Review of Delivery Order 8, Interactive Electronic Technical Manual and Quick Reference Guide, in order to field on time or ahead of schedule. These manuals will support new operational functionality and will serve as the proper documentation which will accompany Prophet systems. Further, this In-Process Review will enable the timely completion of our upcoming verification of all technical manuals for Delivery Order 8 which will be conducted in October at General Dynamics in Scottsdale, Arizona.

The accomplishment is significant because without the in-process technical reviews, deficiencies would be overlooked and inaccurate information would be published. Further, without an update to the Interactive Electronic Technical Manual and Quick Reference Guide, Soldiers would be unable to operate the system and thus, unable to collect, report, analyze, and act on signals of interest in order to provide actionable intelligence to our battlefield commanders which are engaged in the Global War on Terrorism.



Caption: U.S. Army Col. Matthew McFarlane, commander of Task Force Spartan, 4th Infantry Brigade Combat Team (Airborne), 25th Infantry Division, moves off of the Kapyong Drop Zone directly after jumping into Australia in support of Talisman Saber 2013 at the Shoalwater Bay Training Area. Photo by US Army SSG Jeffrey Smith

## Software Engineering Center (SEC)

**Force Protection Updates** — SEC developed and released AN/APR-39B(V)2 radar signal detecting set Mission Data Set (MDS) 103 containing the latest threat updates for the Middle East region, ensuring U.S. Army Aviators in CENTCOM have up to date electronic warfare protection for themselves and their aircraft. Radar Warning Receivers are programmed with theater specific mission data sets upon deployment to theater, which can be specific area of interest (part of a country), or multiple countries, making rapid reprogramming critical to maintain force protection as new threat signatures are detected within an area of operations. SEC's continuing force protection post production software support ensures up to date theater specific mission profiles, ensuring pilot and aviator platform safety and enabling safe and effective mission performance.

**Biometrics** — SEC developed and delivered the draft Integrated Data Dictionary (IDD) V5.0.1 including Department of Homeland Security elements along with a formal data analysis of all IDD V5.0 data elements to facilitate biometric data sharing between agencies. The IDD establishes a common data language that facilitates biometric data sharing

by defining data elements and their characteristics, and is an integral component of the Electronic Biometric Transmission Specification standards. SEC's continuing support to the Defense Forensics and Biometrics Agency is a key enabler for the DoD and its mission partners to share biometric information, enabling a key capability to identify enemies, denying them the anonymity they need to hide and strike at will.

**Support to EMARSS** — SEC conducted Enhanced Medium Altitude Reconnaissance Surveillance System (EMARSS) aircraft subsystem status and function testing with assistance from the CERDEC Test Facility (CTF) at Lakehurst, N.J. in support of Project Manager Medium Altitude Reconnaissance and Surveillance System, Intelligence and Information Warfare Directorate, and Project Manager Airborne Reconnaissance and Exploitation Systems. The test ascertained the status and function of subsystems within the EMARSS aircraft including determining if the data link would function without interfering with other antennas. SEC's ongoing support to the EMARSS will ensure full system functionality by identifying any system or interoperability issues and then developing and applying the required corrective actions immediately.

**PBUSE Server Upgrade** — In support of Army logisticians world-wide, SEC switched the Property Book Unit Supply Enhanced (PBUSE) over from the legacy production servers to the new Scalable Processor Architecture SuperCluster servers. The old PBUSE production servers had reached the end of their service life and needed replacement. SEC performed the database transfer and server switchover during a 72-hour period from 13-16 July 2013, requiring an Army-wide PBUSE shut-down. SEC is the first organization in the DoD to field the new servers, which have reduced the PBUSE server hardware footprint from six storage racks to two. This provided a significant reduction in hosting, maintenance, and energy costs related to the power and cooling at each server site, while dramatically increasing PBUSE processing capability, performance, reliability and sustainability. SEC's continuing support to the Army's Standard Army Management Information Systems ensures these systems continue to provide reliable, efficient and effective critical logistics support for our Warfighters deployed globally.

**Support to Operation Talisman Saber** — SEC provided I Corps set-up, over the shoulder training, mentorship and system support for their command post operations throughout Operation Talisman Saber, a biennial combined Australian and United States (US) training activity to improve combat readiness and interoperability. SEC supported both the I Corps Tactical Operations Command Post at Gallipoli Barracks in Australia and the Main Command Post at Joint Base Lewis McChord with systems support, network configuration and soldier over the shoulder training on multiple systems.

## Tobyhanna Army Depot (TYAD)

**Black Hawk Gyros** — Tobyhanna technicians responded to a safety request to perform overhaul repair of 427 CN-1314 gyros. The safety issue was created when newer, replacement gyros malfunctioned. Personnel began a time-critical overhaul of the CN-1314 gyros to replace the malfunctioning gyros. This was a short-duration program scheduled to be finished in October 2013. Technicians are currently working two shifts and producing about 100-130 CN-1314 gyros per month, a 54 percent increase over their normal workload for the same timeframe.

**Air Defense Airspace Management Cell Transition Successful** — Tobyhanna technicians assisted the program office for Air Defense Airspace Management System (ADAM) to develop, proof and install the initial modification for the AN/TSQ-253 ADAM System upgrade. Tobyhanna personnel

then successfully transitioned the depot's ADAM program from Reset to overhaul with no decrease in quality or missed schedules. Personnel also integrated an initial ADAM New-Build shelter as the First Article testing example for Tobyhanna's future program to take over initial production from the original equipment manufacturer.

**Reducing TRC-190 Radio Repair Cycle Time** — Tobyhanna Army Depot personnel established a Lean Flow Line for the AN/TRC-190 High Capacity Line of Sight Radio Terminal as part of the Shelterized Enterprise Project. Using Lean techniques reduced system reintegration and final assembly direct labor hours by 30 percent and associated repair cycle time by 65 percent. Personnel also established a TRC-190 kitting program that gives technicians easy access to all necessary parts prior to beginning a reintegration.

## Headquarters

**Congressional Visit** — Several members of Congressman Dutch Ruppersberger's (Maryland, 2nd District) staff visited Aberdeen Proving Ground on August 26, 2013 as part of AMC's Congressional engagement effort during the August recess. Corporate Communications hosted the visit which focused on several critical issues of importance to the Army that are being considered by Congress such as sexual assault prevention and response, sequestration impacts to readiness, current budgetary impacts to the installation, support to the Warfighter and outreach for science, technology, engineering and math education. Congressman Ruppersberger is serving his sixth term and serves as the ranking member of the House Select Committee on Intelligence.

**'Staff Like' Functions Consolidation** — Working closely with CECOM Directors/Commanders, G8 has developed and implemented strategic business processes to streamline resource management for the Command. As a result, 107 personnel/positions from across the Command have been reassigned to the G8. The objectives of this 'Staff Like' consolidation are to improve the transparency of resources across CECOM, to meet Army audit readiness requirements and to better provide professional development for all financial and manpower analysts throughout the Command. This consolidation will also posture CECOM to meet the challenges presented by the implementation of Sequestration.

**Functional Support Agreements (FSAs)** — G3/5 developed and instituted an implementation process for CECOM Regulation 5-3, Functional Support Agreements. This regulation ensures the CECOM Commanding General and

leadership make an informed decision regarding commitment of resources (people, facilities, and funding) in support of reimbursable (customer) work by any organization within CECOM. The Functional Support Agreement outlines the terms and conditions of CECOM support.

**Systems Engineering Contract** — G3/5 prepared and reviewed critical documentation in support of the award of a new National Security Engineering Center (NSEC) Federally Funded Research and Development Center (FFRDC) contract, totaling over \$438M annually. This contract supports systems engineering efforts across all of DoD (less Air Force) as well as other Federal Agencies.

**Training** — G1 recently kicked off a 'Skills for First Line Supervisors' training at APG. The CECOM Skills for First-Line Supervisor Program is a training opportunity designed to provide practical, skill-based training that enables supervisors to address the real world challenges of managing in our current environment. This program, facilitated by faculty from the University of Maryland Baltimore County (UMBC), consists of seven courses that are scheduled from August to November in the Mallette Training Facility (MTF). The current group of participants includes supervisors from CECOM, ATEC, PEO-C3T, and PEO-IEW&S.

**The Critical Link** — Corporate Communications has released the latest edition of The Link. This Command publication aims to raise awareness about CECOM's services available to the Warfighter and is distributed to a wide public audience in print and online. To view the publication go to <http://www.cecom.army.mil/THE-LINK/2013/spring/index.html>

CECOM  
Wellness

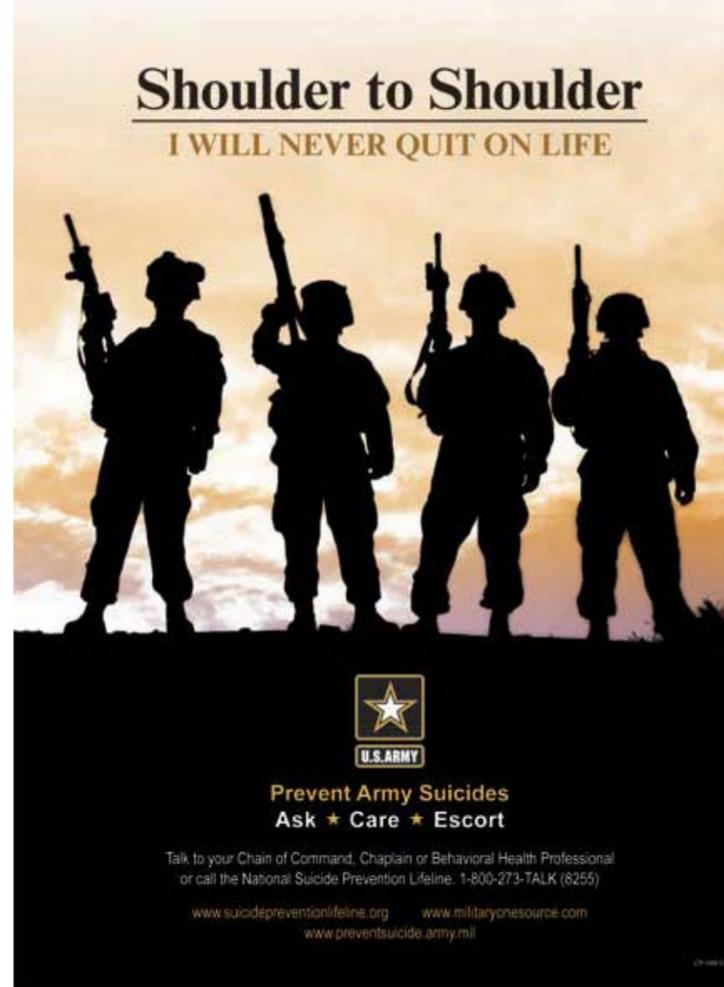


# National Suicide Prevention Month

The Army recognizes September as National Suicide Prevention Month. During this time, we ask each of you to take a moment to reflect and choose to stand up for life.

The Department of Army has been working diligently to provide support and training to better address the issue of suicide within its ranks. Beginning with the Ask, Care, and Escort (A.C.E.) program, the Army has been educating the workforce by increasing awareness and building the skills necessary for individuals to intervene with those at risk for suicide.

However, research shows that suicide is a complex phenomenon which defies an easy,



one sided solution. Therefore, the Army had chosen to go beyond training and employ a holistic, multi-disciplinary approach to behavior health that includes health promotion risk reduction and comprehensive Soldier fitness. By cultivating a climate that encourages individuals to actively engage in help-seeking behaviors when faced with health issues and other concerns, the Army seeks to create a more balanced, healthy and ready force.

But make no mistake, the first step to defeating suicide begins with you. We all have a responsibility to stand up for life and take action to prevent suicide because **Every One Matters**.

For more information on the CECOM wellness program, contact the program POCs:  
**Keosha Pointer, 443-861-7915 (DSN: 848-7915); Tiffany Grimes, 443-861-7910 (DSN: 848-7910).**



## LMP Litigation Team

Kristina Wiercinski and Robert Fleck from the CECOM Legal Office recently received Department of the Army civilian awards for their leadership and legal advice in resolving the largest contract claims filed against the Army. The claims were filed in relation to the Logistics Modernization Program (LMP).

Don Tison, Assistant Deputy Chief of Staff, Army G-8 presented the awards to Wiercinski and Fleck. The LMP Litigation team was also supported by members of the Software Engineering Center, Army Contracting Command, AMC Legal and Department of the Army Office of General Counsel, who each received awards separately.

The Logistics Modernization Program is the cornerstone for the Army Materiel Command's Single Army Logistics Enterprise and will modernize the Army's national logistics business practice by better supporting technology to meet current and future military readiness requirements.

"Robert and Kristina were instrumental in making almost all of the Army's presentations to the judges during the Alternative Dispute Resolution process, reviewing and preparing over 7.5 million documents and spearheading the Army's defense with regard to obtaining unlimited intellectual property rights," said Maria Esparraguera, CECOM Chief Council.

Through the use of the Alternative Dispute Resolution process, the LMP Litigation team saved taxpayers approximately over \$2B. In addition, the settlement was structured to minimize the fiscal impact to the Army and DoD.

"This is one of those great examples of good government in action," said Tison during the awards presentation.

## RECOGNITIONS AND AWARDS



Kristina Wiercinski, Litigation Support Team Lead Attorney, CECOM Legal Office received a Department of the Army Superior Civilian Service Award from Don Tison, Assistant Deputy Chief of Staff, Army G-8 for her legal advice and direction during the Logistics Modernization Program's alternative dispute effort.



Robert Fleck, Deputy Chief Counsel, CECOM Legal Office received a Department of the Army Meritorious Civilian Service Award from Don Tison, Assistant Deputy Chief of Staff, Army G-8 for his role as CECOM lead attorney for the Logistics Modernization Program's alternative dispute effort.



RECOGNITIONS AND AWARDS



*HENAAC Award Winner*

Congratulations to Maria Melendez, recipient of the 2013 STEM (Science, Technology, Engineering and Mathematics) Military & Civilian Heroes Award from Great Minds in STEM. This award honors America's best and brightest engineers and scientists within the Hispanic Community. The award will be presented at the Hispanic Engineer National Achievement Awards dinner in October during the organization's 25th annual conference. Melendez is a computer engineer for SEC at Fort Lee, Va. and manages the SEC-Lee Development Enclave Network with approximately 15 network end devices that support organization users and customers.

HAIL & Farewell

*Employee of the Quarter*

The CECOM Employee of the Quarter Program has been established to recognize CECOM employees for outstanding and significant contributions to the mission and operation of our worldwide command. The following employees are the winners of the CECOM Employee of the 3rd Quarter. Congratulations to our winners!

*Honorees will receive a CECOM Certificate of Achievement and their names will be engraved on the plaque displayed in the Headquarters office area.*

*Senior Category*

**Felix Velazquez**  
Office of the G8, Aberdeen Proving Ground

*Mid-Level Category*

**Caleigh Conahan**  
Tobyhanna Army Depot

*Junior Category*

**Lawrence Aiello**  
SEC, Aberdeen Proving Ground

Please extend congratulations for outstanding work achievement!

The CECOM family would like to welcome our new Military service member that has come on board for the month of September. Let us greet him with open arms and a warm smile.

*SGT, Christopher Serna*  
LRC, Aberdeen Proving Ground

The weather is changing, the leaves are falling, and our CECOM family is becoming a little smaller. Let us all wish the following employees a happy and healthy CECOM retirement!

*Patricia P. Abreu*  
LRC ESA, Ft. Belvoir  
30 September 2013

*Kenneth L. Ploskonka*  
LRC CSLA, Ft. Huachuca  
30 August 2013

*Denise A. Magwood*  
LRC CSLA, Ft. Huachuca  
2 September 2013

*Rebecca W. Preiss*  
LRC CSLA, Ft. Huachuca  
31 August 2013

*Dora M. McFadden*  
LRC CSLA, Ft. Huachuca  
3 September 2013

## Telework!

- ...The CECOM Telework program is targeted to positions that lend themselves to the performance of duties away from the traditional workforce. Work suitable for telework depends on job content (not on job title, type of appointment, or work schedule.)
- ...An employee's participation in telework is voluntary and subject to approval by the employee's supervisor and the approving official. Supervisors will determine the eligibility for all employees to participate in telework and notify employees of the eligibility status.
- ...There are two types of telework arrangements available to give supervisors and employees maximum flexibility in determining an arrangement that best meets the organization's operation and mission needs: Regular and Reoccurring and Situational (Ad Hoc).
- ...An employee must have an approved, written Telework Agreement in place prior to the start of teleworking; this includes telework on an ad hoc basis.
- ...An employee and their supervisor must complete the online CECOM telework training course prior to implementing the telework arrangement. This training is available through TED.
- ...Telework requests may be denied and telework agreements may be terminated based on mission needs and/or the performance or conduct of the employee. Supervisors reserve the right to require an employee to report to work on scheduled telework days, based on mission requirements.
- ...And always remember- employees who telework continue to be bound by the Department of Defense, CECOM, and organizational standards of conduct while working at the alternative worksite and using Government-furnished equipment.



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

Franklin Roosevelt said, "My firm belief is that the only thing we have to fear is fear itself."

In the Bible, God told his people "do not be afraid, do not be discouraged, be strong, or be courageous!" He repeated this message 365 times. Why?

Because God created human beings, he understands human beings very well. We are like weak vessels and easy to be afraid and be discouraged. Fear keeps us alive and healthy. Most likely it keeps us focused on what is important and is not important. It can keep us safe.

But knowing what to fear is also important.

God is the Creator and Sustainer. He has supernatural power. He is much bigger than this world, and God is much greater than the evils, the terrorists, or all kinds of storms in our lives.

We don't need to fear what the whole world fears. Isaiah 8:12 said, "Do not call conspiracy everything that these people call conspiracy; do not fear what they fear, and do not dread it." God told the young general, Joshua, in the book of Joshua 1:9, "Be strong and courageous. Do not be terrified; do not be discouraged, for the Lord

### CHAPLAIN'S CORNER

be  
strong!

your God will be with you wherever you go." Who was Joshua? He was a servant of the great leader Moses. But after Moses died, Joshua took over the great leader Moses' position. Moses led the Israelites from Egypt. He made so many miracles. He was a great man of God, but Joshua was a young leader. Moses' shoes were too big for the young leader, Joshua. Therefore, God gave him encouragement words because he was afraid.

Psalm 18:2 says, "The Lord is my rock, my fortress and my deliverer; my God is my rock, in whom I take refuge. He is my shield and the horn of my salvation, my stronghold." God is our Rock and our Fortress and Redeemer. Paul encourages us not to be anxious or fearful about anything in this world in Philippians 4:6-7. When our eyes are fixed on the world and today's problems in this world, we can only be full of fear.

But, God wants us to focus on Him and to go to Him in prayer and supplication, telling Him what we need and thanking Him for the answer. When we do that, His peace, which surpasses all understanding, will guard our hearts and minds from all worries, anxieties and fears.

Be strong and peace be with you!

*It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change. – Charles Darwin*



Signal Corps Radio Laboratories, Camp Alfred Vail. January 19, 1919

## History Highlights

# MEETING CHALLENGES EVOLVING TECHNOLOGIES INFORMATION FOR THE NATION

### LEADERSHIP LESSONS FROM THE PAST: PART 1 OF 4

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

CECOM is dedicated to embracing the future as set out in the recent CECOM Campaign Plan. While planning for future challenges, though, it's beneficial for every member of the CECOM community to remember the

lessons that can be learned from our history. CECOM is an organization with a rich history and tradition of excellence. To successfully meet future challenges we must not only remember the past, and use it to draw lessons from our errors, but we must build another layer – we must evolve, in the truest sense of the word -- to slowly, gradually change into a different and better version of ourselves, responding to the stresses and environment we find ourselves in today. Even though we are facing a unique combination of challenges today, CECOM has seen similar aspects of these issues in the past: budgetary restrictions after the end of a long combat situation, quickly changing technologies, potential for adverse personnel actions, and increasing security threats. In the past we've gained missions and lost missions, and always carried on with meeting the needs of the Army and the nation.

CECOM has a tremendous history of meeting those needs. From the start of the Signal Corps, the first of our predecessor organizations: on June 21, 1860, when Congress authorized the appointment of a single Signal Officer in the Army, Albert J. Myer, with the rank of Major, we've been meeting the information needs of the nation.

In the 1960s, there were big changes to the Signal community and Fort Monmouth. In 1962, Secretary of Defense Robert S. McNamara's "Project 80" totally reorganized the Army. It abolished the technical services and assigned their schools to the Continental Army Command, created a Combat Developments Agency to handle army doctrine, and established a single

organization, the Army Materiel Command, to handle all logistics, research, and development for the army.

What had been the Signal Corps' Radio Labs evolved into one of the major subordinate commands of the Army Materiel Command. The U.S. Army Electronics Command (ECOM) was activated at Fort Monmouth on May 23, 1962, to handle most of the logistics functions that formerly belonged to the office of the Chief Signal Officer. This included a work force of 14,000 people and a budget of \$760 million. ECOM continued in the tradition of its signal laboratory forbearers and supplied combat troops with a number of high-technology commodities. We evolved technologies to meet the needs of the Soldiers, to give them the information necessary to have a combat edge.

During the Vietnam Conflict, these commodities included mortar locators, night vision devices, and surveillance systems. ECOM, for example, provided the AN/PPS-5 man-portable surveillance radar that one commander called, "worth 500 men," and supported the new,

transistorized FM radios that General Creighton Abrams dubbed, "the single most important tactical item in Vietnam."

After several reorganizations at Fort Monmouth, CECOM stood up on May 1, 1981, charged with the research, development, engineering, acquisition, and materiel readiness of C-E systems.

The CECOM workforce is well aware of our growth and development since then – the additions of the SEC, LRC, Tobyhanna Army Depot, ISEC, and CTSE.

It is important for the CECOM community to pause for a few moments and reflect on how we've gotten here, to where we are today. CECOM is spread throughout a worldwide command, serving as the critical link for the Army. What began with wooden lab buildings at Camp Alfred Vail has evolved into a leader for logistics, for software, for information security, for technology. This story series highlights the lessons we can draw for meeting our future challenges.



AN/PPS-5, 1970's



CECOM Campus, 2013

### COMING NEXT MONTH

The origins of the command and the leadership of Albert James Myer!

# “SPILLAGE”

## WHAT IS THE BIG DEAL?

By Brian Ferguson, CECOM G2

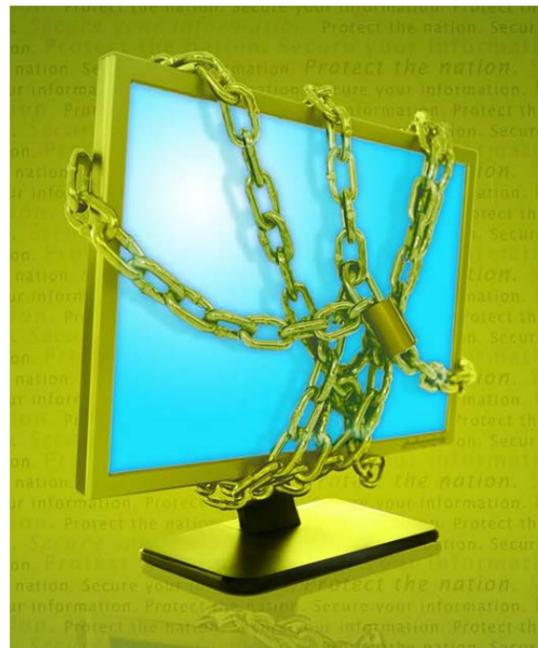
Before answering the above question, let us define what a spillage is to clearly understand the impacts caused by a spillage verses other security incidents. A spillage is a serious security incident that occurs when classified information is processed on an unclassified information system or on a classified information system accredited at a lower level.

Most spillage incidents occur when classified information is sent via NIPRNET or is uploaded to unclassified networks for file sharing. Whereas other security violations such as unsecured security containers, unattended classified material, etc are easily isolated, spillage incidents are more wide spread, costly to isolate and contain, and may require networks to be taken down and equipment replaced or destroyed.

Understanding what a spillage is and the common causes is critical to preventing future occurrences.

The most common cause of spillages is the careless user who knows proper security procedures, but is either

distracted by increased workloads, short timelines, or by taking shortcuts. In many spillage incidents it is determined that a SIPRNET message was received with an attachment that was assumed to be unclassified. Without reading the attached file completely, the user scans the file onto the NIPRNET and emails it to other users. Unfortunately, the spillage incident is only reported after the message has been forwarded to other users and read by someone late in the email chain. By this time numerous other users have been affected by the spillage causing a widespread incident affecting numerous users which may require the entire network to be taken down to isolate and contain the spillage.



## CAUSES OF SPILLAGES INCLUDE:

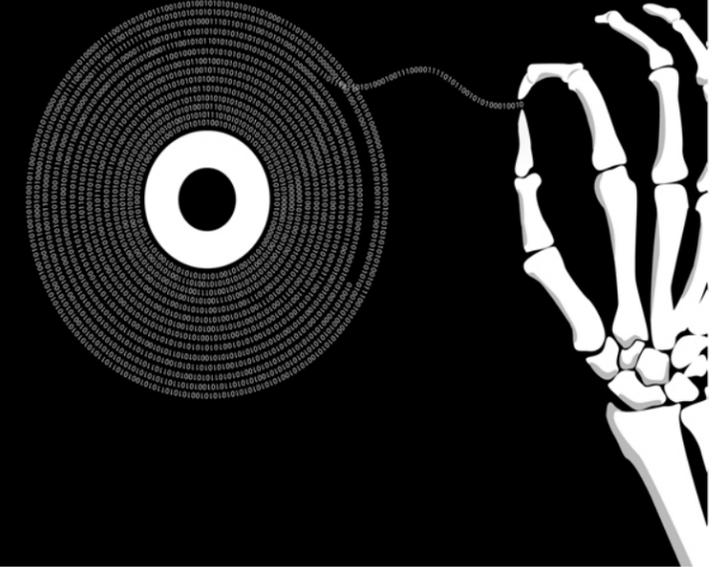
- LACK OF SECURITY TRAINING
- IMPROPER MARKING
- SHORTCUTS
- INATTENTIVE OR CARELESS USERS

*Users must take immediate action when they suspect a spillage incident by isolating their system from the network and reporting the spillage to the CECOM Information Assurance Manager (IAM) and their security manager. Additional actions users should take when impacted by a spillage includes:*

- Isolate and guard the affected information systems (laptop, blackberries, etc) according to suspected classification level of spillage;
- Disconnect network connections;
- Report the incident to the CECOM IAM and security manager;
- Submit an R12 to the Network Enterprise Center (NEC);
- Contact the originator and confirm classification of suspected spillage files;
- Complete NEC provided checklist and confirm spillage file classification.

**Conclusion: What is the big deal about spillages? Spillages put our nation’s Warfighter’s lives at risk and damage our National Security. The likelihood of damage to national security is VERY HIGH when a spillage occurs because the difficulty in isolating spillage incidents. Additionally, the lives of our nation’s Warfighters may be jeopardized by the information lost as a result of the spillage. Security starts with each of us...**

**BE CAUTIOUS OF THE DATA YOU’RE ENTRUSTED WITH... IT COULD BE A MATTER OF LIFE AND DEATH.**





By Robert McNabb, CECOM Safety & Occupational Health

**For 23 million students nationwide, the school day begins and ends with a trip on a school bus. The greatest risk is not riding the bus, but approaching or leaving the bus. Before children go back to school or start school for the first time, it is essential that adults and children know traffic safety rules.**

#### DRIVERS

- When backing out of a driveway or leaving a garage, watch out for children walking or bicycling to school.
- When driving in neighborhoods with school zones, watch out for young people who may be thinking about getting to school, but may not be thinking of getting there safely.
- Slow down.
- Watch for children walking in the street, especially if there are no sidewalks in the neighborhood.
- Watch for children playing and congregating near bus stops.
- Be alert. Children arriving late for the bus may dart into the street without looking for traffic.
- Learn and obey the school bus laws in your state. Learn the “flashing signal light system” that school bus drivers use to alert motorists of pending actions. Yellow flashing lights indicate that the bus is preparing to stop to load or unload children. Motorists should slow down and prepare to stop their vehicles. Red flashing lights and extended stop arms indicate that the bus has stopped, and that children are getting on or off. Motorists must stop their cars and wait until the red lights stop flashing, the extended stop sign is withdrawn, and the bus begins moving before they can start driving again.

#### CHILDREN

- Get to the bus stop at least five minutes before the bus is scheduled to arrive.
- When the bus approaches, stand at least three giant steps (6 feet) away from the curb, and line up away from the street.
- Wait until the bus stops, the door opens, and the driver says that it’s okay before stepping onto the bus.
- If you have to cross the street in front of the bus, walk on the sidewalk or along the side of the road to a point at least five giant steps (10 feet) ahead of the bus before you cross. Be sure that the bus driver can see you, and you can see the bus driver.
- Use the handrails to avoid falls.
- When exiting the bus, be careful that clothing with drawstrings and book bags with straps don’t get caught in the handrails or doors.
- Never walk behind the bus.
- Walk at least three giant steps away from the side of the bus.
- If you drop something near the bus, tell the bus driver. Never try to pick it up because the driver may not be able to see you.

# Tech Byte

## FISMA

By Kia Weber, CECOM CIO/G6

Did you know that there is a United States law that defines how to protect government information against threats and ensures the security of data?

The Federal Information Security Management Act (FISMA) was signed into law in 2002 requiring each agency to conduct reviews of information security programs to maintain the strength of information system security.

FISMA reviews are composed of four components; annual accreditation, contingency test, security control, and security review. The annual accreditation (Authority to Operate) is completed every three years and can cost \$30,000 - \$100,000 or more for the Agent for the Certification Authority and Information

Assurance documentation to be completed. The contingency test plans how to recover IT services following an emergency or system distribution. The security control tests the controls based on the Mission Assurance Category and classification level of the system. Lastly, the security review tests the information assurance security controls (i.e. has any major changes or upgrades been performed to the system within the past year?).

Based on the four tests, an overall FISMA Score is calculated for each system and is graded. Ninety-five percent or higher is Green and 94.99 percent or lower is Red.

The annual FISMA results are provided to the Office of Management and Budget

(OMB) who prepares an overall report to Congress and the General Accounting Office (GAO) on the agency’s compliance. In addition, quarterly reports are submitted to OMB to understand the agency’s current security posture and progress of securing the government’s information systems. The OMB and GAO offices review each systems security posture and decide if they want to continue investment in the system and providing future budget.

**For more information about FISMA and to check your systems compliance, please contact Kia Weber, 443-8616573 or 861-6573 or [kia.n.weber.civ@mail.mil](mailto:kia.n.weber.civ@mail.mil).**



# MANAGER'S INTERNAL CONTROL PROGRAM (MICP)

By Janet Penaherrera, CECOM G8

Our daily duty! Internal controls have been embedded in everything the Army does in a variety of laws, policies and regulations. The implementation and application of these internal controls must be a priority for everyone, but particularly for each leader, commander, manager, and financial manager. The Manager's Internal Control Program is not simply an annual completion of a series of checklists, but more importantly, a continuous process that ensures the effective and efficient use of entrusted resources, as well as a vital piece of audit readiness. Continuous development and review of internal controls ensures that what should happen in our daily operations does happen.

The CECOM G8 serves as the staff proponent for CECOM Manager's Internal Control Program (MICP). In accordance with AR11-2, there is an annual reporting cycle on the status of each Command's Internal Control program, culminating in submission of an Annual Statement of Assurance (ASA)

due the second quarter of each fiscal year. In order to assess CECOM's MICP for this submission, the internal controls put in place by regulation or locally developed checklists are reviewed at least once every five years and in many cases more frequently due to the level of risk involved if the control is not in place. The Command Internal Control Administrator works with a local network of organizational action officers that operate in accordance with the guidance of the G8. Prior to the execution to the Annual Statement of Assurance (ASA) suspense, comprehensive guidance is provided to CECOM activities in e-mails, teleconferences, briefings, and SOPs, immediately available on the MICP SharePoint web-page located on the G8 Audit Readiness/MICP libraries.

CECOM G8 works closely with the Internal Review Office to monitor, track, and validate corrective actions related to any material weaknesses identified throughout the year.

## ON THE HORIZON

By Larry Main, CECOM G3/5

The Regionally Aligned Forces (or RAF) concept isn't exactly new, as it was being discussed over a year ago, as leaders discussed more effective and efficient ways for the Army to support Combatant Commanders (COCOMs) and influence areas of operations. Yet, many have not heard of RAF and even fewer understand it, or know how they may be participating in one of the Army's priority missions. Here is some background information to help you better understand how you have a major impact.

In March of 2012, the Chief of Staff (CSA) of the Army, General Ray Odierno posted on his blog, "We have learned many lessons over the last 10 years, but one of the most compelling is that – whether you are working among the citizens of a country, or working with their government or Armed Forces – nothing is as important to your long term success as understanding the prevailing culture and values. Recent history has made clear that we need expanded levels of cultural and regional awareness in all Army units. So, in the simplest terms, regionally aligned forces are Army units and leaders – Brigades, Divisions, Corps, and support forces – who focus on a specific region."

So what is this "RAF"? Regionally Aligned forces have been described as scalable, tailorable packages for a variety of missions such as: building partner capacity, multilateral exercises, and rotational forces for operational contingency missions, aligned to each Combatant Commander to meet their needs to prevent conflict, shape the strategic environment and, when necessary, win decisively. RAF not only addresses traditional military roles, but also Humanitarian Assistance and Disaster Relief (HA/DR).

In 2013, the Army began the process, aligning a Brigade Combat Team to AFRICOM, with the first deployments beginning in March. Most exercises consist of 2-3 Soldier teams working in 34 nations throughout Africa. Larger events, such as Operation Shared Accord involving entire units have also been conducted. Now for the question you wanted to ask, "Why is this important to me?" Most of the recent public attention concerning RAF has been focused on the alignment of Brigade Combat Teams (BCTs), such as the 2nd Brigade 1st Infantry Division, with COCOMs, in this case, AFRICOM. This is only a fraction of the resources required to



execute this strategic effort, and CECOM, along with the Army Sustainment Command (ASC) and the Army Materiel Command lead many elements of the RAF Mission.

This is where you come in. CECOM is already regionally aligned with COCOMs, available globally, providing Joint level capabilities that are scalable and tailorable to enable the COCOM to shape the environment. Through ASC's Army Field Support Brigades (AFSBs) around the world, CECOM has allocated, distributed and forward located forces that are prepared for regional missions, providing reach-back and supporting from outside the area of responsibility, with the expertise to impart knowledge and skills to others. In fact, some of your co-workers even deployed with 2/1ID Soldiers to Africa to support those exercises.

You are on the leading edge of Army strategic planning and operations, providing capabilities worldwide, enabling Combatant Commanders to respond to events as they happen.

**Congressional Research Report: The Unified Command Plan and Combatant Commands: Background and Issues for Congress**

<http://www.fas.org/sgp/crs/natsec/R42077.pdf>

**GEN Ray Odierno's Blog on Regionally Aligned Forces: A New Model of Building Partnerships**

<http://armylive.dodlive.mil/index.php/2012/03/aligned-forces/>

**Feb 12, 2013—CSA Remarks to Brookings Institute (addressing scalable tailorable packages)**

[http://www.army.mil/article/96710/Feb\\_12\\_2013\\_CSA\\_remarks\\_to\\_Brookings\\_Institute/](http://www.army.mil/article/96710/Feb_12_2013_CSA_remarks_to_Brookings_Institute/)

**2013 Army Posture Statement**

<http://usarmy.vo.llnwd.net/e2/c/downloads/302970.pdf>

**Article "US and China Focus on Disaster Management"**

[http://www.army.mil/article/92736/US\\_and\\_China\\_focus\\_on\\_disaster\\_management/](http://www.army.mil/article/92736/US_and_China_focus_on_disaster_management/)

**Article "U.S. Army Africa Exercise Shared Accord 13 Kicks Off This Week"**

<http://www.army.mil/article/107855/>

**Combined Joint Task Force – Horn of Africa website**

<http://www.hoa.africom.mil/getArticleFresh.asp?art=8641>

**U.S. Army Sustainment Command**

<http://www.aschq.army.mil/home/AboutUs.aspx>

**APT 4-91 Army Field Support Brigades**

[http://armypubs.army.mil/doctrine/DR\\_pubs/dr\\_a/pdf/atp4\\_91.pdf](http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp4_91.pdf)



# What's new



APG leadership officially cut the ribbon opening the installation's STEM and Education Outreach Center.



CECOM's MG Robert Ferrell and Gary Martin receive a quick demo from Dr. Sandy Young from the Research, Development and Engineering Command on how students are learning the basics of computer programming and networking in the facility's Cyber Lab.

## APG STEM FACILITY



## LTC JOHN MOORE



Maj. Gen. Robert Ferrell, commanding general of the U.S. Army Communications-Electronics Command and APG senior commander, speaks during the APG STEM and Education Outreach Center ribbon-cutting ceremony July 30 at Aberdeen Proving Ground, Md.

APG leadership officially cut the ribbon opening the installation's STEM and Education Outreach Center. The outreach center brings tenant organizations together

under a common roof to provide enriching scientific and engineering experiences for students and teachers.

The facility accommodates up to 200 students and is part of an Army initiative to create student interest in the Army's education programs.

One of the center's greatest benefits is that it brings students together with Army scientists and engineers in a real-world research laboratory but without the need for declassification of the labs, escorts, lack of Wi-Fi, and removal of dangerous materials such as chemical or biological agents and explosives.

Please join us in welcoming LTC John C. Moore, CECOM's new Deputy Staff Judge Advocate. Native of Portland, Oregon, Moore holds a Juris Doctor from Campbell University Law School, Raleigh, North Carolina. He completed his undergraduate study at Assumption College, Massachusetts in Education. His military education includes Judge Advocate Officer Basic Course, Graduate Course and Intermediate Level Education.

Prior to his assignment at CECOM, Moore served as the Staff Judge Advocate at 10th Regional Support Group, Torii Station in Okinawa.



# PERMISSIONS

By Renee A. Ullman, Corporate Communications

One of the benefits of SharePoint is that access to information can be controlled to ensure that the right people have the ability to view, download, add or edit the right content.

The level of access you have to the site and its contents will depend on the rights you have been granted by a site owner/administrator. Not every person has the same level of ability to view, change and update content. Since different users have different levels of access, you may notice that others you are working with may not be able to perform the same tasks you can. In general, users are grouped according to levels of access.

**OWNER** – Full control including site administrative rights which allows customization of a site

**MEMBER** – Contribute access allowing ability to add content, edit content and delete content

**VISITORS** – Read only access including viewing items and opening documents, viewing versions and creating alerts. Cannot contribute to the content

**LIMITED ACCESS** - Custom groups that can be created with custom access

When using SharePoint as a repository for information or a collaboration tool it is important to think about those who will be accessing the information and apply the appropriate permission levels. Questions should be directed to your organizational SharePoint administrator.

If you would like more information about this topic please contact Renee A. Ullman, renee.a.ullman.civ@mail.mil, Corporate Communications.

milU SharePoint:

<https://www.milsuite.mil/learn/capability/sharepoint>



# AROUND the COMMAND



CECOM Commanding General, MG Robert Ferrell passes the colors to CECOM Information Systems Engineering Command (ISEC) incoming commander COL Patrick Kerr during the Change of Command ceremony at Fort Huachuca, Ariz.

CECOM CSM Kennis Dent and MG Robert Ferrell met with Sergeant Major of the Army Raymond Chandler during a recent visit to APG. This was Chandler's first trip to APG since assuming responsibility as the Army's senior non-commissioned officer. He toured the installation and participated in a Town Hall where he shared his insights on current issues affecting Soldiers, civilians and Families. SMA Chandler is the senior enlisted advisor to Army Chief of Staff Gen. Raymond Odierno on all enlisted matters; particularly in areas affecting Soldier training and quality of life.



MG Ferrell met with several members of the SEC Fort Huachuca team during his recent visit to Arizona. (Photo by Douglas Smith, LRC Communications Security Logistics Activity)



APG's Team C4ISR gathered at the Myer Auditorium for a faith and fellowship luncheon on August 21. The luncheon was a great success and everyone enjoyed the food.



The guest speaker was Chaplain (COL) David Hillis from the U.S. Army Test and Evaluation Command. His message focused on the Army's theme of resiliency and finding the strength to bounce back.



LRC's Tom Brandys and Silas Martin try their hand at the cornhole sets during the LRC Logistics Enterprise Office organizational picnic at Susquehanna State Park in Maryland.

Music for the event was provided by the C4ISR Strings & Brass Band.



(From Left) William B. Morgan, Ph.D., CFP professor and site manager, Chaplain (Major) Young Kim, CECOM chaplain; and (Middle) Deputy to the CECOM Commanding General, Gary Martin, stand amongst twenty employees from the Army Communications-Electronics Command and Army Test and Evaluation Command whose graduation from the Florida Institute of Technology's Business Management graduate certificate program was recognized during a ceremony at APG's Mallette Hall on August 14. The eleven-month program is targeted at personnel in the resource management and engineering fields who aspire to obtain leadership positions in their selected career paths.



During a recent CECOM Wellness Program Ergonomics Informational Session at Aberdeen Proving Ground, Physical Therapist Tyler Buege lead C4ISR employees in basic workplace stretches to help reduce the impact of sitting for prolonged periods of time at a desk.



CECOM Commanding General MG Robert Ferrell, left, stands at attention with Central Technical Support Facility (CTSF) Director Anthony Wizner and Wizner's family (from Wizner's left: wife Jennifer, son Jayson, daughter Sydney, and son Jonathan) as CTSF Technical Director LTC Dererick Giles, far left, reads Wizner's promotion order. - CTSF photo by David G. Landmann.



Congratulations Steve Bromka, Al Mason, Walter Haczewski, and Paul Cash for their monumental Golf Tournament win during the LRC Logistics Enterprise Office organizational day.

During visit to APG in August, SMA Raymond F. Chandler presented SFC Rickie J. Allen, LRC, with a coin recognizing Allen for his work in maintaining non-commissioned officer (NCO) leadership continuity during the transiting of four senior NCOs, his contributions with the expansion of support to two installations as well as his work with the WIN-T Inc 1b Colorless Core MWOs.



LRC personnel were invited to attend PM AIR TRAFFIC CONTROL (ATC) Leaders Course held at Redstone Arsenal, Ala. in August. This course is designed to educate Air Operations Battalion and Air Traffic Services (ATS) Company Leaders on how to best utilize their ATS assets and effectively train their personnel. PM ATC first targeted this course to instruct incoming captains new to their units but recently expanded the course to include LRC personnel. LRC personnel in photo are Kimberly Curtis-Integrated Logistics Support (ILS) Manager/Enterprise Soldier Aviation (ESA), Jesse Wilson-Technical Writer/Editor/ESA, Leslie Melone-ILS Manager/ESA, Lorraine Straube-ILS Manager/ESA, Louise Hallam-Technical Writer/Editor/ESA. (Photo by Thomas Wright, PM Aviation Systems)





NEW CRITICAL LINK WORKSHOPS  
HELP POSITION THE COMMAND

# FOR SUCCESS

*in Challenging Times*

By Karen Quinn-Doggett, Corporate Communications Director

The U.S. Army Communications-Electronics Command (CECOM) Corporate Communications Directorate recently completed the first round of its new Critical Link workshops in August. As a direct outcome of the recently released CECOM Campaign Plan, the workshops are designed to unify the workforce and increase their understanding of and support to the Command's strategic priorities through 2015 and beyond.

The workshops employ a "train the trainer" concept, where champions representing each of CECOM's organizations are trained to conduct follow-on workshops within their directorates. By training champions to promote and disseminate key Command priorities and strategic themes to their own staff, the workforce will acquire a better, more personal understanding of how their individual organizations contribute to the overall CECOM mission.

In addition, the workshops demonstrate the need for synchronized, clear and consistent messaging across all CECOM organizations emphasizing the importance of the Command's new tagline: "The Critical Link." This tagline was developed to better articulate CECOM's value in support of Army 2020 and the joint forces.



Another important aspect of the workshops is to introduce the new CECOM HQ & Organization Co-Branding Guidelines. The recently released guidelines are a toolkit to help the workforce establish and reinforce the CECOM brand identity, as well as tie their own organizations back to the Command as a whole.

Most importantly, the workshops are being pushed at the highest levels of the Command because of their critical importance in preparing our workforce for the future operating environment. Having a cohesive, synchronized workforce focused on unity of purpose will help position CECOM for success in an environment that will include drawdown of forces, sequestration and transition from war to sustainment.

Over the coming months, the workshops will be executed across the entire Command. Champions have already been trained from CECOM's Software Engineering Center (SEC), Logistics and Readiness Center (LRC), Tobyhanna Army Depot (TYAD), Central Technical Support Facility (CTSF) and U.S. Army Information Systems Engineering Command (ISEC) and the HQ staff.

For more information on the Critical Link workshops, please contact Renee Ullman at [renee.a.ullman.civ@mail.mil](mailto:renee.a.ullman.civ@mail.mil).

**CECOM Campaign Plan:**

[http://cecom.army.mil/Campaign\\_Plan\\_2013/](http://cecom.army.mil/Campaign_Plan_2013/)

**Command Video:**

<http://cecom.army.mil/Videos/CECOM%20Critical%20Link.wmv>

**CECOM HQ & Organization Co-Branding Guidelines (click on the Branding Toolkit Image):**

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



**JUST A FRIENDLY REMINDER**

TO MAKE SURE ALL  
OF YOUR MANDATORY  
TRAINING FOR FY13 IS  
COMPLETED BY

**30 September!**

**KEEP IN TOUCH WITH COMMAND NEWS AND INFORMATION:**

**Dots and Dashes**

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

**CECOM on Flickr**

[www.flickr.com/photos/cecom/](http://www.flickr.com/photos/cecom/)

**CECOM Public Site**

[www.army.mil/CECOM](http://www.army.mil/CECOM)

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# CECOM DOTS and DASHES



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

**Morse code for - Provide Lifecycle Support** (from the CECOM Campaign Plan Line of Effort 2)

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Send questions, comments to:

cassandra.b.tomarchio.civ@mail.mil, 443-861-6635 (DSN 848-6635) or  
renee.a.ullman.civ@mail.mil, 443-861-6622 (DSN 848-6622)