



CECOM DOTS and DASHES

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Web-based logistics server solution creates property book system efficiency

By **Lonna K. Freeland, Paul D. Bedard,**
and **John E. Laudan, SEC-LEE**

This past summer, the U.S. Army Communications-Electronics Command (CECOM) Software Engineering Center at Fort Lee, VA, (SEC-Lee) unveiled an enterprise architecture upgrade for the Property Book Unit Supply Enhanced (PBUSE) system. At its heart is the Oracle SPARC SuperCluster platform, which provides increased performance, scalability and flexibility, while enhancing system security.

Introduced in 2001, PBUSE is the Army's first Web-based enterprise system of record for property accountability. It supports a community of users—commanders, property book accountability officers, unit supply managers and logistics staff officers—with immediate access to the PBUSE shared database and processes anywhere, whether in Afghanistan, at Fort Hood, TX, or in the Pentagon, and on any platform over a secure communications channel. SEC-Lee replaced all the existing, antiquated hardware with the upgrade, making CECOM the first agency in DOD to capitalize on this optimized platform.

When PBUSE experienced severe server problems in accommodating an increasing mission workload, Ricky Daniels, director, SEC-Lee Tactical Logistics Directorate (TLD), made the decision to acquire the SuperCluster to completely replace the PBUSE server architecture. The SuperCluster represents a major improvement in server performance that not only sustains current and future PBUSE operations, but also provides ample capacity and capability to support the broader range of SEC-Lee TLD's initiatives. Speed and efficiency of the system are vital to Soldiers in the field. Given the Army's future operating environment, in which reliable information must be shared in real time across multiple systems to enable informed decision making, the Army must look for supply chain efficiencies, such as PBUSE, to enhance the execution of global distribution responsibilities.

A CRITICAL LINK

PBUSE has 13 system interface partners, including the Logistics Support Agency (LOGSA), the Army's logistics data warehouse. LOGSA and PBUSE interface 24/7 to ensure the accuracy and timeliness of their respective databases. Another key interface is the General Fund Enterprise Business System (GFEBs). PBUSE has been identified as an Army program system of record by the assistant secretary of the Army for financial management and comptroller for financial audit ability of military equipment and general equipment. PBUSE provides information for the GFEBs financial accountability record to ensure synchronization with the

.....> cover story continued on page 2

Can you decode
what's in this box?



To find the answer, go to page 22.



PBUSE property accountability record. Implementation of the PBUSE SuperCluster architecture has enhanced interoperability with its interface partners. PBUSE is a deployable, tactical logistics system that is a critical link to delivering the equipment Soldiers need on the ground, which is essential to the mission. Optimizing the global supply chain with PBUSE upgrades like this one is key to enabling Soldiers to see their data in real time. They can track status, location and other key information and thus manage materiel distribution with unprecedented accuracy, speed, awareness and efficiency. Through the application of Item Unique Identification, PBUSE enables the Army to meet its responsibility to Congress to track new equipment fielding from the program manager to the gaining unit.

To date, the system supports approximately 40,478 active Army, Reserve and National Guard users, averaging 34,750 transactions daily for on-hand assets valued at more than \$212 billion. The improved computing environment realized from this cutting-edge technology is expected to enhance efficiency and performance by combining the computer power of the T4-4 servers, the scalability of the Oracle Solaris 11 server operating system, the database optimization of Oracle Exadata and the unified systems management of Oracle Manager Operations Center.

The T4-4 compute nodes allow PBUSE to meet the Army's goals for consolidation and virtualization. Empowered with the latest Oracle hardware and cloud operating system, PBUSE has gone virtual. The T4-4 provides a high-performance computing platform that supports both single and multithreaded applications. The T4 processor has built-in virtualization hypervisor and crypto engines, a capability that provides for zero-overhead virtualization and encryption without affecting system performance and input/output (I/O) overhead. User requests travel within the cloud operating system as much as 32 times faster than with the legacy PBUSE system it replaced. The SuperCluster technical architecture also features a much more robust and in-depth layered security environment to protect vital information.

This is one example of how CECOM continues to bridge the "state of the art" with the "art of the possible" by applying information technology upgrades to increase efficiency and effectiveness of property book management.

OUT WITH THE OLD

The PBUSE SPARC SuperCluster hardware architecture replaces approximately 30 obsolete servers, allowing for vertical and horizontal scalability to provide environments for software development, testing, sustainability, training and customer support operations—all from a single computing environment. Thus, the SuperCluster provides greater flexibility and support growth to the system administrator where needed; it can expand compute nodes, database storage or general-purpose storage independently of the other capabilities. This hardware upgrade

has significantly improved the responsiveness and availability of the PBUSE application, providing faster results and allowing the Soldier in the field to perform mission critical tasks. Within the first 12 hours of the hardware cut-over, server activity increased dramatically, using only 2 percent of the Web and application server capacity with more than 16,000 users logged into PBUSE; some 18 million database actions and 45,000-plus transactions were posted to the activity register.

The SuperCluster has enabled increased flexibility in provisioning and deployment of a higher level of PBUSE services, providing a more uniform management interface with increased response rates

and less time in executing tasks. This is an essential quality as the Army continues to evolve in how it fights and wins wars, through enhanced Soldier capabilities made possible by advanced technology.



The ribbon cutting for the PBUSE SPARC SuperCluster took place on July 16, 2013.

L-R: Lonna Freeland, John Laudan, Maxine Bond, Paul Bedard, and Tony Meyer. (Photo by Mike Dunbar, SEC-Lee)



Personnel at SEC-Lee try to "break the system" during governmental acceptance interoperability testing for Interim Change Package 7.0.2 in September 2013. Eighteen testers participated, providing feedback and concurrence on the upcoming software release. The enterprise architecture upgrade provides increased performance, scalability and flexibility, while enhancing system security. (Photo by Mike Dunbar, SEC-Lee) L-R: Lonna Freeland, John Laudan, Maxine Bond, Paul Bedard, and Tony Meyer. (Photo by Mike Dunbar, SEC-Lee)



Command Sgt. Maj. Kennis J. Dent

COMMAND SERGEANT MAJOR'S PERSPECTIVE

February is a month that commemorates great leaders. Both the Presidents' Day holiday and the Black History month observance showcase the resilience and courageousness that great leadership embodies. Since its inception, the United States has been a nation whose rich history of leadership is evident through the fortitude of our governmental, military, and community leaders. The Presidents' Day holiday honors the sacrifices and contributions that our country's presidents have made in order to shape our country.

Originally, the holiday was established to honor one of the most influential military leaders of the Continental Army during the Revolutionary War and our very first president, George Washington. Washington's leadership both on and off the battlefield laid the foundations for the freedoms and liberties we enjoy today. When Washington was appointed commander in chief of the Continental Army, he did not have prior experience in commanding large numbers of Soldiers. Fate rarely calls upon us at a moment of our choosing. Despite this lack of experience, his foresight, determination, and courage allowed him to achieve victory against the British and later become the first president of the United States. Officially, the federal government

still recognizes the holiday as Washington's birthday, February 22nd, but the observance became more popularly known as Presidents' Day as it began to include Lincoln's birthday February 12th and to honor all U.S. presidents, both past and present.

Black History Month also honors the achievements of great leaders. African Americans have made a lasting impact on the nation and the Armed Forces. Crispus Attucks, a common Boston dockworker of African and Native American descent, is widely considered to be the first casualty in America's fight for independence. He was killed in the 1770 Boston Massacre by British troops because he was one of the leaders during the altercation and later was buried as a hero and inspiration for freedom. Since that time, African Americans have remained an integral part of our nation's fight for freedom. Thousands of black Soldiers fought in the Revolutionary War; during the War of 1812, served at the Battle of New Orleans, and during the Civil War to carry that torch.

Flash forward to more recent times and African Americans are continually attaining senior leadership positions in all echelons of our fighting forces. Gen. Roscoe Robinson Jr. became the first African American four-star general. Gen. Lloyd James Austin III is the first African American commander of U.S. Central Command. Gen. Dennis L. Via, former CECOM commander, became the first African American commander of Army Materiel Command and the highest ranking Signal Corps officer.

As we recognize and celebrate these leaders this month, I ask you to learn from the achievements and values of our past great leaders. Strive to become an effective leader, whether it is in your professional life as part of CECOM or your community. The Army defines leadership as "influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization."

So how do you become a leader? The path to leadership is always a journey, not a destination, and there will be speed bumps along the way. It is a process you must work on every day. It is about self awareness, acknowledgment of your mistakes, and learning. It is about aiming to take the higher road and the best course of action for your respective situation.

And always remember George Washington's quotes about what guided his leadership through all his many challenges as a leader, "The Constitution is the guide which I never will abandon."

Army Strong!

For more information on African Americans in the Army, please go to

<http://www.army.mil/africanamericans/timeline.html>

For more information on the historical lessons of leadership, please go to

<http://www.history.army.mil/>

Army Information Architecture (AIA): a major milestone for the Army IT community

by Peter Cloutier, SEC

The Army CIO/G-6 hit a major milestone last year after receiving authorization to utilize an overarching document that lays out the foundation for the Army's data strategy plan.

The U.S. Army Communications-Electronics Command (CECOM) Software Engineering Center (SEC), Army Net-Centric Data Strategy (ANCDS) Center of Excellence developed the Army Information Architecture (AIA) version 4.1 as part of a team supporting the Army CIO/G-6. The document provides design and development guidance, in accordance with Army and DoD objectives, to improve data access, data exchange, information sharing, and interoperability among information systems. The AIA also provides a set of enforceable compliance metrics to objectively assess program transformation to net-centric data exchange and information sharing.

The AIA serves as a single access point to help Army organizations understand and adopt its information sharing strategies, policies, and guidelines. It provides a roadmap for program managers so that they can achieve DoD net-centric goals: exposing data via data services making it accessible; ensuring that data and data services are visible through registries and metadata tagging; ensuring that data is trusted by utilizing authoritative data sources, establishing and maintaining data quality, and securing data appropriately; and using Information Exchange Specifications for understandability and interoperability. In addition, the AIA Compliance Assessment evaluates the degree to which an organization or system complies with the principles and rules written in the AIA. The AIA Compliance Assessment results in a recommendation report which can help identify and prioritize improvements necessary to

meet Army and DoD guidelines and can lead to favorable funding consideration based on current compliance and improvement plans to achieve compliance.

The development and implementation of the AIA is a significant accomplishment for the Army as it establishes a foundation to ensure that all of its forces and mission partners have the right information, at the right time, in the right place. It is critical for Soldiers and decision makers to have access to data in a secure and timely manner, regardless of where they are, to make knowledgeable and accurate decisions to protect lives and carry out the Army's mission.

The Army CIO/G-6 and the ANCDS Center of Excellence have been working diligently to educate Army organizations on the importance of the AIA and how it can be used to improve their information systems. There has been several virtual information sessions held on the AIA and the AIA Compliance Assessment which provided a forum for individuals in the Army IT community to interact and ask questions. Personnel unable to attend these events can obtain more information and access the AIA documentation at www.architecture.army.mil and www.intelink.gov/go/zbGhwAe.

The ANCDS Center of Excellence Team is dedicated to supporting the Army during the implementation of this important policy. For more information on the AIA, please contact Andrew Phelps at andrew.k.phelps.civ@mail.mil or 443-861-8487, Peter Cloutier at peter.j.cloutier.civ@mail.mil or 703-704-2979, or Pravin Ponnuri for sustainment at pravin.k.ponnuri.civ@mail.mil or 443-861-8493.

Fiscal Year 13 CECOM

Value Engineering: saves time and money

The CECOM Value Concept Office (VCO) worked diligently throughout fiscal year (FY) 2013 to help organizations across CECOM meet their mandated Value Engineering (VE) goals. VE is an organized and systematic approach to analyzing functions of systems, equipment, facilities, services and supplies. This ensures they achieve their essential functions at the lowest life-cycle cost consistent with required performance, reliability, quality, and safety. The objective of VE is to capitalize on cost avoidance and cost savings opportunities to ensure prudent management and execution of taxpayer dollars.

Every FY, the Department of Defense policy establishes a VE goal for each organization that is 1.5 percent of their respective Total Obligation Authority. VE goals are achieved through collaboration with the Value Concepts Office (VCO) and project submitters to produce either Value Engineering Proposals (VEP) or Value Engineering Change Proposals (VECPs). The government workforce is responsible for developing VEPs, while the contractor workforce is responsible for developing VECPs.

Throughout FY13 there were six successfully implemented VEPs presented to the CECOM VCO that were later submitted to AMC. Projects that were submitted include one from Tobyhanna Army Depot (TYAD) that saved \$30.673 million and five from the Logistics and Readiness Center (LRC) that saved \$0.686 million. CECOM in total has successfully saved/avoided \$31.359 million by applying the VE principles to problems/issues in order to develop beneficial solutions. Five of the projects submitted were from the LRC; three were from the Logistics and Engineering Operations (LEO) Directorate and two from the

Communications Security Logistics Agency (CSLA).

The first two projects submitted by LEO were from the Item Unique Identification (IUID) team. One of the projects helped avoid costs associated with Engineer Change Proposals (ECP). The process that was in place required that ECPs for the LRC be prepared at TYAD for \$1,632 per ECP when the Weapons Systems Directorates (WSD) could complete the same tasks for no cost. The IUID team's second project discovered cost savings through streamlining the pulling and uploading process for IUID by switching from utilizing Property Book Unit Supply Enhances to Maintenance Consolidated Database Systems. The LRC's OPS29 team developed a web tool that allowed OPS29 completion to be streamlined and for a higher quality product. The web tool allows WSDs to submit requirements to the Budget Development and Execution Support Team who can provide the final report at a lower cost (less over time, less material use). The LRC's CSLA saved \$116,694 for FY13 by replacing their current biometrics system that was too costly to repair due to high volumes of entry/exit traffic at facilities with existing magnetic proximity systems that work with common access cards. Using the existing system reduces maintenance costs and administrative support. The second project submitted by CSLA reduced travel expenses related to auditing accounts by moving one employee to an area closer to where a majority of the audits take place.

The VCO encourages active participation from all CECOM organizations; we need your knowledge, skills and abilities to help develop VE projects. If you would like more information related to VE, please contact VCO Project Lead Joyce Jamison at 443-861-5422.

Project Cost Savings

Project	Organization	Savings/Avoidance
IUID- Cost Reduction on ECP's	LRC-LEO	\$267,648.00
IUID- PBUSE/MCDS Data Pulling & Uploading Process	LRC-LEO	\$43,558.32
MSD Entry Control	LRC-CSLA	\$116,394.00
OPS- 29	LRC-LEO	\$135,900.00
Satellite Communication Terminals	TYAD	\$30,673,483.52
Reduction in TDY Expenses	CSLA	\$122,637.00
Total Savings/Avoidance:		\$31,359,620.84

PROVIDING THE
**CRITICAL
LINK**

A year in review

Central Technical Support Facility (CTSF)

Support to ASA(ALT): On April 1, 2013, all three CTSF technical division departments (i.e., configuration management, engineering services and test) began disciplined, long-term support to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology ASA(ALT) program and product managers for their Title 10 Integration and Interoperability Event (I2E) for Common Operational Environment 1.0 software development; the first major LandWar-Net software evolution in over two years. This cooperative engagement with ASA(ALT) has enabled ASA(ALT) to integrate its multiple family of systems into a system of systems framework in a discovery learning, non-attribution environment prior to formal Title 40 Army Interoperability Certification testing to be conducted by the CTSF on behalf of the Department of the Army Chief Information Office/G6.

Information Systems

Engineering Command (ISEC)

82nd Airborne Division HQ: ISEC officially completed the engineering and installation of the Audio/Visual systems in the 82nd Airborne (ABN) Division's new facility in December 2013. ISEC's support began in late 2010 during initial planning and included the implementation of their auditorium, two operations centers, and 19 conference rooms.

Main Communication Facility support in

Kuwait: In support of the Product Manager, Power Projection Enablers (PdM P2E), ISEC provided on-site engineering support for Camp Arifjan's new Main Communication Facility

Support (MCF). ISEC's primary responsibilities included engineering reviews, providing expert opinion, and quality assurance on the integration contractor's system design and implementation. This facility is critical to the consolidation, internet protocol convergence, and modernization of the C4I infrastructure and network throughout Southwest Asia. The MCF incorporates several joint information environments enabling design features and will allow expanded reach-back capability and integration with the worldwide Defense Information Systems Network. This project was completed in December 2013.

Logistics and Readiness Center (LRC)

Field Support: During FY13, Field Support Directorate personnel participated in two Integrated Product Teams (IPT) charged with developing a field support strategy to meet the needs of the post conflict Army. One of the IPTs focused on evaluating the system of delivering field support, eliminating unnecessary efforts and redundant spending. This resulted in Operations Order 13-07 being signed by Maj. Gen. Ferrell and established a consolidated Field Support Directorate at CECOM and a management structure in the field based on the function being performed (training, fielding, maintenance, technical assistance, and engineering and installation). The second IPT addressed delivery of technical assistance with an environment shaped by budgetary constraints, the impending drawdown of forces in Operation Enduring Freedom, and the Army's desire to go "back to basics." The IPT evaluated field support staffing levels across the C4ISR fleet of systems and conducted three pilot programs during rotations at Fort Irwin, Calif. and Fort Polk, LA. to test a tiered structure for delivering support. As a result of the pilot programs, the IPT recommended reducing the number of contracted field service representatives and field service engineers by approximately 50 percent during the period FY14-FY17.

Sales and Operations Planning: CECOM initiated the Sales and Operations Planning (S&OP) process with training that began in January 2013 and process implementation in

March 2013. S&OP is an End to End (E2E) supply chain planning process which aligns all stakeholders on one plan to address performance. The process allows senior management to explicitly manage forward looking measures that map performance objectives at the enterprise level. The process is supported by the Enterprise Supply and Operations Planning Tool (ESOPT), a standalone software suite procured by Army Materiel Command from vendor Oliver Wight Inc., representatives of Oliver Wright provided introductory training on the software and supported development of the overall S&OP process for AMC. The vendor guided CECOM through an S&OP process self-assessment and performed a Class-A Certification assessment once S&OP was, (June 2013,). While the basic data analyzed through S&OP is Logistics Management Program-based, the ESOPT provides capabilities for product family analyses, aggregated system summaries, and scenario or “what-if” planning. S&OP encourages the comparative analysis of six months historical through 24 months forecast data, as well as the synchronization of demand, supply, and financial plans for the systems under review.

Drawdown from Afghanistan: The Field Management Operations Branch (FMOB) OCONUS Unit Integration team led the effort for CECOM with tracking, monitoring, and reporting on the drawdown plan of all CECOM personnel and equipment from Afghanistan aka: Operation Drumbeat. Intensive coordination has been, and continues to be, conducted between all CECOM entities to include; TYAD, ISEC, SEC and LRC headquarters to ensure that all DA civilians, contractors and C4ISR equipment are appropriately counted and reported as CECOM plans its withdrawal from theatre. The FMOB will remain the primary CECOM development entity for this effort throughout the duration. In conjunction with Operation Drumbeat, the OCONUS team has the added role of monitoring the operational readiness and trends of all major C4ISR systems during the drawdown to monitor and track impact of personnel drawdown on C4ISR system readiness rates. This is accomplished through close coordination with both the LRC Weapon System Directorates and PM communi-

ties. Regional Readiness is reported at both the CECOM and AMC General Officer level on a regular basis.

Software Engineering Center (SEC):

Post production software support: SEC’s Post Production Software Support (PPSS) program enables Army and Department of Defense systems to remain current, relevant, and effective on the battlefield. During 2013, SEC developed and fielded 248 software releases addressing 7,127 requirements for critical C4ISR and logistical systems including emergency releases addressing warfighter immediate critical needs.

Force Protection systems: As the Army Executive Agent for Force Protection Systems, SEC developed and distributed 28 critical combatant command specific force protection system mission software releases for both air and ground systems. The software releases protect aircraft and crews against both radar and laser guided anti-aircraft threats, and ground forces from remote controlled improvised explosive devices. These critical, rapid response updates ensure force protection for our Soldiers against newly emerging threats in ongoing operations in U.S. Central Command and across the globe.

Commander’s Risk Reduction Dashboard: In support of the Headquarters Department of the Army G1, the SEC released the Commander’s Risk Reduction Dashboard (CRRD) proof of concept to the first pilot users of the 82nd Airborne Division in January 2013. The CRRD is a vice chief of staff of the Army directed requirement. The requirement falls under the Army “Ready and Resilient” campaign to develop a management information system to provide commanders the capability to detect, measure, and track unit-level risk behavior. It also serves to identify Soldiers who are high risk to engage them in prevention and intervention.

Distributed Common Ground system: SEC and Program Manager Distributed Common Ground System-Army (DCGS-A) are working together with Army Training and Doctrine Command to leverage new ideas and initiatives for increasing the Army’s ability to become a more

self sustaining force. Training 35T Soldiers to maintain the DCGS-A system helps the Army reduce system sustainment costs while providing responsive, agile support. It also builds confidence in both the units and Soldiers who depend on them for critical intelligence. The system familiarization program has proven successful during key, high visibility training exercises including the U.S. Army Europe Saber Strike interoperability training exercise in Lithuania; the Army's Network Integration Evaluation event; and unit deployments to Afghanistan in support of Operation Enduring Freedom. To date, over 150 35T Soldiers have gone through the familiarization training, providing a responsive organic sustainment capability for their unit equipment.

Tobyhanna Army Depot (TYAD)

1st U.S. Marine Corps radars overhauled:

The AN/TPS-59 radar program transitioned from Marine Corps Logistics Base, Barstow, Calif. to Tobyhanna Army Depot (TYAD) as a result of the Base Realignment and Closure 2005 outcome. TYAD inducted its first AN/TPS-59 radar system for Condition Code A1 overhaul in the first quarter of Fiscal Year (FY) 2012 and completed it in the fourth quarter of FY13. The completed radar was sent to Marine Corps Tactical Systems Support Activity, Camp Pendleton, Calif. where a successful site acceptance test was completed. Current projected AN/TPS-59 radar overhaul workload is planned at two systems each fiscal year.

Logistics Management Program capacity planning VIA CM01: The Directorate of Production Management, TYAD, has developed a tool within the Logistics Management Program (LMP) in order to better manage capacity. The LMP tool allows for cleaner workcenter data, customization of ad hoc reports from LMP, management of exception

messages, and more direct open communication and reporting for Internal Production Reviews and Mission Level Workload Reviews. TYAD has further enhanced LMP data accuracy through the use of transaction ZPP01. The enhancement allows TYAD to track consumption on sub-assemblies, identify and include orders with no goods movements and show the date a component is added to the bill of materials. Benefits of using ZPP01 include a material demand reduction of \$22.6 million from inception through FY13, decreases in production delays, a reduction of the manpower required for reviews, and a decrease in inventory values.

Expeditionary logistics support in Afghanistan: TYAD Expeditionary Logistics Support in Afghanistan includes both electronics and non-electronics related positions. Currently, there are 18 funded Operation Enduring Freedom programs supported by TYAD personnel such as Standard Army Management Information Systems, Redistribution Property Accountability Team, Communications Security, Command Post Systems and Integration, Ground Station, Tactical Intelligence, Program Manager Ground Sensor, Vehicle Optic Sensor Systems, Wolfhound, Lightweight Counter Mortar Radar, MX-20, STARLite, Base Expeditionary Targeting and Surveillance Systems Combined, Counter Bomber, Persistent Surveillance Dissemination System of Systems, Counter Radio Controlled Improvised Explosive Device Electronic Warfare/Warlock, Ground Auto-Targeting Observation/Reactive Jammer, Ground/Air task Oriented Radar, Boomerang, Common Remotely Operated Weapons Station, and Electronic Sustainment Support Center-Retro Sort. Support is provided in a multitude of locations including major Forward Operating Bases as well as unit location support.

CHAPLAIN'S CORNER

“Hope”



**By Maj. Young D. Kim,
CECOM Command Chaplain**

Isaiah 35:4 says, “Be strong, do not fear! Behold, your God will come.”

Anon said, “Hope sees the invisible, feels the intangible, and achieves the impossible.” With God, there is hope even in the most hopeless situations. As an experiment, a scientist put two mice into separate containers filled with water to see how long they could survive. He closed the lid of the first container so that it was dark inside, but left the lid of the second container half open so that the mouse could look outside and smell food. The mouse in the half-open container lived for 36 hours, but the mouse in the closed container lived for only three minutes. This experiment examined the power of hope. It supported the hypothesis that hope increases the chances of survival. The mouse that was stuck in the dark container, unable to see or smell anything, died right away. However, the mouse in the open container could see the sky and smell food and lived 720 times longer than the first mouse.

Søren Kierkegaard, a Danish philosopher, said, “despair is the sickness unto death.” My friends, are you fearful of what is ahead of you? For hope and life do not exist where despair and hopelessness are. The Lord says, “I am the good Shepherd, who leads you to pastures of tender green grass and waters of rest. You will not suffer lack” (Ps 23:1-3).

Are you confused by the opinions and reports of man? For God says, “I am the Alpha and the Omega, the First and the Last” (Rev. 1:11). He has the final word in your life. The doctors do not have the final word, nor do even experts in this world.

Do not fear the problems you face. The Lord declares to you, “Fear not! For I am to you what you need me to be!” So as children of God and believers, we must guard our hearts. We must put our hope in the Lord so that we do not fall into despair, no matter what situation comes into our lives.

CECOM Unit Ministry Team visit to SEC folks at Fort Belvoir



(L-R) Leslie York, CH Kim, Kimberly Berry



**(L-R) Henrietta Gilmore, CH Kim, Frederic Lane,
& Michelle Schafer**

HR Dots...

National Telework Week

Mobile Work Exchange will launch the fourth annual National Telework Week during the first week of March. National Telework Week is a global effort to encourage federal agencies, organizations, and individuals to pledge to telework. OPM will be celebrating this event and has encouraged AMC to promote telework to all of their organizations.

Why telework?

Telework is a win-win opportunity for agencies, organizations, employees, and the environment.

Telework supports:

- Business continuity
- Improved productivity
- Personnel recruitment and retention
- Work/life balance and commuter cost savings
- Reduction of traffic, greenhouse gas emissions, and wear and tear on public transportation

Last year's telework week garnered more than 112, 000 pledges from federal employees at nearly 200 different agencies; this marked a 66 percent increase in participation over 2012 levels. Employees pledging to telework can see how much they save by teleworking. If you would like to make your 2014 Telework Week pledge, please go to the following link:

<http://www.mobileworkexchange.com/teleworkweek/>

Did you know?

- The Presidents' Day holiday was originally established in 1885 in recognition of President George Washington and is still officially called "Washington's Birthday" by the federal government. Washington's actual day of birth is Feb. 22, but the federal holiday is now celebrated on the third Monday in February. This was due to the 1971 Uniform Monday Holiday Act which was designed to create more three day weekends for the country's workers. The federal holiday became more commonly known as Presidents' Day and is generally viewed as the day commemorating all U.S. presidents past and present.



American Heart Health Month



Heart disease is still the leading cause of death for both men and women around the world. Approximately 600,000 people die from heart disease each year; that equals one out of every four adults. In addition, more than 715,000 Americans have a heart attack every year. Heart disease is preventable and controllable with a lifestyle that includes physical activity, healthy eating habits, and regular check-ups with your physicians.

The five major symptoms of a heart attack are:

- Pain or discomfort in the jaw, neck, or back.
- Feeling weak, light-headed, or faint.
- Chest pain.
- Pain or discomfort in arms or shoulder.
- Shortness of breath.

Plan for prevention

- Eat a healthy diet.
- Maintain healthy weight.
- Monitor blood pressure.
- Abstain from smoking.
- Limit alcohol use.
- Manage your diabetes.
- Check cholesterol levels.



Recommendations of physical activity:

- At least 30 minutes of moderately-intense aerobic activity at least five days per week for 150 minutes.

Or

- At least 25 minutes of vigorous aerobic activity at least three days per week for 75 minutes; or a combination of the two.

And

- Moderate to high intensity muscle-strengthening activity at least two or more days per week for additional health benefits.

HAIL & Farewell

After years of dedicated federal service, some of our beloved CECOM family members are heading into the wonderful world of retirement. It is sad to see them go, but let us all wish the following employees a happy and healthy retirement!

Mary L. Ciambrone
LRC, Aberdeen
Proving Ground
Jan. 31, 2014

Deborah I. Linick
LRC, Aberdeen
Proving Ground
Feb. 28, 2014

Kathrine Paulette Mayes
SEC, Aberdeen
Proving Ground
Jan. 31, 2014

Russell R. Rice
LRC, FT. Belvoir
Jan. 31, 2014

Laura M. Lamphear
LRC, Aberdeen
Proving Ground
Jan. 31, 2014

Jacqueline M. Mantegna
LRC, Aberdeen
Proving Ground
Feb. 3, 2014

Lawrence J. Owens
LRC, FT. Huachuca
Jan. 31, 2014

William P. White
Office of the G8,
Aberdeen Proving
Ground
Feb. 3, 2014



CECOM Awards Program

The CECOM Awards program recognizes outstanding achievements by the workforce. The latest Awards Board met on Wednesday, Jan. 29, 2014, and approved the following awards:

Superior Civilian Service Award:

William P. White
Office of the G8
Aberdeen Proving Ground

Commander's Award for Civilian Service:

John H. Smith Jr.
SEC
Ft. Lee

Achievement Award for Civilian Service:

Walter F. Barnes
LRC
Aberdeen Proving Ground

Shealanda Lemuel
EEO
Aberdeen Proving Ground

Charles M. Johnston
SEC
Ft. Lee

Philip F. McDermott
SEC
Ft. Lee

Congratulations to our awardees!



The following CECOM employees have been recognized by the Baltimore Federal Executive Board through their Excellence in Federal Career Awards Program which showcases employees' most outstanding contributions to public service and excellence in job performance. The following recipients are employees from the Logistics and Readiness Center:

Bronze Winner

Charlie R. Gonzalez

Category 1a. Outstanding Supervisor
GS13 and above

Silver Winner

Thomas C. Rossi

Category 3a. Outstanding Para-Professional (Non-Supervisory), Technical, Scientific and Program Support

Bronze Winner

Leticia L. Williams

Category 3c. Outstanding Para-Professional (Non-Supervisory) Administrative Management Analyst, GS8 and above



C4ISR Employees of the Quarter, 4th Qtr FY13

The following personnel have been selected as C4ISR Employees/Team of the Quarter for the 4th Quarter/ FY2013. Employees and civilian team members of the 4th Quarter FY13 will each receive a DA Achievement Medal for Civilian Service.

Congratulations go to:

Felix Cruz,
CECOM LRC, LEO
Senior Category

*****TIE*****

Susan Seese
Tobyhanna Army Depot

Colin Stratakes,
CECOM G8
- Junior Category -

AROUND *the* COMMAND



Mechanical engineer Brian Thomas, Tobyhanna Army Depot (TYAD), shows Brig. Gen. Daniel Hughes, product executive officer for Command, Control and Communications-Tactical (PEO C3T) a tie down component from the support pallet of an AN/TYQ-23 Tactical Air Operations Module, one of TYAD's largest customers. The TYQ-23 is a mobile command, control and communications facility providing the ability to plan, direct and execute airspace management activities. The tie down component Hughes is holding is a design that failed during testing at Aberdeen Proving Ground, Md. Thomas, who works in the Production Engineering directorate's Engineer Design and Development division, was tasked with designing a more robust tie down that would survive testing. (Photo by Steve Grzedzinski)



(L-R) Army Chief of Staff Gen. Raymond Odierno shakes hands with newly promoted Lt. Gen. Robert S. Ferrell during his promotion ceremony, Friday, Jan. 24, at the National Defense University, Lincoln Hall Auditorium, Fort Lesley J. McNair, Washington, D.C. Ferrell received his third star and is now assigned to the position of Chief Information Officer/G-6, Office of the Secretary of the Army.



Col. Shawn Osbourne, deputy program executive officer, Program Executive Office for Combat Support and Combat Service Support, Anthony Quichocho, theater fielding team lead, Project Manager Mobile Electric Power and Ayo Omololu pose for a photo during the deployment of Omololu as a contracting officer representative in Afghanistan. (Photo by Mr. Ron Hill)



Electronics Mechanic Roberto Colon De Jesus, Tobyhanna Army Depot, overhauls an AN/TPN-19 Landing Control Central (radar set) power supply here. The AN/TPN-19 is a complete Radar Approach Control (RAPCON) or Ground Control Approach (GCA) facility used by air traffic controllers to identify, sequence and separate participating aircraft; provide final approach guidance, and guidance through air defense corridors and zones.

Draft regulation review... and review...and review

A guest editorial by James R. Lint, G2 director

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There is a need to review draft regulations to ensure you do not get trapped with regulations you dislike. All regulations come out in multiple draft versions before the final version is approved. Often we're so busy with recurring workload responsibilities that reviewing draft regulations becomes a low priority. This may be true, you are too busy, but regulations can add requirements that may impact you for years.

While you consider yourself busy now, you could be much busier in the future, filling out forms that do not help compliance or improve the process. Think of the labor saved during the full life of a regulation, which can last 5 to 10 years. For example: if a regulation would have initially taken one hour to review, but gives a requirement that increases an employee's workload for one hour per month, in the next 5 to 10 years you will work an additional 60 to 120 hours. That's 119 additional hours of work, simply because you were too busy to conduct a one-hour review of a draft regulation. The review of draft regulations allows the opportunity to add good efficiencies and also reduce some preexisting regulation requirements.

Reflect upon the number of regulations that have passed through your office requesting review. Think of the hours saved by not reviewing or complaining about having to do a review. What if, instead, you had reviewed those regulations with a focus on cutting areas that are inefficient or do not assist the regulation process? How many cuts could you have made? How much time could you have then saved over a five or 10 year period by simply reviewing the regulations? How much stress would you have reduced?

Field manual failure

In the 1980s, we did not have computers on every desk. In Fort Huachuca, Ariz., we had secretarial pools to assist with our administrative needs. I served as an instructor at an Army school and as such, had a plethora of responsibilities. Writing field manuals was an occasional requirement of the job. Like most things, field manuals would be updated after being in the field for various time

periods. However, some would be in the field for 10 years or more. In those days, I would rough out the update on paper and send it to the typing pool where they wrote it and sent it back for review. For this particular chapter, this revision and review process went for two or three cycles and I thought the work was nearly perfect. However, I had also been reading the same thing that I wrote and I knew the material in front of me. Sometimes, at the end of the day, you scan something and believe you know what is on the paper. In those instances, you don't always catch the errors.

Case in point, in one chapter there was a discussion of how to rate a topic. The rating priority scale was set as one, two, or three. Priority one was the highest requirement and received the most attention for the process. Years later, I would look at that and wonder why number one was the highest priority, when number three is actually the higher number, I digress. My chapter was typed, complete and formatted as it would be in the field manual. Together, with my instructors, we reviewed the chapters before sending it out the whole Army for review. Each unit in the Army that would be impacted by this field manual was allowed to review and comment on the document. After field review was complete, the manual went to the legal team to ensure it did not violate any laws. Multiple people, in multiple locations around the world, reviewed that field manual.

The field manual was published. During those years we had an annual test called the Skill Qualification Test (SQT). The SQT gave points as part of the selection process for promotion. The SQT was rewritten by the instructors to be compliant with the aforementioned field manual. The SQT was reviewed multiple times before being published and issued to Soldiers in the field. It turns out that the portion of the field manual that I reviewed, that had ranking priority process, was never typed into the final manual. During the final review of the manual, one of the typists probably turned over two pages and missed one of the original pages. When I was reviewing the manual, I rushed through and did not notice that portion was missing. That was the portion of the field manual that was also on the SQT. The SQT was in the field for over two years before it was determined why so many people missed the question of priorities in that process. The prioritization of the process was never published in the field manual in that edition.

So you can see why reviewing of regulation and field manuals can be critical to careers and efficiency. I hope the next time you look at a field manual or regulation that requires your review, you will remember my story, and provide the appropriate review.

CECOM training provides Lean Six Sigma crash course

By Marissa Anderson, CECOM Public Affairs



Members of the CECOM workforce attend a Lean Six Sigma Yellow Belt training course at APG and collaborate on a “one piece flow” simulation exercise based off of process improvement strategies implemented at Tobyhanna Army Depot. (L-R Nicole Laur-Shaw, G8; Lane Collie, acting deputy to the commanding general; Liz Miranda, G8 director; Tamiesha Robinson, Legal; Jim Kenney, G3/5; Karen Quinn-Doggett, Director, Corporate Communications; Mellany Alio, Legal; Ronald Krosky, Legal; Antoniette Lopez, G8; Tom Cameron, Corporate Communications Photo by Marissa Anderson, CECOM)

Personnel from the Communications-Electronics Command (CECOM) workforce attended a one day introductory Lean Six Sigma (LSS) training course at Aberdeen Proving Ground, Md., on Jan. 29, 2014.

The Yellow Belt 101 program is a beginner-level course to the LSS methodology and teaches participants how to apply process improvement strategies in their current positions and organizations. LSS is a blueprint for continuous process improvement that spotlights a reduction in waste, defects, lead-time, and removal of non value added steps for a repeatable process. The ultimate goal for LSS is to provide the highest value to the customer at the lowest cost. The course was taught by Harlan Black, CECOM Software Engineering Center (SEC) employee and LSS Master Black Belt. Black developed the course from a hybrid mixture of SEC’s Yellow-Belt training course as well as recommendations from Tobyhanna Army Depot’s Directorate of Productivity Improvement and Innovation.

“The CECOM Yellow Belt course is designed to help build an organizational-wide culture of total immersion into continuous process improvement,” said Black.

Participants in the course took part in group exercises, reviewed case studies, roles and responsibilities, and gained an overall

understanding of the terminology and mathematical concepts involved in LSS.

The CECOM Yellow Belt course is not officially accredited by the Army, but the live training will familiarize participants with the LSS philosophy. “For the many that think they will be not directly involved in improvement projects, you will be given insights and tools to make you think twice about not being involved. At a minimum, you will walk away with techniques that you can use at your workplace or even in daily life that can make you more successful and effective,” said Black.

The course will also benefit those who desire to pursue accredited LSS certification. The proficiency levels of LSS mirror the levels in martial arts by using a belt classification system to distinguish various degrees of knowledge and expertise. Belt rankings include green, black, and master black belt. “If you are a Lean Six-Sigma Belt candidate then this one day course will prepare you for the rapid fire of information of DA’s [Department of the Army’s] belt courses,” said Black. Currently, over 600 CECOM employees have attended Yellow Belt training and there are plans to offer additional Yellow Belt courses in the near future. Interested parties should consult with their organization’s LSS point of contact for more information and course schedules.

LSS was first deployed by the Army in 2006 and is used throughout global, private sector businesses and organizations.

SAFETY FIRST

Safety at home

By Robert McNabb, CECOM Safety

It's natural to think of your home as a safe place. After all, your home is a place of escape and sanctuary from the outside world. However, many serious accidents happen in the home. Painful injuries, permanent disability and even death can be the result of home related accidents. Fortunately, a lot can be done to improve your home's safety. Start by following this home safety checklist:

- Is lighting adequate in all traffic areas, including sidewalks, entrance areas, basements, and stairways?
 - Are traffic areas free of clutter?
 - Are stairways clear, with no items stored on them, even temporarily?
 - Are there sturdy railings on all stairways, even in the basement and outdoors?
 - Are stairs, steps, and floors in good condition and free of tripping hazards such as torn carpet and loose tiles? Is there a non-slip surface on the floor of the shower and bathtub?
 - Is your home protected by these safety devices: Smoke detectors, fire extinguishers, carbon monoxide detectors? Are ground fault circuit interrupters on electrical outlets in the bathroom and basement?
 - Is all wiring in good condition? Is wiring adequate for the electrical appliances used in the house, including computer equipment?
 - Are extension cords used only temporarily? Are they kept out of traffic areas?
 - Are chimneys for wood burning stoves and fireplaces cleaned yearly?
 - Are any flammable liquids such as gasoline and paint thinner stored in approved covered containers and in well ventilated areas? Are they kept far away from sources of ignition, such as cigarettes and pilot lights?
 - Are drawers and cabinet doors closed immediately after use to prevent tripping accidents and head injuries?
 - Are the handles of pots and pans always turned toward the center of the stove, not the edge of the stove where they can be reached by children or accidentally contacted by someone passing by?
 - Are knives stored safely in a knife holder or other device so someone will not accidentally touch the blade?
 - Are glass doors marked at eye level to prevent someone from accidentally walking in to them?
 - Is the house safe for children, even if they only visit occasionally? Are all medicines and cleaning materials stored well out of reach of children? Are stairways barricaded so youngsters cannot fall down them? Are electrical outlets covered by child-proof plugs?
 - Are emergency numbers posted at each telephone? Is the house address and telephone number posted there as well?
 - Do you hold regular family fire drills? Does each member of the family know how to escape from his or her bedroom and where to meet outside?
- If you find hazards while inspecting your home, correct them now or call in an expert. Continue to make a safety review part of your family's regular routine!

DRESS-RIGHT-DRESS:

Train-the-Trainer program completes Critical Link workshops

Karen Quinn-Doggett, Corporate Communications

More than 5,500 employees completed the CECOM "Campaign Plan Train-the-Trainer" program during the last five months.

With the assistance of 21 employees, dubbed the "champions" of the program, 80 percent of the workforce participated in this mass workforce achievement. Established in response to the Campaign Plan Line of Effort 4, "Improve strategic communications", Initiative 3, "Establish an internal communications program" the Corporate Communications Directorate created the training program to ensure employee's understood the methodology for instilling CECOM priorities and key strategic themes throughout the workforce.

The train-the-trainer concept was employed in order to reach the majority of CECOM's

employees in the most expeditious and relevant way possible. The champions conducted the workshops in their own business areas where they discussed the relevance of their organization and how it contributes to the overall execution of CECOM's mission priorities. They reinforced the importance of consistent strategic messaging and branding, which is important to coherent communications in an organization of CECOM's size and geographic dispersion. Some champions chose to conduct several small group workshops while others conducted the workshop during organization town halls. In either case, CECOM's strategic communications goals were achieved and participants, both champions and employees, received continuous learning points for their efforts.



Terence Glover, chief Satellite Communications & Command Systems Integrated Logistics Support Branch, C3T Directorate, Logistics and Readiness Center conducting a Campaign Plan Critical Link workshop. (Photo by Marissa Anderson, CECOM)

Terence Glover, C3T director, Logistics and Readiness Center, and program champion said,

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“As I conducted the workshops, I began to see the wisdom in CECOM’s approach in rolling the Campaign Plan out in the “train-the-trainer” format.”
.....

Glover noted that the intimacy of the small group setting proved evident that many employees did not understand their value and worth to the organization prior to the training. “Now, they do,” he said. “They understand that everything that they do or fail to do each and every day at CECOM has a direct and or indirect impact to the Joint warfighter. This has galvanized the workforce and increased our sense of purpose evidenced in the fervor in which we approach our duty each day!”

The training was similarly well received across the command and helped to raise awareness of CECOM’s future direction, priorities, challenges and opportunities. According to G8 champion Toni Lopez, “The Campaign Plan workshop defined our purpose as a command; it brought about situational awareness by charting the territory between our current position and the achievement of intended objectives as we realign

for the future.” Kathleen Doran, G8 champion, further added [the workshops] “emphasized the necessity to sustain relevance with our customer base, explained the rationale for branding and key terminology essential to communication, and empowered employees to serve as ambassadors to CECOM every step of the way”.

Simply put by Glover, “The Critical Link Workshop introduced personnel to who we are as a command organization within AMC and enabled a greater understanding of the depth and breadth of what we do in support of the Army and DoD mission. This workshop has re-invigorated our sense of purpose and commitment to being that “global logistics provider of choice” for our C4ISR customers and partners world-wide!”

The Corporate Communications Directorate wishes to thank the following champions for their time and efforts during the training initiative:

Salvatore Corpina, CTSF; Robert Card, LRC-ESA; Terence Glover, LRC-C3T; Kurt Schultz, LRC-IEWS; Evette Jones-Hatton, LRC-LEO; JoAnne Collins, LRC-FSD; Eddy Hitti, SEC; Casi Tomarchio, SEC; Adam Tasca, SEC; Robert Wise, SEC; Alan Naegeli, SEC; Ned Bothe, SEC; Jacki Tregre, ISEC- Ft Huachuca; Kim Reed, ISEC- Ft Detrick; Ron Cappellini, TYAD; Randy Brown, TYAD; Dave Jadick, TYAD; Ed Farrell, TYAD; Roger Chin, G1; and Kathleen Doran G8; and Antoinette Lopez, G8.



Toni Lopez (left) and Kathleen Doran (right), G8 champions, conducting the workshop during a G8 Town Hall.

SITE MIGRATION

By Renee Ullman, Corporate Communications

Ready, set, go! CECOM’s SharePoint site is on the move. CECOM will be transitioning to the Army Materiel Command’s (AMC) Enterprise Portal (AEP) located on a server maintained by the Defense Information Systems Agency (DISA) and AMC AEP SharePoint Team.

The move is a culmination of extensive planning and preparation by CECOM G6 staff together with organizational SharePoint administrators, support staff from Program Executive Office Command, Control, Communications-Tactical milTech Solutions, DISA, and AMC. The resulting benefits from this transition include increased storage space and a decrease in costs.

The migration will occur in stages over the next few months and begin with the transition of the CECOM homepage and headquarters staff sites. Subsequently, the remaining sites - CTSF, ISEC, LRC, SEC, and TYAD and associated sub-sites and team sites will each migrate. The transition will result in a new URL for the sites and associated links. Appearance and content will remain the same.

To ensure data integrity, the CECOM home site and staff activity sites will be in a “read only” status for a short time during a review and evaluation of the migration results. This means that users will be able to access documents and information, but not add or change anything.

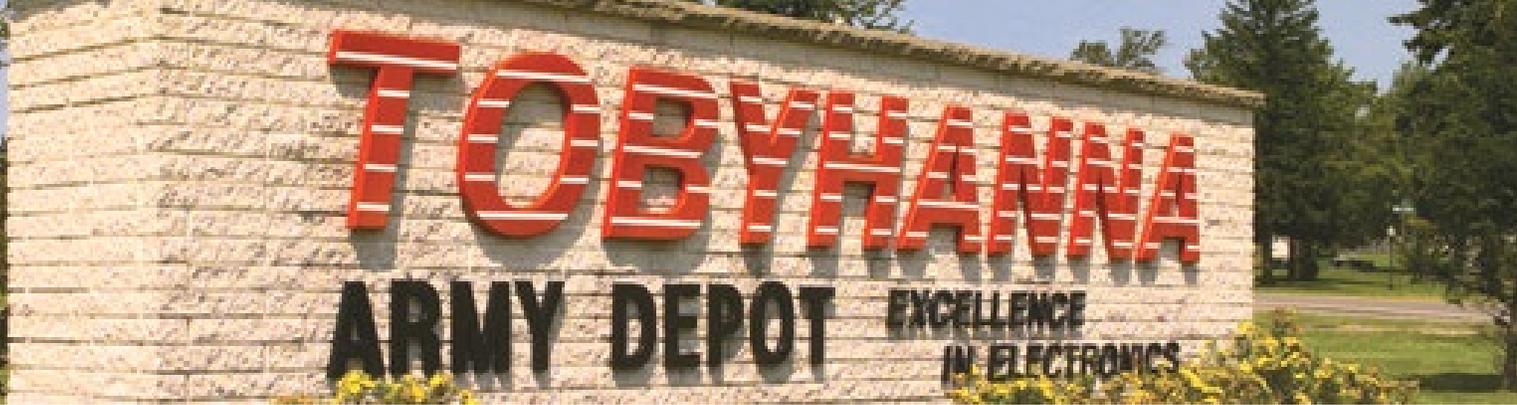
Be on the lookout for email notifications and notices on CECOM’s SharePoint sites that will keep you informed about the migration, site status, and related instructions. Be sure to update your bookmarks once the migration has completed.

The G6 encourages everyone to visit the AMC SharePoint homepage to assist in the authentication process using email credentials. Go to <https://hqamc.aep.army.mil/Pages/Home.aspx> and select your email certificate.

Contact your organizational SharePoint administrators for more information or if you have any questions.



AMC SharePoint Homepage



Did you know?

Tobyhanna Army Depot celebrated it's 61st birthday this month! Tobyhanna Signal Depot officially opened on Feb. 1, 1953, and was later renamed the Tobyhanna Army Depot on July 27, 1962. Happy Birthday, Team Tobyhanna!



TAKE CONTROL OF YOUR LIFE

2014

WHEN: THURSDAY, 06 MARCH
1100-1400

WHERE: MYERS AUDITORIUM
(BLDG. 6000)

WHO: ALL ARE INVITED

Lunch Provided

Join us for a preventative course with guest speaker, Ty Howard, the National Best Selling author of, *Untie The Knots. That Tie Up Your Life.* as he speaks on:

- Tying Into a Better You
- Work and Personal Relationships
- Spend Time with The Person You Want to Become
- 13 Areas of Life
- Balancing Your Life

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CECOM DOTS and DASHES

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The answer to "What's in the box?" is:
Morse code for - **Develop Provide Integrate Sustain**
These are CECOM's four core competencies.

DISCLAIMER: Dots and Dashes is an authorized CECOM publication for the CECOM workforce. This publication focuses on awards, achievements, people and events internal to CECOM as well as topical and policy updates from staff. Contents of Dots and Dashes are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of the Army, or CECOM. The content of the publication is the responsibility of the U.S. Army CECOM Chief of Public Affairs, Robert DiMichele. The newsletter is published monthly and distributed electronically via email. It is posted to the CECOM SharePoint site at: <https://sp4.kc.army.mil/cecom/home>

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