



CECOM DOTS and DASHES

- 7 The Decisive Edge
- 12 Around the Command
- 13 Chaplain's Corner
- 22 History Highlights

CECOM hosts 2nd Annual SHARP Summit on APG

.....

ABERDEEN PROVING GROUND, Maryland -- Aberdeen Proving Ground (APG) senior leaders gathered for the second annual Sexual Harassment and Assault Response and Prevention (SHARP) Summit here Wednesday April 15. The Summit is designed to provide for the exchange of ideas and best practices for eradicating negative behavior and spark a culture change of trust that holds offenders accountable for sexual harassment and assault offenses.

The all-day event was attended by nearly 500 APG leaders across the officer, enlisted and civilian ranks at APG North's Recreation Center.

"Sexual assault is a national problem that affects military and civilian communities alike," said Maj. Gen. Bruce T. Crawford, Commanding General U.S. Army Communications-Electronics Command (CECOM), APG Senior Commander and host of the SHARP Summit. "Combating sexual harassment and assault is the Army's number one priority. It is our inherent responsibility to work together to achieve a character, culture and value system where these acts and behaviors are never tolerated. Our nation looks to us and expects us, as trusted professionals, to do what is right."

Under the theme "Sustaining the Momentum – Accountable to the Nation," the Summit was designed to feed off last year's inaugural event and bring leaders together to continue the mission of raising understanding, exchanging ideas and sharing best practices. Summit attendance was targeted at enlisted leaders from sergeant to command sergeant major, civilian leaders and supervisors in the GS-12 to GS-15 range and officers ranked

.....> cover story continued on next page

Can you decode what's in this box?

" / ... - - - - . - - . - - - - / - . - - / ... - - - - .
..... - . - - . - . - - "

To find the answer, go to page 24.





Monique Ferrell, Director of the U.S. Army SHARP Program, gives the keynote address at the Aberdeen Proving Ground Sexual Harassment and Assault Prevention Response (SHARP) Summit on April 15. Maj. Gen. Bruce T. Crawford Commanding General of U.S. Army Communications-Electronics Command and APG Senior Commander hosted the second annual event with more than 500 participants at APG North's Recreation Center.

between O-2 (first lieutenant) and O-6 (colonel). General officers, members of the senior executive service and other command sergeant majors were encouraged to attend.

The Summit coincided with the ribbon-cutting opening of APG's SHARP Resource Center, one of 12 in the entire Army, dedicated to providing a one-stop environment for any SHARP related matter.

Monique Ferrell, Director, Headquarters, Department of the Army SHARP Program Office, served as the keynote speaker for the Summit.

"I am an Army wife and an Army mother," Ferrell stated. "And I am very protective of my two soldiers and I share that same passionate concern for protecting all our soldiers, civilians and family members no matter where they serve.

"I know Army leaders are committed to eliminating sexual harassment and sexual assault. Each one of us has an obligation to eliminate such behavior across the ranks. This is an important issue that threatens military and civilian alike.

"Army efforts to date have generated momentum to achieving ultimate success. And we must attain success. Sexual harassment and sexual assault is an insider threat to discipline and internal trust and therefore Army operations. Allowing such to exist affects all, down to the lowest levels."

Ferrell also trumpeted the opening of APG's SHARP Resource Center as an example of the Army's serious intent. "The APG SHARP Resource Center puts APG at the forefront of combatting SHARP issues. As one of 12 pilot stations Army-wide, I know we will learn valuable lessons from the work being done here at APG."

After the conclusion of Ferrell's keynote address, the day evolved into panel discussions on various overarching SHARP issues. Dialogue was encouraged on each topic. The first panel was a "Leadership" panel and covered topics such as creating a professional work environment, accountability, retaliation via social media, the civilian-vs-military response and the benefits of a coordinated response. Participants on this panel included the panel lead Maj. Gen. Peter Utley, U.S. Army Test and Evaluation Commander; Command Sgt. Maj. Harold Dunn, 20th Chemical, Biological, Radiological, Nuclear and high-yield Explosives (CBRNE) Command; Carmen Spencer, Joint Program Executive Officer – Chemical and Biological Defense; and Maj. Gen. Linda Singh, The Adjutant General, state of Maryland.

The leadership panel was followed by a "Junior" Panel, manned by less-senior leaders on APG but designed to discuss challenges and topics that might be seen at lower levels in the ranks. These topics included Company-level SHARP programs, a SHARP Command climate, retaliation and bullying and accountability. Led by Capt. Sojung Yu, Headquarters and

Headquarters Company, 22nd Chemical Battalion, CBRNE, the panel featured Capt. Tarik Jones, Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System (JLENS) company commander; Pvt. Amber Shaw, 20th CBRNE; and civilians Andrea Tavers, U.S. Army Research, Development & Engineering Command, and Leah Badham of CECOM's Logistics Readiness Center.

Shaw was likely the most junior member of any panel, but answered directly from her perspective when quizzed on what "leadership" means to her.

"What makes up a good command climate? Respect," she answered without hesitation. "Respect fosters trust. Leadership should also guide and mold the soldier without overstepping the bounds of that authority. And there should be zero tolerance for those not adhering to such boundaries."

She cited "building comradeship" as a key element in team and trust building.



"Comradeship is a best practice. It improves situations. Training scenarios can also be used to identify problems before they arise but training only annually may not be enough. Any instance of sexual harassment or sexual assault is devastating to the morale and affects both the accuser and the accused."



After a midday break, the panels continued. Real-life issues were discussed in a "Survivor & Bystander" panel with a survivor telling their story and SHARP experience. The fourth and final panel was staffed by subject matter experts and discussed what a SHARP investigative process/collaboration might look like, prosecution efforts, medical response(s), victim legal support and victim care (civilians). Experts from Kirk U.S. Army Hospital Clinic, the U.S. Army Criminal Investigative Division, Special Victims



Maj. Gen Peter Utley (left) Commanding General, U.S. Army Test & Evaluation Command, poses a question to a panel of participants at Aberdeen Proving Ground's Sexual Harassment and Assault Prevention Response (SHARP) program Summit held on April 15. Maj. Gen. Bruce T. Crawford (right), Commanding General of U.S. Army Communications-Electronics Command and APG Senior Commander hosted the second annual event with more than 500 participants at APG North's Recreation Center.



Subject matter experts from inside the Army and from the surrounding community, participate in a panel discussion at APG's SHARP Summit held April 15. The session was designed to provide for the exchange of ideas and best practices for eradicating negative behavior and spark a culture change of trust that holds offenders accountable for sexual harassment and assault offenses.

Prosecution and Council and the Harford County Community Outreach Program were members of that panel.

Maj. Gen. Crawford closed the day-long event by stating “Ten years from now, we will be facing this same threat if we don’t address it now. Twenty years. Thirty. It won’t go away unless we make it happen now. We must eliminate it now.

“But this is going to be a journey – a marathon – not a sprint. This effort will have to continue and we must have the perseverance to overcome. This is going to take everyone realizing we are clearly in this for the long haul.”

The Summit is an ongoing opportunity for various leaders at multiple levels to make a

real impact in changing the culture surrounding the response and support of victims of sexual offenses. Change must be coordinated across all levels of leadership and victims must know and be confident that leadership will take action if a crime is reported.

The Army continues to work with the Defense Department best to implement prevention strategies across the Army and is actively communicating with other military service branches, the Secretary of Defense and Congress on this top Army priority. Sexual assault remains the most underreported crime in the Army and in the nation. But raising awareness in discussions such as the SHARP Summit will go far in eradicating the issue on all levels.

APG SHARP Resource Center hosts ribbon cutting ceremony



Aberdeen Proving Ground’s Sexual Harassment/Assault Response and Prevention, or SHARP, Resource Center officially opened its doors during a ribbon cutting ceremony conducted on April 15. Held at the Janet M. Barr Soldier Support Center, where the office is located, the ceremony was officially presided over by APG Senior Commander, Maj. Gen. Bruce T. Crawford. Also joining the ceremony was: the civilian aide to the secretary of the Army,

Mr. Turhan Robinson; Ms. Monique Ferrell, director of the Army’s SHARP program and the honorable Michael Bennett, Mayor of the city of Aberdeen. Key APG installation leaders also participated. The center, available to both military and civilians, offers a “one-stop-shop” where APG military and civilian community members can go for consolidated sexual harassment and assault response and treatment. The resource center is only one of twelve set to open Army wide

under a pilot program concept supported by the Chief of Staff of the Army. The ribbon cutting ceremony was held in conjunction with the 2015 APG SHARP Summit, where more than 500 members of the APG community participated in open dialogue, forums and panels to help rid the Army of sexual harassment and assault.

Link to youtube video of event:

<https://youtu.be/1puLeVGJhgQ>

Message from THE COMMANDER



Maj. Gen. Bruce T. Crawford

National Military Appreciation Month

.....
*“The United States Armed Forces:
Honor, Recognize & Remember”*
.....

The U.S. Senate first passed a resolution in 1999 designating May as National Military Appreciation Month to honor the current and former members of the Armed Forces, including those who have died in the pursuit of freedom and peace. The vigilance of the members of the Armed Forces has been instrumental to the preservation of such freedoms, which are enjoyed by the people of the United States. The continuing success of the Armed Forces depends on the dedicated service of its members, their families, and the civilian employees of the Department of Defense.

During the month of May we celebrate the many sacrifices and successes made by current and former service members. As the strength of our Nation, our Army has always answered the call, and our Soldiers, civilians and family members have never wavered in their support and patriotism, despite the many challenges they have faced.

In recognition of this month, I encourage everyone to take the time to participate in Aberdeen Proving Ground’s Armed Forces Week starting on May 11. There will be many installation events that pay tribute to our storied past and highlight the innovation and imagination for a brighter future.

This is a time of honor and respect for the most trusted profession on Earth, the US military.

Whether you are on the frontlines of battle or in a board room providing support, the combined contributions of our many trusted professionals deserves our highest praise for their commitment to something bigger than themselves.

We also have a responsibility to support our Soldiers for Life, whether active duty, veterans or retirees. This is an opportunity to highlight their professionalism and skills so they may contribute to their communities beyond their Army career.

Let us never forget those who paid the ultimate sacrifice and the families who lost loved ones so that we can continue to enjoy our lives in peace and security.

I want to personally thank everyone on our phenomenal team for all you do. No task is insignificant and no job is without value. All of you are making a difference and this month we salute what you do on behalf of every U.S. citizen.

**Trusted Professionals Always,
Army Strong!**

**Bruce T. Crawford
Major General, USA
Commanding**



Command Sgt. Maj. William G. Bruns

COMMAND SERGEANT MAJOR'S PERSPECTIVE

Why We Serve: Honor By CSM William G. Bruns

It usually happens around mile five of a good run; it's the moment I discover I'm older than my body remembers. No longer a young Private who could run for hours, but rather the Sergeant Major who can't shake the nagging pain from my knee. But then I think of him, immortalized at 31, forever a Corporal, and my legs regain a confident stride as my heart swells in his honor.

Honor. It's such a versatile word. Defined by some as showing respect or esteem, demonstrated by others through vigilance and fortitude. Our Army recognizes honor as one of the seven core values, but for me it's the bonding agent for the other six. For without honor, our loyalty, duty, respect, selfless service, integrity, and personal courage may falter.

As a Soldier, husband and father, part of my moral compass revolves around 'doing the right thing' whether at work, at home or as a member of our great community. In an era where a small percentage of the American population are serving in our Armed Forces, it's imperative that we take the time to engage our communities and

support them as much as they support us. Just like our internal Army family, our towns and our neighborhoods, the homes of our fallen, are grieving too. By taking care of each other in our darkest hours, we honor those deserving of our reverence and respect.

As May breaks and our spirits are lifted by warmer weather, I encourage you to support the many observances designed for such reflection. Here at Aberdeen, this month brings Military Spouse Appreciation Day, Armed Forces Week, Memorial Day and our National Moment of Remembrance. Outside our installation, there are a plethora of community organizations designed to support and honor our active duty service members, veterans and their families. Whether it's welcoming our forces home from overseas or placing a wreath on a grave, empower yourself to be part of the bigger picture; Honor them through action.

For the Bruns household, our small contribution has become a family affair. Since 2010, my wife Robin (Army Retired), Halie, Clayton and I have been involved in a nation-wide running club started in 2007 by Gold Star Mothers to help our communities better understand and honor the Fighting, the Fallen, and the Families of our military men and women. We initially became involved when we were both stationed at Fort Bragg, North Carolina, but

continued supporting during our tour to Joint Base Lewis McChord, Washington. When we arrived here at Aberdeen, it seemed natural for Robin to assist community members in building a support club in Fallston, Maryland. Through our monthly runs, our community empowers one another to connect, to move forward, to remember and to grieve. We take each step in honor of their selfless patriotism and uncompromising heroism.

This month, just like last, I will run for Cpl. Antonio Burnside, a Paratrooper with the 82nd Airborne Division, 1st Brigade Combat Team, Special Troops Battalion who was killed by small-arms fire during a dismounted patrol in search of roadside bombs on April 6, 2012, in Mushaki, Afghanistan. The miles may seem longer as each month passes but the terrain, smells and radio traffic remain crystal clear. Cpl. Burnside was dedicated to our unit's mission, loyal to his platoon, and steadfast in the protection of his team. I honor his commitment and the thousands of other dedicated professionals volunteering to serve and protect our way of life. I run because he afforded me the freedom and privilege to be able to do so. I run because he cannot.

Pause and reflect.

CSM sends...

Soldiers benefit from new CROWS maintenance training program

.....

By Jacqueline Boucher, TYAD Public Affairs

TOBYHANNA ARMY DEPOT, Pennsylvania -- Tobyhanna Army Depot employees were recognized for boosting educational opportunities for Soldiers and civilians who maintain Army vehicle-mounted weapon systems.

A Teamwork Award was presented to the 11-member team for developing a training course and teaching personnel how to perform field maintenance on the Common Remotely Operated Weapons Station, known as CROWS.

Members of the Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance, or C4ISR, Directorate's Readiness Training Branch worked alongside PEO Soldier's Product Manager Crew-Served Weapons and TACOM Life Cycle Management Command officials to fill a void in the CROWS training program.

Tobyhanna's training instructors started augmenting TACOM's operational new equipment training and train-the-trainer events in 2011. Over the next two years their involvement progressed from assistants to primary instructors and training leads at many events. As a result, the program has received \$2.35 million to fund eight dedicated CROWS trainers.

"The success of the training events prompted TACOM to ask if we could develop and conduct a CROWS maintenance course," said Thomas Holmes, branch chief. "The course has since become the standard for CROWS maintenance training and was even adopted into the Combined Arms Support Command's curriculum at Fort Lee, Virginia."

Shortly after the instructors started teaching the course, the PM noticed a reduction in equipment downtime, according to Mark Williams, branch training specialist. He explained that the systems

tend to perform better because of the preventative maintenance Soldiers can now perform.

Team Tobyhanna travels with four CROWS teaching aids that are used to train eight students during the weeklong course. Instructors teach an overview of the system and field-level maintenance tasks, which include troubleshooting, how to break down components, make repairs, and reassemble. They also learn how to inspect and test the system to guarantee it's fully operational.

The CROWS provide crews the ability to locate, identify and engage targets with better accuracy and improved range, while keeping the gunner inside, protected by the vehicle's up-armor. The Army has fielded thousands of CROWS systems in support of Soldiers across the theater of operations on vehicle platforms such as mine resistant ambush protected (MRAP) military vehicles, humvees, route clearance vehicles, or military all-terrain vehicles, and others.

"Training is a necessity," Williams said. "The CROWS saves lives. It's rewarding to know we're teaching operators and mechanics how to use the system safely and how to maintain it."



Training Instructors Joe Lavelle, left, and John Kerr follow step-by-step instructions to remove the left side assembly of the Common Remotely Operated Weapons Station (CROWS) during the CROWS maintenance course at Tobyhanna Army Depot. (Official U.S. Army photo by Mr. Steve Grzedzinski)

SEC achieves JITC certification

By: Gregory Christ, Software Engineering Center

The U.S. Army Communications-Electronics Command (CECOM) Software Engineer Center (SEC) recently announced the latest version of its Variable Message Format (VMF) Test Tool (VTT) earned Joint Interoperability Test Command (JITC) certification. After months of preparation, the VTT 11.0 successfully completed the comprehensive interoperability test and evaluation in less than two weeks. The VTT 11.0 is designed to aid in development, certification, interoperability and conformance-to-standards testing of VMF messages used by Army-developed tactical systems. As a result of the JITC certified release, users will experience enhanced performance, visuals and updated capabilities.

“The JITC certification of VTT 11.0 is a direct outcome of the team’s hard work and dedication over the last several months,” said Dale Hughes, division chief, CECOM SEC Engineering Services Division. “The JITC certification represents CECOM SEC’s commitment to developing tools that support interoperability and compliance to the latest messaging standards to ensure the warfighter has access to the best communications capabilities on the battlefield.”

Combat messages are continuously and thoroughly refined by the user community for efficiency and brevity to support engaged Soldiers. To ensure messages are transmitted quickly and

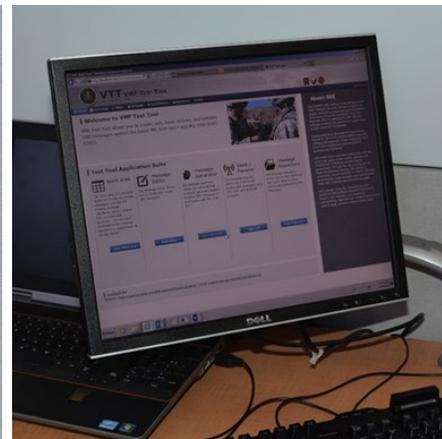
accurately, messages must be well governed and standardized. To support these constantly evolving needs, CECOM SEC coordinates Tactical Data Link Military Standards (MIL-STD) with Army and Joint representatives to dictate the interoperability and digital information requirements for mission critical systems.

The VTT 11.0 is used to test conformance to MIL-STD-6017 and provides users the capability to prepare and send VMF messages, monitor real-time VMF message traffic and display VMF messages received during testing. The systems generates a log of all transmitted and received messages and records all messages for post-test analysis (message validation). Updated capabilities of VTT include importing messages for validation, storing messages, and generating pre-populated messages. Also included in the VTT 11.0’s enhanced capabilities is the Software Development Kit (SDK), a test platform which supports the automation of interoperability testing for validation and generation messages in compliance with MIL-STD-6017 VMF. Combat developers can utilize the SDK to create test scripts to support the automation and stress tests rather than single-threaded compliance tests executed today. Full implementation and deployment of the SDK generates development efficiencies and improved operational effectiveness for systems operating across the Army Enterprise.

As a web-based application, VTT 11.0 is platform independent. Free of cost to all government agencies, the tool can be downloaded and deployed on any Windows 7 machine.

The JITC certification for VTT 11.0 is significant to developers to identify and solve interoperability problems early in their systems life-cycle by reducing future effort and costs. Moreover, it is also useful to JITC during interoperability testing. Both JITC and the CECOM Central Technical Support Facility have successfully utilized VTT during certification testing of MIL-STD-6017.

To learn more about the VTT 11.0 and JITC certification contact Gregory Christ, gregory.p.christ2.civ@mail.mil or (443) 861-8297.



HAIL & Farewell

The Communications-Electronics Command (CECOM) welcomes its new military service members.

Sgt. William A. Tyson
Headquarters, CECOM
Logistics and Readiness Center

Chief Warrant Officer 4 Benjamin P. Talbert
Communications Security Logistics Activity
Fort Huachuca, Arizona
Duty Station – San Antonio, Texas

CECOM thanks the following employees for their years of dedicated service:

Carissa G. Anongos
G8, Aberdeen Proving Ground (APG)
March 31, 2015

Robert J. Smith
SEC, APG
May 29, 2015

John Stonska
Logistics and Readiness Center, APG
April 30, 2015

Marshall D. Foster
SEC, APG
May 29, 2015

Redick D. Hatfield
Information Systems
Engineering Command (ISEC)
Fort Huachuca, Arizona
April 30, 2015

Thomas C. Gilbert
ISEC, Fort Huachuca
May 30, 2015

Pamela Hegedus
G8, APG
April 30, 2015

Anne E. Burton
G3/5, APG
May 30, 2015

Lorraine R. Criss
Software Engineering
Center (SEC)
May 2, 2015

Larry E. Main
G3/5, APG
May 30, 2015

Bartholomew J. Horan
SEC, APG
May 31, 2015

Awards



Military Awards

Legion of Merit

Command Sgt. Maj. Kennis J. Dent

Headquarters (HQ), Communications-Electronics Command (CECOM), Aberdeen Proving Ground (APG)

Meritorious Service Medal

Col. Jeffrey K. Woods

Software Engineering Center (SEC), APG

Meritorious Service Medal

Master Sgt. Christopher L. Paluzzi

Information Systems Engineering Command (ISEC), Fort Huachuca

Meritorious Service Medal

Maj. Francisco R. Polzin

ISEC, Fort Huachuca

Meritorious Service Medal

Lt. Col. Catherine A. Rusnak

HQ CECOM, APG

Meritorious Service Medal

Lt. Col. Young D. Kim

HQ CECOM, APG

Army Achievement Medal

Chief Warrant Officer 2

Christopher N. Roche

Logistics and Readiness Center, APG

Army Achievement Medal

1st Lt. Delois L. Carr

ISEC, Fort Huachuca

Civilian Awards

Commander's Award for Civilian Service:

Thomas Gilbert

ISEC

Fort Huachuca, Arizona

Christopher Ward

Logistics and Readiness Center

Aberdeen Proving Ground (APG), Maryland

Achievement Medal for Civilian Service:

Allen Chiu, G3/5, APG

Kelsey Cole, SEC, APG

Brian Janeczek, G3/5, APG

Garrett Shoemaker, SEC, APG



On Friday, May 1, 2015, the Baltimore Federal Executive Board (FEB) conducted the 48th Excellence in Federal Career Awards Luncheon and Ceremony. This historic, regional, federal employee recognition program is in conjunction with Public Service Recognition Week honoring and recognizing the accomplishments and outstanding job performance, heroism and volunteerism of Federal employees.

The winners, as recognized in our April edition, were:

BRONZE WINNERS:

Category 1a - **Outstanding Supervisor**
GS13 & Above Brian DeBiase, LRC

Category 2a - **Outstanding Professional**
(Non-Supervisory), Technical, Scientific &
Program Support Jon A. Calafato, LRC

Category 3a - **Outstanding Para-
Professional** (Non-Supervisory) Technical,
Scientific & Program Support Kevin A. Golisano,
LRC

Category 3c - **Outstanding Para-
Professional** (Non-Supervisory) Administrative
Management Analyst, GS8 & Above Christi C.
Peterson, Office of the Chief Counsel

SILVER WINNERS:

CATEGORY 3B - **Outstanding Para-
Professional** (Non-Supervisory) Technical,
Scientific & Program Support - Team
CECOM Reclamation and Disposal Team, LRC

Team members: Bryant Anderson, Russell
Roark, Curlen Richardson, Thomas Evon, Eric
Marrero, James (Scott) Hornberger, Chris Allen,
Mike Cicero, Ulises Matias, Nicole Stevens,
Mark Fetter, Peggy Gordon, Paul Lukasiewicz,
Derek Walters, Eric Silvi, Steve Brennan, Donna
Rand, Bonnie Donley, Tom Benson, David Feller,
and William Banks.

AROUND *the* COMMAND



Tobyhanna Army Depot, Pennsylvania – Electrical Worker Robert Mascola, Systems Integration and Support Directorate, installs a wireless access point in a building at Tobyhanna Army Depot. Tobyhanna personnel are increasing wireless network capabilities at several installations throughout Army Materiel Command and now continue the effort inside the depot's gates. Three teams of technicians and engineers recently began upgrading Tobyhanna's wireless infrastructure starting with the set-up and programming of 190 access points, which will provide two-way communication capabilities to and from automatic identification technology devices. These devices will enable users to wirelessly access the Logistics Modernization Program with enhanced capabilities through Complex Assembly Manufacturing Solution software. (U.S. Army photo by Steve Grzedzinski)

Fort Huachuca, Arizona – U.S. Army Information Systems Engineering Command's (ISEC) officers and noncommissioned officers prepared cooked and served food for the ISEC civilian workforce during their annual civilian appreciation cookout in April. (Official U.S. Army photo)



Aberdeen Proving Ground, Maryland – (right) Maj. Gen Bruce T. Crawford, Commanding General, Communications-Electronics Command (CECOM) presents newly retired (left) Col. Cynthia Palinski, former military deputy director, Logistics and Readiness Center, CECOM, with a token of appreciation during her retirement ceremony at the Myer Auditorium here April 24, 2015. (Official U.S. Army photo)





My name is Chaplain Wayne Boyd and I am the new CECOM Command Chaplain, arriving from the paradise of Hawaii. My wife Sharon and I are honored to serve alongside all of you. My assistant, Sgt. Juan Howard, and I are located in Bldg 6001, Rm C1104, phone 861-4331. We are here to serve the entire workforce. Much thanks to the outstanding ministry of CH Kim and Staff Sgt. Vazquez.

Goose Theology

Next fall, when you see geese heading south for the winter, flying along in V formation, you might consider what science has discovered as to why they fly that way: As each bird flaps its wings, it creates uplift for the bird immediately following.

By flying in a V formation the whole flock adds at least 71 percent greater flying range than if each bird flew on its own. People who share a common direction and a sense of community can get where they are going, more quickly and easily, because they are travelling on the thrust of one another. When a goose falls out of formation, it suddenly feels the drag and resistance of trying to go it alone ... and quickly gets back into formation to take advantage of the lifting power of the bird in front. If we have as much sense as a goose, we will stay in formation with those who are headed the same way we are.

When the head goose gets tired, it rotates back in the wing and another goose flies point. It's sensible to take turns doing demanding jobs with people or with geese flying south. Geese honk from behind to encourage those up front to keep up their speed. What do we say when we honk from behind? Finally...and this is important...when a goose gets sick, or is wounded by gunshots, and falls out of formation, two other geese fall out with that goose and follow it down to lend help and

protection. They stay with the fallen goose until it is able to fly, or until it dies; only then do they launch out on their own, or with another formation to catch up with their group.

.....
If we have the sense of a goose, we will stand by each other to ensure we carry on the traditions of those who paved the way to our success.
.....

1 Corinthians 12:20-26 As it is, there are many members, yet one body. The eye cannot say to the hand, 'I have no need of you', nor again the head to the feet, 'I have no need of you.' On the contrary, the members of the body that seem to be weaker are indispensable, and those members of the body that we think less honorable we clothe with greater honor, and our less respectable members are treated with greater respect; whereas our more respectable members do not need this. But God has so arranged the body, giving the greater honor to the inferior member, that there may be no dissension within the body, but the members may have the same care for one another. If one member suffers, all suffer together with it; if one member is honored, all rejoice together with it.



Report

Suspicious Activity



Indicators:

- People drawing or measuring important buildings.
- Strangers asking questions about security or building security procedures.
- Briefcase, suitcase, backpack, or package left behind.
- Cars or trucks left in No Parking zones in front of important buildings.
- Intruders in secure areas where they are not supposed to be.
- A person wearing clothes that are too big and too hot for the weather.
- Chemical smells or fumes that worry you.
- People asking questions about sensitive information such as building blueprints, security plans, or VIP travel schedules without a right or need to know.
- Purchasing supplies or equipment that can be used to make bombs or weapons or purchasing uniforms without having the proper credentials

Also Report Situations Where:

- Individuals have isolated themselves or are emotionally withdrawn from friends/community
- Individuals are absent from the workplace for seemingly no reason
- Individuals with apparent grievances

Primary Reporting Methods

- Law enforcement official or agency
- Security force or guard members

Alternative Reporting Methods

- DA Civilians/Soldiers: your chain of command
- Spouses: your military member/FRG Leader
- Children: your parents or teachers
- Contractors: contract agency or COTR

What to Report

- When did suspicious activity occur
- Where did activity occur
- How many people involved
- How many vehicles involved
- What type of activity
- Describe what you saw
- Provide pictures if you took any

Report to: Mr. Victor Lowe

Phone No.: Force Protection Officer, CECOM

Organized team or lone wolf, foreign or home-grown, targeting many places or just one, using available technology or weapons made with their own hands—the fluid, obscure nature of the terrorist threat demands that we know what to look for and where to look. Familiarize yourself with indicators of suspicious activity and be ready to report such activity to proper authorities.

Always Ready, Always Alert
Because someone is depending on you





Wellness

Resilience—Energy Management It's Important During Times of Stress

Taken from the Army Materiel Command's Publication "Wellness Steps"

We each experience various degrees of stress in both our personal and professional lives but how we manage it is the key to maintaining optimal performance and the ability to "bounce" back during times of adversity and challenges. Let's first define what stress is, then explore an exercise that can help you modulate your energy level to when you are faced with a stressful situation.

Stress, a necessary function in life, is a psychological and physical response by your body to anything that is perceived as a threat or a challenge which can be caused by either a negative challenge (like a death in the family) or a positive challenge (such as a wedding). When you experience stress, your body acts like an alarm system and makes hormones (such as cortisol and adrenaline) that give you a burst of extra energy. This helps you get through temporary periods of stress until you can relax again. A tool to help you effectively manage your energy level is deliberate breathing.

Deliberate breathing exercises can help one stay calm, maintain focus and perform better even in

difficult situations. This effective tool has been incorporated into CSF2's resilience training skill of the Energy Management. Take a moment to follow the simple steps of deliberate breathing – a great way to regulate your energy levels.

1. Sit straight in a chair, your feet flat on the floor, hands in your lap.
2. Inhale through your nose, feel your abdomen expand, count slowly to four.
3. Exhale slowly through your nose and count slowly from one to four.
4. Continue for at least three minutes.
5. Focus your thoughts on your breathing.

To learn more about the resources and tools CSF2 has to offer, visit <https://armyfit.army.mil> or contact your local Master Resilience Trainer (MRT).

Mental Health Awareness and Going Beyond the Blues (B4Stage4):

May 19, 2015 (1130-1230) Wellness Center, Building 6001, Floor 2, Room 224. Video teleconference available. Focuses on addressing mental health earlier, rather than at "Stage 4" when symptoms are more severe making recovery a longer process. B4Stage4 looks at changing the way we think about mental health by learning about risk factors, symptoms, warning signs, and the stages of mental health conditions.

Point of contact is Tiffany Grimes, G1: 443-861-7901 or tiffany.l.grimes.civ@mail.mil

Emerging Leaders seek new Cohort members

**By Traci Flemons,
U.S. Army Test and Evaluation Command**

The Emerging Leadership Cohort (ELC) is an organization created by graduates of the Aberdeen Proving Ground Emerging Leaders Program (ELP). The ELC serves to foster the skills gained in this program and create a community of motivated, leadership-focused individuals. The main objectives include networking opportunities between ELC members and senior leadership, a mentoring program for members, a training repository for professional development opportunities, and community outreach events.

The Board (Lauren Johnsky, Chair; Genevieve Brimat, Vice Chair; Janet Penaherrera, Mentor Coordinator; Traci Flemons, Training Coordinator; Sandra Curley, Events Coordinator; Alexander O'Ree, Information Technology Coordinator; Rita Savage and Peter Reha, Co-Secretaries) drafted the 2014-2015 Charter & Strategic Plan which was signed by Mr. Gary P. Martin, CECOM Deputy to the Command General, in September 2014. The plan outlined the goals for Fiscal Year 2015 with an emphasis on developing the mentoring program.

The goal for the mentoring program is to create a program that matched mentees with senior leadership mentors in a more personal way. To bring this vision to life, the ELC hosted its inaugural 'Fast Match' mentoring event on January 28, 2015 at Ruggles Golf Course. The event brought together a diverse group of mentors and mentees in a speed dating-style format.

The attendees were given four minutes to discuss backgrounds and career goals before scoring their partner on both professional and personal compatibility. These scores were then used to match mentors and mentees in pairings that will be most beneficial to their end goals. This innovative format gave mentors and mentees an opportunity to personally interact to assist in determining their best mentorship relationship match.

Martin provided opening remarks for the event and explained that,



"The APG Senior Leader COHORT team has done a great job at developing a set of guidebooks and training material to support a much needed and desired installation-wide mentoring program. The work conducted by the Emerging Leaders via the Fast Match engagement provides a very efficient and structured way to address one of the remaining challenges, i.e., how to facilitate connecting mentors to mentees. Based on the feedback from the Fast Match event, I am confident that this process will be incorporated as a key element of our installation wide mentoring program."





Emerging Leadership Cohort Board

L to R (standing) – Lauren Johnsky, Chair; Roxanne (Janet) Penaherrera, Mentor Coordinator; Radoslaw (Rita) Savage, Secretary; Genevieve Brimat, Vice Chair; Sandra (Sandy) Curley, Events Coordinator; and Alexander (Alex) O’Ree, Information Technology Coordinator.

Seated: Mr. Gary P. Martin, SES, Deputy to the CECOM Commanding General.

Not Pictured: Traci Flemons, Training Coordinator; Peter Reha, Secretary

This event was the first of many efforts to foster a community of driven and equipped leaders. Future plans include, more mentoring events, membership mixers, and community outreach events.

The General Membership Meetings feature informative speakers from across APG that provide an opportunity for members to engage and ask questions. The next ELC general membership meeting will be held on June 22, 2015 and the group continues to accept new members as each group of Emerging Leaders graduates.

If you have an interest in becoming an ELC member, contact your Training Coordinator for information regarding enrollment in the APG Emerging Leaders Program.

If you are a GS-14/15 or Senior Executive Service and have an interest in serving as a mentor at our next Fast Match events, please contact the Emerging Leadership Cohort at the ELC Mailbox (usarmy.apg.cecom.mbx.elc@mail.mil), as well as copy Ms. Norma Valerio (Norma.valerio.civ@mail.mil).

Dressing for Safety



You are probably accustomed to seeing surgeons, laboratory technicians, firefighters, or emergency responders wearing protective clothing. But what about you? How can you defend yourself against the hazards of your job? Protective clothing ranges from simple coveralls to shield your clothing from dirt, to a full body “moon suit” to guard against hazardous substances.

There are many options available to you. Here are a few examples.

- **Coveralls** provide light duty protection from dust, paint spray or grease. They can be made from a variety of materials including a cotton fabric or disposable cloth-like paper.
- **Disposable** shirts, pants, lab coats, hair protectors, boots, and aprons are also available in lightweight synthetic fibers. They are commonly used in “clean room” operations involving sensitive electronic equipment, the manufacture of medical implant devices or pharmaceuticals, or the production and packaging of consumable food products.
- **Specially treated** cotton and heavy wool garments are generally comfortable to wear and flame-resistant. These garments adapt well to changing work temperatures.
- **Aprons** of padded leather, hard fibers, or metal provide some protection from blows, cuts, and bruising.
- **Leather** clothing can provide protection against hot metal splashes and heat. Welders frequently wear this type of clothing.
- **Rubber**, rubberized fabrics, and some types of plastics give protection against certain acids and chemicals.
- **Aluminized** clothing can protect against the extremely high temperatures involved in smelting operations or fire-fighting.
- Extremely toxic substances may require an **encapsulating suit** with a self-contained compressed air respirator. Workers using hazardous chemicals, or removing toxic wastes would probably use this type of protective clothing.

- Gloves, sleeves, aprons, and blankets made of **heat and cut resistant** materials are available. This protective equipment is available in varying weights and sizes.

Other types of clothing designed for special job hazards may include:

To be effective, protective clothing should be cleaned and inspected regularly. Rips, tears or other damage should be immediately reported to your supervisor.

- High visibility **reflective** clothing for night work.
- Personal **flotation devices** when working near or on water.
- **Lead-lined** clothing for working around x-ray machines.

If you are washing your protective clothing at home, remember these points:

- **Clean** protective clothing regularly and according to the manufacturer's instructions.
- Keep it **separate** from regular laundry.
- Use plenty of hot water and a heavy-duty detergent to wash your protective clothing.
- **Wash** heavily soiled clothing twice if necessary.
- **Dry** the clothing completely before wearing.
- **Be careful** not to bring contaminated clothing into your home.

Protective clothing can safeguard your health against a variety of hazards. Ask your supervisor for assistance when choosing the proper protection for your job.

Hurricane Basics

Hurricanes have the power to cause widespread devastation, and can affect both coastal and inland areas. How to prepare for a Hurricane explains how to protect yourself and your property, and details the steps to take now so that you can act quickly at a time when every second counts.

WHAT: Hurricanes are massive storm systems that form over the water and move toward land. Threats from hurricanes include high winds, heavy rainfall, storm surge, coastal and inland flooding, rip currents, and tornadoes. These large storms are called typhoons in the North Pacific Ocean and cyclones in other parts of the world.

WHEN: The Saffir-Simpson Hurricane Wind Scale classifies hurricanes into five categories based on their wind speed, central pressure, and wind damage potential. With wind speeds of 111 miles per hour or more, Category 3, 4, and 5 hurricanes are major according to this scale. Category 1 and 2 hurricanes can also cause damage and injuries. The Saffir-Simpson scale is shown at the end of this document. The Atlantic hurricane season runs from June 1 to November 30, with the peak occurring between mid-August and late October. The Eastern Pacific hurricane season begins May 15 and ends November 30.

WHERE: Each year, many parts of the United States experience heavy rains, strong winds, floods, and coastal storm surges from tropical storms and hurricanes. Affected areas include all Atlantic and Gulf of Mexico coastal areas, Puerto Rico, the U.S. Virgin Islands, Hawaii, parts of the Southwest, the Pacific Coast, and the U.S. territories in the Pacific.

IMPACT: Hurricanes can cause loss of life and catastrophic damage to property along coastlines and can extend several hundred miles inland. The extent of damage varies according to the size and wind intensity of the storm, the amount and duration of rainfall, the path of the storm, and other factors such as the number and type of buildings in the area, the terrain, and soil conditions. The effects include the following:

- Death or injury to people and animals.

- Damage or destruction of buildings and other structures.
- Disruption of transportation, gas, power, communications, and other services.
- Coastal flooding from heavy rains and storm surge; and inland flooding from heavy rains.

For disaster related information, visit www.fema.gov

.....
Once a hurricane watch has been issued:

- (a) Stay calm and await instructions from the EOC or the designated official.
- (b) Continue to monitor local TV and radio stations for instructions.
- (c) If you are on high ground, and plan to stay, secure the building, moving all loose items indoors and securing all windows and openings.
- (d) Collect drinking water in appropriate containers.

.....
Once a hurricane warning has been issued:

- (a) Be ready to evacuate as directed by the EOC and/or the designated official.
- (b) Leave areas that might be affected by storm tide or stream flooding as communicated by EOC.

Sustaining the Momentum

**Maj. Gen. Peter D. Utley, Commander, U.S. Army
Test and Evaluation Command**

The Army continues to make great strides acknowledging and addressing the issues of sexual harassment and sexual assault within the Army's ranks. This year, Army Chief of Staff Gen. Raymond Odierno, and a host of senior leaders are focused on Sustaining the Momentum when committing to the elimination of sexual violence within the Army community. Army leaders are focused on not only changing the culture, in regards to occurrences of sexual assault, but in eliminating it completely through education, awareness, prevention, and intervention.

As members of the Army Profession, we are held to a high standard of ethical conduct. As Army Professionals, it requires all of us to change and challenge behaviors inconsistent with our values, our ethics, and anything potentially damaging to morale and our professional reputation. The American people look to us to set the example through our behavior. Individuals who violate the trust given to us by the

American citizenry, through unacceptable behavior, must be addressed. We can address it together by committing to not being unengaged bystanders. If you see something, do something to prevent the situation from worsening. In many cases, the problem can be solved at a very low level.

Leadership plays a critical role in instilling trust within the workplace, but it requires every member of the team to make the objective a reality. It is the responsibility of every member of the Army Family to do more each and every day to help promote a culture and an environment of dignity, confidence, and mutual respect for everyone and to reinforce a positive command climate intolerant of sexist behaviors or sexual offenses.

The keys to achieving the objective is learning to recognize the early warning signs of the high risk behaviors and attitudes potentially leading to sexual offenses and how to safely intervene to help the victim and thwart the perpetrator. It is imperative each of us are knowledgeable, aware,

SUSTAINING THE MOMENTUM ACCOUNTABLE TO THE NATION

observant, and alert to these early warning signs from co-workers, family members, and peers. By equipping ourselves with this knowledge, we are in a better position to spot these types of behaviors and to help prevent sexual harassment and sexual assault from happening within the workplace and within the Army communities.

To bring awareness and education to its workforce, ATEC will host a number of Sexual Harassment/Assault Response and Prevention educational programs, including the production of SHARP Vignettes to demonstrate how to recognize and navigate through risky situations in and outside of the workplace. Through awareness and education, we all can learn more about how to become a victim's advocate, be aware of the services available on the installation, and do our part to instill confidence, inspire victims to report, and restore resilience in the workplace and at home.

To eradicate sex crimes within the Army, senior leaders are working to create an environment in which Soldiers and Civilians can trust in their chain of command to maximize the safety, mutual respect, trust and professionalism in the workplace. Creating a culture in which these offenses are not tolerated, or high risk behaviours potentially

leading to such crimes, will cultivate an environment of prevention.

Leaders must take any reports of sexual harassment and assault seriously and address such reports to ensure timely and accurate results. Army leaders encourage the reporting of offenses and will hold those who violate the trust accountable while adhering to the newly established policies, procedures, and initiatives to instill trust at all levels.

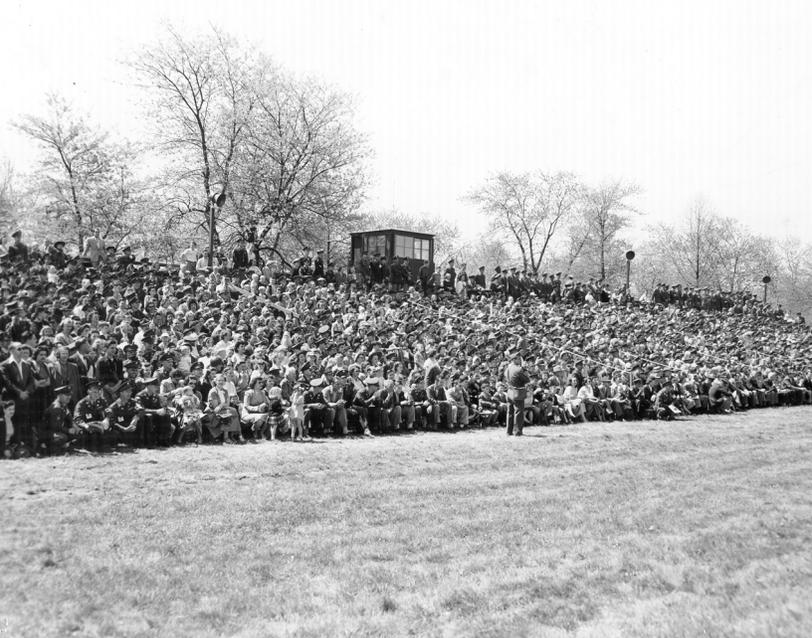


If you see something, do something to prevent the situation from worsening. In many cases, the problem can be solved at a very low level.



LIKE US ON FACEBOOK

www.Facebook.com/AGPSHARPResourceCenter



Visitors fill the Grand Stand to capacity for opening ceremonies marking the first Armed Forces Day events at Fort Monmouth, New Jersey, on May 13, 1950.



History Highlights

Signal Corps Engineering Laboratory displays in front of exhibit tents. May 13-20, 1950.

The First Armed Forces Day – 65 Years Ago this Month

By Susan Thompson, CECOM Command Historian

This year marks the 65th anniversary of the first Armed Forces Day celebration, held 20 May 1950. Prior to that, each of the branches of the military celebrated their own day. Since 1929, Army Day had been observed on April 6, to mark the country's entrance into World War I.

In a speech announcing the formation of the day, President Truman "praised the work of the military services at home and across the seas" and said, "It is vital to the security of the nation and to the establishment of a desirable peace." In an excerpt from the Presidential Proclamation of Feb. 27, 1950, Mr. Truman stated:

"Armed Forces Day, Saturday, May 20, 1950, marks the first combined demonstration by America's defense team of its progress, under the National Security Act, towards the goal of readiness for any eventuality. It is the first parade of preparedness by the unified forces of our land, sea, and air defense."

The theme of the first Armed Forces Day was "Teamed for Defense." It was chosen as a means of expressing the unification of all the military forces under a single department of the government. Although this was the theme for the day, there were several other purposes for holding Armed Forces Day. It was a type of "educational program for civilians," one in which there would be an increased awareness of the Armed Forces. It was designed to expand public understanding of what type of job is performed and the role of the military in civilian life. It was a day for the military to show "state-of-the-art" equipment to the civilian population they were protecting. And it was a day to honor and acknowledge the people of the Armed Forces of the United States.

That first year's celebration was extensively marked by the Signal Corps at Fort Monmouth, New Jersey, with a week's worth of activities, and included visits by Cardinal Francis J. Spellman, Archbishop of New York; New Jersey Governor Alfred E. Driscoll; Maj. Gen. Maugborne



The Color Guard representing all branches of the Armed Forces do an “eyes right” as the reviewing stand is passed. Just in rear are the forty-eight flags of each state on May 18, 1950, as part of the “Governor’s Day” celebrations.



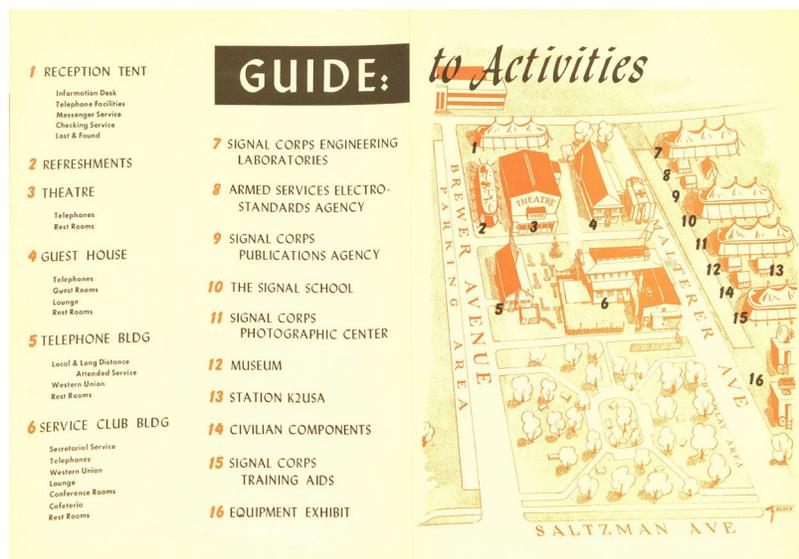
WAC Pvt. 1st Class Dorothy J. Burrus, is seen in earnest conversation with Cpl. James J. Rhoads, whom she can see. This was part of a video-telephone exhibit being displayed at Fort Monmouth, New Jersey, as part of the first Armed Forces Week program, May 13-20, 1950.

(ret.), former Chief Signal Officer; Maj. Gen. van Deusen (ret.), former Fort Monmouth Commander; as well as other local dignitaries.

Hosted by Fort Monmouth and Signal Corps Center Commander Maj. Gen. Francis Lanahan, crowds of more than 12,000 were present for the opening activities. Civilians visited Fort Monmouth to see such sights as parachute and helicopter demonstrations, troop reviews, as well as over 200 exhibits. The exhibits highlighted the full range of activities that were on Fort Monmouth at the time, including work being done at the Squire, Coles, Watson and Evans Signal Laboratories; the Armed Service Electro-Standards Agency; the Signal Corps Publications Agency; The Signal School; the Signal Corps Photographic Center; the Signal Corps Museum; Station K2USA; civilian components; and exhibits of training aids and equipment. Some of the more startling exhibits included the Signal Corps Engineering Laboratories “Snow Village,” which produced snow in a closed environment, the Video-Telephone exhibit, dynamic weather-radar display guided missile displays.

All these events were faithfully recorded in the newly-established “Monmouth Message” newspaper, which was first published May 9, 1950. The CECOM archive also maintains

original programs, detailed descriptions of the exhibits and displays, and a Commemorative Photograph book, which highlights some of the hundreds of photographs taken during the events of Armed Forces Week 1950. In addition to documenting the first Armed Forces week, the CECOM archive has additional materials highlighting a number of Armed Forces Week materials throughout the 65 years of history of the celebration.



Map of Exhibit tents set up for Armed Forces Week displays, May 13-20, 1950, from the 1950 Program of Events.



CECOM DOTS and DASHES

"... / ... --- . - - . - . - / - . - / ... --- . - - . - . -"

The answer to "What's in the box?" is:
Morse code for - "See something, say something."

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, Gregory Mahall. The newsletter is published monthly and distributed electronically via email. It is posted to the CECOM SharePoint site at: <https://cecom.aep.army.mil/cecom/home/default.aspx>

Send questions, comments to:
renee.a.ullman.civ@mail.mil, 443-861-6707 (DSN 848-6707) or
pamela.a.leigh.civ@mail.mil, 443-861-6709 (DSN 848-6626)