U.S. Army Communications-Electronics Command PLAN 2018

CECOM VISION
Enabling lethality is our business. Our bottom line is the Soldier. We do what is best for the Soldier in the fight.

CECOM MISSION
We empower the Soldier with winning C4ISR capabilities.
FROM THE COMMANDING GENERAL

Welcome to the U.S. Army Communications-Electronics Command (CECOM) Plan 2018. This Plan is a key tool to help our command achieve its chartered mission to synchronize, integrate, and deliver command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) materiel readiness to the Total Army in support of our ultimate customer: the American Soldier.

As we look at the global security environment, we face increasingly uncertain and complex situations. Given this international instability, ensuring our Army continues to be the best manned, trained, and equipped fighting force in the world will be foundational to our national power and security. CECOM is helping the Army adapt to this environment by improving the Army network, divesting obsolete equipment, ensuring supply availability, building capacity with multinational partners, engaging our organic industrial base, and improving contracting to sustain capabilities for the entire life cycle.

The readiness of the Army is key to the security of our Nation. CECOM remains laser focused on this Number 1 priority. We provide the critical sustainment capabilities that enable the Army to win our current fight, prepare for potential conflicts abroad tonight, empower focused readiness units, and deter emerging threats. We also maintain close relationships and collaborate with future force planners, materiel developers, acquisition communities, testing centers, and Program Executive Office partners across our Army.

CECOM has developed specific lines of effort (LOEs) to guide us in our key tasks of setting theaters, increasing materiel readiness, managing our resources, and leading through reform. These LOEs include:

- LOE 1: C4ISR Readiness – Ready to Fight Now
- LOE 2: Future Force C4ISR – Overmatch Adversaries
- LOE 3: People Always – Trained, Agile, and Cared For

This Plan articulates how we will succeed in these efforts. I am confident that every member of Team CECOM takes these responsibilities seriously and will do their part to support the brave men and women who put themselves in harm’s way for our great Nation. I pledge the unwavering support of my entire team as we work together to be a truly operationalized command that provides C4ISR materiel readiness to the Total Army.

Army Strong!

MG Randy S. Taylor
Major General, USA
Commanding
PURPOSE
This CECOM Plan aligns with Department of the Army (DA) and Army Materiel Command (AMC) strategies to explain how we will accomplish our mission and fulfill our vision.

This plan:
• Defines our vision and mission
• Outlines the operational environment
• Illustrates how CECOM efforts align with DA and AMC priorities
• Describes our LOEs and what we must accomplish to meet those objectives

WHO WE ARE
CECOM is the Army’s materiel integrator for C4ISR readiness. As a major subordinate command of AMC, CECOM collaborates with Program Executive Offices, other AMC commands, and industry partners to provide, integrate, and sustain world-class C4ISR hardware, software, and mission command capabilities for the joint warfighter. CECOM maintains a global team of approximately 16,000 dedicated Soldiers and Civilians and is headquartered at Aberdeen Proving Ground (APG), MD.

CECOM is composed of five assigned and one operationally controlled (OPCONed) organizations:

Assigned Organizations:
• Integrated Logistics Support Center (ILSC), APG, MD – provides global logistics support for C4ISR systems and equipment through rapid acquisition, maintenance, production, fielding, new equipment training, operations, and sustainment.

• Software Engineering Center (SEC), APG, MD – provides full life cycle software support to aid the warfighter, from supporting program managers, to maintaining existing software, to developing customer software from the ground up.

• Tobyhanna Army Depot (TYAD), Tobyhanna, PA – provides logistics support for C4ISR systems across the Department of Defense, including sustainment, overhaul and repair, fabrication and manufacturing, engineering design and development, systems integration, software depot maintenance, technology insertion and modification, foreign military sales, and global field support.

• Information Systems Engineering Command (ISEC), Fort Huachuca, AZ – provides systems engineering, installation, integration, implementation, and evaluation support for communications and information technology systems worldwide.

• Central Technical Support Facility (CTSF), Fort Hood, TX – provides configuration management, system-of-systems integration, interoperability testing, and training and integration facilities for the Army and C4I providers.

OPCONed Organization:
• Army Contracting Command – Aberdeen Proving Ground (ACC-APG), MD – provides responsive, cost-effective, and compliant contracting solutions.
Threat Analysis: The security environment our Nation faces in 2018 is more complex than any that preceded it. We live in a world of uncertainty, with numerous state and non-state actors threatening our Nation in new and evolving ways. The challenge of meeting and deterring these threats extends beyond our immediate list of known adversaries. We must improve our current doctrine, organization, training, materiel, leadership, personnel, and facilities while also creating the concepts and doctrine to fight the enemies of the future. Integrating our efforts across all Army warfighting functions, and eventually across joint forces, will be the key to our success. This will enable us to arrive on the future battlefield prepared to decisively defeat any threat to our freedom and way of life.

“The history of the failure of war can almost be summed up in two words: Too late... Too late in comprehending the deadly purpose of a potential enemy. Too late in realizing the mortal danger. Too late in preparedness. Too late in uniting all possible forces for resistance. Too late in standing with one's friends.” — General Douglas MacArthur

Readiness Focus: The future operational environment will be unlike any of our recent experiences or encounters. When our Nation calls on the Army to fight, we can't be “too late.” We must be equipped, trained, and ready to fight tonight.

Strategies: The Army (along with all the armed services) is developing new strategies, tactics, techniques, and procedures to increase our readiness against known and unknown threats. These efforts include:

1) Multi-Domain Battle: The Army recently implemented its Multi-Domain Battle doctrine, which considers a single, combined battlefield across air, land, sea, space, and cyberspace. All systems operating in these domains must be expeditionary, mobile, and hardened to survive electronic warfare.

2) Modernization: The Secretary of the Army (SECARMY) and Chief of Staff of the Army (CSA) have established six modernization priorities to restore our dominance and help us transition to the future. These are: 1) Long-Range Precision Fires, 2) Next-Generation Combat Vehicle, 3) Future Vertical Lift, 4) Networks, 5) Air and Missile Defense, and 6) Soldier Lethality.

3) Reform: The Army is reforming, modernizing, and integrating its processes with one focus: make Soldiers and units more lethal. These processes run the entire gamut, including information technology, logistics, supply chain, contracting, human resources, training, acquisition, research, capabilities development, and sustainment. To be successful, we must turn ideas into actions through continuous experimenting and prototyping, streamlining business processes, pursuing appropriate commercial off-the-shelf options, and improving training. The Army’s Cross-Functional Teams (CFTs) are on point to lead this effort. The Army has directed its initial CFTs—made up of experts from across the requirements, acquisition, science and technology, test and evaluation, contracting, and sustainment communities—to improve the quality and speed up delivery of new materiel and capabilities to Soldiers.

4) Sustainment Process Improvements: CECOM ensures Army-wide sustainment and establishes a standardized framework to track, store, and manage all Transition to Sustainment (T2S) activities: ensuring equipment functions properly and securely for its entire life cycle. This begins with maturing processes to meet Army materiel readiness requirements. The Army is currently reforming its contracting to ensure that sustainment language and activities are considered from the very beginning of the materiel life cycle process. It is also considering what current and future environments will look like to address complex sustainment challenges, like operating as part of dispersed, interorganizational, and multinational teams, as well as sustaining at a high-operational tempo.

“Nine times of ten an army has been destroyed because its supply lines have been severed.” — General Douglas MacArthur
SECRETARY OF DEFENSE (SECDEF) PRIORITIES:
Defense Secretary James Mattis recently established his priorities:
1) Improve warfighting readiness
2) Achieve program balance by addressing pressing shortfalls
3) Build a larger, more capable, and more lethal joint force

Of these, his ultimate objective is to build a larger, more capable, and more lethal joint force, driven by a new National Defense Strategy. His intermediate objectives are to address “immediate and serious readiness challenges” and “pressing programmatic shortfalls.”

“You are part of the world’s most feared and trusted force. Engage your brain before you engage your weapon.”
— James Mattis, SECDEF

CHIEF OF STAFF OF THE ARMY (CSA) PRIORITIES:
General Mark Milley, the 39th CSA, has established three priorities:
1) Readiness (Current Fight)
2) Future Army (Future Fight)
3) Take Care of the Troops (Always)

“I want to be clear to those who wish to do us harm; the United States military—despite all of our challenges, despite our OPTEMPO, despite everything we have been doing—we will stop you and we will beat you harder than you have ever been beaten before. Make no mistake about that.”
— General Mark Milley, CSA

SECRETARY OF THE ARMY (SECARMY) PRIORITIES:
Dr. Mark T. Esper serves as the 23rd SECARMY. His priorities include:
1) Readiness: ensuring the Total Army is ready to deploy, fight, and win across the entire spectrum of conflict, with an immediate focus on preparing for a high-end fight against a near-peer adversary. Improving readiness is the benchmark for everything the Army does; it should guide our decision-making.

2) Modernization: building greater capacity and capabilities for the longer term. This means growing our operational force while maintaining quality, reshaping it to be more robust and successful in all domains, and modernizing it with the best weapons and equipment available to guarantee overmatch in future conflicts.

3) Reform: improving the way we do business, including how we implement these priorities, to make the Total Army more lethal, capable, and efficient. This means changing the organizations, policies, processes, and tasks that use up time, money, or manpower without delivering real value and applying the savings to our top priorities.

“To be successful, we must work together and empower people at all levels to lead, innovate, and make smart decisions.”
— Mark T. Esper, SECARMY

ARMY MATERIEL COMMAND (AMC) PRIORITIES:
General Gus Perna, Commanding General (CG) AMC, based his priorities on the CSA’s priorities. The AMC priorities are:
1) Strategic Readiness
2) Future Force
3) Soldiers & People

“In war, the difference between ready and reacting will be measured by the number of lives lost. We must hold ourselves accountable to being ready.”
— General Gus Perna, CG AMC
WE EMPOWER THE SOLDIER WITH WINNING C4ISR CAPABILITIES:

CECOM will remain relevant, dominant, and fully prepared to ensure our combat and support forces have the freedom to reliably operate and maneuver in all environments. We will work closely with military and business partners to ensure our Soldiers have dependable, interoperable, and sustainable C4ISR systems—incorporating hardware, software, cyber, and electromagnetic spectrum—while operating as part of joint, interorganizational, and multinational teams.

LOE 1: C4ISR READINESS – READY TO FIGHT NOW
Objective 1.1 Achieve 100% Supply Availability
Objective 1.2 Achieve Army Divestiture Targets
Objective 1.3 Enable a Defensible Network
Objective 1.4 Implement Common ASL (C4ISR)
Objective 1.5 Ensure Security Force Assistance Brigades (SFAB) C4 Readiness
Objective 1.6 Enable Transition to Sustainment

LOE 2: FUTURE FORCE C4ISR – OVERMATCH ADVERSARIES
Objective 2.1 Ensure Overmatch through Technological Dominance
Objective 2.2 Influence C4ISR Research Investments
Objective 2.3 Support to TRADOC/Force 2025 and Beyond

LOE 3: PEOPLE ALWAYS – TRAINED, AGILE, AND CARED FOR
Objective 3.1 Sharpen the Saw

“Your proximity to the war is not a direct correlation to your contribution.”
— General Richard Cody
CECOM’S LINES OF EFFORT (LOEs)

CECOM’s top priorities align within those of the Army. We have determined these priorities based on our mission as the Army’s C4ISR materiel integrator. They focus on delivering materiel readiness to the Total Army to defeat adversaries in the current fight, developing a future Army able to defeat longer-term adversaries, and taking care of our people. CECOM pursues its priorities by designating specific LOEs.

The first LOE, “C4ISR Readiness – Ready to Fight Now,” fits within the AMC priority of readiness for the current fight. This LOE focuses on ensuring our combat and enabling forces have the C4ISR systems they need to be ready to operate right now. Working through our regionally aligned Senior Command Representatives and field maintenance personnel, CECOM engages commercial companies and the organic industrial base to provide combatant commands with reliable, timely, and professional support.

Examples of how we support readiness include:
• Providing 100% supply availability, so that when a Soldier orders a repair part, it is ready to issue
• Divesting unneeded systems and breaking the Army’s culture of keeping obsolete equipment
• Ensuring pre-positioned stock receives the same C4ISR sustainment attention as the rest of the Army
• Fixing software issues that impact operations or leave systems vulnerable to hacking
• Equipping the Security Force Assistance Brigades—which advise, assist, and build capacity with security forces from our multinational partners—with needed C4ISR systems

The second LOE, “Future Force C4ISR – Overmatch Adversaries,” is all about modernizing the Army to defeat future opponents anywhere in the world. Consistent with Army Directive 2017-33, CECOM and units will work with the CFTs and ensure the future Army network integrates and synchronizes sustainment processes for multiple stakeholders. This enables materiel developers to manage resources, improve the speed and quality of their capabilities, and operationalize future materiel readiness. This LOE looks at the full spectrum of capability integration, including doctrine, organization, training, materiel, leadership, personnel, facilities, and policy. CECOM participates fully in the analysis led by the Headquarters, Department of the Army (HQDA) CIO/G6 and HQDA G3/5/7 that considers how to change our current network structure in order to—quoting our Army Operating Concept—“win in a complex world.”

The third LOE, “People Always – Trained, Agile, and Cared For,” is a take on the old Army mantra of “Mission First, People Always.” We must cultivate a diverse, ready, and resilient team of trusted professionals. We must develop confident leaders of character, competence, and commitment who can provide leadership through purpose and direction. And we must provide a quality work environment. To truly consider people always, we have started an initiative titled “Sharpen the Saw.” It focuses on leader development, meaningful recognition of workforce members who truly live Army values, and ensuring everyone is empowered with the tools and knowledge they need to work more efficiently and effectively.
LOE 1: C4ISR READINESS
READY TO FIGHT NOW

Objective 1.1 Achieve 100% Supply Availability
   Task 1.1.1 Reduce back orders to 3,593 by end of FY18. (OPR: ILSC)
   Task 1.1.2 Meet materiel line-of-balance goals each month with accountability to Commanding General. (OPR: ILSC)
   Task 1.1.3 Implement two Lean Six Sigma Black Belt projects (RBOM and depot forecasting) in FY18. (OPR: ILSC)
   Task 1.1.4 Achieve ACC/DLA execution metric objectives each quarter of FY18. (OPR: ILSC)
   Task 1.1.5 Execute supplier relationship management session with industry. (OPR: ILSC)

Objective 1.2 Achieve Army Divestiture Targets
   Task 1.2.1 Exceed monthly divestiture goals IAW Master Divestiture List. (OPR: ILSC) | FY18 GOAL 98%
   Task 1.2.2 Meet radio and movement-tracking objectives established by HQDA EXORD 130-17. (OPR: ILSC)
   Task 1.2.3 Streamline demilitarization process at TYAD NLT 3QFY18. (OPR: TYAD)

Objective 1.3 Enable a Defensible Network
   Task 1.3.1 Execute electronic patching for all Programs of Record on a monthly basis. (OPR: SEC) | FY18 GOAL 40% COMPLIANT
   Task 1.3.2 Update software to add new munitions and address new threats. (OPR: SEC)
   Task 1.3.3 Provide on-time and cost-efficient engineering, design, implementation, and integration of modern voice and data networks in partnership with HQDA, CIO/G6, DISA, and PMs. (OPR: ISEC)
Objective 1.4 Implement Common Authorized Stockage List (C4ISR)

Task 1.4.1 Implement changes to the conversion schedule on a weekly basis. (OPR: ILSC)
Task 1.4.2 Execute changes to the Common ASL requirements on a monthly basis. (OPR: ILSC)
Task 1.4.3 Update Logistics Modernization Program prior to ASL conversions. (OPR: ILSC)
Task 1.4.4 Fill all converted ASL sites to 100%. (OPR: ILSC)

Objective 1.5 Ensure Security Force Assistance Brigades (SFAB) C4 Readiness

Objective 1.6 Enable Transition to Sustainment

Task 1.6.1 Document the CECOM T2S process to ensure standardization of activities across the C4ISR portfolio. (OPR: SEC)
Task 1.6.2 Establish a standardized framework to provide tracking, storage, and management for all T2S activities. (OPR: SEC)

LOE 2: FUTURE FORCE C4ISR

OVERMATCH ADVERSARIES

Objective 2.1 Ensure Overmatch through Technological Dominance

Task 2.1.1 Provide future looks into and assessment of technical innovations, developing standards, and military applications of advanced commercial information technologies. (OPR: ISEC)

Objective 2.2 Influence C4ISR Research Investments

Task 2.2.1 Provide military-focused input into industry research by providing continuous feedback on shortcomings of existing and developing information technologies and products. (OPR: ISEC)

Objective 2.3 Support to TRADOC/Force 2025 and Beyond

Task 2.3.1 Integrate CECOM into TRADOC Army Warfighting Challenge analysis. (OPR: G5)
Task 2.3.2 Drive performance improvement by annual engagements with NIE/JWA and Force 2025 maneuver exercises. (OPR: G5)
Task 2.3.3 Synchronize CECOM coalition interoperability efforts to ensure unity of effort. (OPR: G5)
Task 2.3.4 Integrate CECOM into the Army MCN modernization strategy effort. (OPR: G5)

LOE 3: PEOPLE ALWAYS TRAINED, AGILE, AND CARED FOR

Objective 3.1 Sharpen the Saw

Task 3.1.1 In concert with AFGE 1904 and NFFE 476, informally negotiate the conversion to AcqDemo performance management system to enable CECOM to attract and retain top talent and allow pay flexibilities tied to performance output. (OPR: G1)
Task 3.1.2 Ensure consistent accountability by rewarding top performance and promptly addressing performance deficiencies and/or conduct issues. (OPR: G1)
Task 3.1.3 Develop and implement a Human Capital Management Plan NLT 30 September 2018 that enables the workforce to provide winning C4ISR support to our Soldiers. The plan will identify goals, objectives, and initiatives to support the fight, improve the force, and build a future workforce. (OPR: G1)
Task 3.1.4 Improve our task and knowledge management processes by taking advantage of current and more efficient and effective technology. (OPR: G3)

ASL — Authorized Stockage List
AFGE — American Federation of Government Employees
MCN — Mission Command Network
NFFE — National Federation of Federal Employees
NIE — Network Integration Evaluation
JWA — Joint Warfighting Assessment
T2S — Transition to Sustainment
TRADOC — Training and Doctrine Command

“We will pray for peace every day, but at the same time, the U.S. Army will prepare for war.”
— General Mark Milley, CSA
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