CECOM Campaign Plan

FY2013 – 2015

THE CRITICAL LINK

U.S. Army Communications-Electronics Command

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Overview

Our Army has been involved in persistent combat for more than a decade. During this time Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems were instrumental in enabling communications, information sharing, persistent surveillance and force protection capabilities. Throughout this time, CECOM has served as the critical link in providing responsive sustainment support ensuring extraordinary levels of systems readiness and availability. The next decade will be marked with a number of key challenges which will necessitate that CECOM reassess the way it delivers its core mission capabilities. Declining fiscal resources, withdrawal of forces from Afghanistan, demands for new concepts for home station training, rising software depot maintenance costs, and a shift in focus to regional support to Combatant Commanders changes what we do and how we do it. The U.S. Army Communications – Electronics Command's (CECOM) Campaign Plan (FY2013 – 2015) focuses on goals that will enhance the efficiency and effectiveness with which CECOM executes its sustainment and support mission to ensure readiness of deployed C4ISR systems while supporting the Army's development of a future Force focused on Army 2020 as part of a joint Force 2020.

CECOM leadership is focused on refining Strategic Goals and Lines of Effort (LOE) to meet the future needs of the nation and the Army. To do that, CECOM synchronized its Campaign Plan (FY2013 – 2015) with Army doctrine, initiatives and priorities to provide a roadmap toward the future.

CECOM will focus its core competencies to enable the Army's objective of sustaining a high-quality All-Volunteer Army that remains the most decisive land force in the world; provides depth and versatility to the Joint Force; is agile, responsive, and effective for Combatant Commanders; and ensures flexibility for national security decision-makers in defense of the Nation at home and abroad. Key tenets of our efforts will be to:

- Support the Joint Warfighter
- Enable transition from war to sustainment by supporting retrograde operations from Afghanistan and aligning field service support efforts where needed.
- Balance our sustainment and support efforts to meet new Army Priorities.
- Optimize our field support and technical assistance efforts by regionally aligning with COCOMs.
- Care for and develop our workforce and emerging leaders

Purpose

This CECOM Campaign Plan aligns Strategic Goals and Objectives to focus on setting the conditions for success as we move toward fulfilling our Mission, Vision and Intent. This plan sets out to:

- Define the new vision and mission
- Explain who we are and what we do
- Understand the operational environment facing the command
- Align CECOM efforts with Department of the Army and Army Materiel Command (AMC) priorities and
- Describe the necessary initiatives to implement our Lines of Effort (LOE)

CECOM sustains C4ISR readiness while enabling a Network that connects our forces at all echelons to ensure a more capable, better trained and dominant Joint Force for the United States and our Allies. CECOM's efforts are vital to ensure all C4ISR systems and equipment are sustainable for DoD both today and for the future. CECOM provides a critical link to enable our Armed Forces' ability to achieve dominance on the battlefield by contributing to a globally networked force. Everything we do is focused on providing America's Warfighters with the decisive edge.

This plan identifies the key initiatives that will enable CECOM's vision to become the life cycle provider of choice for supporting joint warfighting superiority through globally networked C4ISR systems; however, it is not all inclusive.
This plan provides our workforce, stakeholders and partners with an understanding of CECOM's strategy for the 2013 – 2015 timeframe.

Commander's Intent

MG Robert S. Ferrell
Commanding General

For more than a decade, the Army has been focused on building a modular force optimized for counter insurgency operations in Iraq and Afghanistan. As these two wars draw to a close, the focus will shift to improving the responsiveness, agility and precision of a regionally aligned force ready for a range of contingencies. This Commander's Intent aligns our efforts with U.S. Army and AMC strategic guidance.

As we focus our efforts in this new direction, we will need to adapt to a new environment of constrained fiscal resources. Our global footprint will be reassessed and aligned to better support Combatant Commanders. We will support Army modernization efforts with a near term emphasis on improving the logistics and sustainment support efforts at the Army's Network Integration Events. We will leverage our command's core competencies to ensure responsive, agile, and effective support to enable the Army's initiatives in organization, development, employment, training and sustainment of the Force. We remain committed to delivering cost effective support and services without sacrificing responsiveness or agility. To do so, we must seek every opportunity to improve the efficiency in all we do. We must improve our business processes and strive to become leaner, more agile and more innovative by collaborating and enhancing partnerships with our key stakeholders and customers to deliver the best C4ISR capability to the Warfighter. Now, more than ever, CECOM will serve as the critical link that integrates, sustains and maintains C4ISR readiness.

CECOM will continue to transform and adapt to be the critical link that sustains C4ISR assets and replaces legacy systems by identifying and divesting obsolete, excess and dormant equipment. Achieving this requires working with Army Staff (G3, G4, and G8) and AMC to identify candidate systems and equipment for divestiture, while continuing uninterrupted support to key Army modernization initiatives.

CECOM will be the critical link that delivers quality support by bringing innovative solutions that augment Warfighter readiness and capability. We will rely on delivering integrated product support capability through materiel, maintenance, training and services.

Achieving this Intent mandates that CECOM invest in its most precious resource – its people. CECOM's workforce is more relevant than ever as a critical link to advancing the mission. Everything we do is dependent on the talents and capabilities of our workforce. We must continue to acquire, develop, grow and retain a diverse workforce that is skilled, responsive, agile, and resilient to an environment of change. We will focus on programs that build and nurture this workforce and set a foundation for current and future success.

CECOM is "*The Critical Link*."

ROBERT S. FERRELL
Major General, USA
Commanding

Be the life cycle provider of choice for supporting superior joint warfighting through world-class, globally networked C4ISR systems

Vision

The Army's vision for 2020 is to be a globally engaged and regionally responsive force supporting combatant commanders, inter-governmental partners, and multinational forces. CECOM will play a major role in creating a more agile force by providing C4ISR capabilities across a range of operations. This plan will define how CECOM will support the Army as a decisive force of action.

Life cycle provider – *A life cycle provider develops, integrates and sustains a system from product development through deployment, operations, and termination of the weapon system.*

Of Choice – *The reality of the DoD environment is that our customers don't have to do business with us. CECOM must be the facility where our customers choose to come for C4ISR support because of our ability to satisfy their need for high quality support that is responsive and cost-effective.*

Supporting – *To provide the Joint Forces with the necessary logistics support and services to ensure achievement of system readiness.*

Joint – *We operate in a Joint environment. CECOM personnel will work tirelessly to deliver outstanding C4ISR systems support to all branches of the Armed Forces.*

Warfighting Superiority – *Globally networked and integrated C4ISR is essential to our Armed Forces' ability to deter our enemies, and when deterrence fails, to achieve dominance on the battlefield.*

World Class Globally Networked – *The battlefield today is tactically and strategically linked. The world's best C4ISR systems are used by Joint Forces to collect data, communicate effectively and aid in the operation of mission command.*

C4ISR Systems – *C4ISR is Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance, an all-inclusive term that defines the types of systems and equipment that CECOM is responsible to maintain and sustain for DoD to ensure a ready and superior fighting force.*

Develop, provide, integrate and sustain the logistics and readiness of C4ISR systems and mission command capabilities for joint, interagency, intergovernmental and multinational forces worldwide.

Mission

Who We Are:

CECOM Partners with Program Executive Officers, Program Managers, other AMC Major Subordinate Commands to develop, acquire, provide, field and sustain world-class C4ISR systems and mission command capabilities for the Joint Warfighter. Five subordinate organizations make up CECOM:

Central Technical Support Facility (CTSF), Fort Hood, TX – the Army's premier test, integration and certification testing facility for the Army LandWarNet/mission command systems. CTSF provides C4ISR configuration management, system of systems integration and interoperability certification testing for intra-Army interoperability, interim authority to operate, spectrum analysis and net-worthiness.

Logistics and Readiness Center (LRC), APG, MD – provides integrated global logistics support for C4ISR systems and equipment. It uses rapid acquisition, maintenance, production, fielding, new equipment training, operations and sustainment to meet the Army's Reset and Readiness goals in support of Army and Coalition Forces.

Software Engineering Center (SEC), APG, MD – provides life cycle software solutions for C4ISR software and hardware systems on the battlefield. SEC develops and maintains software business applications to ensure Soldiers are fed, housed, moved and supplied.

Tobyhanna Army Depot (TYAD), Tobyhanna, PA – the Army's premier depot providing maintenance, manufacturing, integration and field repair to C4ISR Systems worldwide with more than 80 forward repair activities. TYAD accomplishes maintenance, fabrication and system integration for Army, Navy and Air Force C4ISR systems.

Information Systems Engineering Command (ISEC), Fort Huachuca, AZ – provides systems engineering services, installation, integration, implementation and evaluation support for communications and information technology (IT) systems in support of the Warfighter. ISEC supports the Program Executive Office (PEO) for Enterprise Information Systems (EIS) in upgrading the IT infrastructure at every Army post, camp and station; upgrades command centers; and is modernizing the IT infrastructure throughout the Army.

What We Do

CECOM executes a sustainment and logistics integration mission across a very broad and complex set of C4SIR systems and capabilities. As one of AMC's four Life Cycle Management Commands (LCMCs), CECOM is the Army's critical link for life cycle support of the communications-electronics systems and equipment used by the joint Warfighter. These efforts span the full scope of tactical and strategic echelons—from the individual soldier to the installation. The command accomplishes its mission by providing eight major functions. They include:

Supply Chain Management – CECOM's supply chain management expertise ensures the supply chain meets the demand whenever and wherever needed. It does this in the most efficient manner possible.

Field Support – CECOM provides software and hardware engineers, logisticians and maintenance personnel to the field supporting units. CECOM's "Face to the Field" includes Logistic Assistance Representatives (LARS), FSRs, and Field Service Engineers (FSEs) under the management of CECOM's Senior Command Representatives (SCRs).

Logistics Sustainment Planning & Execution – CECOM's LRC prepares, sustains and resets the Nation's Armed Forces before, during and after operations and deployments. LRC achieves its mission by rapidly providing and sustaining C4ISR equipment. LRC has subject matter experts in the 12 Integrated Product Support elements described in the Office of the Secretary of Defense (OSD) Product Support Managers (PSM) guidebook to support C4ISR systems.

Information Technology Systems Engineering & Integration – Systems engineering is a structured, iterative, and multidisciplinary process. It's where we design, develop, test, and maintain information systems. CECOM experts from ISEC engineer the backbone infrastructure for these IT systems, including hardware and software, enabling distribution of information from the battlefield to national command and control centers.

Foreign Military Assistance – CECOM executes foreign military sales under the direction and guidance of the U.S. Army Security Assistance Command by supporting our allies and strengthening relationships through foreign military sales. CECOM's Logistics and Readiness Center provides C4ISR equipment in support of Afghanistan, Iraq and Pakistan, among others. These military partnerships promote compatibility and interoperability in equipment and training which are crucial to the National Defense Strategy.

Interoperability Certification – CTSF is the Army's strategic facility for Army Interoperability Certification (AIC) testing and configuration management for all operational Command, Control, Communications, Computing and Intelligence (C4I) systems, applications, and hardware before fielding.

Software sustainment – CECOM provides life cycle software solutions and services that support units' C4ISR and business systems requirements. The Software Engineering Center ensures uninterrupted critical software functions, such as licenses, information assurance vulnerability alerts, and the Department of Defense (DoD) Information Assurance Certification and Accreditation Process. SEC executes priority Post Production Software Support to ensure critical safety and interoperability compliance of fielded C4ISR software intensive systems.

Depot Level Manufacturing, repair & overhaul – Tobyhanna Army Depot is DoD's premier sustainment center for C4ISR systems ranging from night-vision devices to satellite terminals. The depot designs, manufactures, repairs and overhauls critical C4ISR systems for the Army, Air Force, Navy and Marines. It executes critical partnerships with industry to ensure viable industrial base capability in support of Joint Service electronics systems.

Mission success is CECOM's ultimate goal. Achieving this will demand we collaborate and partner with stakeholders to develop and implement long-term sustainment plans, and streamline delivery of logistics and sustainment capabilities. We must pursue efforts that align our collective efforts to more efficiently and effectively deliver the desired capabilities.

Where We Are

CECOM is a worldwide command. It has personnel located in 59 locations in 23 states and at 33 locations in seven countries. Our workforce is predominately Department of the Army (DA) civilians, but military and contractors are a key element contributing to the success of our mission.

Figure 1: CECOM operates in seven foreign countries in addition to the U.S. This figure represents permanent stations and overseas deployments.

CECOM's workforce is integrated into Army Sustainment Command's Army Field Support Brigade structure, ensuring regional alignment to critical army regions. This alignment ensures responsive support to COCOMs with units located in the Pacific, Americas, Europe, and forward deployed in the Middle East. CECOM regional offices and field support representatives also provide capabilities well positioned to support regional COCOMs. Our focus will be to ensure this structure enables responsive, agile, and quality support to the regionally deployed COCOMs and Army units.

In the Continental United States (CONUS), the largest concentration of the CECOM workforce is at Aberdeen Proving Ground, MD. APG is home of the C4ISR Center of Excellence, made up of CECOM's headquarters, LRC and SEC. CECOM's next largest installation is at Tobyhanna Army Depot, PA; followed by the CTSF at Fort Hood, TX. CECOM also maintains a presence at Fort Bliss in

support of the Network Integration Evaluation (NIE) and at Fort Huachuca in support of the Army's Network Command.

CECOM's stakeholders are a critical piece to our overall success. They play an integral role as advocates, sponsors, partners, customers, and implementers. Our objective is to understand how CECOM interacts and relates to them in order to maintain and strengthen these relationships.

Figure 2: CECOM has initially identified five overarching categories of stakeholders depicted above. The diagram provides examples—but isn't all-inclusive—of groups within these categories.

Future Operating Environment & Impact on CECOM

The Army remains engaged in combat operations in Afghanistan while simultaneously drawing down our active component strength from 570k to 490k. This current force is characterized by modular Brigade Combat Teams optimized for operations in Iraq and Afghanistan. While this model served our Nation well, we find ourselves in a period of transition. Today's global conditions (such as weak governance, proliferation of Arms/WMD, demographics, energy dependence and uneven economic recovery) portray a complex environment that requires the Army to maintain focus on crises in the Middle East while simultaneously setting conditions in regions around the world.

> *"Our future operating environment is described as an era of persistent conflict in which resources continue to decline and the business of providing support to the warfighter increases in complexity."*
>
> **AMC Campaign Plan**
> FY2013-2020

The Army of the future will be fundamentally different than the Army today. The complex operational environment demands a robust, ready, regionally-engaged and responsive Army. Today's Army will first move from a regionally aligned force with the improved ability to respond to contingencies to a mission tailored, regionally aligned force, optimized for a broader range of contingencies.

Our Future Force will be characterized by the following:

- Depth and Versatility – meeting our Nation's security needs in a complex, dynamic and uncertain global environment.
- Adaptive and Innovative – a willingness to accept prudent risk in unfamiliar or rapidly changing situations and an ability to adjust based on continuous assessment.
- Flexible and Agile – preserving responsiveness to a broad range of missions including regular and irregular warfare; humanitarian assistance, security cooperation and support to civil authorities via effective mission command, collaborative planning and decentralized execution.
- Integrated and synchronized – operating within a larger joint, interagency and multinational effort arranging military actions across time, space and purpose to produce maximum effect.
- Lethal and Discriminate – organize, equip, train and employ Army formations for unmatched lethality and applying this capability lawfully and discriminately.

> *"We will have to change the strategy and what we are able to do if we continue to fall below a certain level…And that's what we have to discuss as we talk about matching these budget cuts to strategy."*
>
> **GEN Raymond T. Odierno**

Our Joint Force must operate in a complex and dangerous environment while we balance readiness requirements and limited resources. Adapting to this strategic environment will require us to prioritize leader development and technology advancements to empower the Soldier. We must adapt our readiness and training models to better prepare units to operate in complex environments. We must regionally align our support to Combatant Commanders providing them a tailorable and scalable response package and, finally, we

must facilitate C2 and decision-making with networked real-time data and connectivity to the Joint Force providing that decisive information edge.

How do we get there?

> *"As we begin to emerge from a decade of conflict, today's Army confronts an era of rapid, sustained and dramatic change."*
>
> **GEN Dennis L. Via**

The drawdown of operations from Iraq and Afghanistan brings anticipated budget decreases and will affect every aspect of our mission. While not all CECOM organizations depend wholly on Overseas Contingency Operations funding, a significant portion of the CECOM workforce depends on customer reimbursable funding. As Defense budgets decrease, we will have to proactively manage the transition of our workforce into a peace-time construct and optempo. These drawdown efforts coupled with the Budget Control Act of 2011 place the Army, the Army Materiel Command and CECOM in a delicate state that will take strong LEADERSHIP to see our way through. This new environment will require all of DoD to reduce duplication and excess by instilling a culture of efficiency and restraint. The following objectives provide examples of the type of actions we will need to execute:

- Eliminating weapon systems that have declining relevance or are redundant
- Reducing duplication, overhead and excess
- Educating senior leaders and workforce on cost-informed decision processes
- Consolidating DoD's IT infrastructure to achieve greater economies of scale
- Requiring a Cost Benefit Analysis for all new programs, policies, initiatives and conferences
- Reducing service support contractors in 2013 – 2015 and significantly reducing Time & Materials contracts

As we focus on this new environment we must maintain vigilance in ensuring that we RESET the Army and provide readiness to the Joint Force at home station and abroad across the full spectrum of operations.

What will we ask of our LEADERSHIP team to drive us into this new environment?

This shift in focus requires that we critically assess ourselves to ensure CECOM is organizationally and functionally aligned to execute our mission in an effective and efficient manner. Paramount to this effort is singularly aligning core functions, eliminating duplicative efforts and reducing indirect/overhead costs at command, staff and field elements.

Secondly, we must leverage the Army's investments into Enterprise Resource Planning systems to clearly identify the growing cost of

sustainment. Over the past ten years, Post Production Software Support has risen 500% and has outpaced any manageable efforts with respect to controlling long-term sustainment costs in a peace-time environment. We must define a new software support model for the Army. In addition, the nature of our commodity places our sustainment strategies in a reactive mode due to the rapid change in technology. We must define a new supportability strategy that integrates technological advancement while at the same time reduces the burden of obsolescence and diminishing manufacturing sources.

Third, from a software development perspective, we must advance the concept of the Common Operating Environment (COE). Once established, the COE will enable rapid capability development and integration. We must reassess the manner in which we currently develop, integrate, test, certify and sustain software baselines while reducing total life cycle costs.

Fourth, we must maintain a viable industrial base. Our challenge over the next several years is balancing the drawdown of workload across the organic and commercial industrial base while simultaneously ensuring we meet the statutory requirements of a 50-50 split between the organic and commercial base.

Fifth, as the preeminent C4ISR provider within DOD, we must ensure that we balance the modernization of our core C4ISR systems with the agile development and acquisition of advanced networking capabilities. We must also work across our stakeholder community to establish a life cycle sustainment and support strategy for the entirety of the LANDWARNET systems. This strategy must consider network capabilities from the soldier to the installation.

Sixth, we must assess how we leverage CECOM's expertise in order to advise and support the Combatant Commands. We must reassess how we provide field support to the COCOMs and how we provide training at home station as the Army transitions to BACK TO BASICS. This will require a collaborative effort with our partners (i.e. PEOs/PMs, TRADOC, FORSCOM, CYBERCOM). Our technical support to NETCOM, PEO EIS, and DA CIO/G6 must set the stage for successful implementation of a Joint Information Environment.

Lastly, we must enable the network. The Army Network Strategy is the centerpiece of Army Modernization. The four imperatives for Network Modernization are:

- Build Capacity – provide network capability to all echelons
- Integrate at the edge – develop architectures with common hardware and applications
- Implement a Common Operating Environment – establish technologies and standards for secure and interoperable applications across the enterprise
- Enhance Mission Command – transform command post mission and command functionality

CECOM's role in supporting this strategy is to:

- Develop an enterprise network with a Mission Command modernization plan that is both integrated and affordable
- Maintain information superiority through all echelons and Joint, Interagency, Intergovernmental and Multinational operations

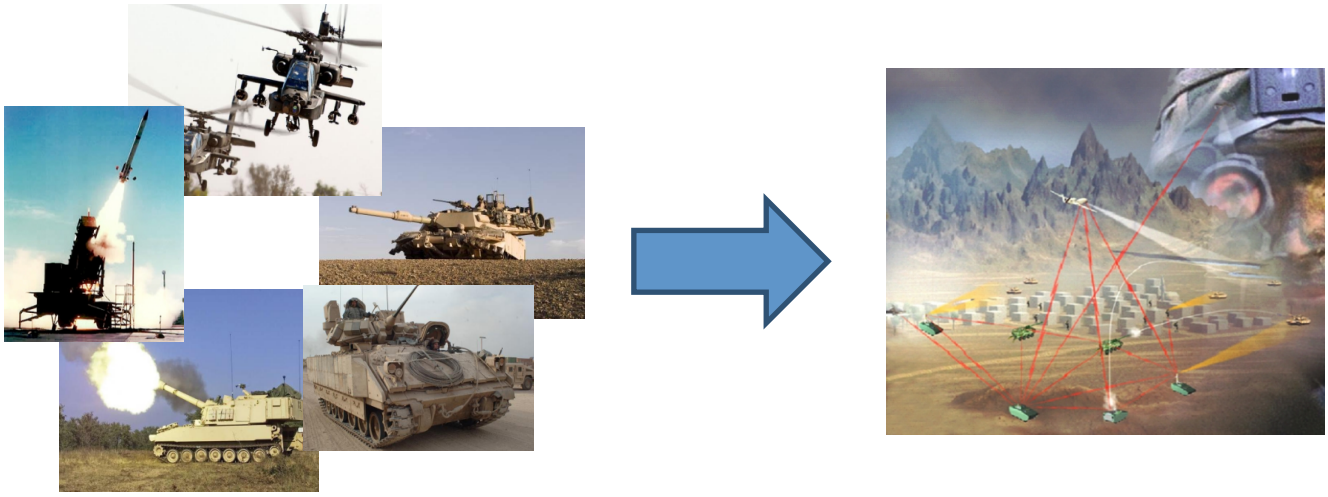


Figure 3: Integrated Enterprise Network

Acquire and develop the future workforce

In order for CECOM to execute its missions today and tomorrow, CECOM must acquire, develop, and retain a highly skilled workforce. We will nurture and develop our personnel to ensure they have the knowledge and ability to continue to provide the critical link for the Warfighter in the same tradition of excellence as we have for the past 50 years. We must also build the bench to mitigate attrition, as a significant percentage of our workforce reaches retirement eligibility in the next few years. Therefore, we will invest in cross-functional training, developmental assignments and leadership programs.

Army, AMC and CECOM Strategic Linkages

The Army Campaign Plan (ACP) directs and aligns planning, preparation and execution of all Army transformational activities and Service Title 10 (outlines the role of the Armed Forces) activities and directs actions necessary to successfully transform the Generating Force and build Army's vision of a Balanced Army of the 21st century.

AMC's Campaign Plan reflects a shift from an operational to strategic perspective. At the center of this plan will be enduring Core Competencies, LoEs and Strategic Goals and Objectives. AMCs' recently adapted Core Competencies are Equip, Sustain, Integrate and Enable.

CECOM's Campaign Plan nests within the ACP and AMC Campaign Plan to comply with our higher headquarters' directives and to support unity of effort across the Department of the Army.

The chart below depicts how CECOM's LoEs link with AMCs LOEs and Army Imperatives and Campaign Objectives. CECOM's fourth LoE—Improve Strategic Communications Initiatives—is an underlying theme across all AMC LoEs.

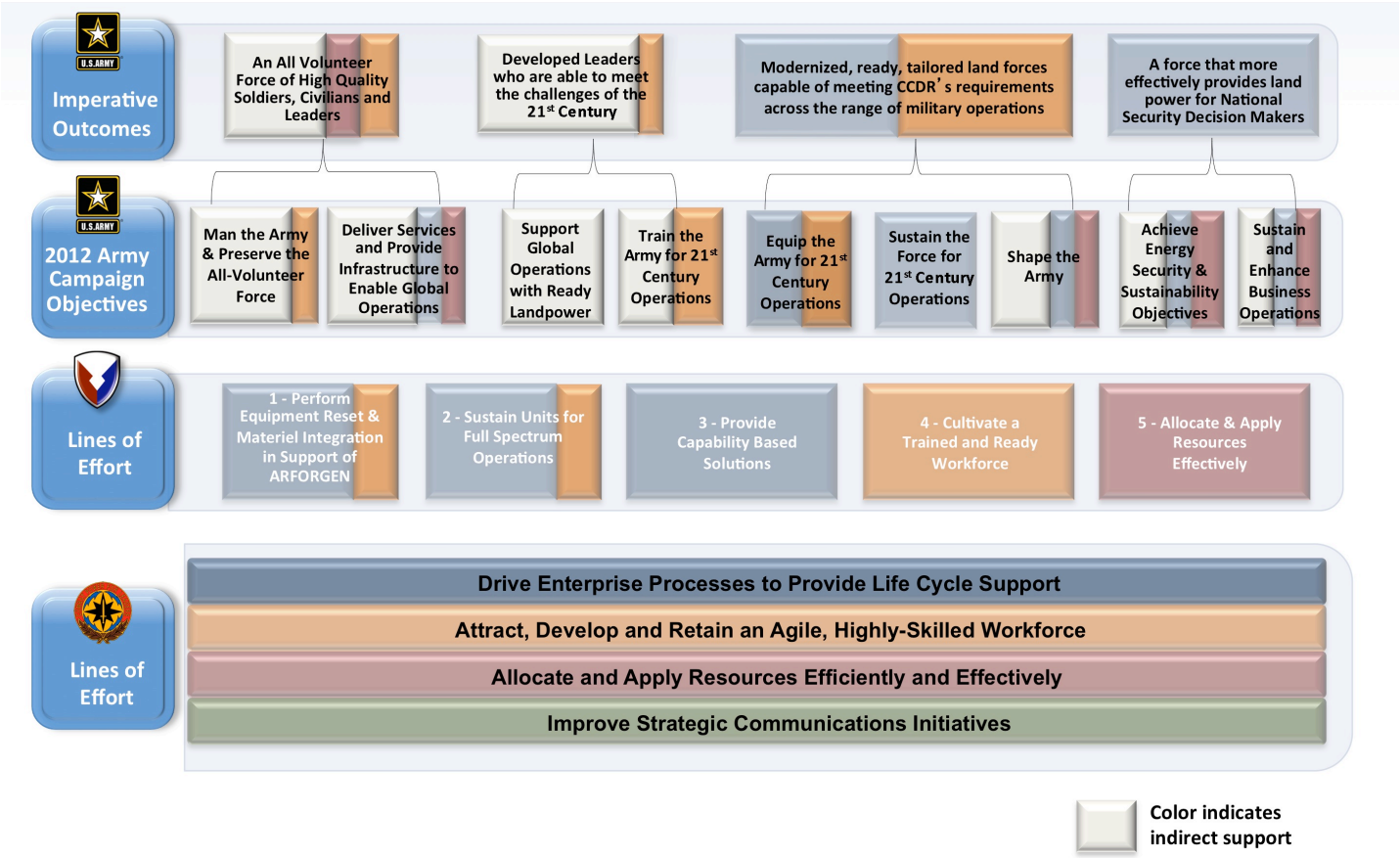


Figure 4: CECOM's LoEs are linked to those of AMC and the Army.

Strategic Goals and Lines of Effort

In addition to structuring CECOM's efforts around the Army, AMC, and customer priorities, CECOM further focuses these efforts within the competencies (Develop, Provide, Integrate, Sustain) and the eight core functions. CECOM developed four Lines of Effort (LoEs) that link multiple initiatives in order to provide and sustain the most cost-effective support to our customers.

CECOM efforts are structured around achieving our five strategic goals:

- Serve as the single manager of common joint tactical C4ISR systems
- Provide responsive Industrial Base capability
- Develop Next Generation Software Support Model
- Streamline delivery of Field Support
- Build Strategic Partners

To achieve these goals, CECOM developed LoEs that link multiple initiatives with goal-oriented objectives that focus efforts toward establishing end state conditions. Using LoEs is essential in framing our concept of operations.

CECOM has four LoEs:

LOE 1: Allocate and Apply Resources Efficiently and Effectively
LOE 2: Drive Enterprise Processes to Provide Life cycle Support
LOE 3: Attract, Develop and Retain an Agile, Highly Skilled Workforce
LOE 4: Improve Strategic Communications Initiatives

Figure 5: CECOM's four LoEs and four core competencies.

Allocate and Apply Resources Efficiently and Effectively

1.1 Align CECOM's capabilities where its core competencies reside to ensure we are as efficient as possible.

1.2 Document our internal processes to ensure they are effective, repeatable, and utilized across the command.

1.3 Standardize tools, techniques, and IT capabilities.

Drive Enterprise Processes to Provide Lifecycle Support

2.1 Engage with the ASAALT community early in the program lifecycle to drive supportability strategies.

2.2 Leverage the technical skills and competencies within the command to help drive Enterprise IT modernization and sustainment for the Army.

2.3 Enhance partnership capacity throughout the Materiel Enterprise.

Attract, Develop and Retain an Agile, Highly Skilled Workforce

3.1 Acquire, develop, and retain a highly skilled and effective workforce.

3.2 Provide opportunities for development and career enriching assignments.

3.3 Develop a culture of accountability to ensure all employees are appropriately trained and meet required certifications.

3.4 Provide appropriate leadership and supervisory training to build leadership excellence across the command.

Improve Strategic Communications Initiatives

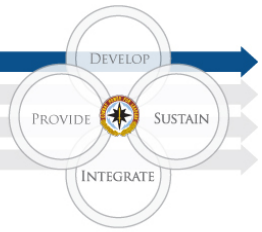
4.1 Educate key stakeholders on CECOM's efforts to provide, integrate, support, and sustain critical C4ISR systems worldwide.

4.2 Effectively communicate CECOM's priorities and alignment of efforts to Army and AMC priorities.

4.3 Ensure effective communications with key partners to build an environment of trust that supports and enhances strategic partnerships in delivery of effective and sustainable C4ISR capabilities.

Figure 6: Goals and Objectives for CECOM's LoEs.

Allocate and Apply Resources Efficiently and Effectively



Campaign Challenge: In order for CECOM to remain relevant it needs to demonstrate efficiency in executing life cycle management and support of C4ISR systems. CECOM will be organized to efficiently and effectively deliver high quality, value added life cycle support in light of an environment of declining budgets.

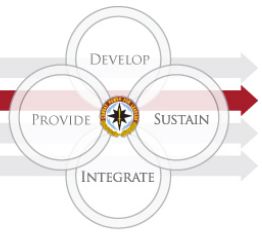
Goals and Objectives:

1. Align CECOM's capabilities where its core competencies reside to ensure we are as efficient as possible
2. Document our internal processes to ensure they are effective, repeatable and utilized across the command
3. Standardize tools, techniques, and IT capabilities

Initiatives

1. Consolidate Staff-Like Functions/Manpower Reviews
2. Align Core Competencies (specific examples)
   - Field Support
   - Army Field Support Brigade (AFSB) Staffing
   - Headquarters, Department of the Army (HQDA) Chief Information Officer (CIO)/G6 Support
3. Assess, lean, document and implement command enterprise processes while benchmarking our own best practices
4. Reduce Operations and Support Costs
   - Indirect Labor
   - IT Purchases
   - Travel
   - Office Supplies
5. Streamline Field Support Strategy
6. Identify Candidate Legacy Systems for Divestiture
7. Audit Post-Production Software Sustainment
8. Streamline Internal Contracting Processes (completed)

Drive Enterprise Processes to Provide Lifecycle Support



Campaign Challenge: CECOM will deliver life cycle support across the C4ISR enterprise to ensure continued support to Army modernization, deploying units, and fielded C4ISR systems. CECOM needs to continue influencing life cycle strategies early in program formulation.

Goals and Objectives:

1. Engage with the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) community early in the program life cycle to drive supportability strategies
2. Leverage the technical skills and competencies within the command to help drive Enterprise IT modernization and sustainment for the Army
3. Enhance partnership capacity throughout the Materiel Enterprise

Initiatives:

1. Proactively engage with PMs and Customers to shape sustainment and supportability strategy development early in the process. Establish processes that enable life cycle decisions
2. Execute life cycle program reviews with ASA(ALT) partners and drive resolution of identified issues
3. Define CECOM's role in the development and implementation of the Army's LMI/Virtual IMMC concepts
4. Leverage the investments and partnerships within Team C4ISR community to effectively Integrate CTSF Executive Order Missions into C4ISR Operations
5. Engage as a value-added member of the Army IT community [CIO/G6, Network Enterprise Technology Command (NETCOM), Cyber Command, ASA(ALT)] to drive enterprise IT engineering for Army [Joint Information Environment (JIE)/Information Technology Management Reform (ITMR)]
6. Provide NIE/Agile Acquisition Support
7. Develop a Life Cycle Sustainment Strategy for the Army Network
8. Resolve Interoperability/C4I Issues in U.S. Force Korea

Attract, Develop and Retain an Agile, Highly Skilled Workforce

Campaign Challenge: CECOM's mission is dependent upon its ability to attract and retain a highly qualified and dedicated workforce. Its workforce provides the knowledge, skills and abilities to execute its mission and to support the critical customers that rely on CECOM's matrix support personnel. The residual effects of BRAC and the impending retirement wave will challenge CECOM to acquire, develop, and grow the necessary leadership and technical competencies in the current and future workforce.

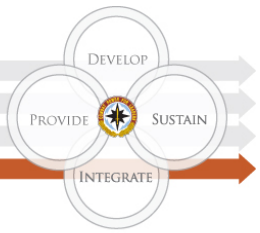
Goals and Objectives:

1. Acquire, Develop, and Retain a highly skilled and effective workforce
2. Provide opportunities for development and career enriching assignments
3. Develop a culture of accountability to ensure all employees are appropriately trained and meet required certifications
4. Provide appropriate leadership and supervisory training to build leadership excellence across the command

Initiatives:

1. Develop a command wide strategy for recruitment of future employees based on critical skills and workforce analysis
2. Establish a command centralized intern program that establishes intern opportunities in critical career fields and leverages appropriate partnerships and opportunities to increase workforce diversity
3. Improve Command wide Acquisition Certification compliance to greater than 95 percent
4. Grow CECOM's leaders through APG Leadership Cohort, Army Civilian Education System, Senior Service College, and other leadership programs
5. Grow the competency of the workforce through technical training, rotational assignments, and advanced degree training
6. Develop career maps for every critical career field required to execute CECOM's mission
7. Institute a formal mentorship program

Improve Strategic Communications Initiatives



Campaign Challenge: CECOM will improve its strategic communications to effectively communicate its priorities and alignment of efforts in support of the Army and AMC strategic objectives.

Goals and Objectives:

1. Educate key stakeholders on CECOM's efforts to provide, integrate, support, and sustain critical C4ISR systems worldwide
2. Effectively communicate CECOM's priorities and alignment of efforts to Army and AMC priorities
3. Ensure effective communications with key partners to build an environment of trust that supports and enhances strategic partnerships in delivery of effective and sustainable C4ISR capabilities

Initiatives:

1. Establish a strategic communications program that integrates communications activities with command priorities
2. Establish a strategic engagement program to leverage various venues and mechanisms (meetings, conferences, media engagements, social media, etc.) to deliver key messages supporting the Command's strategic priorities
3. Establish an internal communications program that effectively promotes workforce understanding of and support to the Command's priorities
4. Implementing command branding initiatives to synchronize Command messaging across all elements of the command (common voice)

Abbreviations & Acronyms

ACP	Army Campaign Plan
AFSB	Army Field Support Brigade
AIC	Army Interoperability Certification
AMC	Army Materiel Command
AMCOM	Army Aviation and Missile Life Cycle Management Command
APG	Aberdeen Proving Ground
ARFORGEN	Army Force Generation
ASA(ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
BCT	Brigade Combat Team
BRAC	Base Realignment and Closure
CECOM	Communications – Electronics Command
CIO	Chief Information Officer
CoE	Center of Excellence
CONUS	Continental United States
CTSF	Central Technical Support Facility
C4I	Command, Control, Communications, Computing and Intelligence
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
DA	Department of the Army
DISA	Defense Information Systems Agency
DoD	Department of Defense
EIS	Enterprise Information Systems
FSE	Field Service Engineers
FSR	Field Support Representative
FY	Fiscal Year
HQDA	Headquarters, Department of the Army
IMMC	Integrated Materiel Management Center
ISEC	Information Systems Engineering Command
ISR	Intelligence, Surveillance and Reconnaissance

IT	Information Technology
ITMR	Information Technology Management Reform
JIE	Joint Information Environment
JIIM	Joint, Interagency, Intergovernmental and Multinational
LARS	Logistic Assistance Representative
LCMC	Life Cycle Management Command
LCSI	Life Cycle Sustainment Initiative
LCSP	Life Cycle Support Plan
LMI	Lead Materiel Integrator
LoE	Line of Effort
LRC	Logistics and Readiness Center
ME	Materiel Enterprise
NETCOM	Network Enterprise Technology Command
NIE	Network Integration Evaluation
OCO	Overseas Contingency Operations
OSD	Office of the Secretary of Defense
PEO	Program Executive Office
PM	Program Manager
POR	Program of Record
PSM	Product Support Manager
SCR	Senior Command Representative
SEC	Software Engineering Center
SPAWAR	Space and Naval Warfare Systems Command
STEM	Science, Technology, Engineering and Mathematics
TYAD	Tobyhanna Army Depot