

EDGEWOOD CHEMICAL BIOLOGICAL CENTER

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Leadership Interview Series: AJay Thornton's Keys to Success



AJay Thornton, Director of Engineering, ECBC

Recently, reporters for the *Engineering Edge* were given the opportunity to speak with AJay Thornton in a one-on-one interview. This meeting took place in order to get a closer look at ECBC's Director of Engineering. Mr. Thornton was asked a number of questions ranging from thoughts about his career, to workforce advice, to the future of Engineering. These insights provided by Mr. Thornton during the interview will be written in a series of articles that can be found in upcoming issues of this newsletter as well as on the ECBC Engineering intranet at <https://cbnet.apgea.army.mil/engineering/>

Engineering Edge: "What are some of your career highlights

with ECBC Engineering?" AJay Thornton: "I came here in October of '82. I never expected to be in this position, to be able to see how (the Engineering Directorate) has grown in relevance to the Warfighter, Directorate and the JPMs on a daily basis."

EE: "What do you consider to be the most challenging aspect of your position as the Director of Engineering?" AT: "People stuff. The Engineering Directorate and ECBC in general, have very diverse personalities, cultures, ethnicities and educational backgrounds. Sometimes it can be difficult to bridge those gaps."

EE: "What is it that you do in order to resolve these gaps and issues?" AT: "In order to work with a strategic vision you must (Continued on pg. 3)

All Are Welcome: Engineering Set to Conduct Fifth Strategic Management Meeting

On 12 May 2009 from 1330-1530 hrs, the Engineering Directorate will conduct its fifth Strategic Management Meeting (SMM) as part of the implementation of the Balanced Scorecard (BSC) program. The quarterly SMM provides a forum for the teams working on Engineering's BSC initiatives and metrics to present

the status of their strategic objective or core competency to the senior leadership, and receive feedback. Engineering uses the SMM to measure progress against the strategy, and guide continued BSC efforts.

The Balanced Scorecard is a strategic management system for establishing an organization's vision, mission and strategy, and communicating this overall the key (continued on pg. 3)



Team Spotlight: Integrated Logistics Support (ILS)

Team Leader and Senior Logistician Jean Salvatore boasts that working with the Integrated Logistics Support (ILS) team is, "Always a challenge and never a bore!" The ILS team is comprised of a dynamic group of specialists whose goal is to provide the best logistical support to the Warfighter. The team's specialties range from technical publication, to initial provision for supply support, to maintenance engineering.

While all of these areas are extremely specialized fields, the ILS team works together to create joint independent assessments of a program's logistical health. These assessments are critical when a program needs to make a well informed choice about milestones. In order to help facilitate these milestone decisions, the ILS team must manage multiple projects with tight deadlines. A typical day for an ILS team member includes coordinating with any number of co-workers



and team members at ECBC, JPM Headquarters, Rock Island facilities, and many other locations. In the past year alone ILS has led and completed six joint independent logistical assessments. Additionally, ILS has established a Community of Practice for logisticians, which meets quarterly for a "Working Breakfast." While they are a very accomplished team, ILS has an ever growing workload. In order to support this sustained growth they have recently hired two ILS managers, four technical writers, and three provisioning specialists. Far beyond the team logisticians, "the heart of our work is being able to see how what we're doing effects the bigger picture and most importantly, the soldier," commented Salvatore.

Upcoming Events: Organization Day 2009



Organization Day 2009 is a joint event including all ECBC, RDECOM Headquarters and CERDEC employees. Employees, contractors

and family members are all invited. This year there is expected to be over 1000 participants attending the event. Organization Day 2009 will be held on July 16th at CAPA Field.

"Breaking bread" traditionally brings people together so Organization Day is an opportunity for employees and their families to get to know each other, play a game together and share some laughs. The schedule for the day includes a number of activities. Some of the morning events include basketball, bocce ball, golf, softball tournament, and horse-shoes. In the afternoon there will also be a chili cook-off and dessert contest. Throughout the day there will be a dunking booth, kid games and activities as well as the ever popular face painting and MWR pool. Organization day is still in its early planning stages so stay tuned for more information. Reminders will be posted and notices will be sent out via email.

Get to Know Your Engineering HR Representative: Sabre Harper



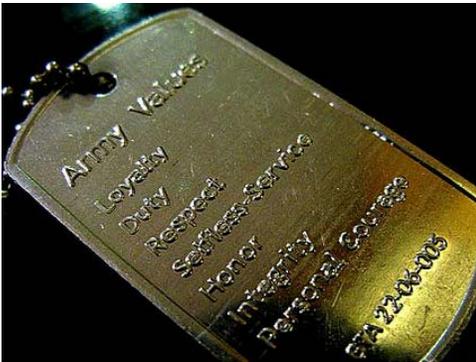
Good-natured and energetic, Sabre Harper represents the frontline for the Engineering workforce's Human Resources

needs. Sabre started her work at ECBC for a period of time in 1989, and then returned in 2008 when she was matrixed to Engineering from the Work Force Management Office

Sabre has had years of experience and training in the HR field. Sabre spends the majority of her time responding to HR questions and processing personnel actions. These actions include processing recruitment

fills, promotions, and name changes for over 600 Engineering employees. Sabre's main goal as the Engineering HR Specialist is to "provide support and resources to the Engineering personnel." Another main area of focus for Sabre is the processing of Requests for Personnel Action (RPAs.) The RPAs are requests that need to be made any time a personnel (Continued on pg. 3)

Army Value of the Month: Loyalty



Loyalty is the first of seven values of an army soldier. As members of the Army Civilian workforce, ECBC employees are making a pledge to uphold these values. To be loyal means to bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers; to be loyal to the nation and its heritage. Bearing true faith and allegiance is a matter of believing in and devoting yourself to something or someone. Supporting leadership and standing up for fellow Soldiers are the marks of a loyal Soldier. By devoting your time and effort to the U.S. Army, you are conveying your loyalty. By doing your share, you show your devotion and dedication to your country.

Leadership Interview Series

(Continued from pg. 1) have people supportive and on board with the mission. I spend most of my time trying to get support from all involved in the process. I provide them with guidance and perspective rather than trying to fix all of their issues for them."

EE: "What other advice would you offer to the Engineering workforce that want to advance within the organization?"

AT: "You need to be open to opportunities, don't slam the door on anything. When upper management

wants help, embrace it. While you may not get immediate recognition from your work, people will look back and reflect on your accomplishments. It is also crucial for employees to take responsibility for themselves. Take a proactive role in your own development and create an individual development plan for yourself."

For more on this interview stay tuned for next month's issue of "Leadership Message from AJay."

Get to Know Your Engineering HR Representative: Sabre Harper

(Continued from pg. 2) change occurs, and the RPA process can seem complicated. One of Sabre's main goals is to provide support to those who are having difficulty with this process. While she is constantly on the go,

Sabre is always available to provide you with Human Resources support. If you have any questions or comments, Sabre can be reached at x5-2722 or sabre.harper@us.army.mil

All Are Welcome: Engineering Set to Conduct Fifth Strategic Management Meeting

(Continued from pg. 1) to becoming a 'Strategy-Focused Organization,' as it gives all levels of the workforce the chance to shape the future of the organization and become invested in its success through participation. All members of the Engineering workforce are invited to attend the SMM in the Berger Auditorium.

Visit the [Engineering Directorate BSC page](#) on the ECBC intranet and see the charts from prior SMMs, as well as other information about the Balanced Scorecard. If you want to learn more about the BSC in Engineering, please contact Ed Bowen (ext 5-4091).Á