

THE ENGINEERING EDGE



ECBC ENGINEERING
Design→Build→Test→Support

Inside This Month's Issue:

Mass Decontamination Procedure Development	2
Leadership Interview	3
Sabrina Brandt 10-Month Journey	3
Army Value of the Month: Honor	3
BCS New Additions	3
Security Tip of the Month	4
HR Tip of the Month	4
August—National Immunization Awareness	4
Sabrina Brandt (continued)	5
Leadership Interview (Cont.)	5

EDGEWOOD CHEMICAL BIOLOGICAL CENTER

Leadership Interview Series: *Ed Bowen*

Recently, reporters for *The Engineering Edge* were given the opportunity to speak with Ed Bowen, the ECBC Engineering Directorate team leader of the Strategic Planning and Business Operations Team (SPBO), in a one-on-one interview. This meeting took place in order to get a closer look at what Bowen does and has done in his career. Bowen answered a number of questions, including: Career highlights, workforce advice and the future of Engineering. The insights provided by Bowen during the interview can be found on the ECBC Engineering Intranet at <https://cbnet.apgea.army.mil/engineering/>

Engineering Edge: How would you describe your current position in ECBC Engineering?
Ed Bowen: I am team leader of the SPBO Team. Our team provides workforce management (manpower management and human resource management), knowledge management and strategic planning

support to the Directorate. From the strategic planning perspective, we manage the Balanced Scorecard (BSC) strategic management system for Engineering. The team also works with intern recruiting — organizing interviews as well as coordinating and following up on each stage of the process until the individual comes onboard. Personally, I focus on strategic planning and manpower management.



*Ed Bowen,
Strategic Planning and
Business Operations
Team Leader*

EE: What is your history with ECBC?

EB: Initially, I came from the Aberdeen Proving Ground (APG) Garrison where I worked for the Directorate of Resource Management as Chief, Manpower and Agreements Branch. I have been at ECBC since June 2005 and my initial responsibility was managing the manpower program for Engineering. Eventually I picked up strategic planning as a result of working for Bill Klein and Dr. Pam Barrett. As a result of my previous experience...(Continued on Page 3)

ECBC's Sabrina Brandt Returns from 10-Month Journey



Recently, chemical engineer Sabrina Brandt completed her training in the Executive Leadership Development Program (ELDP). *Engineering Edge* reporters were given the opportunity to speak with Brandt as she gave some insight as to what life was like during this

intensive, 10-month program. This highly demanding program is both mentally and physically challenging. "I would definitely suggest that others participate in this program," said Brandt, however, "it is very important that those applying are able to really be committed for the entire 10 months. When I first signed up for the program I was really excited to get the opportunity to travel and try new things and I really didn't think that one or two weeks per deployment per month would make that huge of an impact on my daily life. I found out shortly after that trying to balance work, home and deployments was extremely challenging. The constant transition really allowed me to appreciate the difficulties of military life and how hard it is not only on soldiers themselves, but their families and work responsibilities. (Continued on Page 3)



Engineering Leads the Nation with Mass Decontamination Procedure Development

Recently *Engineering Edge* reporters were given the opportunity to speak with Bill Lake about his involvement with the Mass Decontamination Procedure Development. During this interview, Lake provided reporters with the ins and outs of how the Engineering team went about creating, maintaining and deploying such procedures.

Engineering Edge: What is some of the history behind the creation of this Mass Decontamination Procedure Development?

Bill Lake: Well, the development of the Mass Decontamination Procedure Development is actually part of a longer effort. In the past we had always been concerned with biological or chemical threats overseas. But after scenarios like the Oklahoma bombings with Timothy McVey there was an overwhelming need to start preparing at home. After the Oklahoma bombings the government turned to the Department of Defense (DoD). We in turn created a Domestic Preparedness Plan.

EE: What were the next steps taken with the Domestic Preparedness Plan?

BL: This effort was led by ECBC. We sent teams to over 100 big cities in order to train, plan and go through the exercises that were outlined by the plan. By testing the equipment and procedure results, in addition to using DOD technical expertise to solve the problems, we were able to greatly improve the response program.

EE: What were some of the initial problems that you faced when tackling this Mass Decontamination Procedure Development?

BL: When we began the process, we got DoD science and technical expertise to work on solving logistical problems. Additionally, we had DoD medical expertise on hand in order to get the best medical knowledge to solve the first responder problems. One of the first issues we ran into with the Domestic Preparedness Plan was, how do you decontaminate

a large number of casualties? In our initial study, "The Principals of Decontamination", we focused on decontaminating large groups of people, meaning groups of hundreds or thousands of contaminated individuals. Aside from this, we also had to deal with decontaminating them in cold weather, which led to a second study.

EE: After this Mass Decontamination Procedure was created, did it have a lasting impact on the nation?

BL: Our procedures and tests established documentation for most of the country and gained national acceptance. The Virginia Army Reserve response units are already adopting it and many other states plan on implementing it in their response procedures. Additionally, all medical documentation comes from these studies.

EE: Why was your procedure so influential?

BL: The basis of our procedures are clear and easy to read. If the Mass Decontamination Procedure was to ever be carried out it would be done so by local volunteer fire departments and first responders, so it is important that the directions for the procedure can be easily understood. All of the content is written at a level which allows it to be realistic, practical and understandable.

EE: Can you tell me more about what you've done with the Domestic Preparedness Plan and the Mass Decontamination Procedure?

BL: After we created the Domestic Preparedness Plan the Chemical, Biological, Radiological, and Nuclear (CBRN) school wanted to make some updates. Last year, they asked us to update our guidelines so that they had more of a first responder focus. With these updated guidelines we were able to show them how to formally train first responders in a simple and clear manner.

EE: How did you come up with the solution for mass decontamination?

BL: Normally, when you are looking for a solution you undergo a



number of data searches in order to reach a solution. However, in our case we had no real data to collect. When affected by biological, chemical or radiological materials each human reacts differently. The human reactions also depend on where the contamination was on the body, how much agent was touching the skin and what kind of materials are in the compound. Essentially, there is a lot of room for variability. So, really, there is no scientific study that defines the solution. Our report focuses more on what needs to happen in the first responders world and what has proven effective for those contaminated.

EE: Why did you choose to create two volumes of the Mass Decontamination Procedure?

BL: We created two volumes with two specific purposes. The first volume is very high level and can be used as a quick reference guide. It is very visual and gives you the bottom line of the procedure so that you get the basic idea of what should be done. The second volume covers the procedure more in depth. This volume gives a detailed background of the process. It describes how the document was formulated and the reasoning behind different aspects of the procedure. We created the first volume for fire fighters and first responders who just want the basic idea, and need something that can simply explain the procedure. It includes a lot of graphics and checklists that act as a quick

reference and memory jogger. The second volume is for those who want to really understand the process and the science behind what it is that they are doing, not just simply going through the motions. Both volumes are available in the same book.

EE: Are there any other documents available to first responders in regard to the Mass Decontamination Procedure?

BL: One truly helpful document is the *Principles of Mass Decontamination, Interactive Guide*. This guide not only outlines the basic procedures but it provides a clear depiction of how the decontamination process needs to be set up. Before hand we were using real photos. These pictures were expensive and time consuming. Additionally, it was hard to really get a clear picture of what we were trying to show the first responders because of distracting background items or unclear angles. However, with the help of my ECBC Engineering Directorate colleague, Jeff Warwick, and his team, we were able to create a really clear and concise interactive guide. The guide has great visuals and simple instructions. This great guide allows you to click your way through the process at your own pace. The guide created by Jeff is so great because it gives you the bottom line, which is essential to saving as many lives as possible. ⚙️

Leadership Interview Series: Ed Bowen

(Continued from Page 1) and through discussions with Pam, my team leader, I was approached and asked to work on a new strategic management system for the directorate.

EE: What are some of your career highlights with ECBC Engineering?

EB: One of the biggest highlights for me is the implementation of the BSC. The BSC is an ongoing process that we started from scratch and with the support of leadership and the workforce we now have a fully functioning Scorecard. At this point we are just trying to increase participation and interest in the program.

EE: How do you feel that the BSC has or will impact the Engineering workforce?

EB: First of all the goal is for everyone to become part of the strategic planning process and take part in guiding the Directorate's future. Through workforce teams, numerous initiatives in a wide variety of areas are underway that affect the directorate. For example, we have developed a communications plan and document/image library. We have been able to get more and more people involved in the strategic process. In doing so we will be able to create a

stronger directorate. I think it is very beneficial for people to understand their role and see themselves making an impact. Eventually, the work that we're doing will feed into the ECBC BSC, and so I think we are already ahead of the game.

EE: What do you consider to be the most challenging aspects of your position?

EB: One of the bigger challenges that I deal with is manpower management. Engineering receives very little direct funding – most is reimbursable. This is the opposite of my experience at the Garrison. This makes managing the Table of Distribution and Allowances (TDA) more challenging, especially since we have a shortage of authorizations. Essentially, that means that we have more work than authorized spaces. This is at least partially because Engineering does so much work in the joint world. Also, some people don't quite understand the TDA or the importance of making it as accurate as possible. They see it as a roadblock, or useless document but in reality it is something we must carefully manage in order to ensure Engineering can complete its mission. That is where... (Continued on page 5)

ECBC's Sabrina Brandt Returns from 10 Month Journey

(Continued from Page 1) However, while the process was difficult I also found it to be immensely rewarding and provided me with a number of once in a lifetime opportunities."

The ELDP is designed for high potential individuals who have the desire to progress into senior leadership roles in the Department of Defense. It provides participants with an extensive exposure to the roles and missions of the entire department. In addition, through the intense and demanding training, ELDP provides participants with an increased understanding and appreciation of today's warfighter.

"There were five basic objectives: To challenge yourself, to express yourself, to build teams, to manage organizations and to understand the Department of Defense," said Brandt, "From all of the training, deployments and just overall hectic

lifestyle I really gained a true sense of appreciation for the warfighters and the DoD as a whole. They go through a tremendous amount of training which results in good leaders with lots of experience. I also found that I had to play catch up a lot with work. It was hard to balance work, family, bills and training all at the same time. I think that was the most challenging aspect, just trying to balance everything while being away in another country. It felt like so much to try and take care of it all, and at times I felt very overwhelmed. Additionally, it was both challenging and rewarding at the same time to try and build working relationships with my new team members. There was just so much to take in and there was a constant flow of things to do and to learn."

The ELDP was established in 1985 with the approval of the Secretary of Defense and has

continued over the years to train the department's future leaders to recognize and respond to the issues facing the DoD. This 10-month program takes the participants to a variety of locations both in the United States and overseas in order that they may experience and appreciate the role of the warfighter by participating in intensive, hands-on field experience.

"There were 58 of us in the program. We were divided into six teams and began training by completing a number of team building exercises," commented Brandt, "We traveled everywhere and got to work with both interagency and joint services. I was given the opportunity to work with the National Guard, the Marines, the Air Force, the Army and so many others. Every month we were deployed for one or two weeks to a different location..." (Continued on page 5)

Army Value of The Month: Honor



Live up to all the Army values.

What is life without honor? Degradation is worse than death.
- Lieutenant General Thomas J. "Stonewall" Jackson

Honor provides the "moral compass" for character and personal conduct in the Army.

Though many people struggle to define the term, most recognize instinctively those with a keen sense of right and wrong and those who live such that their words and deeds are above reproach.

Honor is demonstrating an understanding of what's right and taking pride in that reputation means to live up to all the Army values. Implicitly, that's what you promised when you took your oath of office or enlistment. You made this promise publicly, and the standards of the Army values are also public. To be an honorable person, you must be true to your oath and live Army values in all you do.

ECBC Engineering HR Tip of the Month

Borrowing Annual Leave:

An employee can borrow annual leave. The supervisor may grant advanced annual leave. The amount of leave that may be advanced is limited to the amount an employee would accrue in the remainder of the year.



*Sabre Harper
Engineering HR
Representative*

Security Tip #4

Security Tip of the Month #3:

Security Classification Guidelines

All Security Classification Guides (SCG) that are generated by the U.S. Army Edgewood Chemical Biological Center (ECBC) are to be on file with the ECBC Security Office. The Security Office will ensure that they are reviewed every five years and that a DD Form 2024 is submitted to Headquarters, Department of the Army (HQDA). If you are working with a SCG please ensure that it is on file with the Security Office. This is a Department of the Army Inspector General (DAIG) inspectable area and they will be looking for this when they come to your area. For more information, contact your security officer at ext-6810. ⚙️

August is National Immunization Awareness Month

WHICH VACCINES SHOULD ADULTS RECEIVE?

The number of adult deaths from vaccine-preventable diseases is staggering — more than 30,000 each year. The real tragedy is that it doesn't have to happen. For example, every year more than half of adults at high risk of influenza complications seek some type of medical treatment, but they fail to receive an influenza vaccine. The direct medical cost just for this negligence is between \$3 and \$5 billion a year. And that's just one disease. Some adults think immunization is just for kids or are unaware adult vaccines exist. Others are procrastinators. The lives of these people can be saved with the simple use of vaccinations.

INFLUENZA

Each year, more than 200,000 adults are hospitalized because of influenza, as many as 36,000 die and the elderly are especially vulnerable. Anyone 50 or older, or having certain medical conditions, such as a chronic illness or immunosuppression, has a greater risk for severe complications following influenza. Influenza vaccination is readily available and must be repeated each year, in the fall, before the start of influenza season.

PNEUMOCOCCAL

As many as 15,000 people die each year because of pneumococcal pneumonia and invasive pneumococcal infections. The elderly and people with certain medical conditions, such as chronic lung disease or immunosuppression, are most susceptible to pneumococcal disease. People under 65 will need a booster shot when they reach 65 if more than five years have passed since the initial dose.

TETANUS, DIPHTHERIA (Td)

Booster doses of Td are needed at 10-year intervals throughout a person's life.

VACCINES FOR INTERNATIONAL TRAVELERS

Many Americans enjoy vacations abroad, and in today's business environment, employees are often required to visit

remote areas of other countries. When visiting some parts of the world, these people are likely to be exposed to diseases that we almost never see in this country. Immunization is crucial for international travelers — both routine vaccines and others needed for specific geographic regions.

OTHER VACCINES TO ALSO BE CONSIDERED

HEPATITIS A

Adults need protection if they live in U.S. communities or travel to other countries with high rates of hepatitis A. This vaccine is essential for those who have chronic liver disease, are injection drug users or are men who have sex with men.

HEPATITIS B

Hepatitis B is the primary sexually transmitted disease that people can immunize against. This disease infects over 140,000 people in the U.S. each year and kills over 5,000. It is 100 times more contagious than the virus that causes AIDS, and there is no cure. It is known as the "silent disease" because it may infect people without making them feel sick.

MEASLES, MUMPS, RUBELLA (MMR)

Anyone born since 1956 and all women of childbearing age who have not had these diseases or been vaccinated needs to be safeguarded.

CHICKENPOX (VARICELLA)

Adults have a far greater risk of complications from this disease. These include swelling of the brain, pneumonia, and even death. Protection is crucial for anyone not born in the U.S. before 1966 who has not had this disease and has not been vaccinated.

For more information call the CDC-Info Contact Center:

800-CDC-INFO (232-4636) IN ENGLISH, EN ESPAÑOL – 24/7 or visit the website at www.cdc.gov/nip to find a wealth of reliable information on immunization, vaccines and the diseases they prevent. ⚙️

ECBC's Sabrina Brandt Returns from 10-Month Journey



(continued from Page 3) "...Some of the places I traveled included Hawaii, San Diego and South Korea. During each of these deployments we experienced a lot of hands-on training. For instance, while we were in Hawaii we went through the Marine Corps' obstacle

course. First the Marines went through the course to show us how it was done and they made it look so easy. Then it was our turn and it was nowhere near as simple as it looked. In addition to training, we performed many of the other tasks that the soldiers do. We had to hike in formation, target practice at shooting ranges, perform simulated evacuations among other operations. These exercises challenged us as a team to solve problems and also gave us a lot of hands-on training with the gear and other individuals."

"The Executive Leadership Development Program (ELDP) is designed for highly motivated DoD employees who have demonstrated outstanding leadership potential. Participants must have the initiative, professional excellence, community involvement, and a commitment to public service and integrity. Their performance must reflect an interest in moving into senior management positions. ELDP presents opportunities to learn and it is up to participants to take advantage of the opportunities presented." (*Civilian Personnel Management Service, Joint Leadership Development Division*)

For more information about the ELDP, contact:
Civilian Personnel Management Service (CPMS)
Joint Leadership Development Division
Executive Leadership Development Program (ELDP)1400
Key Blvd, Suite B-200
Arlington, VA 2203-5144
Email: eldp@cpms.osd.mil
Phone: (703) 696-8663/8728
Fax: (703) 588-1793—DSN: 426

Leadership Interview Series: Ed Bowen

(Continued from page 3) my team comes in – hopefully between the personnel support and the manpower management we can make it easier for all the people to be able to support their customers.

EE: How do you plan to overcome the challenges of the TDA?

EB: It is an incremental process. I am trying to align the TDA so it portrays Engineering Directorate as accurately as possible given our shortage of authorizations. Additionally, I want to structure it in a logical manner that correctly reflects the Directorate organization while still complying with Army guidance.

EE: What makes you excited about ECBC and the Engineering Directorate?

EB: I am most looking forward to continuing the BSC initiative and also supporting the ECBC BSC. I want to support ECBC's overall mission and vision in addition to improving cross directorate communication. One way we have been able to start improving this communication is through the weekly Cross Directorate Communications Meetings. It is meetings and initiatives like the communications initiative that I hope to see more and more of.

EE: What are some of the most critical skills needed to succeed in ECBC Engineering?

EB: While I am not a scientist or an engineer, I think that one of the most important survival skills in any business setting is being able to convey your ideas and thoughts to others both in writing and in person. Another thing that employees should take advantage of is training opportunities. You can get so much more out of training than the fundamentals taught in the course. Training can be used to get to know a variety of people from different places who do different types of work, almost as a type of networking event. Another skill that is important is to never lose sight of your focus. I believe that our focus here at ECBC is to support the warfighter. While we may all have different jobs and tasks we still work for the Army and we should always remember that. It is critical to remain focused on doing our part to contribute to the support of the warfighter.

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

EB: Number one, get a mentor. Unless you happen to already have someone who is experienced take an interest in your career, it will be harder to get ahead. A mentor will provide you with advice, guidance and at the very least, a different perspective on things. Number two, never stop learning. I have worked for the Army for 28 years and I have seen how things are always changing. So, if you continue to learn and adapt to these new changes you will never get behind the curve. Number three, never forget what is important. While work should be a priority, your family and children should be the most important part of your life. It is very important to keep track of time or else life will pass you by. You can't wait until retirement to be a part of their lives or else you will miss many of the important moments in life. ⚙️