

THE ENGINEERING EDGE



ECBC ENGINEERING
Design→Build→Test→Support

Inside This Month's Issue:

Team Spotlight: Advanced Design and Manufacturing	2
Leadership Interview	2
Leadership Interview	3
Army Value of the Month: Selfless Service	3
BCS New Additions	3
"Test" Core Brief on Intranet	4
HR Tip of the Month	4
Security Tip of the Month	4
Leadership Interview (Continued)	5

EDGEWOOD CHEMICAL BIOLOGICAL CENTER

Leadership Interview Series: *Randy Laye*



Randy Laye, Deputy Director

Recently, reporters for *The Engineering Edge* were given the opportunity to speak with Randy Laye, the Edgewood Chemical Biological Center's (ECBC) Deputy Director of Engineering, in a one-on-one interview.

This meeting took place in order to get a closer look at what Laye does and has done in his career. Laye answered a number of questions, including: Career highlights, workforce advice and the future of Engineering. The insights provided by Laye 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?

Randy Laye: My primary responsibility is serving as the senior client manager for the Joint Program Executive Officer for Chemical and Biological Defense, the

Joint Project Managers for Individual Protection, Collective Protection, Decontamination and Biological Defense and doing whatever is necessary to enable the engineering workforce that is charged with executing the JPOE/JPM mission.

However as Deputy Director, I also have responsibility across the entire Directorate. I work hand in hand with AJay, Bill and Suzanne to address the myriad of day to day issues associated with running an organization the size of Engineering. The four of us work very well together and I feel we make a very strong management team.

EE: What are some of your career highlights? How have they shaped you into the leader that you are today?

RL: Shortly after coming to ECBC in October 1981
(Continued on Page 3)

New Additions to Engineering Directorate's Balanced Scorecard

The Leadership Cohort program at ECBC is a key part of developing future leaders for the Center. To encourage participants to begin thinking strategically, one of the requirements for successful completion of the program is a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis on a specific aspect of ECBC's business.

Two of the SWOT Analysis Projects from ECBC's most recent cohort session are being put into action through the Engineering Directorate's Balanced Scorecard (BSC) strategic management system. The BSC provides an excellent vehicle for implementing the great ideas generated in

the cohort program to the benefit of Engineering Directorate and ECBC as a whole.

The two Cohort projects, ECBC Capabilities Database and Booklets and Improving Cross-Directorate Management of Resources, are now active BSC initiatives. All members of the respective cohort teams were invited to participate, with the understanding that anyone outside of Engineering Directorate must have the permission of their supervisor and chain of command. The teams will refine and focus their SWOT analyses in order to become initiatives under one of Engineering's

(Continued on Page 3)



Team Spotlight: Advanced Design & Manufacturing

Recently, *Engineering Edge* reporters were given the opportunity to speak with members of Advanced Design and Manufacturing (ADM) as well as take a grand tour of their facilities. Team leader and tour guide Lester Strauch provided *The Edge* with an abundance of information as we explored the various facilities.

"We have the capability and flexibility to tackle any problem," Strauch explained. "Essentially we have 10 different divisions under one huge team. These divisions include Engineering Design and Analysis, Conceptual Modeling and Animation, Technology Exploration and Transition, Rapid Technologies, Engineering Drawing Development, System Integration, Electronic Design and Integration, Precision Machine, Metal Processing and Patterns and Plastics."

ADM's mission is to use integrated design, engineering and manufacturing to get the right technology to the right place at the right time. Since ADM is an RDECOM Prototyping Integration Facility (PIF) they are more than capable of fulfilling this mission.

"RDECOM's PIFs have world-renowned expertise and diversified rapid product development capabilities [that allows ECBC Engineering] to provide technical solutions across the spectrum of technology," Strauch said.

A visitor to ADM's facility will likely meet a number of different employees in a variety of teams. One of those workers might be Glen Wetherwell, a precision machining specialist who works in the machining center. During *The Edge's* recent tour Wetherwell was in the process of completing 900 new helmet brackets for soldiers.

"It is part of Glen's job to take a design from an engineer and figure out how it needs to get programmed into the machine," Strauch said after watching Wetherwell operate his machine. "He then actually writes the program out in order to create the designed pieces."

"One of the best parts about working here for me is the fact that we get to see our products go from a drawing on paper that an engineer has created, all the way to its creation. From there we provide training, support and sustainment for the products when they're fielded," Strauch said. "Another huge bonus of working with ADM is that we support all different kinds of projects. There is always something new, fun and exciting going on and you could be supporting a different project from day to day."

In-House Capabilities

"Quick turn around is one of our big focuses and specialties. For example, we are capable of doing injection

molding in-house. If we were to go to a contractor for a mold that we needed to have it would take around 16 weeks.

However, because we can complete projects in-house, the same mold would only take us three weeks to create. On the other hand, having all of this technology and capabilities to create and support all kinds of projects would mean nothing if I didn't work with the people I do," beamed Strauch.

"You couldn't ask for a better place to work, the people are great and so talented. They create a very dynamic workforce," said Strauch. "On occasion we will get urgent projects that need to be completed in a matter of weeks. These guys pull together from different divisions in order to find the fastest, and safest way to complete the project with the best results. In situations like this, they'll put in 16 hour days to get the job done right and fast."

"When this team was started back in the 80's, it began with only four workers. Today we have grown to over 100 members on the team. Our team has really expanded and works very hard to create innovative solutions that others are unwilling to deal with," Strauch said, "It can be very difficult to run a team like this while still complying with government regulations but we get so much support from ECBC."

With such a hectic and ever-changing schedule it is critical for team members to harbor a variety of skills. "One of the most critical skills our employees need to have is the right attitude. Depending on the project, and the urgency of the needs we need to ask our guys to work late into the night on short notice. Because they all have the right attitude, they all jump to help and don't question our project needs," said Strauch.

"All of the people that work here make the difference, not the technology. We can have all the equipment and capabilities in the world, but without their dedication we wouldn't be able to do what we do. I feel very lucky to have the opportunity to work with them," said Strauch. The dynamic and creative lifeblood running through the Advanced Design and Manufacturing team creates an exciting and vibrant working atmosphere that will only continue to grow. ⚙️



Leadership Interview Series: Randy Laye

(Continued from Page 1) I was assigned to a team that was tasked to develop the Center's first capability to conduct quantitative fit testing of protective masks. The result was the Protection Factor Test Facility which is still in operation today in building E5604. The facility was instrumental in the test and evaluation of the M40 series mask and most recently the M50/M51, M52 and M53 which are the newest additions to the joint services inventory of state of the art respiratory protection devices. The first program that I could truly call my own was executing the exploratory and advanced development phases of what was to eventually be fielded as the M41 Protection Assessment Test System (PATS). I also spent a number of years doing a variety of other projects primarily in the protection area before taking an assignment in what is now the Chem/Bio Applications and Risk Reduction (CBARR) group in November 1993. There, I was tasked with establishing a program management team to serve as the customer interface and manage performance, cost and schedule for a variety of remediation and demilitarization technology assessment projects. The CBARR workforce was very diverse with regard to

age, ethnic background and education. The majority were considered "blue collar" employees that were highly skilled in just about every trade imaginable. Up until that time, I had primarily worked with engineers and scientists, most of which were close to myself in age. This was a totally new work environment for me and my presence was met with skepticism by many of the CBARR employees. It took time and patience on everyone's part to develop mutual trust and develop good strong working relationships but we eventually got there. I returned to Engineering in March 2004 as the Protection Engineering Group Leader. In Feb 2008 I transitioned to the position of Deputy Director, which I hold today. I have been very fortunate to have been involved in many challenging and high visibility programs during my career. I took something positive away from every one of my assignments. If I had to pick one thing that had the most influence in molding my organizational outlook and management style, I would have to say it was the 10 years that I spent with the CBARR. I got to do and experience things that I otherwise would have not been able to do elsewhere at the Center. Things like working with live agent,

wearing protective gear, and working night shift at the mustard demil plant gave me a perspective that I did not have before. The work was often very hard, the days were often very long but I really thrived during my time there. But most of all it gave me an education in diversity; to appreciate the perspective and skills that everyone brings to the table regardless of what they look like, how they dress or what schools they attended. I had the pleasure of working with some of the smartest, hardest working and most dedicated "blue collar" people that I could ever have imagined. Collectively they taught me more than any of them probably realize and I am definitely a better person for the experience.

EE: What do you consider the most challenging aspect of your position? What have you done to overcome those challenges?

RL: I am a detail oriented person by nature. I always enjoyed getting into the minutia of project planning; laying things out in an orderly and logical fashion. That's why I enjoyed project work so much during my career. In my current position, I have to be concerned with far too many things (Continued on page 5)

Army Value of The Month: Selfless Service



Put the welfare of the nation, the Army, and your subordinates before your own.

Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Selfless Service means doing what's right for the nation, the Army, your organization, and your people—and putting these responsibilities above your own interests.

The needs of the Army and the nation come first. Selfless service means that you don't make decisions or take actions that help your image or your career, for a team to work, the individual has to give up self-interest for the good of the whole. The requirement for selflessness doesn't decrease with one's rank; it increases. ⚙️

New Additions to Engineering Directorate's Balanced Scorecard

(Continued from Page 1) existing core competencies/strategic objectives. Ultimately, these initiatives will transition to the ECBC-wide BSC. The cohort projects were introduced at the 12 May 2009 Strategic Management Meeting (SMM). As with all other Engineering BSC initiatives, progress will continue to be briefed at the quarterly SMMs. In addition to the

Leadership Cohort participants, another pool of talent is being tapped for the benefit of ECBC. The four mentee teams from the recent ECBC Mentoring program are working on initiatives under the Engineering Directorate BSC that directly link to objectives on the ECBC Strategy Map. This is a twist on the traditional White Space Project completed as part of the program. This time the mentees are

either joining existing bubble teams or are enhancing Engineering initiatives and serving as their own team. They are working under the guidance of an Engineering BSC Core Team advisor, and applying the project to the entire Center. Like the cohort projects above, the mentee teams presented their projects to the Engineering Board of Directors at the SMM. ⚙️

ECBC Engineering HR Tip of the Month

PLANNING TO RETIRE?

If you are preparing to retire, please note that the Army Benefits Center-Civilian (ABC-C) strongly recommends that you submit your retirement application package to them within 90-120 days of your intended retirement date. You are also encouraged to obtain an annuity estimate from ABC-C prior to retirement. To obtain an estimate, you must call the ABC-C at 1-877-276-9287.



Sabre Harper,
HR Representative

Your early submission will help to ensure a timely receipt of your first annuity payment from the Office of Personnel Management. If you submit your retirement package to the ABC-C with less than 60 days notice, you should be financially prepared for a delay in the receipt of your first annuity payment. Although there are circumstances that may cause a delay in an employee's application submission, the ABC-C strives to complete all packages expeditiously. However, employees are encouraged to follow the ABC-C's 90-120 day recommendation whenever possible to help achieve a smooth financial transition into retirement.

For more information on retirement, visit the ABC-C web site at <https://www.abc.army.mil> and check out the Guide to Retirement at <https://www.abc.army.mil/Information/ABCRetirement/Information/RetirementGuide.doc>

Teri Wright, Civilian Personnel Advisory Center (CPAC), is available to assist you. She can be reached by phone at 410-278-4331 or email: eri.wright@us.army.mil 

National Therapeutic Recreation Week

This year, July 12 marks the beginning of National Therapeutic Recreation Week (NTRW) which is intended to enhance public awareness of therapeutic recreation programs and services, and expand recreation and leisure opportunities for individuals with disabilities. Therapeutic recreation uses treatment, education, and recreation services to help people with illnesses, disabilities, and other conditions to develop and use their leisure in ways that enhance their health, functional abilities, independence, and quality of life.

Established by the National Therapeutic Recreation Society, NTRW has been celebrated during the second week of July every year since 1984. Each year, NTRS develops press releases, proclamations and program ideas to help agencies observe the celebration.

During the nationwide celebration, agencies and individuals host health fairs, career days, festivals, wheelchair athletic events, workshops, receptions, information booths and open houses.

Are you ready to begin planning for great ways to celebrate National Therapeutic Recreation Week? Here To help you plan your celebration visit, <http://www.nrpa.org> to learn more.

Security Tip #2

Security Tip of the Day #2: Classified Equipment

Prior to turning in classified equipment (safes, shredders, computers, printers, phones, rooms, and scanners) they must be cleared by the ECBC Security Office. The Security Office will check the items for the presence of classified material, remove any classified designation labels, and provide a clearance memorandum that must be attached to the equipment prior to turn in. AR 380-5, DA Information Security Program, para 7-11. For assistance or questions please contact your security team. 

'Test' Core Capability Briefing Now Available on Engineering Intranet

The Engineering Directorate recently finalized the Engineering "Test" Capability briefing, the first in a series of core briefings developed to showcase the Directorate's capabilities, services and equipment. When completed, this core capability briefing series will provide the workforce with the most updated information for each of the four Engineering capability areas, (Design, Build, Test, Support), and ensure content can be easily updated as Engineering capabilities expand.

The content within the "Test" Core briefing is capability based and elaborates on the wide variety of testing capabilities and equipment offered by Engineering. The briefing is organized by core capabilities, rather than the team structure, so that content can be updated without being directly affected by the reorganization of teams. Created with external audiences in mind, Engineering employees can utilize this briefing in order to provide comprehensive presentations to customers; the presenter can take this core information and tailor it to a specific audience with minimal time and effort.

The content in this briefing was vetted with points of contact in each capability area in an effort to collect all of the most current and accurate information. Once all of this information was compiled it was cross-checked with senior leadership for final approval. The content was then assembled in conjunction with updated images from the Engineering Image Library to create crisp and professional briefing slides. This same process is being followed as core briefings are developed in the other Engineering capability areas.

While the "Test" briefing itself is a valuable communications tool, the content found in this document will also be expanded into other communication products for the Directorate's various external and internal audiences. Through Engineering's Balanced Scorecard, this content will be used to create booklets and brochures that drill deeper into Engineering's products and services. These communications tools can then be leveraged by leadership at both the Directorate and Center level to highlight Engineering's value to stakeholders.

The "Test" Core Capability briefing is now available on the [Engineering Intranet](#). "Design", "Build" and "Support" briefings to come soon. For questions, please contact Ed Bowen at x5-4091. 

Leadership Interview Series: Randy Laye

(continued from Page 3) to ever be able to get deep into the details of any one thing. I've often said that I know a little about a lot of things but only know a lot about a little of them. This situation really took me out of my comfort zone. It left me feeling out of touch and out of control. I am fortunate to be surrounded by exceptional people that do know all the details and have good intuition and decision making skills. Most importantly, they have my utmost trust and keep me informed of the important things that I need to be aware of. With their help I am becoming more and more comfortable with my role as Deputy Director and this in turn allows me to better focus on the big picture and the needs of Engineering as a whole.

EE: What makes you excited about ECBC and the Engineering Directorate? What makes you excited about your particular role in ECBC Engineering?

RL: What excites me most is the number of young and talented employees that the Center and the Engineering Directorate has on our roles. I have routinely been asked to present at new employee orientation sessions and I have also been active in the Mentor/Mentee, Leadership Cohort and Balanced Scorecard programs. I am continually impressed with the good work, energy and enthusiasm of our young people. It is extremely important to an organization to have a good mix of experience levels. We went through a number of periods in the past where we were under prolonged hiring freezes. This created a significant impact on the age demographics of our workforce. The infusion of young talent is presenting great opportunities to mentor and "reload" in critical skill areas as our more senior staff move closer to retirement age. This replenishment of our skilled workforce will enable Engineering to thrive long into the future. I am excited to be a part of both seeing and helping to mold the future of Engineering. As an employee of nearly 29 years here, it is important to me that the Center and Engineering Directorate continue to be a national asset to our service men and women and our nation long after I am gone.

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

RL: In Engineering, a major portion of our business is to provide certified acquisition professionals to the Joint Program Executive Office for Chemical and Biological Defense and the subordinate Joint Project Managers.

So it is important for any directorate employee who wants to work in materiel acquisition to have the requisite acquisition training and certifications in their specialty area of choice. From a purely technical perspective, for the Engineering Directorate, as well as all of ECBC, to remain relevant in our ever changing world and work place, we must evolve with the times and stay on the cutting edge of technology. When I came to ECBC in 1981, the Center's focus was predominately in chemical defense. There was very little emphasis in bio-defense. The anthrax letters sent to Senate Majority Leader Tom Daschle in 2001 that killed two postal workers changed all that. Immediately after the incident occurred, we were called upon to help provide solutions to identify contamination and develop methods to decontaminate the affected buildings. We were up to the task but it became obvious that we needed to build a more robust capability in the life sciences area. We began to focus on the recruitment of both senior and junior level personnel with expertise in the Bio-Sciences. Today we enjoy an excellent core of subject matter expertise across the Bio-Sciences. The Engineering Directorate Balanced Scorecard strategy map identified two internal processes entitled "Maintain CB Community Awareness" and "Stay Current with Technology and Capabilities." Actively working these processes will be instrumental in guiding the Directorate's focus going forward into the future.

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

RL: There will be a point in everyone's career where you will have to decide if you want to be a technical specialist or become a supervisor. As with anything worth pursuing in life, there are both pros and cons to consider, so weigh them all out carefully. Whatever career path you chose, go after it with gusto. My top 10 points that I would throw out for consideration (and not necessarily in order of importance) are: Take ownership of your own career. Set realistic career goals and work towards them every day. Strive for continuous self-improvement. Don't be afraid to "stretch" out of your comfort zone. Always be the best you can be. Be true to yourself. Be open minded about different points of view. Always be respectful of others. Don't be afraid to say you don't know. Thank those that help you along the way. ⚙️

Engineering Vision: The First Stop for Chemical and Biological Defense Solutions
