

# THE ENGINEERING EDGE



**ECBC ENGINEERING**  
Design • Build • Test • Support

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## EDGEWOOD CHEMICAL BIOLOGICAL CENTER

### Leadership Interview Series: *Bill Klein*

Recently, reporters for the *Engineering Edge* were given the opportunity to speak with Bill Klein in a one-on-one interview. This meeting took place in order to get a closer look at one of the associate directors of ECBC's Engineering Directorate. Klein was asked a number of questions, including: thoughts about his career, workforce advice and the future of Engineering. The insights provided by Klein will be on the ECBC Engineering Intranet at <https://cbnet.apgea.army.mil/engineering/>

*Engineering Edge:* How would you describe your current position in ECBC Engineering?

**Bill Klein:** I am responsible for resources related to Engineering. This includes infrastructure, buildings, money and personnel actions. I am also responsible for a good amount of people at Rock Island as well as several Edgewood teams like Logistics, Packaging Product Data Management and Strategic Planning Business Operations. I am also a member of the ECBC Strategic Planning Team, Specs and Standards, the ECBC Financial Steering Committee, the ECBC Resource Steering Committee and the ECBC Strategic Communications Team. (Continued on page 3)



*Bill Klein,  
Associate Director*

### Peter F. Annunziato Wins 2009 Excellence in Federal Career Award



Peter F. Annunziato of ECBC's Engineering Directorate, was one of three ECBC employees to win a 2009 Excellence in Federal Career Award from the Baltimore Federal Executive Board. Annunziato received a Gold Award in the "Outstanding Supervisor Grades 13 and

Above" category. While serving as supervisor of the Advanced Technology Demonstration (ATD) Team, Annunziato used his unique combination of 21 years of technical skill sets to assemble and manage a highly-productive team responsible for conducting the Chemical Biological Radiological and Nuclear (CBRN) Unmanned Ground Reconnaissance (CUGR) Advanced Concept Technology Demonstrations (ACTD). The resulting ACTD put state-of-the-art chemical biological detection and protection technology into the hands of the warfighter at an (Continued on page 3)



## Edgewood

### Softball League



With summer upon us, many of you may be wishing to become more physically active. One great way to accomplish this and stay involved is through the APG Civilian Intramural Sports Program.

MWR will be hosting a Summer Softball League for those that might be interested. The league will run from June to August and games will be played after work. There is a minimum limit of 10 players per team. Both civilian and military players are welcome, and there is no rule for male/female ratios. We're hoping to spread this basewide, so it's not just limited to one organization. Many people around base talk about the days when the softball leagues were up and running and here's our chance to bring them back!

If you are interested in participating in the APG Civilian Intramural Sports Program please contact Leanne Chacon: [leanne.argue.chacon@us.army.mil](mailto:leanne.argue.chacon@us.army.mil) or 410-436-1430. Reserve your spot today! ⚙️

## Team Spotlight: Product Data Systems

Chris Ritchey, team leader and supervisor for the Product Data Systems (PDS) Team, recently met with the *Engineering Edge* to discuss the dynamic group of people that comprise his team.

*Engineering Edge: How would you describe your current position?*

Chris Ritchey: I serve as team leader and supervisor for Product Data Systems Team. I provide oversight and guidance as well as technical support for the operations of the ECBC Product Data Management System (PDMS). These operations include development and maintenance of custom applications and web pages, user support for the PDMS as well as the Component Off-the-Shelf software (ProductCenter), data loading, and workflow design, implementation and support. I also serve as ECBC's subject matter expert and represent ECBC on Army Materiel Command and Army configuration management and product data working groups and committees.

*EE: What are the overriding goals of your team?*

CR: We want to provide exceptional customer service and accurate product data in support of ECBC's overall mission while automating the product data processes to improve data availability and reduce operating costs.

*EE: What are some current highlights of your team/projects?*

CR: Recently, we have developed a number of important items. We have developed a streamlined Procurement Package Input (process for the Defense Logistics Agency (DLA)-managed chem-bio items and made a new web-based tool for Joint Service Aircrew Mask Team to process Test

Incident Reports.

The team is also in the process of developing an interface to ECBC PDMS enabled through the existing common access card. Additionally, we developed a new Engineering Change Proposal (ECP)

Training Course and Manual for ECBC's PRMS's ECP process and a new Technical Data Package (TDP) Certification Training Course and Manual for ECBC PDMS users. In addition to these developments, we provide support in certification of TDP's for chem-bio items transitioning to DLA. We have prepared statement of work for a configuration management training course to be developed for entire ECBC engineering community and we also provide support to the Laboratory Sample Container project currently being coordinated by ECBC personnel at Edgewood and Rock Island with the Chemical Transfer Facility.

*EE: What is a typical day for a team member?*

CR: Each team member is assigned to support specific commodity areas such as Bio Equipment, Collective Protection, Contamination Avoidance, Decontamination, Individual Protection, Riot Control and Support Equipment and Smoke. A typical day consists of releasing documents into PDMS, serving on Configuration Control Boards by commenting on ECPs and RFDs for assigned commodity areas, performing exceptional customer service via telephone and e-mail, documenting Internal Operating Procedures, developing and maintaining Web pages and programming code for the PDMS and scrubbing and certifying TDPs which involves



running TDPLs, Generation Breakdown Lists and/or Where Used reports, and coordinating with the lead Engineers.

*EE: What do you consider to be the most challenging aspects of working on your team?*

CR: The most challenging aspects of working on our team include: dealing with reluctance to change by our customers and the integration of diverse skills and personalities within our team. We have worked hard to provide training and customer support to assist customers when the PDMS evolves and we introduce new processes. The diversity of skills and personalities within our team has become easier to manage through team discussions and interactions during team meetings where we discuss current and planned projects and provide each team member the opportunity to provide input according to their interests and skills.

*EE: What are some of the most critical skills needed to succeed on your team?*

CR: The most critical skills needed on our team include: Configuration management experience, database administration, programming and good communications. As our team is one of ECBC's "specialty area groups", most of our critical skills are learned on-the-job. ⚙️

## Leadership Interview Series: Bill Klein

(Continued from page 1)

**EE:** *With all of these responsibilities on your plate, what does a typical day look like for you?*

**BK:** Ninety percent of my days are consumed by financial issues, people and infrastructure concerns. My days are also consumed by meetings. Monday through Thursday, I spend the bulk of my time in a variety of different meetings both one-on-one with employees and also with teams. I am also usually in contact with the Rock Island at least once a day and I try to contact my direct reports several times a week. A lot of the meetings I attend here are ECBC business related meetings.

**EE:** *What are some of your career highlights?*

**BK:** I've had a lot of memorable moments while I've been here at ECBC. Some of them are mission related, some of them people related and some of them business related. Mission wise, I have two specific highlights that come to mind. The first one is Desert Storm. Basically, I was given a thirty day mandate to field the Army's first ever biological detection system to the desert. This system eventually morphed into the Biological Integrated Detection System. I was put under a lot of time constraints, but I was able to

complete the task by the thirty day mandate by working with a team of experts. The second mission related highlight for me happened after 9/11. During this time, I led a team that developed a process to check mail for chemical biological contamination. I worked under short deadlines for both of these missions and this established me as someone who can quickly assess and provide solutions to problems. Also, by working on these missions I was given numerous opportunities later on because of the results I had provided.

**EE:** *What were some of the highlights for you on the people side of ECBC?*

**BK:** I have been a part of the formal mentoring program since its inception and I am extremely proud of all the people I have mentored. There are also people that I hired in 1989 who are now at the GS15 level and I am also very proud of them. They have all moved on to much bigger things. Also, I formed a Workforce Employee Development Office that developed a number of management tools. More specifically, these tools provided management with more effective performance objectives and more meaningful counseling sessions. I led an effort that resulted in the Career Path

Guide, which is available on the Web. This guide shows, without the use of names, the outlined career paths of different senior level employees and provides employees who wish to move forward in their careers with a visual representation of how those senior employees got where they are today.

**EE:** *From your time as a mentor what have you learned about the process?*

**BK:** Don't get fixated on having one, perfect mentor. You shouldn't be looking for someone that you want to be exactly like. You should be looking for different people with different skill sets. You should try to find a diverse group of people who you look to as mentors and pick the skills you want to learn from those people. Also, you don't always need to look up for a mentor. There is a lot to learn by looking at the younger generations.

**EE:** *Do you have any specific highlights on the business end of things?*

**BK:** I have been able to triple the amount of Operation and Maintenance Army money coming into ECBC  
(Continued on page 5)

## Army Value of The Month: Respect



**Treat people as they should be treated. Army leaders honor everyone's individual worth by treating all people with dignity and respect.**

The leader who feels and gives the respect which is due to others cannot fail to inspire in them regard for himself. While he who feels, and hence manifests, disrespect toward others, especially his subordinates, cannot fail to inspire hatred against himself.

Respect for the individual forms the basis for the rule of law, the very essence of what makes America. In the Army, respect means recognizing and appreciating the inherent dignity and worth of all people. This value reminds you that your people are your greatest resource. ⚙️

## Peter F. Annuziato Wins 2009 Excellence in Federal Career Award

(Continued from page 1) accelerated pace allowing defensive capabilities to counter the rapidly evolving conditions on the battlefield. This year's ceremony, which recognized 238 outstanding federal employees, serves as the culmination of agency and installation activities held in conjunction

with Public Service Recognition Week each May. With 28 branches across the country, FEB members actively promote public service, engage in local civic activities, raise money for various charities and participate in local disaster response training, among other

things. The FEB councils are made up of senior federal career executives in cities with a large federal presence. Founded in 1969, the Baltimore-based charter currently covers a geographic region comprised of more than 73,000 civilian, military and postal workers. ⚙️

## National Cancer Survivors Day 2009

Celebrating its 22nd year in 2009, National Cancer Survivors Day (NCSDF) allows participants to unite in a symbolic event to show the world that life after a cancer diagnosis can be a reality. NCSDF is an annual, worldwide celebration of life that is held in hundreds of communities. NCSDF, the world's largest and fastest growing annual cancer survivor event, is traditionally observed on the first Sunday in June. This celebration affords the community an opportunity to demonstrate that it has an active, productive cancer survivor population.

The NCSDF Foundation is a non-profit organization that supports hundreds of hospitals, support groups and other cancer-related groups that host National Cancer Survivors Day events in their communities. The foundation



provides free guidance, education and networking to anyone considering hosting an NCSDF event. If you or someone you know is thinking about holding an NCSDF event in your area, you can obtain a free NCSDF planning kit by going to [www.ncsdf.org](http://www.ncsdf.org).

Cancer affects and influences many lives. To support those who are touched by this life changing experience, be sure to attend an official NCSDF event in your area. To locate an event near you, e-mail [info@ncsdf.org](mailto:info@ncsdf.org) or call 615-794-3006. ⚙️

## ECBC Engineering HR Tip of the Month



Sabre Harper,  
Engineering's HR  
Representative

**Leave and Earning Statement (LES):** Make sure you review your LES bi-weekly to assure you are getting the correct leave accrual, leave deductions (if you have taken leave), correct allotments are being taken out (if applicable) as well as any pay changes or adjustments. Personal information should also be checked periodically so that changes occur

in a timely manner, such as change of address, marital status, etc. ⚙️

## Balanced Scorecard: New Branding Guide Updates

The Engineering Directorate recently issued "ECBC Engineering Branding Guide, Version 1.1" to provide the workforce with updated templates and guidance for incorporating RDECOM branding specifications into Engineering communications. Version 1.1 expands the Engineering branding guidance to include several new templates, as well as modified versions of existing templates. All new and modified templates are available on Engineering's Intranet page under the "Communication Tools" tab and include: modified briefing charts, CD and CD case covers, fax cover page and an Engineering document cover page.

Branding ECBC communications (internal and external) creates and maintains an overriding identity for the Edgewood Chemical Biological Center. The correct use of templates and other branding elements (including core colors, fonts and logo use) for all ECBC communications satisfies the RDECOM requirement, and is essential for creating ECBC brand recognition.

To access the available templates, visit: <https://cbnet.apgea.army.mil/engineering>. ⚙️

## Engineering Security Tip #1

**Essential Elements of Friendly Information (EEFI)** are questions about critical information. The EEFI are questions that the adversary is likely to ask about friendly capabilities, activities, limitations and intentions. For example, ECBC EEFI #7: Where is classified or sensitive information stored and what are the security measures in place to protect this information? The answer: In building E0000 room X and we utilize alarm

systems equipped with sensors or we don't use any special security measures, we just lock the door. Both of these answers are Critical Information that we must protect. The use of EEFI is an effective way to ensure widest dissemination of an organization's critical information while protecting classified and sensitive information. -AR 530-1, Operations Security, para 1-5. ECBC's EEFI can be located on the Security Website. ⚙️

## Leadership Interview: Bill Klein

(Continued from page 3) since 1993. I was able to do this by preparing and presenting the briefings to the Army Material Command and the Department of the Army (DA) to defend our requirements for more money.

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

**BK:** I think the biggest challenge is dealing with people and people issues. Every person is different, so every issue is different. Plus, in solving the issue, you are dealing with a person's life which makes it even more difficult. I deal with all kinds of people issues. Some examples include employees who don't get along, trying to explain to someone why they're not ready for a promotion, or even having to take a negative action against someone who's done something wrong. Sure, they might have done something they shouldn't have, but we're all still human. It is also very difficult trying to match a person with a position. Not only are you trying to find the right skill set, but you also need to make sure that they have a good team fit with the existing team structure. From my experience with all of these people problems, I have learned to sit back, listen and filter the information given to me. It is better to take it all in and think on the situation before you act.

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

**BK:** At this point, my career is at its high point and I am really focused on helping other people get the opportunities that I was offered earlier on. I was given so many opportunities to get where I am today and I feel like its time to start giving back. I am also excited about the Strategic planning process. Through this process we are able to engage many of the employees in opportunities they never had before. Some of these opportunities include developing processes, how both Engineering and ECBC will manage people, how they will prioritize work, how they will treat customers, and how they will expand our mission.

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

**BK:** I think there are two main skills that you need to have in order to make it here. First, listen before you speak. Second, never say no to any opportunity as long as it is legal and ethical.

**EE:** *How did you come to find these skills?*

**BK:** Well, when I say listen before you speak, it's because I am reminded continuously of this. It is a problem that I have. You don't want to jump into solving something before you hear it all the way through. The second piece of advice comes from something that

I learned from my father. I have found that in my career I've been asked to do so many things that are outside of my job description but I did them anyway. My father gave me a strong sense of duty and by never saying no, I was given a number of opportunities which led to the next steps in my career.

**EE:** *What other advice would you offer to members of the Engineering workforce?*

**BK:** Stop focusing on advancement. Get over it. If its meant to happen, it will. You should seize every opportunity that comes your way. You should also learn more than you need to know. For instance, don't just focus your efforts solely on your team. You should expand your knowledge of ECBC, DA and the Department of Defense and learn about all aspects of the operation, including resources. You should also volunteer for every opportunity that you see. Time goes by so fast. You can't imagine how quickly things will move when you're young, but things move fast. I was fortunate that I was able to make my reputation in the very early years of my career. That's why you should take every opportunity you can. When your young you usually have the most opportunities to succeed. Your knowledge is fresh, you have your health, you have less family responsibilities and you can do so much more because you are free to take the opportunities that are given to you. It is important that you don't just focus on your one small area, but rather come out of your shell and seize every chance you get to do something different while you're young and before you know it you have made a name for yourself.

**EE:** *What kind of things have you learned from your time here at ECBC?*

**BK:** It's very important to have a balance of real life and work life. If you have stress in one of those areas it carries over to the other. With all of the technology and advances it has become increasingly difficult to separate the two lives. That's why its important to remember that when you leave work, you should leave all of those stresses and responsibilities at the door. When I started working here, I worked for a guy who was just about to retire. He gave me one very good piece of advice, "Never miss your kids game." You realize when its time to retire, and you look back, your work is over and gone, but your family will always be there.

**EE:** *As you have worked your way up to the position that you're in now, what have you learned along the way?*

**BK:** One important lesson I have learned is never bring a problem to your boss without several different possible solutions. Be innovative. Create new things, do it differently than those before you. By being innovative and creative you create more opportunities for yourself. You should always do things that make your world better. ⚙️