

# THE ENGINEERING EDGE



**ECBC ENGINEERING**  
Design→Build→Test→Support

EDGEWOOD CHEMICAL BIOLOGICAL CENTER

## Inside This Month's Issue:

Team Spotlight: CUGR	2
Tuesday's with Ice Cream	3
Army Value of the Month:	3
HR Tip of the Month	3
Seal of Excellence	4
Joint Independent Logis- tics	4
Team Spotlight (Continued)	4
National Choles- terol Awareness	5
Leadership Inter- view (Continued)	5

## Leadership Interview Series: *Nancy Waltman*

Nancy Waltman provides *The Edge* with a global perspective on the dynamic world of packaging in this month's issue. In this one-on-one interview Mrs. Waltman shares her experiences, advice and more as the Engineering Directorate's Packaging Team Leader.

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

Nancy Waltman: I lead a unique team, and I'm a "working supervisor" which allows

me more visibility at both the team and the program level. I have insight of what our team members truly experience, both in workload and responding to support requests. Because we participate in engineering as well as logistics activity in programs that span all commodities, our view and our work is much different than an employee assigned to a single program. We need to be able to move between tasks

(Continued on page 5)



*Nancy Waltman,  
Packaging Team  
Leader*

## System Supportability Maintained by JILA

In November of 2007 the Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD) created the Joint Materiel Release Policy. "In order to ensure that all materiel release requirements are met, the JPEO-CBD has developed a Joint Materiel Release process that uses Joint Independent Logistics Assessment (JILA) teams to assess supportability." (Joint Materiel Release Policy and Procedures) Essentially, this policy coordinates a process which ensures that there is complete system supportability before any equipment is formally released for fielding.

"A system needs to be supportable in every

aspect," commented JILA team leader, Jean Salvatore. "Integrated Logistics Support (ILS) covers aspects such as manpower and personnel integration, technical manuals, supply support, and being able to train others how to use and fix specific equipment."

"The purpose of these assessments is to number one, identify all of the shortfalls of a system's supportability planning in advance," said Salvatore, "and number two, assist the JPM by finding solutions to resolve any issues."

(Continued on page 4)

## Quality Continues at ECBC with Seal of Excellence Program



A five-year growth spurt in ECBC's workforce, marked by the addition of more than 550 new staff members, has prompted the Center's leadership to create the Seal of Excellence (SoE) Quality Management System (QMS) to standardize quality assurance practices across teams and assuring customers that best practices are in

place. Modeled after the International Organizations for Standardization (ISO) 9001:2008, the SoE QMS has been applied to ECBC's internal and external business practices to provide a method for documenting the quality work done by its employees. While the system recognizes that certain policies and procedures are specific to directorates and teams, it aims to guarantee that ECBC consistently exceeds customer requirements and expectations.

(Continued on page 4)



## Team Spotlight: Chemical, Biological, Radiological, and Nuclear (CBRN)

### Unmanned Ground Reconnaissance (CUGR)

Over the years, the members of the Engineering Directorate's Chemical, Biological, Radiological, and Nuclear (CBRN) Unmanned Ground Reconnaissance (CUGR) team have established a reputation as a group of dynamic and driven individuals with an ability to consistently produce high-quality work.

After a successful FY2008, the team's hard work and dedication earned them the ultimate reward — four additional client efforts. These efforts include the Military Applications in Reconnaissance/Surveillance Joint Force Protections (MARS-JFP), Hazard Mitigation, Material and Equipment Restoration (HaMMER) Advanced Technology Demonstration (ATD), Rapid Area Sensitive-Site Reconnaissance (RASR) ATD and Auto Decon.

Led by Pete Annunziato, the CUGR team's new projects – all of which are currently in the risk reduction phase – have not only added to the workload but have also prompted a shift in how the team functions. Now, with each member acting as the head of their own effort, Annunziato has chosen to step back in his role as project leader.

"They run the programs with minimal direction," Annunziato said. "I feel like this is a huge learning opportunity for the entire team."

Recently, *Engineering Edge* reporters interviewed Annunziato to get a glimpse at the team's on-going efforts.

***Engineering Edge: Can you give me a little background information about your team?***

**Pete Annunziato:** The CUGR team started under CBRN-UGR, and was an Advanced Concept Technology Demonstration. This initial organization had two main thrust areas and required extensive management in order to complete the product and finalize testing. Our goal was to have the final joint military assessment transitioned to the Joint Program Manager (JPM.) In order to complete this goal I needed to pull people across both teams and the Center. I was able to form partnerships with the workforce from both Research and Technology as well as from Engineering's Advanced Design and Manufacturing. At this point, the initial drive of the CBRN-UGR group is winding down. At the end of FY08 the customer gave the CUGR team four new efforts, MARS-JFP, RASR, HaMMER and Auto Decon.

***EE: What is the objective and focus of the HaMMER effort?***

**PA:** Shawn Funk is now leading up the HaMMER initiative. In this effort, Funk is completing a system of systems. The main objective of HaMMER is to support the warfighter by creating this integrated system of decontaminants, applications and processes that provide a means to mitigate the hazards associated with current and emerging threats to operationally relevant levels. Essentially, Funk has identified individual technologies that may be collectively applied to reduce or eliminate chemical and biological hazards.

***EE: What are some of the challenges of working on the CUGR team?***

**PA:** One challenge with working with such a dynamic team is the need to balance both the technical parts of work as well as the marketing events and outreach. For example, we were asked to be a part of the 234<sup>th</sup> Army birthday party and we were asked to have one of our robots bring out the cake. This robot is always a hit with the crowd and will actually be travelling to Harford Technical High School in the coming weeks. It is important to keep the customer happy. These marketing and outreach events not only help us receive more funding, but they show people that you're doing a good job.



***EE: What are the overriding goals of MARS?***

**PA:** MARS is another big effort that the CUGR team is focusing on. MARS creates a huge target for the CUGR team, and it will take more than a year to build. It is not a real identifiable product, but rather software protocols. With MARS we can take detectors and sensors so that Intelligence can see what's going on the battlefield by observing the system and sensory information that is coming in. At the moment, these sensors and detectors may be getting information but they are not able to filter through the massive amounts of information. We are working to improve this and are collaborating with Intelligence to focus on the operational systems.

***EE: What were some of the accomplishments that followed the RASR effort?***

**PA:** This effort will follow the Chemical, Biological, Radiological, and Nuclear (CBRN) Unmanned Ground Vehicle (CUGV) concept. It is a new, small and lightweight detector that can detect non-traditional agents. It is small enough to be transportable by man. The goal of the RASR is to focus on sensitive sight exploitation and assessment teams. This refers to teams which must explore areas like labs, tunnels and caves. This new detector incorporates vapor technology and can assess whether an area is clean or contaminated. The RASR is capable of auto navigation as well as auto mapping. This detector is able to save the warfighter from excess exploitation of time and he or she can focus more time on what needs to be done, without the need to search the room.

***EE: As CUGR is a very dynamic team, what do you feel your underlying focus is?***

**PA:** While understanding what the customer needs is the most important factor to us, it can also be the most challenging aspect. It can be difficult understanding what your customer wants and defining their requirements. The bottom line is that our real (Continued on page 4)

## Engineering's 'Tuesdays with Ice Cream' Reaches Across Directorates



The Edgewood Chemical Biological Center's (ECBC) Engineering Acquisition Logistics Group hosted a "Tuesdays with Ice Cream" event Tuesday, Aug. 11 to showcase the Directorate of Program Integration's Decision Analysis Team (DAT).

Over 50 members of the ECBC workforce were welcomed to the Berger Cafeteria to enjoy delicious ice cream and learn about the capabilities and services during a presentation by DAT members John Walther (Team Chief), Shawn Bowen, Lindsey Wurster, Scott Kooistra and Matt Beebe. Audience members included a mix of staff from all directorates and leadership including Technical Director Rick Decker, Associate Technical Director James Baker, Ph.D., Engineering Director Alvin "AJay" Thornton, Program Integration Director Joe Weinand and Associate Engineering Director Bill Klein.

DAT helps customers better understand and evaluate complicated problems and develop optimal solutions. "Our customers are across the CB Defense world," Wurster said. Using DAT to analyze a problem allows for better decision-making processes because the approach focuses on the issue, not the symptoms.

In addition to its external customers, DAT also supports efforts within ECBC, and during the Tuesday event, Walther and Beebe were formally recognized for their dedication and contribution to Engineering's Balanced Scorecard (BSC) P3 initiative and analysis of the BSC 'Leadership Survey.'

"All of you have an influence on where we go as an organization, and I look at these two gentlemen as an example to follow," said Thornton as he presented BSC Certificates of Appreciation. Engineering's Acquisition Logistics Group has been hosting "Tuesdays With" events (with Coffee, Cookies & Milk, Ice Cream) since October 2006. Events are scheduled several times per year to showcase one or two project teams and allow Center-wide (including Joint Program Managers) networking. DAT's participation in Engineering's BSC and the "Tuesdays with Ice Cream" event is an example of the cross-directorate collaboration that is being promoted through these initiatives.

"The impetus behind these events was to give people a chance to 'get their heads out of' their own projects and workstations in order to learn a bit about the capabilities and current projects of others in the Center," said Acquisition Logistics Group Leader Jean Salvatore. "'Tuesdays With' are a great opportunity to communicate across commodities, teams and disciplines in an informal setting, and I believe they've generated some good collaboration as well as increased employee morale. Our surveys have shown a great appreciation for these opportunities and the Directorate management's support of them."

Special thanks to the Acquisition Logistics Group for their work in organizing the event: Jean Salvatore, Danielle Smith, Pam Lamb, Jessica Celmer, Holly Shisler, Carol McVey and Ryan Muir. Thanks also to Leanne Chacon for her support in organizing the event.

If you are interested in participating as a presenter at a future "Tuesdays with" event, contact Jean Salvatore [jean.salvatore@us.army.mil](mailto:jean.salvatore@us.army.mil). For more information about DAT, contact the team at [ecbc.dat@us.army.mil](mailto:ecbc.dat@us.army.mil). For more information about Engineering's BSC, contact Ed Bowen ([ed.bowen@us.army.mil](mailto:ed.bowen@us.army.mil)).

## Army Value of The Month: Integrity



### Do what's right—legally and morally.

*The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but also to be men of integrity.*

People of integrity consistently act according to principles—not just what might work at the moment. People of integrity do the right thing not because it's convenient or because they have no choice. They choose the right thing because their character permits no less.

Conducting yourself with integrity has three parts:

- Separating what's right from what's wrong.
- Always acting according to what you know to be right, even at personal cost.
- Saying openly that you're acting on your understanding of right versus wrong. ⚙️

## Sabre Harper's HR Tip of the Month: Appraisals



Sabre Harper,  
Engineering HR  
Representative

Appraisals are logged into the Engineering Database upon receipt. The same day, they are mailed to the NEPC where the processing center has 48 hours to log the appraisals into MODERN. An award can not be put in the system until the current appraisal is showing in MODERN. ⚙️



## Seal of Excellence Program

(Continued from page 1) “While the SoE does not apply the same accreditations or certificates that the ISO is capable of, it allows us to formalize the procedures, policies and products which ECBC personnel utilize,” said Engineering Directorate Quality Manager Robin Haupt. With a focus on continuous internal improvement, Haupt’s goal is to ensure that in addition to adhering to policies and producing quality products, all teams within the Engineering Directorate document the quality work they’re doing. “Most of the time, teams are following these procedure and policies, it is just a matter of documenting the work,” Haupt said. “The documentation provides proof of the quality processes and procedures that they have used.”

While adhering to the SoE QMS may seem like a daunting and complicated task for those concerned about extra hours spent filling out forms, Haupt insists the process is actually very straightforward and requires nothing an employee shouldn’t already be doing — documenting their work. “If anything, this process is here to help the workforce,” she said. “After all is said and done, the SoE QMS allows you to verify the quality of your work, and makes it impossible for others to question your processes as they have been thoroughly documented.”

If you have any questions or concerns regarding the SOE QMS, please contact Robin Haupt at ext. 5-7033 or via e-mail at: [robin.haupt1@us.army.mil](mailto:robin.haupt1@us.army.mil). 

## Team Spotlight: CUGR

(Continued from page 2) customers are the soldiers. It is our responsibility to understand what it is that they need and what factors are important to them. Most of the time we need to simplify products, as they tend to be very complex to operate in the field.

**EE:** *What does a typical day look like for you?*

**PA:** A typical day for me can be quite busy and varies from day to day. While it is important for me to plan what I need to do each day, I also need to be very flexible. I also try to do my best to be proactive, and plan for things to happen before they do so that I can have options and solutions in advance. By being proactive I can save myself from getting overwhelmed as I constantly need to react to new things.

**EE:** *What are some of the critical skills needed to be a part of the CUGR team?*

**PA:** It is critical for all team members to be very good in their own technical areas, as well as being able to rely on others for support. In order to master their technical areas, employees are required not only to have a degree in the area, but also to be able to draw from their experiences from past projects. Above this, it is critical to be able to learn from the process of program management, not just simply doing your work. It is important to continue educating yourself as well as relying and trusting in your teammates. Each team member is able to work with very little supervision. They plan, organize and execute a program on their own with no day-to-day guidance. I am continuously proud of their accomplishments and drive. 

## System Supportability Maintained by JILA

(Continued from page 1) In order to meet the goals of the assessments, the JILA team follows a specific flow of actions. Initially, the JILA team members receive a letter of instruction which specifies each member’s specific role within the assessment. After this letter of instruction is disseminated, the team begins the assessment process with a kick-off meeting. During the kick-off meeting, the JILA team meets with the project team who present their self assessment. JILA team members then assess the logistics planning and documentation using the system self-assessment as a starting point in order to fully understand the system and provide further support to the project team.

Following this review, the JILA and project teams are encouraged to immediately and frequently communicate. “It is critical that all members on both the JILA and project team communicate freely,” said Salvatore. “By keeping the dialogue going, we can ensure that all of the pieces of the assessment are being completed properly.”

Currently the JPEO-CBD is employing a JILA automated online tool in order to make the assessment process flow smoothly. The online process is initiated with the self-assessment carried out by the related project team. This assessment is then handed off to the JILA team members who use their expertise in order to rate the status of the ILS elements and input their findings. Finally, the JILA team leader confirms the ratings and comments before sending the assessment back to the project team.

This new automated online tool has greatly streamlined the assessment process. Initially, assessments were done in a variety of separate and scattered Microsoft Word documents. Now, with the online tool in place, all of the assessment documents are in a centralized location and visible to all who are part of the process. Additionally, this tool helps generate the pieces of the finalized report.

“Every program of record is monitored by the JPEO. Even program upgrades are reviewed and the decision review process that occurs before a product is fielded is helping us focus attention to our specialty areas earlier in the lifecycle,” Salvatore said. “This attention in return helps the project manager and deliver a better product to the war fighter and strengthens ECBC’s reputation as a source of logistics expertise.” 

## National Cholesterol Awareness Month

— Compiled from information from The American Heart Association

It may surprise you to know



that cholesterol itself isn't bad. In fact, cholesterol is just one of the many substances created and used by our

bodies to

keep us healthy. Some of the cholesterol we need is produced naturally (and can be affected by your family health history), while some of it comes from the food we eat.

There are two types of cholesterol: "good" and "bad." It's important to understand the difference between the two and how much cholesterol is in your blood. Too much of one type — or not enough of another — can put you at risk for coronary heart disease, heart attack or stroke.

To keep your cholesterol under control:

- Schedule a screening with your doctor.
- Eat foods low in cholesterol and saturated fat and free of *trans* fat
- Maintain a healthy weight
- Be physically active

Follow your healthcare professional's advice.

If you are interested in learning more about cholesterol, please visit the American Heart Association at, [www.americanheart.org](http://www.americanheart.org).

[www.americanheart.org](http://www.americanheart.org) 

## Leadership Interview: Nancy Waltman

(Continued from page 1) Easily and adjust quickly to respond to urgent requests. I am blessed to work with people who are passionate about their role and sincerely care about the effect of their work in support of our warfighters. We seem to be a bit closer to some of the results of our work efforts — we get feedback from the field, we've worked side-by-side with troops, I have team members who've spent months overseas and each time we've made a difference in warfighter equipment condition or delivery.

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

**NW:** I have to go back years, when I was hired as a draftsman by a gentleman who encouraged me and gave me opportunities to learn. At that time, one of my highlights was moving from drafting on the board to computer-aided drafting, which eventually led to an internship on the Packaging Team. As the first female packaging specialist hired at Edgewood, it was an adjustment for the existing team. What I value most about that internship was being given the opportunity, and being surrounded by subject matter experts who sincerely wanted to train you. They always took the time to mentor and answer your questions. They pushed me, competed with me and never let me forget who the real customer is. Career highlights for me include thank you notes from troops for we support, which is more gratifying than anything else. Working with the engineering team that improved the C2A1 canister packaging and going to the Pentagon for the [Value Engineering] award. Being inducted into the Military Packaging Hall of Fame. Being given an opportunity to explain what we do and why we feel strongly about it — I think the bottom line is the fact that the work you do has an impact on deliveries that are going to our troops.

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

**NW:** The most challenging aspect to me is choosing between tasks that are due as a supervisor, attending mandatory training and responding to a program suspense. To overcome that, I've reached out to mentors who are willing to share tips to organize tasks, and sometimes I have to plan ahead to work late. I am fortunate to work with team members who are always willing to assist.

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

**NW:** Opportunity is exciting and when others seek your expertise to resolve issues it makes you feel satisfied that you are making a difference, and improving the efforts required to get innovative equipment to those who need it. It's exciting to see data-related policy issues being addressed at higher levels now, I think it will improve the quality of materiel and improve supportability in the future.

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

**NW:** The ability to switch between tasks and a willingness to learn multiple commodity areas and functional specialties. Keep the door open for opportunities that make you feel good about what you do each day.

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

**NW:** As hard as it seems when your schedule is tight, don't pass up training opportunities. Regardless of your degree, there are numerous opportunities here and within commuting distance that are valuable. Keep your options open and don't accept a position that you can't commit to. If you don't enjoy what you do, your time isn't valuable. 

### Your Thoughts Wanted!

This newsletter was published through the Engineering Directorate Balanced Scorecard. For article suggestions, questions or comments, please contact Ed Bowen at [ed.bowen@us.army.mil](mailto:ed.bowen@us.army.mil).

