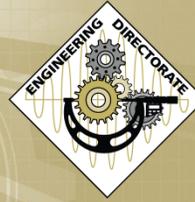


THE ENGINEERING EDGE



ECBC ENGINEERING
Design → Build → Test → Support

EDGEWOOD CHEMICAL BIOLOGICAL CENTER

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Leadership Interview: *Elaine Stewart-Craig*

In this month's issue of *The Edge* Elaine Stewart-Craig provides a dynamic perspective on engineering. As the Edgewood Chemical Biological Center's (ECBC) Special Projects Group Leader, Mrs. Stewart-Craig shares insights about her diverse role in Engineering in this one-on-one interview.

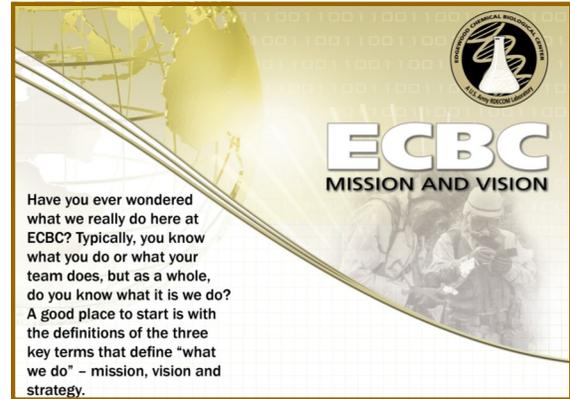


*Elaine Stewart-Craig,
Special Projects
Team Leader*

Engineering Edge: How would you describe your current position?

Elaine Stewart-Craig: As the Special Projects Group Leader I have teams that support many government agencies performing a wide range of functions. In addition to many Department of Defense (DoD) customers, the Special Projects Group also supports the National Institute of Occupational Safety and Health (NIOSH) and multiple departments within DHS. To satisfy the current customer base, many different specialties and skills are required. Managing such a varied group of individuals and projects guarantees that (Continued on page 4)

ECBC Announces: NEW! Mission and Vision



Have you ever wondered what we really do here at ECBC? Typically, you know what you do or what your team does, but as a whole, do you know what it is we do? A good place to start is with the definitions of the three key terms that define "what we do" - mission, vision and strategy.

(Continued on page 2)

Capability Spotlight: *Test Technology Engineering*

In this month's issue, previous Test Technology Engineering Team (TTET) leader Lowry Brooks and Lead Systems Engineer Kevin Joubert sit down for a one-on-one interview with *Engineering Edge* reporters. Mr. Brooks and Mr. Joubert discuss a number of topics, while also shedding some light on the test technology engineering capability that Engineering has.



Above: Joint Service Mask Leakage Tester (JSMLT)

Engineering Edge: How did you start your career here?

Lowry Brooks: I have worked for the Edgewood Chemical Biological Center (ECBC) for approximately 16 ½ years under Individual Protection. I started out as a systems engineer working on the M48 mask. I then moved on to become the Program Manager for the M48 and was able to successfully type classify and field this mask. After several other transitions I became the TTET Leader.

Kevin Joubert: I have been with this area of Engineering for four years. I am a lead systems engineer and I work on creating adaptors for the Joint Service Mask Leakage Tester (JSMLT) so that it is compatible with all new masks. (Continued on page 5)

Engineering Leadership Provides Words of Wisdom for the Workforce

Each year many promise to turn over a new leaf through the use of annual resolutions. In fact, according to a poll done by proactivechange.com, approximately half of the American population makes one or more resolutions. Sadly, this poll also shows that less than half of those resolution makers keep their promises past 60 days due to lack of guidance. This year choose to make your resolutions stick by following the words of wisdom provided by Engineering's group of leaders. Below is a collection of helpful guidance for your resolutions in the workplace. These "Tips for Success" were compiled from the "Leadership Interview Series" featured in each issue of the *Engineering Edge*. (Continued on page 4)



Sabre Harper's HR Tip of the Month: *My Biz*

"My Biz" is a web-based self service module that grants access to your official personnel information. You can view your personnel information 24/7 from your workstation. You can also update specific fields of personal information in "My Biz." This service allows you to provide input on performance plans and accomplishments for performance appraisals. To access your "My Biz" account, you must first go through Portal at <http://cpol.army.mil> from there you will be able to access the "My Biz" link. For more information, please contact Engineering HR Representative Sabre Harper at ext 5-2722.



*Sabre Harper,
Engineering HR
Representative*

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



ECBC Announces New Mission and Vision



ECBC

MISSION AND VISION

Have you ever wondered what we really do here at ECBC? Typically, you know what you do or what your team does, but as a whole, do you know what it is we do? A good place to start is with the definitions of the three key terms that define “what we do” – mission, vision and strategy.

Mission: states what the organization really does – “should be now”

Vision: states the organization’s view of the future – “should be tomorrow”

Strategy: the organization’s plan of the best way to accomplish its Mission and Vision.

The strategic planning process begins with an understanding of these definitions and a focus on the importance of communicating the mission and vision to ECBC employees, partners and stakeholders. A key part of developing ECBC’s strategic management system was the creation of a new Center-wide mission and vision. You may ask, “What was wrong with the old ones?,” or possibly, “What was the old mission and vision?” These are valid questions that we attempt to address in the following paragraphs.

Old Mission: Provide integrated science, technology and engineering solutions to address chemical and biological vulnerabilities, rendering chemical and biological threats irrelevant.

New Mission: Integrate lifecycle science, engineering and operations solutions to counter CBrne threats to U.S forces and the nation.

WHY DID THE MISSION CHANGE?

The new mission statement more accurately describes our primary functional areas (science, engineering and operations). Moreover, it highlights the concept of lifecycle support which is our unique capability within the community. Finally, ECBC, as a fee-for-service entity, needs growth to survive. Therefore, the need exists to maximize opportunities by adding “rne” to our mission, vision, core competencies and strategic objectives.

ECBC Announces New Mission and Vision



In the words of Jon Madonna (former Chairman and CEO of KPMG), "Nothing stops an organization faster than people who believe that the way you worked yesterday is the best way to work tomorrow."

Old Vision: The premier national resource for chemical and biological defense solutions.

New Vision: Premier resource for CBrne solutions, uniting and informing the defense community.

WHY DID THE VISION CHANGE?

The same reasoning for the change in ECBC's mission applies here as well. If we don't expand our services and expertise to include the "rne," we will be left behind. As BRAC moves key entities closer to ECBC, we have the unique opportunity to position ourselves at the center of the defense community. We must expand our role as a facilitator by utilizing our collaborative network of partners to offer solutions. With our combined capabilities and diverse areas of expertise, ECBC is positioned to not only continue to be recognized as a premier national resource, but to become the focus, the center for solutions and a unifying entity that can better prepare and defend our nation.

WHY DEVELOP A STRATEGY?

Our strategic management system aligns ECBC with the strategies of not only our higher headquarters, and DA but our major stakeholders and customers as well. It also gives us opportunities to expand our professional horizons, be a part of real solutions and develop a culture of "big-picture thinking." The mission provides the starting point for strategy development because it defines why the organization exists. The vision describes the organization's future and helps to clarify the direction it is heading. More importantly, from an internal perspective they provide guidance to the workforce that combined with an understanding of the strategy, helps to exhibit how each person contributes to the execution of the mission and ultimately to the achievement of the vision. The new mission and vision take ECBC to the next level, beginning with a more focused expression of what we do now and extending to a more comprehensive and compelling view of the future.



At ECBC we want to look toward the future - stay tuned for more news about ECBC strategic planning.

Engineering Leadership Provides Words of Wisdom for the Workforce

(Continued from page 1) These "Tips for Success" were compiled from the "Leadership Interview Series" featured in each issue of the *Engineering Edge*.

Professional Relationships:

- It is important to have the ability to listen actively, process information and communicate your thoughts about that information effectively.
- Never bring a problem to your boss without several different possible solutions.
- Be open minded about different points of view.
- Always be respectful of others.
- Thank those that help you along the way.
- Be able to convey your ideas and thoughts to others both in writing and in person.
- Take advantage of training opportunities and build relationships. These relationships can last a lifetime, so they are worth the energy and effort.



Self Management:

- Be open to opportunities; don't slam the door on anything.
- Be innovative. Create new things, and do it differently than those before you.
- Strive for continuous self-improvement.
- Always be the best you can be.
- Be true to yourself.
- Don't be afraid to say you don't know.
- Never lose sight of your focus – our focus here at ECBC is to support the warfighter.
- Identify a mentor. A mentor will provide you with advice, guidance and at the very least, a different perspective on things.
- Sometimes you have to work outside your comfort zone. Keep a positive attitude if that happens and look at it as an opportunity to learn something new.
- Never forget what is important. While work should be a priority, your family and children should be the most important part of your lives. It is very important to keep track of time or life will pass you by.



Personal and Professional Development:

- You should learn more than you need to know. Don't just focus your efforts solely on your team. Expand your knowledge of ECBC, DA and the Department of Defense and learn about all aspects of the operation, including resources.
- 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.
- Take ownership of your own career.
- Set realistic career goals and work towards them every day.
- Never stop learning. If you continue to learn and adapt to new changes you will never get behind the curve.
- It is important that you plan your career. You can start doing this by establishing goals and identifying where you want to be down the road. By setting goals for your career you will give yourself a much better chance of reaching them.



Leadership Interview Series: Elaine Stewart-Craig

(Continued from page 1)

ESC: my job is always interesting.

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

ESC: To date my career highlight would have to be participating in the Domestic Preparedness Program (DPP). I was one of a small group of people that initially brought the DPP to ECBC. It was very exciting to be charting new territory by bringing DoD's chemical and biological warfare expertise to the Emergency Response community. It was also very challenging in that we were starting a program from the ground up with brand new customers and a new set of yet undefined rules.

At the federal level the DPP was a joint effort among six federal agencies, each with experience and requirements that were often very different from DoD's. We had to be flexible and learn different ways of doing business to accommodate all of the federal needs, in addition to working with over 100 local governments. This willingness to work with the other agencies and the local governments to learn their practices was especially important in gaining the confidence of the response community. The Emergency Response Communities' past experiences with the Federal government had not always been positive so they were often leery of us. Our willingness to listen to their concerns went a long way in assuring them that we were there to assist them, not to try to take over their job. It was that very program that helped shape me into the leader of the Special Projects Group; the same skills are necessary as I continue to work with a wide range of agencies and individuals.

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

ESC: The most challenging aspect of my job is finding a solution to each customer's problem that works for them. Many of our customers have little or no experience in the CB area. It is this lack of expertise that brings them to ECBC, so it is important to work with them to develop solutions that meet their specific needs. Often they do need a unique solution, as what is appropriate for DoD is not necessarily appropriate for the non-DoD customer.

I find the most important thing is to listen to your customer carefully. The customer is often unsure what they need, so it is important to listen to their problems and concerns when developing possible solutions. It is our job to assist and guide them in developing a solution that is not only technically sound but that meets their special needs.

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

ESC: I think the most exciting thing is the growth we have experienced in the past 5-10 years, especially in regard to interns. The Engineering Directorate has hired many exceptional employees. The introduction of new talent will help the Engineering Directorate and ECBC continue to grow and flourish. In my area we do not use a lot of new interns so I make an effort to be involved by participating in the Cohort Program, the ECBC Mentor/Mentee program, the Minority Undergraduate Summer Internship Program (MUSIP) and the college recruiting efforts. Through these programs I have met many Engineering Directorate employees that I may not have met otherwise. I hope to be working with many of these talented individuals in the future.

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

ESC: As the Engineering Directorate has become almost entirely customer funded, some of the skills required for success have changed (Continued on page 5)

Engineering Capability of the Month: TEST



Testing Solutions to meet Chemical Biological (CB) Defense mission needs.

ECBC Engineering has the expertise and infrastructure to test product performance in surety and non-surety environments. Engineering's unique chemical agent facilities and highly skilled personnel test products against a variety of dangerous and toxic compounds. Engineering conducts non-surety product testing in accordance with Military Standards (MIL-STD) and American Society for Testing and Materials (ASTM) standards.

Representative test environments are created to allow user interface for logistics demonstrations, human factor evaluations and proper equipment employment. Engineering offers a full range of test services for non-Department of Defense entities under Test Service Agreements. These TSAs can be used to evaluate commercial and military equipment. Results from tests are provided to the design team for continuous product improvement. ⚙️

Leadership Interview: Elaine Stewart-Craig

(Continued from page 4)
but some of the skills have just become more important. ECBC and the Engineering Directorate have always strived to satisfy their customers and to provide the highest quality equipment to the soldier. But now that we have to compete for projects it is even more important to provide superior customer service to maintain and grow our customer base. As government funding is cut back it is more important than ever to contain costs without shortchanging programs or employees. Understanding the total cost and the critical components of a program and being able to perform a tradeoff analysis when full funding is not available becomes critical. Knowing when and where to make the tradeoffs to cut costs is an important skill.

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

ESC: Federal Service comes with many benefits but it also comes with responsibilities and requirements that do not necessarily apply to private industry. Learning and working with the government system is essential. Knowledge of the DoD Acquisition System is very important no matter what part of the acquisition cycle an employee is supporting. Learning how the DoD develops, funds and executes programs is critical in understanding how individual efforts fit into the big picture. Knowledge and experience in various parts of the acquisition cycle is also critical for the enrichment and advancement of an individual's career. ⚙️

February 14 is the 10th National Donor Day—Give a Life!

OrganDonor.Gov

Access to U.S. Government Information on
Organ & Tissue Donation and Transplantation



How can I contribute?

- Fill out an organ and tissue donation card, register with your State Donor Registry and make sure your family knows you want to be a donor.
- Join the National Registry of potential volunteer marrow and blood stem cell donors.
- Learn how you can donate your baby's umbilical cord blood stem cells at birth.
- Donate blood.

Why be a donor?

- Almost 95,000 people are in need of an organ for transplant.
- Approximately 35,000 children and adults in our country have life-threatening blood diseases that could be treated by a marrow/blood stem cell or cord blood transplant.
- Every two seconds someone needs blood, more than 39,000 units each day, according to the American Red Cross.

Why do it today?

- Valentine's Day is the day of love and donation is the gift of life. Can you think of a more loving gesture than making Feb 14 the day you join thousands of Americans in making the donation decision?
- National Donor Day was started in 1998 by the Saturn Corporation and its United Auto Workers partners with the support of the U.S. Department of Health and Human Services and many non-profit health organizations. For more information about how you can contribute, visit organdonor.gov.

Capability Spotlight: Test Technology Engineering Capability

(Continued from page 1)

Before this product was created soldiers couldn't test masks on the field as testers only existed in maintenance depots. Now, with the creation of the JSMLT a new capability has been created that allows the warfighter to test gas masks themselves.

EE: What kind of work is done under the test technology engineering capability?

LB: One of the big goals is to develop truly integrated Individual Protection (IP) gear, like masks and helmets. Once these products have been developed it is important to get them on the ground of non-chemical biological (CB) programs in the future. In order to get these integrated products into non-CB programs we go out to future force warriors and combat systems and get their buy-in early, before the actual systems are created so that our input is there from the start. Currently, I am the Deputy Director for the Joint Project Manager – Individual Protection (JPM-IP). I am responsible for executing the JPM-IP vision for future ensembles. I am also responsible for building new programs in the JPM-IP. IP usually works on their own products but recently we were able to get the CB community to buy-in and plan for our collaborative efforts up front.

EE: How were you able to get CB community interest in collaboration so early this time around?

LB: It was all about showing them the value of our work. We were able to convince CB leadership of two important factors. First, that we would not only come to their programs to assist, but that we would supply resources at no cost to them. And second, that we would work with their combat developers to help write the CB requirements into non-CB programs.

EE: What are some of the challenges that your team has faced?

LB: In regards to the JPM-IP, the biggest challenge is trying to get people to stop what they're doing and think years in advance. Often time people get wrapped up in the day-to-day assignments as their near term objectives block their vision of the future. I once had a boss who

used to use a number of adages, and this one particularly applies to the idea of not looking to the future, "If you do what you've always done, you're going to get what you always got."

EE: What does a typical day look like for someone working with test technology engineering?

KJ: I typically did a lot of testing and spent a good amount of time in a lab. For instance, I will receive a prototype of a product from Advanced Design and Manufacturing (ADM). I then take that prototype and a number of different masks with me and head to the lab. Once in the lab I test both the masks and the tester prototypes for issues in order to make sure they all work. After the testing has been completed, I take the results I obtained from the lab and do write-ups. If during the testing process I come across any error or issues I am also responsible for working with ADM to make improvements to that product.

EE: What is the most satisfying aspect of working with this capability?

LB: I personally feel like the most satisfying aspect of working in this area is being able to field a product. Often times you are working day-in and day-out on the same product. While working on that one product you can go for a long period of time without seeing any tangible results. While you know that the work you do day after day is leading up to something, waiting around for something to change or happen can be difficult. When a product is finally completed and you are able to see the fruits of your labor it is a really satisfying feeling. It's also extremely rewarding to know that the product you put all of your time and effort into is going to support the warfighter, which is our mission.

EE: What kinds of skills are needed to survive in this capability?

KJ: I think the most challenging aspect of working



Above: M41 Protective Assessment Test System (PATS)

with test technology engineering is juggling all of the priorities and tasks. Everything has a different timeline or priority level and it is important to be able to decipher what should come first. I am often working on a number of tasks, but not all of them have a clear ending point. I try to use the Outlook Task Manager as much as possible to keep myself on track.

EE: What are some things that make you most proud about working on this capability?

LB: One recent task I am proud of is our work with the Air Force CB folks at the Brooks City Base in San Antonio Texas. Due to recent Base Realignment and Closure (BRAC) changes, the Air Force CB group has been told that they need to execute their tasks at ECBC. We were able to help work with this team and bring about a very smooth transition that made life easier for everyone.

We work hard, but we have fun. Our diverse capability area has a range of experience levels. We have members that have just gotten out of their internship, to members that have been working with ECBC for over 30 years. ⚙️