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THE ENGINEERING EDGE

ECBC ENGINEERING
Design→Build→Test→Support

EDGEWOOD CHEMICAL BIOLOGICAL CENTER

Inside This Month's Issue:

This newsletter was published through the Balanced Scorecard.

For article suggestions, questions or comments please contact Ed Bowen at ed.bowen@us.army.mil

Leadership Interview Series:
Kevin Wallace

In this month's Engineering Edge's Leadership Interview Series, we talked to Kevin Wallace, Branch Chief for the Technology and Systems Integration Branch, about his role and got him to share his thoughts on leadership.

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

Kevin Wallace: I have been the Branch Chief for the Technology and Systems Integration Branch for approximately three months.

EE: What was your professional background before you came into this position?

KW: Before I became the Branch Chief I was the Team Leader for the Technology Exploration and Transition Group. I worked in this position for a little over a year. After graduating high school I started working here as a student contractor while attending

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Team Spotlight Series:
Test, Reliability and Evaluation Branch

Engineering Edge: Can you describe your current position on the Test Reliability and Evaluation Branch (TREB)?

Do Nguyen: I have been the TREB Chief for six years and before that I was a team member. Before I was a part of this team I graduated from the University of Missouri and was hired as an Army Material Command (AMC) intern for test and reliability work. and reliability. I also supported Program Manager (PM) Smoke and Detection. I have been really involved with many aspects of the Center as I have worked with the PM for several years and I worked for Collective Protection (CP) core team for eight years. Overall, I have been with ECBC for 25 years. Because of this extensive experience I know many of the ins and outs of the Center.

EE: What are the overriding goals of your team?

DN: The focus of our team is on customer support. Customer support is how we get paid because one hundred percent of how we get paid is based on customer funding. Forty-five percent of our funding comes from private industrial jobs through Technical Service Agreements (TSA), and the other 55 percent is from different Department of Defense (DoD) agencies and various other

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Engineering Campus Plan Wheels in Motion

This month Bill Klein, Associate Director of Engineering, sits down with the Engineering Edge to discuss the upcoming changes to the Downer Hall and how those changes will affect the Directorate.

Engineering Edge: Can you tell me about how the Downer Hall infrastructure strategy was decided on?

Bill Klein: The whole process started with the strategic planning initiative and campus plan created by Booz

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Team Spotlight (cont'd from Page 1)

PM teams.

EE: What are some current highlights of your team and its projects?

DN: I'm very proud of the support we provided to the Intercontinental Ballistic Missile (ICBM) project and as a result were nominated as team of the year. The Air Force also asked for support with the filtration system on a missile silo, and we helped them design the Air Force Intercontinental Ballistic Missile. Another project that I'm proud of supporting is with the Marine Corps. We worked on an Expedition Fighting Vehicle which was finished in FY09. The entire task was a three year project.

EE: What is the focus of the work that your Branch does?

DN: Our Branch is comprised of several different groups. Right now the groups are consolidated. We have TD and Ram groups that are working on reliability. I also work with Jean Salvatore on TD Reliability Testing and Logistics Support, Product Material and Material Evaluation. We do Material Evaluation work for both private industry and DoD agencies. During these evaluations we check out the issue with the item and do analysis in order to give the client a recommendation on how to improve the item. Our team also provides support to Joint Program Manager – Individual Protection (JPM-IP). We are currently working with them on respirator analysis.

Individual mask testing performed by a member of the TREB group.

Our team also performs System, Simulants Test and Man In Simulant Testing (MIST). In order to do this work we have two test chambers that use simulant agent to do the protection factor tests and suit tests. Our team also does fixed site support and filtration design for ECBC and for the Department of Energy (DoE). The TREB team is heavily involved with the American Mechanical Engineer Society (AMES). We provide support to them in terms of writing up the requirements for the HEPA filters and test technology as well as filtration test technology. The last group is the Filter Evaluation Team. This group's specialty is testing the HEPA and gas filters, doing DoD and Department of the Army (DA) qualification testing for the Collective Protection (CP) area and doing a lot of prototype evaluation testing.

EE: How do you keep such a dynamic team working cohesively?

DN: We have approximately four people per group, but the team concept is using the idea of cross training. We help each other out on the workload. For instance, if work is slow in one group they have the necessary cross training to work in another area, that's how we keep things flowing.

EE: Can you give me more detail about how you developed this cross training method?

DN: Initially I took over several different groups and looked at them in relation to our long-term business plan. I found that the best way to accomplish our goals is to do cross training so we can manage the workload. That was my vision when I took over.

EE: Have you found this method to be beneficial?

DN: Cross training has improved both the infrastructure and test capability. I think this cross training emphasizes the importance of team work and bonding as a group. The more they understand and face the customer the more they are responsible in their role because they are part of the entire process. It can be difficult to motivate employees if they don't know the process under which they operate. But once they see how big and important the project is that they're working on it is easier to draw a connection. Also, by providing cross training I am giving them the training tools and confidence to be motivated to do their job.

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

DN: It's challenging to be on this team. You have to be creative because the business of testing is changing so much. We have to be up to snuff and be aware of

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ECBC Engineering Directorate HR Tip of the Month:
Retiring Through VSIP

If you are planning to retire under the Voluntary Separation Incentive Program (VSIP), please complete the following:

1. Contact Sabre Harper, Engineering's HR Representative, with your intended retirement date so that the Request for Personnel Action (RPA) can be prepared.

2. Make an appointment with Teri Wright (3-4331) to go over your retirement packet.

3. Your VSIP application form must be signed by Bill Klein, Pat SanAgustin (Civilian Personnel Advisory Center (CPAC) Representative) and Dr. Baker, in that order. The Voluntary Separation Incentive Pay Agreement form must be signed by Pat SanAgustin. The VSIP Statement of Understanding must be signed by you.

4. After all forms are signed, I receive a copy and copies go to the Army Benefits Center (ABC) along with your retirement packet and RPA.

For more information about retiring under VSIP, please contact Engineering HR Representative Sabre Harper at ext. 5-2722.

June is National Safety Awareness Month

Each June, the National Safety Council (NSC) encourages businesses to get involved and participate in National Safety Month. Every week carries a theme that brings attention to critical safety issues.

To learn more about National Safety Month please visit www.nsc.org so your organization can plan ahead. The NSC website provides ample amounts of information and products on National Safety Awareness Month. Some of these resources include a safety calendar, informational and marketing materials, exclusive promotional products and scholarship opportunities.

◊	Week 1: June 1-6	Prescription Drug Overdose Prevention
◊	Week 2: June 2-13	Teen Driving Safety
◊	Week 3: June 14-20	Preventing Overexertion at Work and at Home
◊	Week 4: June 21-27	Dangers of Cell Phone Use While Driving
◊	Week 5: June 28-30	Summer Safety

Campus Plan *(cont'd from Page 1)*

Allen Hamilton. It was a strategic initiative to create an engineering campus, and the focal point of the campus set-up is the Berger Building. We're trying to create other focal points based on our critical capabilities at the Center, so out of the whole process of creating the campus plan came two requirements from Military Construction Army (MCA). One of the projects coming out of this was a state-of-the-art facility for Advanced Design and Manufacturing (ADM). The other project was a modern facility for our non-surety testing. The requirements coming out of the MCA were documented and submitted for approval. Then we started looking at the facilities that would become available because of Base Realignment and Closure (BRAC). One of the buildings that was available is the Tracked and Wheeled Vehicle Maintenance training facility, known as Downer Hall. If we could obtain Downer Hall we could withdraw our two MCA projects and this proved to be an excellent strategy.

EE: What specifically was so beneficial about gaining Downer Hall?

BK: If we had created brand new facilities through the two MCA requirements it would have been much less cost effective. The completion of those two projects would have cost a good amount of money because it required brand new construction for the two new state-of-the-art facilities. Downer Hall proved to be the perfect mix of both office space and open bay space.

EE: What was the process you went through in order to gain possession of Downer Hall?

BK: We started by putting together a proposal that was to be briefed to the APG Garrison. From there, the Garrison took the proposal forward to the Council of Colonels. The proposal was finally taken to the Garrison Commander where it was then approved.

EE: When do you expect to start working on the building?

BK: Per BRAC, the facility will become available in October 2011. We have created a three dimensional computer aided design (CAD) drawing of the facility. With this CAD drawing, we have developed the functional use plan for the building. This plan describes where we will put everything, which functions will go where, who sits in what locations, etc.

EE: Who has been working with you on the preparations for the move into Downer Hall? How were you able to work together to gain approval for the Downer Hall proposal?

BK: I have mainly been working with Mark Schlein for ADM areas and Ron Pojunas for the Test side of things, their staffs and our BSC initiative team responsible for Strategic Objective R2. In order to get the Garrison to approve our plan we identified 24 buildings that we will turn back to the Garrison when we get Downer Hall, that's the big impact. While I am technically turning over buildings to the Garrison, I don't actually own them. On post you borrow buildings and when you turn them back in the Garrison will either reassign them or tear them down.

EE: What point are you at in your overall Engineering Campus Plan?

BK: Well, after we turn in those buildings to the Garrison they will be destroyed. This fits into our overall campus plan because it will allow for a better presentation of the Engineering campus area. So where we're at now is that we have a basic design for our campus. We're about to hire an engineering firm to better define the electrical and mechanical requirements of interfacing our equipment with that of the facility. After these requirements have been established we will lay out the project plan because there will be certain things we have to do before we move in.

EE: What are your next steps in the Engineering Campus Plan?

BK: We first plan to move in the manufacturing capabilities into the building and then the design capabilities, followed by the rapid prototyping function and finally the test function. The reason for the cascading move-ins is that the current manufacturing facility is in the worst shape of the buildings and the test buildings are in the best condition. When the design and prototyping functions move from the Berger Building to Downer Hall it will free up space, thus allowing other teams from other parts of Edgewood currently in less than desirable buildings into the Berger Building. This will also bring them closer for cohesiveness and better work environments. Overall, the move to Downer Hall has proved to have a plethora of benefits.

Our objective is to have all of these moves completed by 2017. One of the great benefits of it is, instead of having a capability landlocked like we currently are, we'll have room for growth – the growth of new equipment and the growth of hiring new people, and we don't have that right now. Also in the infrastructure plan one of the things that should make it more affordable is that we're completely outfitting Downer Hall with existing equipment. The only investment we have to make outside of electrical and mechanical work is turning the current classrooms into office space. The whole opportunity to make our case for that building would not have been there without our strategic infrastructure planning.

Wallace *(cont'd from Page 1)*

the University of Maryland. I also worked here in 1992 through the George Washington University Apprenticeship Program. After I graduated from college I was hired by Geo-Centers Incorporated as a contractor. I worked with Geo-Centers until 2000 when I was hired as federal employee and have been here ever since.

EE: What kind of responsibilities do you have as the Branch Chief?

KW: As the Branch Chief I have three team leaders that report to me now, so my responsibilities and the amount of work have increased quite a bit. Workload management takes up a big portion of my time. This includes personnel and facility type tasks. I also manage many of the Cooperative Research and Development Agreements (CRADA). A portion of my team, the technology portion, is always trying to expand themselves by making new CRADA partners and expanding the technology capabilities within the branch. They are always trying to get out there and market our capabilities and establish relationships with other government agencies to bring in work.

EE: What are some of your more recent accomplishments?

KW: One of my bigger accomplishments was the creation of the bar armor kits for the Husky Route Clearance Vehicle. As of today, we have delivered 120 of these vehicles to locations in Afghanistan. These are in direct support of the warfighter. They are making an immediate impact in theatre. We have manufactured, shipped and delivered these items.

Our branch also completed the last of the Buffalo Surrogate fleet. These have been delivered in the past few months. We continue to support and upgrade these vehicles. We have some upcoming tasks such as the Program Manager – Sets Kits Outfits and Tools (PM-SKOT) and other work with Rock Island on a metal working machine shop set. Another interesting project we're working on is a Ground Penetrating Radar Surrogate (GPRS) for the Husky Rock Clearance Vehicle in support of a Joint Improvised Explosive Device (IED). The GPRS is used to detect buried explosives. For training purposes, we're going to process building a fake GPRS so expensive technology isn't wasted during exercises. This will to reduce costs during training yet still simulate the actual environment as best as we can.

EE: What are some of your career highlights (with ECBC, or elsewhere)?

KW: For the past several years I have worked with two Defense Advanced Projects Agency (DARPA) PM's, which involved some efforts here at ECBC. I also worked as a Contracting Officers Representative (COR). And for a short period of time I served as a liaison between a PM I worked for and the Joint Program Executive Office (JPEO). Those positions really prepared me to interact with a variety of different people. During my time in these positions, I was able to work with people on the contracting side of the house, as well as my presentation skills. DARPA works with a lot of new technology research so I was exposed to a lot of new exciting technologies while the projects were in their infancies and as they were being developed. That pushed me into the technology portion of what I do now. I enjoy trying to apply that technology to a military application.

My role overseeing things at ECBC involved interaction with a lot of the scientists here at the Center and with individuals under Ron Pojunas as they conducted a good bit of testing for DARPA. Because of this I also got to witness and oversee some of the testing as well. I got to see the design, testing and contracting; it was definitively a worthwhile experience.

Another highlight for me is that I will I graduate from Naval post-graduate school with my Masters in program management with a 3.97 GPA. I decided to take my education to the next level in order to support my new position. Additionally, this degree satisfies a lot of acquisition requirements that will hopefully allow me to be acquisition COR eligible.

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

KW: What excites me most is knowing that what I do every day has a direct impact on the men and women who are fighting overseas or the Homeland Defense here in the U.S. I know what I do has an impact and may eventually save lives I take great pride in what I do knowing that.

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

KW: Show initiative. Take pride in what you do on a daily basis. Go out of your way to do the best job that you can. Don't be afraid to step up and better your career by volunteering for tasks or taking classes. Don't sit around and wait for something to happen, go out and do it yourself.

Team Spotlight *(cont'd from Page 2)*

what's out there so we can stay up-to-date and bring the best capabilities to the Center to support our mission.

Another challenging aspect was getting new employees acclimated to their workplace. All of the engineers I hired were fresh out of school so they didn't have any experience and they were very nervous before I hired them. In order to cope with this I walked them through the Test group and showed them that we're not always just thinking. We do hands-on tasks, we work and build, and test and validate and we go through all of the life cycle processes of an item.

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

DN: A good attitude and dedication. A good can-do attitude will build confidence for the tasks you are responsible for in the future. The other key factor for my team's success is the environment that they work in. While this is a professional environment, it is also important to have a family environment and attract other people to come to our team. When I select someone I give each group an opportunity to talk to the candidate. It is important to me that there is always good chemistry between the engineers. It's not just about what I want, but also how well the candidate fits into the group.

EE: What excites you about the work your team is doing? What excites you about being a part of Engineering?

DN: My background is in testing so exploring new things has always kept me excited, and it also helps that my engineers love building hands on things. I am surrounded by young engineers with good attitudes. I always try to mentor them and want to build up the relationships we have. I like to share my vision with the team and let them be a part of the process, allowing them to voice their concerns. Because of this open relationship they don't hesitate to tell me to re-focus. Our communication is a two-way street and we are able to maintain this balance because of trust. We share our vision and our common goals. Everyone is part of the equation from the engineer to the technician.

WHY I LOVE BSC:
A Conversation with Lester Strauch

The Engineering Edge talks with Lester Strauch to understand why he joined the Balanced Scorecard (BSC).

Engineering Edge: How did you first hear about BSC?

Lester Strauch: Well, initially I had heard of the BSC program being implemented in other organizations. Then it was brought to my attention that Engineering would be taking part in this program. They asked me to get involved with some of the initiatives as they were first being proposed after the initial kickoff.

EE: What initiatives are you involved with?

LS: Currently I'm focusing on two different initiatives. One initiative I'm working on is with the Engineering Directorate level BSC. This specific initiative deals how to handle problem employees. The original team for this initiative had dissolved, but since then I've rebuilt the team and we are working on reaching some of our milestones. Right now we're getting a handbook together that has points of contact and detailed instructions on what you can actually do with a problem employee. I'm also working on an initiative with ECBC as they start kicking off the SkunkWorks Program.

EE: How long have you been involved with the BSC?

LS: I have been a part of the BSC since it first began, so for approximately four years.

EE: What inspired you to get involved?

LS: Well, I was initially inspired because I had heard about how well the BSC program had worked for other organizations. After I was able to see the benefits of the BSC at those organizations I really wanted to see how it could benefit ECBC. I was also inspired to be involved with the BSC from an even broader perspective. Basically, I'm driven to be involved with any program or any task that will improve the Center and the Directorate.

EE: What has been the most rewarding part of working on the BSC?

LS: I think the most rewarding part of the BSC are the tangible results that I'm seeing. It's really important to me that I start to see improvements and changes made for the better. By actually being able to see these results it makes all of the hard work you've been doing feel worthwhile.

The Engineering Edge

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