

Volume 2, Issue 9  
September 2010

## THE ENGINEERING EDGE



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

### EDGEWOOD CHEMICAL BIOLOGICAL CENTER



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This newsletter was published through the Balanced Scorecard.

For article suggestions, questions or comments please contact Ed Bowen at [ed.bowen@us.army.mil](mailto:ed.bowen@us.army.mil)



#### WHY I LOVE Balanced Scorecard: A Conversation with AJay Thornton

*The Engineering Edge talks with AJay Thornton, Director of Engineering, to understand why he participates in the Balanced Scorecard (BSC) strategy.*

**Engineering Edge:** How did you first become involved with the BSC?  
**AJay Thornton:** I was working with (Engineering Associate Director) Bill Klein, and we realized that the Engineering Directorate never really had any formal strategic plan in place, and we knew that we needed a path forward to achieve our goals – we wanted to be in control of our destiny. We saw that there was a business plan in place, and that people viewed that as a strategic plan, which couldn't be further from the truth.

We looked at RDECOM and AMC, who had both implemented the strategy, and concluded that the BSC was the superior method for strategic planning. We were looking for something that was proven and consistent, not looking to re-invent the wheel.

**EE:** Why is the BSC the right tool for Engineering, and why is it working here?  
(Continued on page 5)

#### ECBC Leadership Cohort Program Aims to Prepare the Center's Future Leaders

On Wednesday, September 8, 2010, the ECBC Workforce Management Office will kick off the 2010 Leadership Cohort Program. The Program, originally introduced in 1998 and at that time targeted for GS-14 employees, is now designed for employees at the GS-13 level to learn skills that will allow them to be more effective leaders, form cooperative relationships with colleagues in the community, and take advantage of the knowledge and expertise of senior leaders at ECBC through coaching relationships.

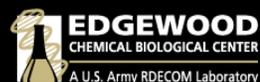
ECBC's Leadership Cohort Program was created in 1998 by Dr. Bob Richer and Dr. Pam Barrett, then members of the Technical Director's Office of Professional Development. The Program was originally intended to be a one-time, in-house event coordinated by Barrett.

By 1999, both Richer and Barrett were working in the Engineering Directorate, and they reassessed the Program with the intention of making it a repetitive process. When the program was restarted from within the Engineering Directorate in 2004 it was refocused towards future leaders who were currently at the GS-13 level.

After extensive research, Richer and Barrett came across Avid Learner, Inc., a corporation that specializes in developing knowledge workers, and found that Avid Learner had an existing program (Continued on page 4)

To access the electronic version of this newsletter visit:  
[https://cbnet.appea.army.mil/engineering/eng\\_news.html](https://cbnet.appea.army.mil/engineering/eng_news.html)

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## ECBC's Carl Busart and Juliane Olsen Reflect on the DoD Executive Leadership Development Program



Recently, Carl Busart and Juliane Olsen completed their training in the Department of Defense's (DoD) Executive Leadership Development Program (ELDP). Engineering Edge reporters were given the opportunity to speak with Busart and Olsen as they gave some insight into their experiences in this intensive, highly physically and mentally demanding, 10-month Program.

**Engineering Edge:** Where do each of you fit within ECBC?

**Carl Busart:** We're both matrixed to JPM-NBC CA, and we've both been here almost five years.

**Juliane Olsen:** We actually started on the same day.

**EE:** What inspired you to participate in the ELDP?

**CB:** It's really the "tip of the spear." You get to participate in a lot of hands-on training and really get a sense of the experience of the Warfighters. We got to do some of the training exercises for the Navy SEALs, Army Rangers, Marines, etc.

**JO:** The Program is really focused on learning about yourself. You learn about your strengths and weaknesses and how you hold up under adverse conditions. There's also a big emphasis on the value of communication and teamwork.

**CB:** We also learned about the actual impact of what we do in our jobs.

**JO:** The Program really emphasized how the Non-Commissioned Officer (NCO) core of the DoD is the backbone of everything they do.

**EE:** When you began the Program, what were your goals and expectations?

**CB:** We both knew someone in our office who had participated in the Program before, but he didn't really tell us much. A big part of the learning process is not knowing what's going to happen.

**JO:** Yes, it's very hard to find background information on the Program. Other than that, I was completely blown away; I had no idea of the level of intensity. **(Continued on page 3)**

## Engineering rolls out new Balanced Scorecard Awards Program

On August 31, 2010, AJay Thornton, Director of Engineering, announced the launch of a new Balanced Scorecard Awards Program at the August Engineering Town Hall meeting. The awards program recognizes individuals who deliver outstanding work in support of the Engineering's strategy implementation. In addition to showcasing Balanced Scorecard (BSC) successes, the program is intended to provide incentives to the Engineering workforce for continued participation in the BSC process.

All nominees and nominators must be government employees. Staff members may nominate co-workers for three different honorary awards, which include:

- **The BSC Certificate of Outstanding Participation.** This certificate acknowledges employees who go the extra mile, perform above and beyond, and exceed expectations in a particular situation or short-term effort. Recipients of this award will receive a mouse pad with the Engineering Directorate logo.
- **The Hotshot Award.** This award recognizes employees who demonstrate ingenuity, innovative thinking and display a commitment to shaping the future of Engineering through the BSC. The recipient is awarded an Engineering Directorate coffee mug, along with "Lunch with Director," providing a chance for visibility with Engineering leadership and website recognition.
- **"Balancing the BSC" Award.** This award is given to employees who have made individual contributions to the BSC that can be linked to significant results and value added for the Engineering Directorate. It is intended to recognize individuals for outstanding long-term efforts demonstrated in multiple situations, and substantial BSC progress. Recipients of this award will receive a specially designed, decorative Engineering Balanced Scorecard balance. **(Continued on page 5)**

## DO YOU KNOW SOMEONE WHO DESERVES RECOGNITION?

★ ENGINEERING BALANCED SCORECARD AWARDS PROGRAM ★

NOMINATE A CO-WORKER TODAY!

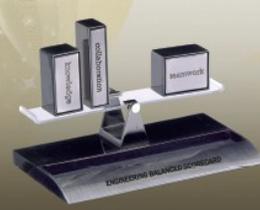
Visit Engineering's BSC Intranet page to download the nomination form



★ **BSC Outstanding Participation Award**  
Awarded for performing above and beyond what is expected in a particular situation or short-term effort.



★ **Hot Shot Award**  
Awarded for demonstrating innovative thinking and a commitment to shaping the future of Engineering through the BSC.




For more information about Engineering's Balanced Scorecard Awards Program, contact Ed Bowen at ext. 5-4091

BALANCED SCORECARD: YOUR OPPORTUNITY TO BECOME INVOLVED.  
YOUR OPPORTUNITY TO SHAPE THE FUTURE OF OUR ORGANIZATION.



## DoD ELDP

(Continued from page 2)

**EE:** What were some of the most rewarding aspects of the Program?

**CB:** I'd say that we learned as much from others in the Program as we did on the actual deployments.

**JO:** The thing I took away from the Program the most was empathy for the Warfighters. We dealt mostly with the NCO core, the people who actually do the training and the majority of the work of the DoD. It was a real change in perspective. When we were training with the Marines, we got to witness the last day of The Crucible. Watching them actually become Marines reinforced the dedication that we should have every day working for the Warfighters.

**CB:** It was a tremendous learning experience – seeing the scope of the DoD, how it's managed, and how everything fits together. We also did a lot of reading about the history of each deployment, which was a great foundation for learning.

**EE:** What were some of the most challenging aspects of the Program?

**JO:** Core training was the most challenging deployment for me. They were trying to show us that you can survive and endure, and they really emphasized the importance of relying on your teammates. There were some very difficult scenarios.

**CB:** For me the most challenging thing was the SEAL course. We were really pushing ourselves – for a lot of us, it was the hardest afternoon of our lives.

**JO:** Yes, and it's really hard to quit when you have all of your teammates right next to you – but it's not really a competitive environment. Everyone there is pushing and encouraging each other the whole way.

**CB:** Yes, a big part of the challenge was learning to trust others and getting out of your comfort zone.

**EE:** What were the most valuable lessons that you learned from your time in the Program?

**JO:** I think the most valuable lessons were the importance of teamwork, humility, and personal sacrifice, which we see in our Warfighters every day. I gained even more respect and admiration for what they do.

**CB:** I really got to see how amazing our NCO core is. It's incredible what people are capable of when they put their minds to it.



**EE:** How do you think you will use the knowledge and skills you learned at ELDP in your work at ECBC?

**CB:** We got a lot of feedback on our strengths and weaknesses. I'm trying to incorporate what I learned into my everyday work. Gaining a broader perspective of the DoD and our roles in it have allowed me to see the bigger picture of how everything fits together, and that definitely affects my decisions from day to day.

**JO:** I saw how the workforce is really changing over, and I've been making an active effort to train and mentor the younger people who come here in order to grow the force. It's been a special, separate mission for me.

**EE:** What advice would you give anyone who was about to enter the Program?

**CB:** Be ready to challenge yourself, and come into it with an open mind.

**JO:** Yes, have an open mind, and be willing to adapt. Also, be aware that it's a very big time commitment.

**EE:** Have your career goals and expectations changed since you participated in the Program?

**JO:** It made me think more long-term. I saw that senior leadership has their own kind of challenges and goals, but the same dedication that we all have.

**CB:** The Program made me see the road that they traveled to become leaders. It also made me see how mentoring really works and why it's important. ⚙️



## ECBC Branding Guide Updates

ECBC PAO has updated templates for briefing charts and business cards. Changes in guidance are reflected in the revised ECBC Engineering Branding Guide, available online from the ECBC Engineering intranet home page. All Engineering staff should continue to use correct branding for briefings and other communications. If you have any questions regarding changes to the ECBC Engineering Branding Guide, please contact Ed Bowen at [Ed.bowen@us.army.mil](mailto:Ed.bowen@us.army.mil). ⚙️

## Leadership Cohort

(Continued from page 1)

that not only matched their general goals for the Program, but could also be tailored to meet ECBC's specific needs.

The Program is conducted over the course of three months (September through November), and is divided into seven day-long sessions that each address a particular facet of leadership development (e.g., Initiative and Self Management, Perspective and Networking, Organizational Savvy, etc.).

Before the Program launches, ECBC leadership gathers to brainstorm "white space," gaps that need attention within the Center. Participants in the Program also brainstorm and create their own list of "white spaces" independently, and then compare their list to the list created by ECBC leadership. The participants work in teams throughout the course of the Program to develop recommendations to these specific problems facing ECBC. Program participants apply a Strengths, Weaknesses, Opportunities, and Threats analysis to their chosen issues and prepare a brief to present to ECBC senior leadership at the end of the program.

However, solving problems within ECBC is not the primary goal of the Leadership Cohort Program – the main focus of the Program is to pay attention to the team process and to learn how to effectively apply performance strategies and leadership principles.

Bill Klein, Engineering Associate Director, says, "The process is the point. If an actual problem or project is solved, that's a pleasant by-product. Success is measured by the mark you leave with the people you touch."

The Program has gained a reputation over the years for being an extraordinary challenge for those participating. Mary Martinez, Chief of the ECBC Workforce Management Office, Program Class of 2006, found the experience very "challenging – going through the whole process, learning diplomacy, and digging into details of an unfamiliar area or field. You have to learn to rely on your teammates and feel confident in presenting a brief to leadership, a lesson that I continue to use to this day."

Ed Bowen, Engineering Directorate Branch Chief of the Strategic Planning and Business Operations Branch, Program Class of 2007, recalled the many benefits and challenges of his experience in the Program, as well.

"It's a great opportunity for leadership development that's not offered anywhere else. The Program introduces you to a lot of new concepts and is a great networking tool to get to communicate with colleagues in different directorates, as well as senior leadership.

"For me, the most challenging and rewarding aspect of the Program was developing the 'white space' initiatives – coming up with the idea and developing details of it, then presenting the ideas to senior leadership really took me out of my comfort zone. It was rewarding to have the opportunity to participate in an initiative that was really endorsed by leadership and know that they were listening when you presented your ideas."

Program participants have also recognized the challenge of fitting Program tasks into their daily work schedules. Participants are not given any "aside" time to complete their projects; they must learn time management and prioritization, as they are expected to balance the Program obligations with their normal work for ECBC.

***"The process is the point. If an actual problem or project is solved, that's a pleasant by-product. Success is measured by the mark you leave with the people you touch."***

***- Bill Klein, Engineering Associate Director***

One of the most important aspects of the Program for Engineering employees is how it fits into Engineering's Balanced Scorecard (BSC) strategic planning system. Ed Bowen explained that the "purpose of the BSC is to make strategic planning everybody's business. Everyone knows what their role is in achieving the mission and vision of the Engineering Directorate.

"The strategy provides an avenue to take the 'white space' initiatives from the Leadership Cohort Program, see how they fit into Engineering's strategy and how they support the overall mission of ECBC, and see that they're actually implemented somewhere down the road. I strongly encourage upcoming Cohorts to look at the strategy and become a part of that effort."

Since its inception in 1998, more than 70 people have graduated from the Leadership Cohort Program. ⚙️

## ECBC Engineering Directorate HR Tip of the Month: AKO/Name Change

Your name must be changed in AKO along with having a Request for Personnel Action (RPA) initiated. Name change can not occur in Global until it has changed in AKO. ⚙️

*For more information about your HR policies, please contact Engineering Workforce Management Representative Sabre Harper at ext. 5-2722.*



## WHY I LOVE BSC

(Continued from page 1)

**AT:** The BSC is very user-friendly. It lends itself to forward end goals in the most effective way. The community's input led us to believe that this was the best option. Management's participation is what makes this work – the more that management participates, the more success we see.

**EE:** What would you consider to be the key successes for Engineering's BSC?

**AT:** There have been quite a few. Our Recruitment and Retention Process; the Data Repository; our initiative to get the Design, Build, Test, and Support capability focus out there; getting our engineers and scientists to submit more patent applications; and of course, spreading the word about the importance of strategy. Engineering has been doing all we can to assist the Center in developing its strategy, and other areas within the Center have also engaged in this effort. We're influencing the organization on a higher level and building a brand in the process.

Almost all of our supported JPMs and matrixed staff have been participating in the strategy and have seen a positive impact. Bill is a big motivation behind senior leadership playing a role in the strategy. We've had consistent and acknowledged success. In fact, Dr. (Robert) Radel, the Technical Director of Dugway Proving Ground, requested more information on the strategy when he saw how successful it had been here.

**EE:** What has been the biggest challenge of the BSC?

**AT:** The biggest challenge has been trying to balance the reimbursable work that people do and have them allocate time for that. Our major contributors have full-time jobs in addition to their work with the strategy. The PMs have been very flexible in allowing people to participate in this initiative. Fortunately, other elements and customers can see the benefit of doing the BSC. It does take a long-term, ongoing commitment. If you don't have the right energy to maintain the momentum, it will go away.

**EE:** What would you tell the Engineering workforce about the future of BSC and Engineering?

**AT:** I would tell them that the BSC is alive and well – it's not going away, and it's not too late to get on board. ⚙️

## BSC Awards Program

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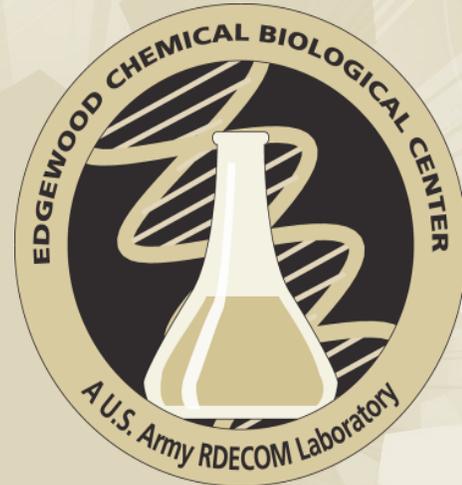
Nomination forms can be downloaded online from the Engineering BSC Intranet site at [cnet.apgea.army.mil/engineering](http://cnet.apgea.army.mil/engineering). Forms are accepted on a rolling basis, collected and reviewed at the end of each quarter.

The Engineering BSC Core Team reviews and approves all nominations. Approved nominees along with their supervisor will receive email notification of their awarded recognition. Awards will be presented at the quarterly Engineering Awards Ceremony.

The BSC Awards Program has been approved by the Technical Director, the Union, and is in accordance with U.S. Army Policy. For questions regarding the awards program or the nomination process, please contact Ed Bowen at [ed.bowen@us.army.mil](mailto:ed.bowen@us.army.mil). ⚙️

*The Engineering Edge* is the ECBC Engineering Directorate's monthly newsletter. It is produced for ECBC staff by the Engineering Directorate's Strategic Planning and Business Operations Branch as part of the Balanced Scorecard Initiative. Unless otherwise noted, all stories, photographs and graphics are produced by the Engineering Directorate's Strategic Planning and Business Operations Branch.

Submissions: We need your stories, photographs, comments and suggestions. If interested, contact *The Engineering Edge* staff concerning ongoing and future products and submissions to *The Engineering Edge* Newsletter. Submit your stories or ideas via e-mail to [ed.bowen@us.army.mil](mailto:ed.bowen@us.army.mil).



# BSC NEEDS YOU!

## P1: Develop a Strategy-focused Organization

*To join this initiative team please contact Ed Bowen at ext. 4091*