

Volume 3, Issue #8  
August 2011

## THE ENGINEERING EDGE

EDGEWOOD CHEMICAL BIOLOGICAL CENTER



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



### One Mission, One Team: An Interview with Mr. Douglas Bryce, SES, Deputy Joint Program Executive Officer (JPEO) for Chemical Biological (CB) Defense

The Edge talks with Mr. Douglas Bryce, SES, Deputy JPEO for CB Defense to discuss the organization's recent move from Falls Church, Va. to the Aberdeen Proving Ground Edgewood Area.

**EE:** The Joint Program Executive Office for CB Defense (JPEO-CBD) is just a month away from being fully transitioned from your original headquarters location in Falls Church, Va. to Aberdeen Proving Ground's Edgewood Area. What has been a highlight of the JPEO-CBD's phased relocation to Edgewood?

**DOUGLAS BRYCE:** First, I would like to say that we are looking forward to coming to the Edgewood area to continue our mission. This is something we have prepared for in the past few years, and we anticipate a great organizational upswing by transitioning to Edgewood. **(Continues on page 7)**



ABOVE: Mr. Douglas Bryce, SES, Deputy JPEO for CB Defense



ABOVE: Joint Biological Point Detection System (JBPDS) Increment 2. The JBPD 2 program is the successor to the Army Biological Integrated Detection System (BIDS). The JBPD 2 can automatically detect and identify biological warfare agents.

### ECBC Engineering "Homegrown Talents" Welcomed Assets in JPM-BD

For nearly 15 years, the Joint Project Manager for Biological Defense (JPM-BD) has maintained a longstanding partnership with ECBC. With a robust mission to create and sustain affordable materiel solutions that can detect, identify, warn, deter and defeat biological threats to the joint forces, Acting JPM-BD Joe Cartelli says the "homegrown talents" of ECBC's Engineering and Research & Technology (R&T) Directorates have been welcomed assets to achieve the JPM's mission. **(Continues on page 8)**

### BRAC Changes Serve as Catalyst for New Work Processes Between ECBC and Sustainment Partners

With the Base Realignment and Closure (BRAC) move of two key ECBC partners from the Center's Rock Island facility (ECBC-RI) to Warren, Mich., the workflows for various acquisition, contract, procurement and approval processes **(Continues on page 7)**

To access the electronic version of this newsletter visit:  
<http://www.ecbc.army.mil/news/ENG/>



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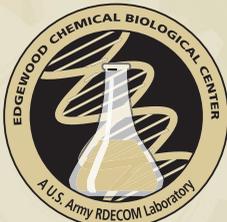
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This newsletter was published through the Balanced Scorecard.

For article suggestions, questions or comments please contact Ed Bowen at [edward.c.bowen8.civ@mail.mil](mailto:edward.c.bowen8.civ@mail.mil).



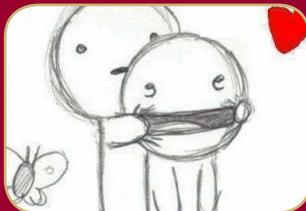
Was your last Engineering team photo taken when wood paneling was the "latest and greatest" wall decor? Has it been at least two years since you've last updated your team's photo inventory? Does your team have any upcoming events or happenings that you would like to photograph? If you answered yes to any of these questions, we invite you to schedule a photo shoot with the Engineering Communications Team. To make a request, please contact Ed Bowen at [edward.c.bowen8.civ@mail.mil](mailto:edward.c.bowen8.civ@mail.mil).



### HR Tip of the Month: Employment Verification

Employment Verification is a Self Service My Biz tool allowing employees to email employment and/or salary information to an external organization (business, bank, credit union) directly from the Defense Civilian Personnel Data System via a secure internet. 

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



### Awareness: National Smile Week

It takes 43 muscles to frown, but only 17 to smile, so give your mouth a break and show those pearly whites during the second week of August, also known as National Smile Week. National Smile Week began as a way to encourage dental health, but now is known as a time to spread the symbol of happiness. Observing National Smile Week can be as simple as showing a welcoming face, to sending loved ones e-cards. In honor of National Smile Week, here are five facts about smiling:

1. Smiling Releases Endorphins, Natural Pain Killers and Serotonin.
2. Smiling lowers your blood pressure.
3. Smiles are contagious.
4. Smiling boosts your immune system.
5. Smiling relieves stress. 



### Writing Tip of the Month

**ACRONYMS** - Terms that have associated acronyms are to be spelled out upon first use within a document. Subsequent use of the term will be designated by acronym only.

*Example: The Department of Defense (DoD) sponsors many educational outreach programs. Resources are allocated in each year's DoD budget for such programs.*

If a term is used only once within a document, do not use the acronym at all in the document. Never pluralize acronyms on the first use. 



## JPM NBC CA and ECBC - Bringing Operational Capability to the Warfighter: An Interview with JPM NBC CA COL Daniel J. McCormick and Deputy JPM NBC CA Nancy Kammerer

*The Edge sits down with Joint Project Manager for Nuclear, Biological and Chemical Contamination Avoidance (JPM NBC CA) COL Daniel J. McCormick and Deputy JPM NBC CA Nancy Kammerer to discuss the two organizations' working relationship and their common mission to provide operational capability to the Warfighter.*

### Engineering Edge: How long have you worked with JPM NBC CA?

**Nancy Kammerer:** I've worked in the chemical community for almost 30 years, and I've worked for the JPM-NBC CA for most of the past 20

years. A large portion of that time I worked as an ECBC matrixed employee. I am in a unique position because I've been on both sides – core staff of JPM NBC CA and a matrixed employee of ECBC.

**COL Daniel McCormick:** In 2001, the anthrax letters hit, and I was pulled in by MG Reeves to run CB defense operations in the Capital region. That was my first shot over the bow with the CB defense community. In 2003, I came to Edgewood to serve as the Joint Product Manager of Reconnaissance. I did that for three years. Nancy and I have been leading this great team together for the last couple of years.

### EE: How does the partnership between ECBC and JPM NBC CA contribute to the JPM's capability offerings in the development, production, integration, testing and fielding of NBC detection, obscuration and reconnaissance systems?

**NK:** Our primary workforce that executes the JPM NBC CA program consists of ECBC matrixed employees. In particular, JPM NBC CA has a unique relationship with ECBC in the test capability area. We are building some of the test infrastructure that supports areas that ECBC executes and runs. We also use Engineering's Advanced Design and Manufacturing Division (ADM) to build prototypes in addition to equipment that goes directly into the field, such as the Dismounted Reconnaissance Joint Urgent Operational Needs Systems. We have also developed a very strong relationship with the ECBC Engineering Obscuration and Nonlethal Engineering Branch. Our established relationships with the Center, and in particular within the Engineering Directorate, span the full lifecycle. They provide a critical foundation for the mission capabilities of JPM NBC CA.

**CDM:** JPM NBC CA's sole purpose is to bring operational capability to the Warfighter. The relationship between JPM NBC CA and ECBC is not an enabling relationship; it is the foundation. JPM NBC CA could not do our mission to bring capability to the Warfighter without ECBC. It's probably a stronger relationship than with any other PM. Although the entire Chemical Biological Defense Program (CBDP) benefits from it, our shop is almost all ECBC matrixed employees, and we have cross-level expertise across the two workforces in and outside of the labs. We partner with the **(Continues on page 9)**

## In the Army Now: Salutes

*The Engineering Edge is kicking off a regular series titled "In the Army Now," featuring information pieces addressing frequently asked questions about Army culture and structure. In this month's "In the Army Now," we look at the history of the salute and the proper salutation protocol for military and civilians.*

Saluting is one of the most common and basic forms of military courtesy. It is basically an exchange of greetings between military and/or uniformed services personnel. The history of saluting has many plausible origins. Some believe that during the Middle Ages, when two knights met, they raised their visors to expose their faces. This allowed the knights to recognize their allies versus their enemies. The raising of the visor was always performed with the right hand. Another theory is that during the Middle Ages, men wore heavy capes to conceal their swords. When two men would greet each other, they would raise their right arm to show that it was not on the sword hilt. Greeting someone without raising your right arm could potentially mean that you are about to attack. Additionally, during the days of the Borgias, assassination by using a knife or dagger was common. When greeting someone, the right hand was raised to show that the person was not concealing a dagger.

Since the first days of military organizations, juniors have always uncovered when addressing seniors. This was done by touching the hat or cap with the right hand or taking it off. In the late 19th century, Queen Victoria decreed that the hand salute was to be used instead of taking your hat or cap off. This decree came about because military members would uncover in the presence of the Queen during official ceremonies, and this was considered unsatisfactory. **(Continues on page 9)**



# TIES THAT BIND: ECBC Engineering and Joint Project



The JPEO-CBD is currently organized into seven JPMs. They are: Biological Defense; Contamination Avoidance; Protection; Guardian; Chemical and Biological Medical Systems; Information Systems; and Transformation Medical Technology. The JPMs have been organized to match each of their mission and requirements.

**For more than 20 years, ECBC has partnered with the JPMs with the mutual mission to provide capabilities to the Warfighter, while creating the efficiencies required by the DoD.** By Sept. 15, 2011, the entire JPEO-CBD headquarters will be co-located with ECBC in Edgewood as a result of a BRAC move. Take a moment to acquaint - or reacquaint - yourself with ECBC's newest "neighbors."

## JOINT PROGRAM EXECUTIVE OFFICE FOR CHEMICAL AND BIOLOGICAL DEFENSE



JPEO-CBD  
BG Jess Scarbrough



D. JPEO-CBD  
Mr. Douglas Bryce

## JOINT PROJECT MANAGERS



Biological Defense  
Mr. Joseph Cartelli



NBC Contamination  
Avoidance  
COL Daniel  
McCormick



Protection  
Mr. Will Hartzell

*JPM-BD creates and sustains affordable materiel solutions that accurately detect, identify, warn, deter and defeat any biological threats to the Joint forces.*

**# OF ENGINEERING STAFF  
MATRIXED TO JPM-BD: 51**

*The JPM NBC CA is responsible for the development, production, integration, testing and fielding of NBC detection, obscuration and reconnaissance systems. JPM NBC CA ensures that our system developments, integration efforts and services focus on the Joint Warfighter's needs within cost, schedule, performance and risk.*

**# OF ENGINEERING STAFF MATRIXED  
TO JPM NBC CA: 133**

*JPM Protection (JPM-P) develops, fields and sustains chemical, biological, radiological and nuclear (CBRN) protection and hazard mitigation capabilities for the Nation managed by four Product Directorate commodity areas: hazard mitigation, protection, respirators and sustainment and program support.*

**# OF ENGINEERING STAFF  
MATRIXED TO JPM P: 37**

# Longstanding Partnerships Between Managers Power Innovation, Enterprise...

JPM Guardian's (JPM-G) mission is to provide integrated capabilities to vigilantly protect the Nation's homeland, deployed forces and coalition partners; to enable rapid response; to continue the mission and restore our way of life. JPM-G provides CBRN defense capabilities for homeland and installation defense as well as vigilant protection and initial response for the DoD's critical infrastructure and civilian support.

**# OF ENGINEERING STAFF MATRIXED TO JPM-G: 9**

The JPM Chemical Biological Medical Systems (JPM-CBMS) is the DoD organization chartered to deliver safe, effective and robust medical products that protect U.S. Warfighters against validated CBRN threats. Established in 2002, JPM-CBMS is a key component in the DoD's comprehensive national strategy to counter the threat of CBRN weapons of mass destruction (WMD).

**# OF ENGINEERING STAFF MATRIXED TO CBMS: 0**

## ENGINEERING AND THE JPMs IN NUMBERS



- 1.) 36% (240 individuals) of the ECBC Engineering Directorate is matrixed.
- 2.) 98% of Engineering's matrixed personnel are matrixed to a JPM.

## JOINT PROJECT MANAGERS



Guardian  
COL Brett Barraclough



CB Medical Systems  
COL Charles Millard



Information Systems  
Mr. Scott White



Transformation Medical Technology  
Mr. David Hough

JPM Information Systems (JPM-IS) is the focal point within the CBDP for information systems acquisition. Fundamentally, JPM-IS' business is about the accumulation, storage and movement of data and information across various networks to ultimately support enhanced situational awareness and decision making. JPM-IS meets the challenges of provision of information within and across tactical, operational and strategic echelons of command.

**# OF ENGINEERING STAFF MATRIXED TO JPM-IS: 0**

The JPM Transformational Medical Technologies (JPM-TMT) program delivers cutting-edge solutions to emerging infectious diseases and genetically altered or unknown biological pathogens through an agile, product-driven approach that spans biosurveillance through advanced development and procurement of adaptable, broad-spectrum medical countermeasures.

**# OF ENGINEERING STAFF MATRIXED TO JPM-TMT: 0**



## Building Business with Strategy: Engineering Deputy Director, Randy Laye

For this installment of the Engineering Edge “Building Business with Strategy” Series, we talked to Randy Laye, Deputy Director of

Engineering, to understand why he chose to participate in Engineering’s strategic planning process and to learn more about his role as the client manager for the JPEO-CBD and the JPMs.

### Engineering Edge: How did you get involved with the strategy?

**Randy Laye:** I was a member of the original Core Team that developed the Balanced Scorecard (BSC) strategy map. It was a lot of work, but it was a good experience. It brought individuals from all levels in the workforce together - engineers, scientists, administrative personnel, members from human resources, all working towards a common strategic initiative. We really tried to get as many different people involved from across the Directorate as possible.

While I am not currently a member of one of the specific initiatives, I am a member of the BSC Core Team and a member of the Engineering Board of Directors. When you directly participate in the development of a strategic plan like this, if you stick around long enough, you unfortunately sometimes see it peter out. The fact that the Engineering Directorate has managed to sustain this strategic planning process for five-plus years is impressive. This is not just a fad; it’s around to stay.

### EE: What has been one of your highlights of the strategy so far?

**RL:** As I mentioned before, I am really proud of the strategy’s momentum. We are constantly putting energy into the plan. As a member of the BSC Core Team, we really value the new folks who bring fresh ideas to the strategy.

### EE: How does the strategy guide the Directorate’s customer relations approach, especially as it pertains to the JPMs?

**RL:** The Engineering strategy currently has a customer relations initiative that is getting the attention of the Engineering Director and the ECBC Technical Director. Customer satisfaction means a lot to us, so we put a lot of time and energy into this particular initiative. Right now the Center is drafting a customer service policy, and many of the customer service processes identified within the Engineering strategy are being used. I am in a unique position to understand the impact the Engineering strategy has on customer relations as the client manager for the JPEO-CBD and the JPMs. This position means that I am responsible for anything they need – whether it be filling positions within the JPMs via recruitment help, or finding swing space to conduct testing. In order to accommodate some of the BRAC movement by the JPMs, we took out our Berger building cafeteria and created cubicles for JPM-G. The Engineering strategy teaches you to be intentional about your decisions and to put the customer first. In this case that’s not hard to do – the common customer between ECBC and the JPMs is the Warfighter. The difficulty of transitions like the cafeteria pales in comparison when you keep the customer in mind.

### EE: What would you say to people about getting involved in the strategy?

**RL:** All of us can come up with ideas for things we need to improve on. We have two choices: to sit and complain about the things we want to change, or to take the steps to make a real difference. The strategy provides an opportunity for people to make a difference, and they should take advantage of it. The work we do may not grant an automatic result, and maybe we won’t always get instant gratification, but this is an opportunity to make a difference long-term. ⚙️



ABOVE: Linnette Martinez and “the love of her life,” her son.

## Employee Spotlight: A conversation with JSGPM Test Engineer, Linnette Martinez

In this month’s Employee Spotlight, the Engineering Edge sat down with Joint Service General Purpose Mask (JSGPM) Test Engineer Linnette Martinez to learn more about her role within the Engineering Directorate and how she’s progressed through the Center over the past seven years.

### Engineering Edge: What are your current job title and responsibilities?

**Linnette Martinez:** I am a test engineer for masks and filters. I work directly with the JSGPM team under the JPM-P. I support the services of fielding the masks.

### EE: How long have you worked for ECBC? What areas of Chemical and Biological defense have you worked in during your time here?

**LM:** I actually got my start as a chemist working for the Center for Health Promotion and Preventive Medicine (CHPPM) in a wet lab. After reaching my full performance level at CHPPM, I began seeking promotion opportunities, so I left CHPPM in 2002 and came to work for ECBC. My first work with ECBC was actually within the R&T Directorate, working with the Protective Equipment Test Branch (PET). At that time, PET was a part of the R&T Directorate. Today they fall under the Engineering Directorate. While working with PET, I conducted product quality testing on protective equipment.

When I first arrived at PET, I was introduced to filtration and charcoal testing. Shortly after joining the branch, I was moved into a group leader position over the swatch testing group. The primary need in the group was to support the Defense Supply Center in Philadelphia. They had exhausted their inventory of gloves, outfits, boots, etc. after Desert Storm, and they were concerned with filling their inventory to meet their customer – the Warfighter – requirements.

I enjoyed the group leader assignment and it afforded me valuable management experience. While I am interested in pursuing a management position in the future, at that time I felt that I did not want to be in a supervisor position. My next steps then, at that time, were to develop a plan with management to complete the needed requirements to become a Level 3 within the acquisition core. Mary McNally, Ron Pojunas and Suzanne Milchling provided valuable direction and support to help me develop a career plan with forward momentum. By 2009, I’d earned my Level 3 status within the acquisition core staff at ECBC, and my resume was circulated. Later that year, I was offered a position with JSGPM, which has been a great fit for me.

Throughout my seven years at ECBC I’ve been fortunate to have managers that are flexible and encouraging. They’ve been key players in the continued progression of my career path.

### EE: What is something you look forward to about your work each day?

**LM:** I am very impressed with my team. I enjoy coming to work each day to see them and work beside them.

### EE: What is a little known fact about you?

**LM:** I was once in a local production of Charles Dickens’ “A Christmas Carol” in Baltimore’s Fells Point neighborhood. My sister and I both had a part in the production as Scrooge’s nieces. It was a blast trying to come up with a British accent! After participating in that production, I took an official acting class and did several scenes with my sister. I loved it. ⚙️

## One Mission, One Team: An Interview with Mr. Douglas Bryce, SES, Deputy JPEO for CB Defense

**(Continued from page 1)** We took a phased approach to the relocation, and one of our highlights is that by the end of February, 55% of our workforce was located in Edgewood. Seven months before closing our Falls Church location, more than half of our organization has completed the BRAC transition. With our organization between Falls Church and multiple offices in Edgewood, another highlight is the successful use of our information technology tools to maintain operations and enable user-friendly collaboration.

Overall, I believe that we have gotten better and that this transition has made our organization stronger. What I would like everyone to come away with is that our top priorities in this move are taking care of our people and continuity of mission.

**EE: What have been some of the challenges in relocating the organization? How has the JPEO-CBD maintained “business as usual” throughout the move? Did the phased approach play into the continuity of operations?**

**DB:** Our move encompasses more than packing office equipment; we are asking people to relocate families, and that poses personal challenges for our workforce. One of the JPEO-CBD’s top priorities during the transition to Maryland is taking care of our people, and I believe that our biggest challenge has been accommodating their individual needs. Unlike the military, most civilians may not be as accustomed to the relocation process. As a primarily civilian organization, we have people who grew up in Virginia, who have lived in Virginia all of their lives, and who are now moving to Maryland.

BG Scarbrough and I knew that this move, for many, would be met with anxiety. To alleviate this anxiety as much as possible, two years ago we began hosting monthly town halls where BRAC updates, questions and concerns were discussed in an open forum. While we cannot address each individual’s situation, we have worked very hard to provide our folks with the necessary information and the advantages of moving in support of the JPEO-CBD’s mission.

We began the transitioning process during the month of February, and in March, we began shifting operations from Falls Church. Since then, we have conducted our All Hands staff meetings and our monthly reviews at Edgewood. Although our workforce was accustomed to our way of doing business in Falls Church, our organization’s fundamentals remained the same. We maintain our work ethic and continue to focus on meeting the needs of the Warfighter.

During the transition, our workforce has been great. They have more than responded to the challenges and stress of moving by diligently coming to work every day and doing their absolute best. While we shifted our daily operations to be conducted at Edgewood, our staff remained flexible to support operations from Falls Church when necessary. As part of our challenge, the JPEO-CBD leadership has also split time between both locations to fully support the transition of operations and maintain business as usual. I cannot say enough about our workforce; they are a dedicated group of high-quality individuals.

Despite the challenges, our workforce is making forward momentum to be located in Edgewood before September 15. We expect more than 65% of our total workforce to make the move in support of the JPEO-CBD’s mission. As is our mission, we will continue to leverage talent **(Continues on page 8)**



*Prior to the JPEO-CBD headquarter’s move to Edgewood, Bryce held various town halls and one-on-one meetings to ensure that the JPEO -CBD workforce had the needed information and support to make the transition with their families from Falls Church, Va. to APG-EA.*



## New Work Processes Between ECBC and Sustainment Partners Initiated

**(Continued from page 1)** have changed significantly. By September 14, 2011, the U.S. Army TACOM Product Support Integration Directorate and the Army Contracting Command (ACC) will have completed their move from the Rock Island Arsenal to the neighboring Midwestern state, creating a more virtual environment for the work between the three organizations. Additionally, the Defense Logistics Agency (DLA) has taken on a much larger role in the acquisition of CBRN equipment, requiring a mutual understanding between the organizations of the interdependent work processes.

“ECBC, TACOM and ACC have had work processes in place for years. With the BRAC move of TACOM and ACC, we’re looking at a culture shift, a new way of doing things,” ECBC-RI Deputy for Commodity Management John Kerch said. “We have to develop a new ‘normal,’ reestablishing process goals and building new relationships.”

Kerch recently briefed the Engineering Directorate on July 12 in the Edgewood Berger Auditorium, providing a high-level overview of the ECBC-TACOM-ACC Processes initiative. At the briefing, Kerch highlighted some of the initial steps taken by ECBC personnel to create an awareness of new workflows being developed between ECBC and its various sustainment partners.

Several workflow charts presented at the July briefing documented the draft post-BRAC workflows. The purpose of creating the charts was to define “on paper” the new workflows and to establish an understanding across ECBC, ACC and TACOM, the three Army Materiel Command partners. Kerch noted that the hope is for the charts to serve as catalysts for process discussions, like, “What do we need to change? What do we need to look at? What aren’t we doing right?”

“The idea is to ensure that problems we’ve had in the past can be corrected,” Engineering Associate Director Bill Klein said. “Ultimately, we’d like to upload these charts to the share drive and have them labeled as a tool kit for people to use.”

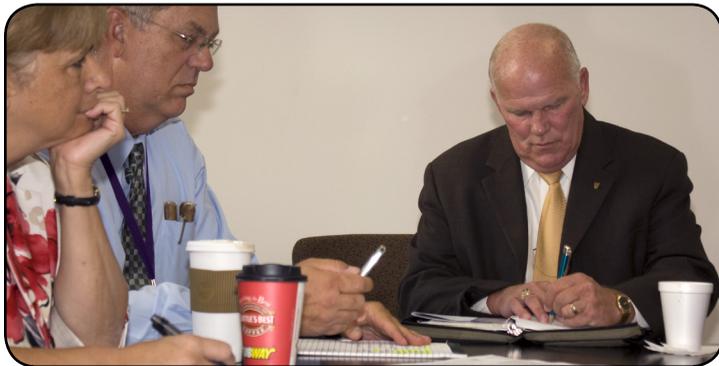
Divisions and branches that work directly with sustainment commodities can expect to feel the more immediate effects of **(Continues on page 10)**

## One Mission, One Team: An Interview with Mr. Douglas Bryce, SES, JPEO for CB Defense

(Continued from page 7) and expertise under a single chain of command, providing the best CB defense technology, equipment and medical countermeasures.

**EE: How do you foresee the JPEO-CBD's move to Edgewood benefiting the organization? How will its new location contribute to the JPEO-CBD's Joint weapons systems total lifecycle management offering?**

**DB:** We are not only well positioned with respect to our partners and stakeholders, but we are now also co-located with them in a community dedicated to solutions for countering CBRN threats to the nation. The obvious synergies include easier collaboration on programs and, most importantly, the opportunity for our people to build closer personal and professional relationships across the research and acquisition communities. Our existing collaboration with Edgewood



ABOVE RIGHT: Mr. Douglas Bryce.

***"I see our partnerships only getting stronger. ECBC has areas of expertise not found anywhere else, which are critical to the advanced development and fielding of the best CBRN defense equipment in the world. Since the formation of the JPEO-CBD, we have always had a very strong relationship with ECBC."***

**– JPEO CBD Mr. Douglas Bryce**

stakeholders such as ECBC, the 20th Support Command, the Defense Threat Reduction Agency, the U.S. Army Medical Research Institute for Infectious Diseases and the U.S. Army Public Health Command can only improve as the relationships and exchange of information become easier and more practical. Plus, the JPEO-CBD has had some of our workforce at Edgewood for quite some time; two of our JPMs and parts of a third office were actually up here. Being co-located together has an immediate positive impact on streamlining and making efficiencies within our own organization.

(Continues on page 10)

## ECBC Engineering "Homegrown Talents" Welcomed Assets in JPM-BD

(Continued from page 1)

"We've been grateful to use the expertise of ECBC, particularly the Engineering and R&T Directorates," Cartelli said. "We have a strong relationship with the Center."

ECBC provides lifecycle acquisition personnel and associated acquisition and engineering services to the JPEO-CBD and its JPMs throughout all acquisition phases of CB defense equipment programs. Currently, 53 ECBC Engineering employees are matrixed to JPM-BD.

"In terms of hiring, I'd say that 95 percent of our hiring has been through the Engineering Directorate. We have more than 50 individuals from Engineering that make up our JPM-BD personnel. It helps to know that we have support to get the needed personnel. Engineering does a great job of getting us the right staff," Cartelli said.

JPM-BD provides defensive equipment and technology to detect and identify biological threats in near-real-time. Their family of biological detection systems collect and assimilate data for commanders who require an understanding of natural and man-made biological hazards in their areas of operation.

The JPM's work in system acquisition falls into two primary areas: point detection and standoff detection. The systems are critical to the areas of sense, shield and sustain and meet the needs of U.S. Armed Forces to warn personnel of imminent hazards (pre-attack) and aid in the treatment of personnel exposed to a biological hazard (post-attack).



ABOVE: The Light Detection and Ranging system designed for the JBSDS program. The system is capable of detecting and discriminating biological vs. non-biological clouds at ranges from 500 m to 5 km.

The science required for the near-real-time detection and identification of biological agents in the environment has numerous challenges. Biological agent detection and identification science relies upon the development of unique sensing technology, algorithms and procedures in order to detect the micron-sized biological particles that mimic what already exists in the environment. Unlike chemical agent detection and identification, near-real-time biological agent

detection and identification requires the acquisition of orthogonal technologies that are under development by JPM-BD as well as the JPM-CBMS

(Continues on page 11)

## **JPM NBC CA and ECBC - Bringing Operational Capability to the Warfighter: An Interview with JPM NBC CA COL Daniel J. McCormick and Deputy JPM NBC CA Nancy Kammerer**

**(Continued from page 3)** Engineering Directorate on a variety of experiments as we move forward to shape the technology that comes through our shop, developing the equipment that goes into the hands of our Warfighters. Whether it's lending capability-based expertise to further our mission or providing support in our weekly staff phone calls to ensure that inter-organizational activities are in sync, we would not exist – people or capability – without ECBC.

**EE: How has JPM NBC CA approached recent challenges that have emerged during this era of budget cuts and requirements to “do more with less”?**

**CDM:** We're stepping into transformational times. As our operations in Iraq and Afghanistan shift, the needs of the Warfighter continue to evolve. Faced with the challenges of having to “do more with less,” we see an opportunity to become even more efficient. The relationship between ECBC and JPM NBC CA has already allowed us to take steps in that direction. There are mandates from the highest levels in the government, and their guidance states that we will have whole of government capabilities – both Homeland defense and outside the Continental United States – for our Warfighters. ECBC also has ties into

the highest levels of government; they work on the same threat that we work on. We've been able to use each other's relationships with the Department of Homeland Security (DHS) and the National Security Staff to strengthen our relationships at this level of government. This has allowed us to ensure that our product goes to the Warfighter but also appropriately benefits our DHS partners. Our organizational partnership allows us to ensure that our core competencies are maintained. We are able to jointly work a larger mission set, ensuring that we go through these challenging years maintaining the capabilities that ECBC and JPM NBC CA represent.

**EE: How has being co-located allowed JPM NBC CA to better partner with ECBC?**

**CDM:** ECBC and JPM NBC CA are two organizations that are closely tied in mission and are interdependent on each other. Being co-located adds to that unified approach to our work within the CBDP. When you put the two organizations together to form a center of excellence (COE), you have a better understanding of each other's capabilities and limitations. In this case, we are forming a critical COE for the CBDP. We have been able to use the capabilities of one organization in order to meet possible limitations of the other, resulting in a more efficient approach to the challenge.

**EE: Any closing thoughts about the people and the mission of JPM NBC CA?**

**NK:** Part of the reason I've stayed here for more than 20 years is because of the strong working relationship that exists between ECBC and JPM NBC CA. People are dedicated and hardworking, and more than that, these organizations work well together. During a recent

review of one of our programs, several employees that had worked long days and nights on the program refused to take credit for a significant cost reduction. They felt that it was “just my job.” You don't get that everywhere.

**CDM:** I've been in the Army for 27 years and have done acquisition for 19 of those years. Leadership isn't just solving problems. It's about the people who solve difficult problems. The ECBC JPM NBC CA relationship is “family.” We are one core family. It's the strongest professional atmosphere that I've seen in my career, made up of people dedicated to getting the job done. That is why I love being here. We are a strong CB defense family that gets the job done. ⚙️

*“JPM-NBC CA's sole purpose is to bring operational capability to the Warfighter. The relationship between JPM-NBC CA and ECBC is not an enabling relationship; it is the foundation. JPM-NBC CA could not do our mission to bring capability to the Warfighter without ECBC.”*

– JPM-NBC CA COL DANIEL MCCORMICK

## **In the Army Now: Salutes**

**(Continued from page 3)** For people serving in the Army today, it is extremely important to render and properly return a hand salute. Failure to do so not only reflects negatively on the soldier but on the Army as a whole. It has been said that a sloppy salute is worse than not saluting at all.

Execution of the hand salute is performed as follows: the right hand is raised smartly until the tip of the forefinger touches the lower part of the headdress or forehead above and slightly to the right of the right eye, thumb and fingers extended and joined, palm to the left, upper arm horizontal, forearm inclined at 45 degrees, hand and wrist straight; at the same time, turn head toward the person saluted. To complete the salute, drop the arm to its normal position by the side in one motion, at the same time turning the head and eyes to the front.

While all members of the Armed Services are required to salute, civilians are not required to salute Servicemen and women. Many civilians feel like it is appropriate to salute military members to show respect and appreciation for their sacrifices; however, this is not the case. Although members of the Armed Services are grateful for the respect paid to them by the civilians whom they protect, it is actually improper for civilians to salute the military or for Servicemen or women to salute civilians. ⚙️



## One Mission, One Team: An Interview with Mr. Douglas Bryce, SES, (JPEO-CBD)

(Continued from page 8)

**EE: Do you see the move creating expanded partnerships?**

**DB:** Absolutely. I see our partnerships only getting stronger. ECBC has areas of expertise not found anywhere else, which is critical to the advanced development and fielding of the best CBRN defense equipment in the world. Since the formation of the JPEO-CBD, we have always had a very strong relationship with ECBC. That partnership can only improve with our proximity to each other. Also, as an acquisition organization, we benefit from all other acquisition organizations located at Edgewood (Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance; Intelligence, Electronic Warfare and Sensors; the U.S. Army Communications-Electronics Command). With other Program Executive Offices here at Edgewood, we benefit from the efficiencies to be gained from an acquisition standpoint, not only in terms of possible collaborations but also the benefit of an installation-wide acquisition workforce that can manage and innovate across the Army and Joint requirements spectrum. As we complete our transition to Edgewood, we think that our partnerships will only get stronger and better as time goes on.

**EE: Considering the partnership between JPEO-CBD and ECBC, how do you see the two organizations being neighbors as beneficial to the JPEO-CBD's work?**

**DB:** Although the JPEO-CBD was never tremendously separated geographically from ECBC, our move to Maryland and our close proximity to ECBC will only strengthen our already strong relationship. As you know, the JPEO-CBD's move is part of a larger consolidation of CBRN expertise to Edgewood under BRAC law. This is part of a concerted effort by leadership to establish Edgewood as a key center of gravity for all things countering WMD-related with national strategic implications. We believe that "one mission, one team" is the mantra both ECBC and the JPEO-CBD attribute to their countering WMD efforts. Since the establishment of the JPEO-CBD, we have leveraged the talent, expertise and resources of ECBC extensively. ECBC supports the JPEO-CBD throughout all phases of the Acquisition Lifecycle and is represented in our headquarters staff and nearly every JPM Office. This is no small feat, and it underscores the symbiotic relationship we have with ECBC. Now that we are "neighbors," I am confident our group interaction will be strengthened because we can bring people together in central locations to collaborate. ECBC has reached out and made us feel welcome during our BRAC transition. They have shared knowledge of the surrounding area, assisted with relocation activities and have even allowed us to partner with them on the upcoming Organizational Day activities.

**EE: You've hit on a reoccurring theme amongst DoD organizations – being able to do more with less. Is that burden somewhat lessened by the strategic relocation of the JPEO-CBD to Edgewood?**

**DB:** The JPEO-CBD has responded by making our partnerships, and the benefits thereof, even more imperative. Our partners, like ECBC, DHS and many other agencies, bring a breadth of capabilities and talent that helps us achieve the efficiencies needed. Thus, our partners are embedded within our organization as part of the "team," which is the highest level of integration and partnering we can have. Amidst our diverse capability base you will find the same recurring theme, "One Mission, One Team." 

## New Work Processes Between ECBC and Sustainment Partners Initiated

(Continued from page 7) these new work processes. The July briefing was a starting point for the ECBC-TACOM-ACC Processes initiative and provided a chance for members of Engineering to give feedback at a high level; however, in order to introduce the new processes to the larger ECBC workforce, Kerch and his team will be coordinating additional briefings.

"We have to start somewhere," ECBC-RI Deputy for Sustainment Management Kevin Lee said. "We are working to communicate these new processes to the workforce and intend to provide additional opportunities for those who could not make the July briefing a chance to give their feedback."

One of the core processes outlined in the ECBC-TACOM-ACC Processes initiative is the TACOM-ECBC-ACC Commodity Team Integrated Product Teams (IPT). Through this process, the organizations can establish common ground to determine what is being procured and whether or not it is being done effectively.

"This particular workflow is at the core of anything we do in acquisition," Kerch said. "Each group does it somewhat differently, but we're trying to achieve an agenda based on a template that creates an awareness of all the key issues that need to be addressed."

The TACOM-ECBC-ACC Procurement process will also be a critical step towards streamlining many of the other work processes between the organizations, including the Technical Data reviews, Industrial Base assessments, Quality Assurance, and numerous other factors that go into procurement. After the initial Commodity IPT, the decisions from that meeting feed into the rest of the process.

*"These workflows will help in meeting our time and quality requirements and customer goals."*

*– Deputy for Commodities and ECBC-RI Engineering Manager John Kerch*

"The idea is to have input early in the process and to have a review of status after we've gotten through the various portions of the procurement process," Kerch said. "Our intent is for all solicitations to have an engineering focal point, so

we can track our work and evaluate its status and quality."

Kerch also added that Pre Procurement Input (PPI) is usually a 45-day process, but with the requirements to meet stringent time standards for DLA PPI, the DLA process has been streamlined down to 15 working days. In coming years, the DLA process will become a much bigger challenge as the PPI provided to DLA becomes more complex.

Currently, the new ECBC-TACOM-ACC processes are a "work in progress." Significant work is still required to complete the effort, including fully defining processes, finalizing metrics, socializing processes and obtaining feedback from all process users. The goal is to have the effort completed by the end of calendar year 2011.

"The idea here is to have us all signing off of the same song sheet," Kerch said. "We need to socialize these new processes to the workforce within the Engineering Directorate and across the other appropriate areas of the Center. The goal is to minimize misunderstandings through process clarity.

"Our grand vision is a commitment among the three organizations that these processes are the accepted standard for how we do business. These workflows will help in meeting our time and quality requirements and customer goals."

"The bottom line is to see how we can shape these processes to work for us, and ultimately, the Warfighter," Lee said. 

## ECBC Engineering “Homegrown Talents” Welcomed Assets in JPM-BD

(Continued from page 8) and JPM-G.

“Chemical agents are unnatural, and they react with the air, making it easier to detect,” said JPM-BD Deputy of Point Biological Systems Tom Buonaugurio. “With biological detectors, the air must be sampled and concentrated first to determine if there are any agents in the air. Scientists look for toxins, spores and bacteria in order to detect biological contamination in the air.

“Point detection in particular sucks in the air and then analyzes whether or not there are unknown agents. However, this procedure only indicates that there is something in the air; not whether it is harmful. The airstreams are then mixed with phosphate buffer solution and placed on strips that act as pregnancy tests, which identify the agent.”



*The BIDS. LEFT: The M31 Non-Developmental item BIDS; CENTER: The M31A1 Pre-Planned Product Improvement (P3I) BIDS; RIGHT: The M31A2 BIDS. Engineering partnered with JPM-BD to support the integration of BIDS between 1996-2007.*

The Engineering Directorate’s work in Bio-Defense began in earnest after the Gulf War in 1991 when Iraq threatened the use of biological weapons against various neighboring states. One of the most notable projects ECBC Engineering undertook in Bio-Defense was a point detection system called the BIDS. The program was conducted in three phases: the M31 Non-Developmental item (NDI) BIDS (initially fielded in 1995 and retired in 2006); the M31A1 Pre-Planned Product Improvement (P3I) BIDS, (initially fielded in 1999 and retired in 2011); and the M31A2 BIDS (initially fielded in 2003). The first generation of the BIDS combined a variety of standard laboratory equipment into a military vehicle to provide early warning and identification capabilities in response to a large area biological warfare attack. The NDI BIDS was a manual system and served as a predecessor for the semi-automated P3I M32A2 BIDS as well as the fully automated M31A2 BIDS, whose acquisition program was initiated in July 1996 by the Joint Product Manager for the JBPDS (a direct-reporting JPM to the JPM-BD).

System engineering design and testing lasted six years, and operational testing and evaluations added another seven years. For more than 10 years, the JPM has acquired systems under an extended Low Rate Initial Production and Full Rate Production, and currently there are more that 50 JBPDS on U.S. Navy surface ships and approximately 450 in the U.S. Army’s M31A2 BIDS.

“Engineering was involved in the integration of BIDS between 1996-2007. In response to the events of September 11th, the DoD had an immediate need for an automated point biological detection capability around the Pentagon Reservation,” Cartelli said. “The JPM-BD worked with Engineering’s ADM to integrate JBPDSs into eight Homeland Defense trailers and within two months deployed these around the Pentagon.”

ECBC has also assisted JPM-BD in the development of their standoff detection family of systems. The general concept behind standoff detection is to sense agents in the air several kilometers before they travel to the Warfighter. The goal is to minimize the exposure to harmful agents. Standoff tries to give advance warning and promote situational readiness. The technology is complex and extensive but useful for Soldiers.

“JPM-BD’s standoff detection team relied heavily on ECBC to help mature the technology and to make sure that all went well with the projects,” Lead Systems Engineer John Strawbridge said. “We worked with Engineering’s ADM Division and also with Engineering’s Acquisitions and Logistics Division. We understand what the Directorate can provide and we keep the lines of communication open.”

In addition to JPM-BD’s acquisition support of point and standoff biological detection systems, the JPM’s science and technology (S&T) strategy team is working towards the development of an environmental biological surveillance system using Advanced Technology Demonstrations as a test bed.

“Currently, there is not an effective way to detect the rare and complex biological elements in the air. The air environment itself may be causing issues for the Warfighters,” Cartelli said. “Without any way to distinguish potentially harmful biological agents in the air from other ‘normal’ biological elements, they are at risk of being exposed.”

In order to provide protection for the Warfighter, JPM-BD’s S&T team has been in the process of researching the technology needed to develop this environmental biological surveillance system.

From providing technical and functional expertise to administrative tasks, Cartelli noted that “having the extended capabilities afforded by the Engineering Directorate has allowed JPM-BD to better meet the requirements and demand for biological detection systems.

“JPM-BD has a strong relationship with Engineering, partly because we are co-located at Edgewood and partly because the folks in Engineering are looking to partner and share information for the purpose of bettering the state of Bio-Technology and DoD’s Bio-Defense capabilities,” Cartelli said. “We are able to accomplish a lot of things because we are both committed to the Warfighter, and we look forward to continuing our relationship with ECBC.” 

## Engineering Strategy IP11 Knowledge Retention Initiative Begins New Effort to Collect Information That Will Educate Next Generation of Engineering Workers

With a graying workforce and the baby boomer generation nearing retirement, both industry sectors and government agencies are already facing human capital challenges. In order to account for the increasing turnover of seasoned professionals, many organizations are turning to knowledge retention/management to help maintain consistency in their workforce – capturing, sharing and then leveraging this otherwise “lost knowledge.” In April, the Engineering BSC Knowledge Retention IP11 Initiative began the first phase of employee and leadership video interviews in an effort to capture and share this potentially “lost knowledge.” Below are several excerpts from these interviews. Stay tuned for upcoming information regarding the availability of these videos on ECBC Engineering’s SharePoint pages and ECBC’s YouTube Channel.



### Engineering Director AJay Thornton

“Anything that you do, just make sure that you’re doing it for the right reasons and that personal gain isn’t the constant priority of your career. That fades quickly. Other things will come, and you will be fulfilled not only personally but professionally, as well. No matter how significant or remedial the challenge may seem, always give every endeavor the personal best that you have to offer, and other things will work themselves out.”



### Engineering Associate Director Bill Klein

“I pursued a career with the government, particularly the DoD, partly because of my upbringing. I was raised in a family that was centered on the history of the United States and the country’s military. I was taught to honor and love the flag, to respect our soldiers and to treat them with respect. So it just seemed natural that I’d look for a job with the Department of the Army, and that it was a good fit.”



### Engineering Biologist Leanne Chacon

“The thing I like most about working for ECBC is the people. I am very thankful for the people I work with, both my coworkers and supervisors. They are down to earth and provide necessary flexibility with the understanding that there are times when family has to come first. The management here also works with you to develop your career path, pointing you towards relevant training and projects to make sure you are staying on target towards your own goals.”



### Engineering Deputy Director Randy Laye

“I came in as a bench-level researcher. I was involved primarily in new technologies that would allow us to conduct real-time, quantitative assessments of the protective capabilities, such as the protective mask, on human subjects. Prior to that, we did not have that capability; it was a thrust area at that time. I was thrown in with a group of young engineers and scientists to try and develop these things. It was a really exciting time.”



### Protection Division Chief Jorge Christian

“I started working for the government in 1984 after graduating from college. I was hired as a production intern for the School of Engineering and Logistics. The job market was difficult at that time. So when the Army offered me a job as an intern, I figured that the offer to use my skill towards a cause bigger than myself was going to be the option that I wanted to take. And so, I left my family in Puerto Rico and decided to pursue a job in the government.”



### Engineering Associate Director Ron Pojunas

“I would suggest that you always take on challenging efforts. When an individual or a supervisor comes to you with a task that will test your skills and abilities, rise to the challenge. You may think you are not capable to do it, but step in there, roll up your sleeves and you’ll be able to get the job done. These are the kind of experiences you grow from, and in turn, you become a better person.”