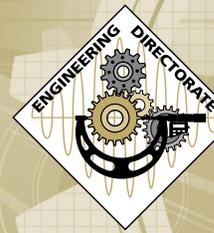


THE ENGINEERING EDGE

EDGEWOOD CHEMICAL BIOLOGICAL CENTER



ECBC ENGINEERING
Design→Build→Test→Support

ECBC's Detection Engineering Branch Partners with Japan Ministry of Defense to Improve Military Chemical Operations



The U.S. Army Edgewood Chemical Biological Center (ECBC) Detection Engineering Branch (DEB) and the Japan Ministry of Defense (MOD), Technical Research and Development Institute, Advanced Defense Technology Center (TRDI-ADTeC) have continued to partner together on a Cooperative Research Project to improve an existing chemical agent detector.

The two partners agreed to the project's Memorandum of Understanding (MOU) objectives to research, design, fabricate and test a chemical agent detector prototype herein called the Palm-sized Automated Chemical Agent Detector (PACAD) based on the chemistry of the U.S. M256A1 Chemical Agent Detector and Japanese expertise in micro-fluidic, electro-optical, and miniaturization technologies. TRDI-ADTeC is the lead for the fabrication efforts while ECBC DEB is the lead for the testing efforts of the PACAD prototypes. As part of a recent visit by TRDI-ADTeC, ECBC DEB hosted various activities at Aberdeen Proving Ground (Edgewood Area), Maryland.

A two-day user-based assessment of the PACAD (Continued on page 7)



ABOVE: Engineering's Bill Argiropoulos discusses testing details with one of the Japanese test participants. **TOP:** Participants from February's PACAD user assessment patiently wait for results during a test that compared the automated results from the PACAD to the manual M526A1.

2011 Strategic Management Meeting shows the value of Engineering's Balanced Scorecard Strategy

The Engineering Directorate conducted its eighth Strategic Management Meeting (SMM) on May 3 as part of the implementation of the Balanced Scorecard (BSC) strategic planning process. The quarterly SMM provides a forum for initiative teams within the Engineering Directorate to present their progress to the senior leadership and receive feedback.

Facilitated by Ed Bowen, Engineering Directorate Chief of the Strategic Planning and Business Operations Branch, the Engineering Directorate uses the SMM to measure progress against the strategy and guide (Continues on page 6)



BACK ROW FROM LEFT (PRIDE Team Members): Mark Ciampaglio, Roderick Fry, Vicky Bevilacqua.
FRONT ROW FROM LEFT (PRIDE 2011 Participants): Evalena Foster, Dominique McClain and Troy Thompson.

Engineering's PRIDE Program Offers ECBC Workforce New Career Development Opportunities

Since its strategy development process began in 2005, Engineering Directorate staff has remained

engaged because the strategy itself is relevant and accessible. Just ask Roderick A. Fry, Ph.D., ECBC Chemist and a team member on one of the Engineering strategy's newest initiatives – the Progressive Rotational Inter-Divisional Exchange (PRIDE) Program.

"The PRIDE program exemplifies the kind of practical application and growth initiatives that are offered via the [Engineering] Balanced Scorecard strategic (Continues on page 2)

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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.



PRIDE Offers Workforce Career Development Opportunities (Continued from page 1)

management process,” Fry said. “It decentralizes the Directorate’s strategic planning, allowing the workforce to bring ideas like PRIDE to leadership for consideration, develop the program and receive the needed buy-in and support from senior management.”

The structure of the Engineering strategy calls for continuous efforts to educate individuals about strategic initiatives and these initiatives seek to improve daily operations for the workforce – including a specific initiative like PRIDE that provides ECBC’s “rising stars” the opportunity for career development and to gain valuable perspective within the Center.

Currently, PRIDE is designed for GS-11/12s in the CP-16 career field to gain diversified experience within the Engineering Directorate. It consists of two consecutive six-month rotational assignments in branches outside of the employee’s current division.

PRIDE kicked off its first pilot rotation on May 11 at the monthly ECBC Supervisors Brown Bag meeting, with a formal presentation of the program made by Engineering Executive Officer Vicky Bevilacqua. At the meeting, Bevilacqua introduced ECBC leadership to the first three PRIDE participants: Evalena Foster from the Joint Service Collective Protection Branch, Dominique McClain from the Electronic Design and Integration Branch and Troy Thompson from the Decontamination Engineering Branch.

“The idea is that participants will return to their home branch with diversified knowledge and experience that will ultimately better serve ECBC’s customers,” Bevilacqua said. **(Continues on page 3)**



Awareness: Father's Day, June 19th

Although Father’s Day was not declared official until 1966 by President Lyndon B. Johnson, the origin of Father’s Day dates all the way back to 1910. On June 19, 1910, an independently-invented Father’s Day observance was celebrated through the efforts of Sonora Smart Dodd of Spokane, Washington. After listening to a church sermon at Spokane’s Central Methodist Episcopal Church in

1909 about the newly recognized Mother’s Day, Dodd felt strongly that fatherhood needed recognition, as well. She wanted a celebration that honored fathers like her own father, William Smart, a Civil War veteran who was left to raise his family alone when his wife died giving birth to their sixth child when Sonora was 16 years old.

It took many years to make the holiday official. In spite of support from the YWCA, the YMCA, and churches, Father’s Day ran the risk of disappearing from the calendar. Where Mother’s Day was met with enthusiasm, Father’s Day was often met with laughter. The holiday was gathering attention slowly, but for the wrong reasons. It was the target of much satire, parody and derision. A bill to accord national recognition of the holiday was introduced in Congress in 1913. In 1916, President Woodrow Wilson went to Spokane to speak in a Father’s Day celebration and wanted to make it official, but Congress resisted, fearing that it would become commercialized. It wasn’t until 1966 that President Lyndon B. Johnson issued the first presidential proclamation honoring fathers, designating the third Sunday in June as Father’s Day. Six years later, the day was made a permanent national holiday when President Richard Nixon signed it into law in 1972. ⚙️

Writing Tip of the Month

This month’s writing tip was submitted by Engineering’s John Kennedy.

“As to the adjective, when in doubt, strike it out.” ~ Mark Twain

Mr. Twain was right. Adjectives are overused. The words very, great, many, several, few, some, quite, big, little, bad, good, excellent, beautiful, wonderful, awesome, interesting, amazing, and powerful are examples of adjectives that could be dropped when in doubt. There are more.

Mr. Twain’s advice is not only appropriate for adjectives. It can be applied to overused adverbs as well. Very, really, totally, actually, usually, quickly, greatly, beautifully, amazingly, so, just, surprisingly, interestingly, hopefully, awfully, and absolutely come to mind. There are more. ⚙️

PRIDE Offers Workforce Career Development Opportunities

(Continued from page 2)

The idea for the program was birthed out of a 2010 Leadership Cohort project. Bevilacqua and Fry are two of the six PRIDE team members who helped design the program and now voluntarily manage it. Other members include Engineering's Mark Ciampaglio and Michael Palko, and Directorate of Program Integration's Nancy Pusey and Elaina Taylor. Realizing the potential for the program, the team began circulating the idea amongst the Engineering Directorate's strategic planning Core Team as a possible initiative. As a tangible means to execute against one of the BSC's four key Perspectives – People, Learning and Growth – the BSC Core Team was quick to approve PRIDE as an official initiative under the strategy.

"This is the kind of strategic planning any organization's leadership likes to see – initiatives whose inception begins with members of the workforce," said Engineering Directorate Chief of the Strategic Planning and Business Operations Branch, Ed Bowen. "When this happens, there is a greater sense of ownership in the strategic planning process; it's not just a mandate from leadership."



2011 PRIDE PARTICIPANTS FROM LEFT TO RIGHT: Evalena Foster, Dominique McClain and Troy Thompson.

The PRIDE team is following a phased approach to roll out the program. The first phase, a pilot rotation, began in May and will end May 2012. In Phase I the employee exchange takes place between three divisions in the Engineering Directorate. In Phase II, the program will broaden its scope and will incorporate exchanges within ECBC's Directorate of Program Integration and Research and Technology Directorate. Finally, the hope is that in Phase III, perhaps three years down the

road, PRIDE will allow for exchanges between the Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD) until the program evolves to exchanges between the JPEO-CBD and ECBC's three Directorates.

"PRIDE offers numerous benefits not just for the employee, but for the Center," Ciampaglio said. "Employees will be returning to their home branches with broadened perspectives and improved organizational awareness. And their expanded network will provide for improved customer service and greater opportunities for improved collaboration across divisions."

According to McClain, a newcomer to ECBC, the potential for increased efficiency through the sharing of best practices is great.

"One of the things that attracted me to this program was the opportunity it created for the interchange of ideas and best practices. I see it as a chance to improve upon my current skill set, a new learning opportunity," McClain said.

Foster has worked within the Edgewood Chemical Biological Center's Engineering Directorate for eight years. When she filled out the personal application for PRIDE last year, she was eager to diversify her own career experience.

"I was looking to get more hands-on experience outside of my current scope of work, to network and to become more knowledgeable of the acquisition process as a whole," Foster said. "PRIDE was the perfect opportunity to do that."

Thompson hopes to come away with a broadened perspective of ECBC and a greater sense of the diverse expertise offered within the Center.

"I wanted more exposure to the areas of expertise offered at ECBC. PRIDE offers me the ability to get that 'big picture' idea of what's happening in the Center, and in turn will allow me to work more effectively within my home branch."

For more information about PRIDE, please contact PRIDE at: ecbc.pride@us.army.mil. 

Engineering Recognized for 10 years of Support to SS CB Program

After ten years of supporting the U.S. Secret Service (SS) as program manager overseeing a special chemical and biological (CB) facility, the Engineering Directorate's support of the program has concluded with the decommissioning of the SS's old facility and the successful transition of the customer's program to a new location in the Washington, D.C. area.

In recognition of Engineering's significant contributions of expertise and support, the SS honored several of the key ECBC individuals involved in the program at a special awards ceremony in May, held in the Berger Auditorium. Individuals recognized included Suzanne Milchling, Director of Program Integration, formally Engineering Associate Director when she led the effort from 2002-2010. Other members of the Engineering Directorate were honored as well during the ceremony.

"One of the new monikers we are putting forth at the new facility comes from the reputation that ECBC Engineering established over the past ten years – '100% right, 100% of the time,'" said one SS representative as she thanked the group of ECBC Engineering individuals gathered for the ceremony.

Although Engineering's support of the program is concluding, the new facility will continue to be supported by the Directorate of Program Integration (DPI), who remains a key player. The Research and Technology (R&T) Directorate will also support the new facility as needed.

Key individuals from ECBC who supported the SS program also include Bill Klein, Engineering Associate Director, who helped get the program on its feet.

"The success of the program is a tribute to all of ECBC who collaborated together across the Directorates to make the program work," Klein said.



Members of an Engineering team that supported a classified program for the U.S. Secret Service from 2001-2011 were recognized for their work at a special awards ceremony in May.

ECBC performed multiple functions in support of the program. The Engineering Directorate was the program manager and handled the day to day operations of the facility, including all contractors. DPI was used extensively for lab support; monitoring, filtration and environmental support; safety and risk expertise; and the decommissioning of the old facilities. R&T provided testing support and technical expertise.

According to members of the SS program, ECBC was the best fit for the client as the Center offered the broadest range of CB expertise, the greatest number of CB facilities and a diverse workforce with extensive hands on experience in the CB area. 

ENGINEERING'S BSC "MILITARY APPRECIATION DAY" EVENT DRAWS 100+ ATTENDEES FROM ACROSS THE CENTER...

Engineering Hosts Military Appreciation event to Honor National Armed Forces Month

On May 16, the Edgewood Chemical Biological Center (ECBC) honored those members of the ECBC workforce who have served, or are currently serving, in the United States military with the first "ECBC Military Appreciation Day." Over 90 individuals turned out to participate in the event, with all of the Center's senior leadership in attendance. The event featured remarks from several prominent members of the ECBC workforce, and a group presentation of "ECBC Certificates of Appreciation" for individuals in the ECBC workforce who wished to be recognized for their military service.

Joseph Wienand, ECBC Technical Director began the event by welcoming the workforce saying, "I am really proud to be here and recognize these outstanding members of our workforce. When you have a shared experience...it's like a fraternity, a brotherhood."

Wienand lightheartedly spoke of old habits from the military that are still part of his daily routine saying, "I learned some of my most valuable lessons while in the military and they have stuck with me...Every morning when I look in the mirror, I still make sure I check my girth line."

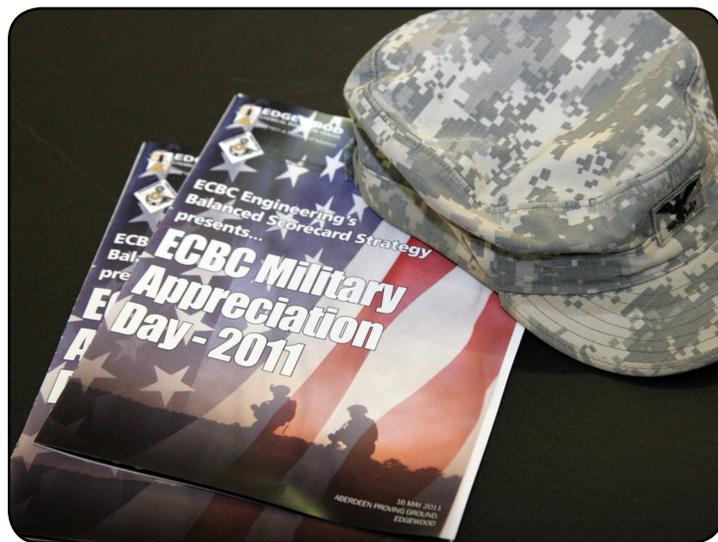
Following the welcome and opening remarks, Wienand was joined by five other guest speakers, each sharing their experiences and lessons learned from time in the military.

Dr. Augustus Fountain, Senior Research Scientist from the Research and Technology Directorate provided words of wisdom to the audience. "In the military, there are no individuals. You succeed and fail as an organization," said Fountain. He continued by saying you should be focused on the preparation and improvement—you should always leave your position better than you found it. His last lesson was, "It can always be worse."

Mary Hubbard, Deputy Product Manager for the Joint Service Aircrew Mask-Rotary Wing Program agreed with Dr. Fountain's interpretation of military wisdom when saying "it can always be worse." Hubbard recalled a time in the National Guard when she was battling with flood mitigation in Iowa, saying, "I lived in a bathroom with 1,300 infantrymen for several weeks... it can always be worse." Hubbard has utilized her Army experiences to be a better civil servant and taking a no-nonsense approach to asking questions and inquiring about solutions at ECBC. "I appreciate what ECBC has done for me personally, professionally and helping me to support our warfighter in the future," she said.

Colonel Althouse, Military Deputy of ECBC admitted that the Army was his "ticket out of Beaver Creek, Ohio." Thirty-four years later, he still serves in a role within the Army, saying, "That's probably one of the reasons I've served so long...because of the people."

Debra Thedford, Associate Director, DPI Business Management and





Integration has maintained an Army affiliation for much the same reason. Thedford retired from active duty not too long ago after 27 years, 9 months and 14 days of military service. She admits, "I would do it all over again if I could."

Dr. James Baker capped off the afternoon with a discussion of how ECBC, Aberdeen Proving Ground, and the Army have evolved in the years since he started here in November 1969. His stories of active duty past and his current civil service portrayed his commitment and dedication to the Army.

Following the guest speakers' remarks, Wienand asked the members of the audience with military experience to stand and be recognized, saying, "We commend you for your service to our country. Thank you for all that you have done and continue to do to defend our Nation."

Director of Engineering AJay Thornton closed the event by presenting Wienand with a certificate signed by RDECOM Commander Major General Nick Justice, recognizing ECBC for its patriotic recognition of members of its workforce that have defended our country through military service.

"ECBC Military Appreciation Day 2011" was sponsored by Engineering Directorate's Balanced Scorecard Strategy as part of several Engineering Directorate initiatives to honor the service of men and women in the military. Event handouts included a special themed May issue of the "Engineering Edge" newsletter celebrating "National Armed Forces Month," and a commemorative slide show featuring photographs of ECBC employees' time in the military.

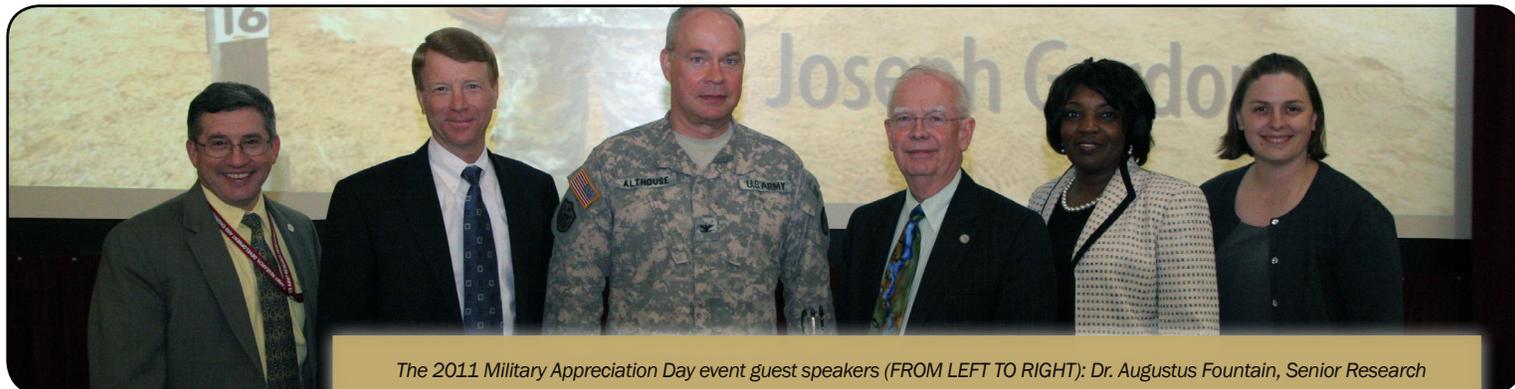
The newsletter and commemorative slideshow will be available on the ECBC website at www.ecbc.army.mil. In addition, video clips, photos from the event, and guest blog entries will be made available on Facebook, YouTube, Flickr and ECBC's blog (<http://edgewoodchembio.blogspot.com>).

For more information about Engineering Directorate's strategy please contact Ed Bowen at ed.bowen@us.army.mil. 

IF YOU WERE UNABLE TO ATTEND THE EVENT AND WOULD LIKE TO REVISIT MR. WIENAND'S ADDRESS AND THE GUEST SPEAKERS' REMARKS, we invite you to visit the Military Appreciation Online Forum, hosted on ECBC's SharePoint. The entire video of the event and event handouts can be found on a special forum web page, accessible from the Engineering SharePoint homepage.

We invite you to continue the dialogue online via the provided forum, posting additional follow-up comments related to the topics discussed at the May event.

If you have any questions about the event or the SharePoint forum, please contact Ed Bowen at ed.bowen@us.army.mil.



The 2011 Military Appreciation Day event guest speakers (FROM LEFT TO RIGHT): Dr. Augustus Fountain, Senior Research Scientist from the Research and Technology Directorate; Joseph Wienand, ECBC Technical Director; Colonel Althouse, Military Deputy of ECBC; Dr. James Baker, Associate Director, ECBC; Debra Thedford, Associate Director, DPI Business Management and Integration; Mary Hubbard, Deputy Product manager for the Joint Service Aircrew Mask-Rotary Wing Program.

Employee Spotlight Series: A conversation with Gloria Morales, Laboratory Quality Control Coordinator, Protective Equipment Test Branch



Gloria Morales provides a brief demonstration for a group of school students during the 2011 Aberdeen Proving Ground Armed Forces Day on May 18.

For this installment of the *Engineering Edge Employee Spotlight Series*, we talked to Gloria Morales, Laboratory Quality Control Coordinator for the Protective Equipment Test Branch, about her role and responsibilities at ECBC.

Engineering Edge: How long have you been at ECBC?

Gloria Morales: Out of my 14 years of government service, eight have been with ECBC.

EE: What are your current job title and responsibilities?

GM: I am a chemist and the Laboratory Quality Control Coordinator (LQCC) for the Protective Equipment Test (PET) Branch. I work with the Quality Manager and the Branch Chief to manage, plan, coordinate, and direct the quality control program. It is my responsibility to maintain the technical quality and reliability of data for testing services provided by PET. This involves ensuring compliance with our internal quality control procedures and the guidelines within our accreditation to International Organization for Standardization Standard 17025.

EE: What is a highlight about your current job at ECBC - something you look forward to each day when you come to work?

GM: My motivation is two-fold. My dad has always talked about duty and taking pride in what you do. What I do matters; it has an impact on the Warfighter. I am proud of what I do. The other highlight of my job is the people I work with, my co-workers. I work with a great group of people.

EE: What is one of the most exciting projects you've worked on while at ECBC?

GM: That is a tie between the drink bag project and a decontamination project. The first aimed at testing the permeation resistance of different types of bladders. Water inside the bladders was sampled and tested at various time intervals for the presence and amount of chemical agents. The purpose of the decontamination test was to find out if the application of a specific amount of decontaminant for a specified time was enough to clear certain materials.

EE: What are your hobbies outside of work?

GM: Continuing some of mine and my husband's collections (DVD/VHS movies, comics, collectible figures, Barbie, etc.), jewelry making, wine tastings and trying to honor my late husband's wishes. 🌀



Was your last Engineering team photo taken when cassette tapes were the hottest music media? 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 capture photos of? If you answered yes to any of these questions, we invite you to schedule a photo shoot with the Engineering Communications team. To coordinate a time, please contact Ed Bowen at ed.bowen@us.army.mil.

2011 Strategic Management Meeting (Continued from page 1)

continued BSC efforts. Status briefings are presented to Engineering's BSC Board of Directors, which provides oversight, guidance and accountability for strategy implementation efforts.

"To quote a German proverb, 'What's the use of running if you are not on the right road?'" Bowen said during the meeting. "These meetings are a reminder that our organization must be on the right road; otherwise we will be on a road to nowhere."

This year's SMM continued with the different approach established at last years' November meeting, focusing on a group of initiatives with significant results to report. Presenters briefed progress for initiatives that touched all four BSC Perspectives – Core Competencies; Internal Processes; People, Learning and Growth; and Resources. Engineering's BSC Board of Directors commented on the value of connections between initiatives, noting that shared progress and partnerships across the Directorate would continue to have positive results.



"Strategy is an opportunity to be part of the organization's future," said AJay Thornton, Director of Engineering. "We want you to participate, and encourage your coworkers to participate. Next time you come to one of our BSC events, bring a friend with you – that's how we are going to continue making a positive difference in our organization."

Leading off the briefings pertaining to specific BSC initiatives, Bowen stood in for initiative lead Leanne Chacon, briefing on "Developing and Implementing a Networking Program for Professional Uses." He reviewed several of the efforts the team has instituted including the Sports League, "Tuesdays With..." series and the 2010 Summer Fitness Challenge. The initiative team recommended that the initiative be closed out due to the successful completion of all initiative goals.

Following Bowen, several individuals reported updates pertaining to workforce development initiatives. Allen Swim, Deputy Product Director for Ground Mobile Platform Chemical Biological Radiological Survivability for Major Defense Acquisition (**Continues on page 8**)



TOP: Engineering Director AJay Thornton greets individuals as they make their way into the Berger Auditorium for the May 3 Engineering Strategic Management Meeting.
ABOVE: Engineering's Angela Florea shakes hands with Thornton as she receives the "Balancing the BSC" award. Florea was one of six individuals from the BSC R3, Initiative 2 "Budget Submission Template" to receive the award for their significant contributions to the Directorate's strategy.

Detection Engineering Partners with Japan in PACAD Development

(Continued from page 1)

prototype was conducted from February 28 – March 1, 2011. Four soldiers representing the user's community from various local U.S. Army Reserve units participated in the assessment and provided documented feedback on the PACAD's functional capabilities and desired features as compared to that of the baseline M256A1 Chemical Agent Training kit.

"The overall ease of operation for the PACAD is much better compared to the M256A1," said SGT Ryan Waters, a CBRN Non-Commissioned Officer (74DL4), U.S. Army Reserve, 130th Chemical Company (Biological Integrated Detection System).

CPT Gordon, an Environmental Health Scientist (72D), U.S. Army Reserve Consequence Management Unit, commented on the fewer procedures by the operator and the elimination of manually crushing the ampoules as a potential benefit of the PACAD prototype. A soldier of TRDI, MOD, Japan joined the four U.S. soldiers to operate the prototype during the assessment comparison trials with the baseline M256A1 Training Kit. General Engineer from ECBC DEB Phyllis Brown commented on her observation of the soldiers after receiving training on the PACAD prototype. Brown is responsible for coordinating and implementing the assessment

"Soldiers serving in the Armed Forces today are used to technology to help them do their jobs more efficiently," Brown said. "The PACAD prototype is no different. I observed the soldiers' appreciation for the automated process as they multi-tasked while waiting on the prototype to provide the detection results."

ECBC DEB hosted their semi-annual Joint Working Group and Joint Steering Committee meetings during March 2-3 and March 4, 2011, respectively. U.S. Lead PACAD Project Engineer Mike Palko coordinates many of these meetings with international partners and the ECBC International Office to make sure things come together seamlessly.

"It's a very rewarding experience to coordinate the many aspects of the project with our international partners and U.S. agencies, then directly participate in the project activities to successfully achieve the project goals and milestones as things progress forward," Palko explained.



ABOVE LEFT: Test participants situate their protective masks as they prepare for another user assessment

ABOVE RIGHT: The Detection Engineering Branch, U.S. Technical Project Officer and ECBC Associate Director Dr. James Baker and members from the Japan TRDI-ADTeC pose for a group picture during TRDI-ADTeC's visit to Edgewood in March.

Representatives from Japan TRDI-ADTeC accepted Detection Engineering Branch Chief William Argiropoulos' welcome as the two partners prepared for discussions concerning project status and events. The benefits resulting from the cooperative research project are being recognized throughout the ECBC DEB and TRDI-ADTeC communities.

"The cooperative project is a 'win-win' effort," Argiropoulos said.

Argiropoulos commented on the professionalism of both parties involved in this cooperative project. In addition to the international cooperation with the Japan TRDI-ADTeC, he noted that the collaboration between different ECBC Engineering Directorate elements has been exceptional.

"The success of this project is also attributed to the teaming efforts between ECBC DEB, the Advanced Design and Manufacturing Division and other ECBC test laboratories. In many instances we had a very short time frame to work with but each of the various teams did their best to support these requirements," Argiropoulos said.

A technical officer from TRDI-ADTeC also commented, "Originally, we did not have sufficient test procedures in place for the adoption of the M256A1 [Chemical Agent Detector] Kit to the PACAD. With this cooperative in place, we've been able to test. It's been a very beneficial cooperation."

In conjunction with the PACAD activities, ECBC hosted a Data Exchange Agreement meeting with the Japanese TRDI. The purpose of this meeting between the U.S. and Japan was to discuss possible new areas of mutual interest. ECBC Associate Director and U.S. Technical Project Officer Dr. James Baker opened the meeting with an introduction of his counterpart, Dr. Matsuo Kobayashi, TRDI-ADTeC Deputy Director, followed by introductions and exchanges of business cards between the U.S. and Japanese delegation.

Members of ECBC DEB also had the opportunity to discuss the future nuclear, biological and chemical protection technology with Japanese delegation members. The meeting ended with an overview of the future research and development plans for both parties. ⚙️

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Edge Photos of the Month

May was a busy month in the Engineering Directorate. This month the *Engineering Edge* highlights three photos captured at various happenings hosted throughout the Directorate in May. To view more pictures of the Directorate and other ECBC photos, please visit: <http://www.flickr.com/photos/edgewoodchembiocenter/>



TOP: Advanced Design and Manufacturing's Rick Moore explains the unique capabilities of Engineering's Prototype Integration Facility to LTG Benjamin C. Freakley, U.S. Army Accessions Command and Maj. Gen. Nick Justice, Commanding General, U.S. Army Research, Development and Engineering Command during a special visit on May 13. **MIDDLE:** Packaging Branch's David Vincitore provides a brief demonstration for a group of school students during the 2011 Aberdeen Proving Ground Armed Forces Day on May 18. **BOTTOM:** Members of the ECBC Obscuration and Nonlethal Engineering Branch, from Edgewood and Rock Island, IL smile for a group photo during a break at the 2011 Obscurants Symposium in the Baltimore Convention Center. ECBC was one of the key sponsors of the annual symposium, held on May 12.

2011 Strategic Management Meeting (Continued from page 6)

Programs discussed the "Develop Leaders" [P3] initiative. After analyzing the results of an Engineering workforce survey on leadership and forming a baseline of training data, the "Develop Leaders" team is looking ahead at the next phase of their initiative to begin formulating recommendations for a balanced approach to workforce leadership training.

"Our path forward includes finalizing the Job Rotation Plan and submitting the plan to the BSC Core Team for review. Once this is complete, we believe the P3 initiative should be closed," said Swim.

Swim went on to recommend that a new initiative be opened to focus on workforce development initiatives that could incorporate the use of a "tool kit."

Along with updates from "Promote & Advance Business Development" [IP1] and "Promote a Culture of Effective Communication" [IP6], several new initiatives were presented to leadership, including an overview of the newly created "Progressive Rotational Inter-Divisional Exchange (PRIDE) Program" [P3, Initiative 2].

"PRIDE is a career development opportunity for rising stars to gain valuable perspective within ECBC. We have surveyed the workforce and know there is a demand; we are working to develop a program that will develop future leaders and appeal to younger members of the workforce," said Mark Ciampaglio, ECBC Chemical Engineer. "In six months, we have gone from a concept to implementation of a pilot for this program."

This ECBC Cohort project has been transitioned to Engineering's BSC, and will be piloted in the Engineering Directorate starting in May 2011. Ciampaglio shared that the initiative team hopes that success in Engineering will lead to the program's implementation Center-wide.

Genna Rowe, Operations Research Analyst for the Strategic Planning and Business Operations Branch, briefed on the new initiative "Time Management System (TMS) for Efficient and Effective Time Tracking Method" [R3-3]. In collaboration with Rock Island, ECBC Engineering is working through the BSC to leverage this tool to automate functions such as time verification, and travel/vacation time tracking.

"It's not perfect, but it has many benefits," Rowe said. "The system will reduce email traffic, confusion, and paper consumption. Hopefully, this will be an efficient team communication tool."

In addition to presentations, Thornton recognized the members of the R3, Initiative 2 "Budget Submission Template" team led by Barry Elliott with the "Balancing the BSC" award for delivering outstanding work in support of the BSC. The team was nominated for efforts that resulted in the development of a process for Army Working Capital Fund (AWCF)/Sustainment Systems Technical Support (SSTS) funding submissions and the closing out of their BSC initiative.

In closing, Bowen remarked, "We have made a lot of progress on initiatives we have been working for a long time, and these new initiatives show that our strategy is evolving, just like the Engineering Directorate. Initiatives that are important to our organization can find a home in the BSC, and not go away – they are measured and progress is reported to our leadership," said Bowen.

"We appreciate all that you do to keep it going," said Randy Laye, Engineering Deputy Director, speaking to BSC team members in the audience. "By balancing your assigned duties with the work you do for the strategy, you provide the needed forward momentum."

Engineering Directorate's workforce and leadership will revisit some of these issues and address new initiatives at the 9th Strategic Management Meeting, tentatively scheduled for the October 2011 time frame.

The full briefing from the SMM is available on the Engineering Intranet and SharePoint. If you want to learn more about the BSC in Engineering, please contact Ed Bowen at ed.bowen@us.army.mil or x436-4091.