

This October...

... the ECBC Engineering Directorate will sponsor a series of activities to recognize leaders in the organization and those members of the workforce who lead - officially or unofficially - by putting the Army values into practice. Stay tuned for information about the upcoming October "Leadership In Action" Panel Event and a special "Values in Action" awards program.

# THE ENGINEERING EDGE

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EDGEWOOD CHEMICAL BIOLOGICAL CENTER

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### A Message from Engineering Director AJay Thornton

Greetings,

Today our organization faces challenging times as we prepare for the changes that will come from our Nation's economic fluctuations, the Army's efforts to right-size for 21st century challenges and the overall requirement to do more with less. Now, more than ever, there is a great need for strong, resolute leadership at all levels in our organization to meet these evolving challenges.

We want to be the first stop for chemical and biological defense solutions, and to achieve this vision, we need to offer our workforce continuous opportunities to develop critical skills. This is why a key part of our Engineering Directorate strategy is focused on people development. As a large percentage of leadership across ECBC and the Department of Defense become eligible to retire in the next three to five years, the development of ECBC's upcoming leaders will be essential to the Center and Engineering Directorate's continued success.

As part of our efforts to prepare for the future, I am pleased to announce that the **(Continues on page 3)**

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



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## Another Engineering Strategy Success: Develop Leaders Initiative Prepares for Final Phase in Leadership Program Development

Six years after its initial launch, the Engineering Balanced Scorecard (BSC) P3 Objective, "Develop Leaders," will be recommended to closeout at the next Engineering Strategic Management Meeting (SMM) this fall.

The objective was created in 2005 – when the Engineering strategy was first designed – in response to the need for a program that provided leadership development opportunities for the Engineering Directorate workforce. The intent was to create a plan for training leaders at the GS-12 level and above.

Although direct work on "Develop Leaders" will be ending, the commitment to developing leaders and teaching employees how to manage multiple responsibilities is a value that supports the entire BSC strategy.

"At a time when budget constraints increase the difficulty of our work, it is even more important that we have strong leaders who can adapt to change and guide the workforce in adapting as well. This is why the 'Develop Leaders' objective is so important," said Ed Bowen, Strategic Planning and Business Operations Branch Chief. "Having intelligent, capable leaders makes the other objectives possible."

On the BSC strategy map, the "Develop Leaders" Objective serves as the foundation that supports the rest of the initiative. Even though the research and planning is ending, the overall goal to continue to develop leaders will remain a priority.

"It's a core competency to provide trained personnel. We have approximately 65 employees in the Engineering Directorate and about 250 of them are matrixed to different Project Managers. With so much responsibility, it is critical that we provide experienced and trained people to complete all of these tasks. Our reputation depends on it," Bowen said.

Bowen emphasized the importance of the relationship between the BSC initiatives. "Develop Leaders" laid the groundwork for other parts of the strategy. You can't get into a discussion about business development, customer service or other initiatives of the strategy, unless the right people are seeing these goals through with professional interactions."

"Develop Leaders" has been comprised of two primary efforts: gather and analyze leadership training taken **(Continues on page 6)**

## Safety Tip of the Month: Protect Yourself During Flu Season

Seasonal flu can increase the occurrence of illness in the workplace and result in lost work time. Flu season typically begins when cold weather strikes and can last into spring. Preventive health measures are even more necessary during this season and workplaces of every type should be proactive to keep employees safe and business operating as usual. Take precautions to reduce the spread of the flu: 1.) Utilize hand washing stations or hand sanitizer. 2.) Tissues should be discarded immediately after use. 3.) Thoroughly clean work stations, door knobs and telephones.



## HR Tip of the Month: FEGLI – Adding Family

If you get married or have a child and want to update your Federal Employee Group Life Insurance (FEGLI), you only have 60 days to do so. If you miss the 60 days deadline you will have wait until the next open season, which is seven to 10 years from the date of the last one. The last FEGLI open season was in 2004. ⚙️

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



## Awareness: National Hispanic Heritage Month (September 15 - October 15)

National Hispanic Heritage Month honors the cultures and contributions of American citizens with Hispanic descendants. The tradition first began in 1968 by President Lyndon B. Johnson, and was later extended to a 30-day period by President Ronald Regan in 1988. Hispanic Heritage month is celebrated from September 15 to October 15. Between these two dates, eight Spanish-speaking countries celebrate their anniversary of independence. Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua all gained independence on September 15. Mexico on September 16, Chile on September 18 and Belize on September 21. Dia de la Raza, or Columbus Day, is also observed on October 12 to celebrate Columbus' arrival to the Americas. ⚙️

## Surety Tip of the Month: Scrub Packets

Black scrub packets are available free of charge to each biological laboratory through the Safety and Health Office. The packets include a pair of black scrubs, towel, washcloth, soap, slippers and bag to discard contaminated clothing in the event of a spill, splash or other type of incident where a person becomes contaminated. The fire department is trained to recognize a person in black scrubs as a victim. For more information visit: <https://ecbcsharepoint.apgea.army.mil/safety>. ⚙️

## Winter Apparel Drive: Sept. 26 - Oct. 28

**SPONSORED BY:** ACWA, CMA, ECBC, MRICD, JPEO-CBD, JPM BD, JPM NBC CA, RDECOM  
**WHAT:** Clean, gently-used, ready-to-wear coats, jackets, hats, gloves and scarves for all ages. All donations will go to the Edgewood Sharing Table.  
**ECBC DROP-OFF LOCATIONS:** E3150, E3160, E3330, E3400, E3510, E3549, E3831, E4465, E4470, E5100, E5232, E5234, E5560, E5951

For more information, please contact Janna Madren-Whalley at [janna.s.madrenwhalley.civ@mail.mil](mailto:janna.s.madrenwhalley.civ@mail.mil) or 410-436-5509. ⚙️

## ECBC Safety Awards Program Honors Seven Engineering Employees

In an effort to raise safety vigilance in and across the Edgewood Chemical Biological Center (ECBC) workplace, a Safety Awards Program was established to recognize individuals who show initiative in making the workplace a safe environment.

"These actions can be shown through an employee alerting a supervisor when a hazardous condition in the workplace arises," said ECBC's Trina Dowell. "A hazardous condition can be anything from noticing exposed wiring to a box that is blocking the hallways and creating a fire hazard."

The goal of the Safety Awards program is to recognize behaviors and accomplishments in the field of safety by teams, offices, branches or individuals; promote interactions between leadership and employees; and to develop the safety culture of ECBC.

The program, which was started in April 2011, is composed of two components. An "On the Spot" award and an annual "ECBC Excellence in Safety Award" praise employees who demonstrate a respect for a safe work environment. For the "On the Spot" Award, each Division Chief receives green tickets that are to be issued on the spot to an employee who alerts them of an unsafe work condition. After the ticket is filled out by the supervisor and given to the employee, he or she can then redeem their ticket for an "ECBC-logo" prize, which is everything from a leather portfolio folder to an umbrella.



The story doesn't end there. To read more about the ECBC Safety Awards, visit ECBC Engineering's SharePoint page at: <https://ecbcsharepoint.apgea.army.mil/sites/engineering>. ⚙️

## A Message from the Engineering Director

**(Continued from front page)** month of October is "Leadership Month" in the Engineering Directorate. We will offer several forums for dialogue, including the themed October newsletter, the Engineering Directorate Leadership Q&A Panel event on October 5 and continuing discussions online via SharePoint. All of these offerings will focus on topics of leadership, workforce development and career progression within the organization. My hope is that this will create opportunities for candid conversations, and I encourage individuals to leverage the development tools available to them.

The coming years will likely bring a shifting customer base, reduced funding and more competition. I am confident that our organization will continue to thrive by focusing on our strategy, our people and continuing to provide the very best in customer service. ⚙️



Members of the Engineering Directorate that have participated in the APG Senior Leadership Cohort. From top left: Bill Klein, Eugene Vickers, Randy Laye, Suzanne Milchling (at the time of her participation, Ms. Milchling was a member of the Engineering Directorate), Jorge Christian.

## APG Senior Leadership Cohort

The Aberdeen Proving Ground Senior Leadership Cohort (APG Cohort) is an 11-month program intended for employees at the GS-14/15 grade level. The purpose of this program is to prepare future APG leaders to create a self-sustaining leadership community at APG. These relationships are built at the different training sessions where Cohort participants work on various activities together, developing an active line of communication that can institute change and growth on several levels at APG.

"It's the gift that keeps on giving as far as knowledge goes," said Associate Director of Engineering Bill Klein. "There are some outstanding sessions offered this year that weren't an option when I did the Cohort." Klein was a participant in the 2009 Leadership Cohort and continues to be active.

In its third year, APG Cohort's mission is to provide: 1.) the opportunity to practice leadership in a "live environment," which can readily help when these skills are needed on the job; 2.) the opportunity to create connections with people from different organizations, which can improve communication across the Garrison; 3.) the chance to work in Community Based Projects (CBP) that can benefit all members of the APG; and 4.) promote social responsibility and start project run work for APG organizations.

The APG Cohort draws leaders together from several organizations such as ECBC, Communications-Electronics Research, Development and Engineering Center and the Army Research Lab to attend seminars and network with leaders of other organizations. Participants also participate in a CBP, applying learned leadership skills to local causes such as volunteering in schools and creating social networks for Cohort participants.

The program is split into eight sessions and 19 class days, **(Continues on page 7)**

## ECBC Executive Potential Program Provides Insight Into Executive-Level Management, Improves Leadership Skills Amongst Workforce

As a program that first started as a short-term, developmental assignment, The Executive Potential Program (XO) has turned into a long-running opportunity for ECBC employees (GS-12 and above) to work closely with members of leadership and gain a 360-degree perspective of the entire Center.

The XO Program selects one employee from each of the Center's three directorates and temporarily places them on duty in the Front Office of one of the directorates (not necessarily their home directorate) for a six-month time period with the possibility of a temporary pay increase. Participants apply through a competitive process and are selected by the Center's Directors. While in the program, XO participants get exposure to a multitude of responsibilities that increase their interaction with the senior members of the Directorate.

"Participants of the XO program get a lot of visibility within the leadership of ECBC," said Chief of ECBC's Workforce Management Office Mary Martinez. "They work with leadership on a large variety of issues that concern the Center."

The primary purpose of the program is to enhance the XOs' awareness, provide insight into executive level management and decision making, improve leadership skills and contribute to the effectiveness of the organization. XOs also have the opportunity to attend meetings with customers like the Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD) and Defense Threat Reduction Agency (DTRA), help develop business plans and have regular individual meetings with division and branch chiefs.

Current Engineering Directorate XO Dr. Vicky Bevilacqua said she applied to the XO program to gain a better understanding of the different Directorates and how the Center operates as a whole. **(Continues on page 7)**

# ENGINEERING PRESENTS: LEADERSHIP IN ACTION, A SPECIAL BLOG SERIES

In support of Engineering's Leadership Month, several members of the Engineering workforce and senior leadership were asked to share their experiences and leadership tips as a part of a special blog series, "Leadership In Action," that will run on the official ECBC blog. Check out the series throughout October at: <http://edgewoodchembio.blogspot.com/>. Here are just a few of the blog participants and excerpts from their blogs.



**MARK CIAMPAGLIO**  
Chemical Engineer

Having been in the workforce for a relatively short amount of time, my personal views of leadership are based on what I've learned as a follower of many leaders, what I've read and what I've experienced in formal and informal leadership positions in my professional and personal life. I have found it helpful to break the leadership role into three distinct focus areas: People, Purpose and Planning. A great leader strikes a delicate balance between the three. ... Great leaders must know themselves well enough to understand their own strengths and weaknesses. Few people will excel in all areas. It is the leader's responsibility to surround themselves with people who can fill the gaps and ensure a well-balanced team.



**EUGENE VICKERS**  
Engineering Test Division Chief and Senior Scientist

My advice to someone aspiring to leadership within ECBC or the larger DoD organization is to first master your technical skills. Next, develop your people skills, network with everyone you can from GS-1 to SES. You cannot do your job on your own; it takes a diverse team to build support. Try not to burn any bridges - everyone has something to bring to the table. Treat everyone with respect and the way you would like to be treated. Your actions, work and attitude should not push you down the ladder.



**KEVIN WALLACE**  
Advanced Design and Manufacturing Technology and Systems Integration Branch Chief

My father worked for the Army and routinely allowed me to tag along on Post with him, showing me the cool "tech things." Over the course of many years, I was not only exposed to computers, vehicles and things that go "boom," I was also able to observe the working relationships my father had with his personnel as a civilian Army leader. I came to realize, through my father's actions, that there are select traits a successful leader should always possess and demonstrate: dedication, initiative and vision.



**MICHELLE GODDARD**  
Mechanical Engineer

Leaders have a clear sense of right and wrong and the ability to articulate why they believe in a certain course of action. Employees perform better when they work towards a cause they believe in. Mundane details take on a new importance when put into a big picture perspective.

A good leader also successfully manages current project execution and also maintains a macro-level view of where the mission space needs to go. Strong leaders understand competing requirements and know how to partner and when to defend turf.



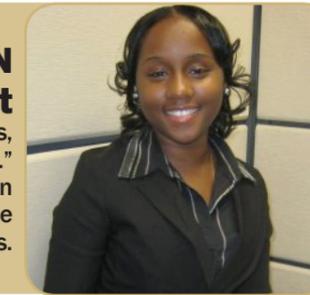
**RON POJUNAS**  
Associate Director of Engineering

The most critical trait a leader needs is to inspire others to excel in their fields and motivate them to achieve success that they otherwise might not have the self-confidence to do on their own. Leaders also have to have a deep-rooted connection to their people and understand their goals in order to sincerely promote and expand the mission of their organization.



**JORGE CHRISTIAN**  
Protection Division Chief

It is essential that you take special care in treating the individuals you relate with, with respect. Always be careful not to let networking become all about using them solely for your own gain or that of the organization. Look at each relationship as one that could yield a win-win situation. ... Take the time to make and build real relationships. Be proactive in exploring how you can contribute to the solution of your new contact's pressing problem thus helping each other out in the process. Dare to awaken the hidden leader in you by taking on the challenge of using networking as a tool.



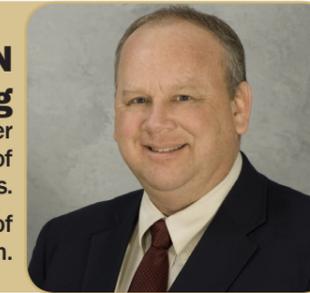
**DOMINIQUE MCCLAIN**  
Electrical Engineer & PRIDE Participant

When I think about the traits a leader should exemplify, I think of a quote by John Quincy Adams that states, "If your actions inspire others to dream more, learn more, do more and become more, you are a leader." A good leader leads by example and never makes excuses for his or her shortcomings. There have been many times in my life where I have taken a leadership role whether at school, at work or at home, and the expectations have never changed. A leader has to be motivated to help others.



**COL (RET) HUMBERTO GALARRAGA**  
Detection Decontamination Engineering Division Chief

Those desiring a leadership role within ECBC should work hard, be dedicated to the organization and keep abreast of the organization direction, goals and vision. Additionally, I would recommend pursuing advanced education and/or courses in your field of interest to build your experience/skills to match the requirements of the organization. Leaders in ECBC must keep in mind the critical nature of our mission and the fact that lives depend on the decisions we make. This line of work is as much a calling as it is an occupation. Dedicating yourself to good quality work, learning every day and setting standards for professionalism will be key in helping you reach your leadership goals.



**BILL KLEIN**  
Associate Director of Engineering

The most valuable lesson I've learned is to be able to see the big picture. When you become a leader you have to have a broader view of what people in an organization need, keeping in mind the chain of command and customer needs.

An important trait for a leader to have is the ability to listen. People are the most valuable part of any organization.

## BSC Develop Leaders Closes Out

(Continued from page 2) to date by the Engineering workforce; and create, administer and analyze results of a leadership survey given to the workforce. Both of these efforts have been completed, laying the foundation for the team's final phase.

The team, consisting of Allen Swim, Genna Rowe and Meg Hower, decided to come up with a survey to poll the workforce and ask them to assess their leadership. The survey was administered to more than 150 Engineering employees across grade levels. Along with the gathered training data on the Engineering workforce, the survey was intended to provide a gauge for the team to make informed conclusions about the perceived training needs amongst Engineering's leaders.

According to the survey results, participants scored leadership highest in the area of "Customer Satisfaction." However, based off of the team's research this was an area where leaders had taken the least amount of training. Additionally, survey participants scored leaders low in the area of "Leadership," but according to the training data, this was an area where numerous individuals had completed training.

After presenting these results at the November 2010 SMM, the next step for the team was to develop different plans to help the workforce improve in the noted problem areas. These plans will be presented at the upcoming fall 2011 SMM. The proposed solutions include several plans for rotational programs for every level of employee up to GS-15.

"We wanted to give a broader work experience to employees and train them in strategic thinking," Swim said. "We want to get them outside of their comfort zones and interacting with all aspects of the job."

On the intern level, the program will involve moving between other departments to get a glimpse at how things operate in a different setting. The proposed plan includes a six-month training session in Defense Acquisition University (DAU) and the Civilian Education System (CES) as well as rotations between departments. The hope from the intern rotation experience is that interns gain cross-cultural awareness of all the Engineering Directorate capabilities. A similar program is proposed for paraprofessionals, only without the DAU and CES training.

**"We wanted to give a broader work experience to employees and train them in strategic thinking," Swim said. "We want to get them outside of their comfort zones and interacting with all aspects of the job." – Allen Swim, BSC P3 "Develop Leaders" Team Leader**

The GS-12 program will emphasize strategic thinking practices, including becoming a representative at job fairs and recruitment events and encouraging participation in the Engineering strategy. Other proposed parts of the program will include taking workshops, delivering briefs to tour groups and identifying their skill sets based on the CES' Management Skills Profile wheel.

The GS-13 program is based off of the current Leadership Cohort program. At this level, the employee is expected to become an active participant in the Engineering strategy, and receives mentoring from past Cohort graduates.

Swim said the program development for the GS-14 and GS-15 levels gave the group the most difficulty with planning. The rough plan for the senior-level employees involves developing a new leadership cohort that emphasizes gaining an understanding of other departments including some workshops on change management and assisting the Intern and

(Continues on page 8)



## Employee Spotlight: A conversation with Collective Protection Branch Physical Scientist Evalena Foster

*The Engineering Edge sat down with Evalena Foster, physical scientist of the Collective Protection Branch and a 2011 Progressive Rotational Inter-Divisional Exchange (PRIDE) program participant to learn more about her role within the ECBC Engineering Directorate.*

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

**Evalena Foster:** I have been a physical scientist for Engineering's Collective Protection Engineering Branch for the past three years. My current responsibilities include writing proposals, interfacing with clients, coordinating updates of technical manuals and providing acquisition support for the sustainment of collective protection equipment. Currently I am a participant in the Progressive Rotational Inter-Divisional Exchange (PRIDE) program. I am on rotation in Engineering's Advanced Design and Manufacturing (ADM) Division doing business development work, marketing and writing guides for PFM use. Prior to these roles, I spent five years as a scientist for the ECBC Environmental Quality Office.

### EE: How did you get started at ECBC?

**EF:** While I was a student at Morgan State University in 2003, I was recruited to work at ECBC by Janis Seegar, who was an environmental quality manager at the time. We talked at length about her role at ECBC and opportunities available. It sounded like a place I wanted to work for, so I submitted my resume, was invited for an interview and was offered an internship with the Center. When I first started, Janis took the extra time to become a personal mentor to me. She consistently provided me with career development advice that has helped to shape me into the professional I am today. Although Janis has since retired, the guidance she gave me is timeless.

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

**EF:** I've become very involved in extracurricular work with several ECBC programs and committees that have helped me develop as an employee and further my career. In 2006 I participated in the ECBC Mentoring Program. The program provided me with an opportunity to meet and learn from key members of ECBC senior leadership and to gain better insight into my own leadership and communication styles. I gained a good deal of relevant experiences through the PRIDE program, while on rotation in ADM. This program has given me a broader view of ECBC. More importantly, I've had the opportunity to meet other people within the Center who I might not have had the chance to meet without PRIDE.

I have also chaired the ECBC Diversity Advisory Committee for about three years now. I am very proud of the work we do on the committee, particularly our effort with the ECBC Workforce Management Office to create a summer internship program called the Minority Undergraduate Summer Internship Program. For the program, we hire college students from underrepresented groups in the sciences and technology for ten weeks during the summer. The program just completed its third summer, and so far in the past three years, our interns have included several, Native American, African American and Hispanic American interns among other minority groups. Overall, working with ECBC has been a fantastic learning and growing experience where I've had the opportunity to meet many new and interesting people

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

**EF:** I am a nature girl. I love to fish and hike. I spent my birthday going hiking, biking and horseback riding in Frostburg, Md. One of the best fishing trips I've had so far was doing a fishing charter in Delaware. It was really relaxing, although I didn't catch anything. ⚙️

## ECBC Executive Potential Program (Continued from page 3)

"The expertise across ECBC is so vast; it's great to have the chance to understand how different individuals' skill sets apply to the Center," Bevilacqua said.

Bevilacqua previously spent nine years working as a research chemist in the Research and Technology Directorate. In addition to learning about the Center, the XO program has given her a tangible understanding of ECBC's role within the larger Department of Defense (DoD) organization system through various visits and meetings she has participated in with representatives from the JPEO-CBD, DTRA and the Department of Homeland Security.

Adam Seiple, current XO for the Research and Technology Directorate (R&T), said he applied to be an XO because he wanted to get a taste for something outside out of his regular routine, to see how a front office of ECBC functions and have the opportunity to get to know members of senior leadership.

"I get a big picture look at how the system works within the Department of Defense," Seiple said. "I also get to interact with many different people who I would have never met if I wasn't an XO. As an engineer, I only interacted with other engineers, and the way we got a task done and thought were similar. Within R&T, people work differently. Having the opportunity to work with new personalities strengthens and builds people skills, giving me a huge appreciation for the differences that everybody brings to the table."

A common trait that Martinez says she sees in people who become XO participants is their demonstrated initiative. Participants have a genuine interest in the Center as a whole and how the Directorates function with each other.

"An important part of the XO application process is not just explaining an interest in the program, but also describing exactly what you will bring to the table from your specific job background and how the Center will benefit from these experiences," Martinez said. "The program tries to draw from a diverse group of skill sets."

While most XOs take on the same basic duties of attending different meetings and supporting their directors, the actual day-to-day and specific responsibilities of the XO vary. Bevilacqua is involved with the Engineering Directorate, while Seiple does individual projects with strategy and business in R&T.

"A large part of the professional development aspect is for the XO to be able to take the reins and see which parts of the Directorate need their support," Bevilacqua said. "The XO has to also know his or her personal strengths and areas of improvements so that they can focus on different learning opportunities and find additional support to aid in their tasks."

Amanda Dubbs, current Public Affairs Specialist in the Public Affairs Office and former Engineering Directorate XO, said she valued her experience as an XO, as it provided her with the opportunity to familiarize herself with the many operations performed at ECBC.

"The highlight of the program was expanding my network to include leadership both at the directorate level and at the Center level," said Dubbs, who worked as a biologist with Chemical Biological Applications and Risk Reduction in the Directorate of Program Integration. "The two most important lessons I learned as an XO were to listen before you talk, and that sometimes when advancing in your career you must work laterally and broaden your skills first before moving up."

Dubbs said working as an XO gave her the confidence to try a new position outside of what she was used to. "As an XO, I realized that I can work outside of my comfort zone. My XO position gave me skills to be successful in such an unfamiliar position," Dubbs said.

The XO Program also takes place at a more senior level with the Executive Trainee Program. In this program two XOs are selected to work for a year. Six months of the program are spent in the ECBC Technical Director's Office, while the other six months are spent working at the Pentagon in Virginia. Each XO sits at a different location and swaps at the end of the six-month period. Members of the Executive Trainee Program get the same opportunities as those participating in the Executive Potential Program, but at the Center level. Engineering Director AJay Thornton is among the myriad individuals that have passed through the program.

"I have seen a lot of people get permanent promotions after completing the XO Program," Martinez said. "Some people have also gone on to work for other organizations, and while we do wish they stayed, they get to leave with the values and professional development learned in XO. It shows other organizations that ECBC has high quality employees here." ⚙️

## APG Senior Cohort Program (Continued from page 3)

community-based projects and coaching sessions over the 11-month period. The sessions are run by various professionals who are experts in the field of the given topic, and the program sponsor is Mr. Gary Martin, SES, Executive Director to the Commander APG. The group of roughly 30 leaders meets monthly for a two-and-a-half day session where they meet with different members of the Cohort to do a myriad of activities from hands-on projects such as physically building bridges, to performing self-assessments.

Eugene Vickers, current APG Cohort participant and Division Chief of Engineering Test Division, said the program's reading materials and training aid him in how to better lead his division and how to be a more diligent worker.

"In today's business, both government and private industry networking is a must if you want to get the job done," said Vickers. "I like the Cohort program because it gives me the opportunity to work with other GS-14s and GS-15s and talk about the problems, issues and great things they have done."

The eight group sessions cover topics from "Teams and Organizations" to "Leading with Integrity." The Cohort also retains past Cohort participants through an alumni group that allows past participants to attend the current sessions and share experiences with the current participants. Each year, the program evolves offering different opportunities than the years past. The alumni program gives past participants the chance to continue to learn from the new changes in the program.

Debra Thedford, an APG Cohort participant and Associate Director of the Directorate of Program Integration, noted that the program has helped her apply her skills to causes that are important to her. "We're all busy, but carving out the time for the Cohort has value, because it provides the opportunity to work with people I would have not met otherwise. If I ever need to contact someone from a different organization, I can always pick up the phone and call someone who I've met at the Cohort who can point me in the right direction," Thedford said. ⚙️

## Leadership Development Opportunities

The Edgewood Chemical Biological Center (ECBC) offers many professional development opportunities for its workforce, spanning from junior-level employees up to the most senior-level.

**Wondering what leadership development opportunities exist for you? Here are the ways ECBC helps its workforce continue to evolve as leaders...**

**PRIDE Program (GS-11/12):** The Progressive Rotational Inter-Divisional Exchange (PRIDE) program is designed for GS-11 and GS-12 employees 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. The first rotation began in June of this year and was launched as a pilot program. Moving forward, PRIDE's founders hope to broaden the scope of the rotation to other ECBC directorates and eventually coordinating exchanges between ECBC and the Joint Program Executive Office for Chemical and Biological Defense. *Point of Contact: Vicky Bevilacqua, vicky.l.bevilacqua.civ@mail.mil.*

**Mentoring Program (UP TO GS-12):** The ECBC Mentoring Program is a five-month program for GS-12 employees and below who have been at ECBC for 2-7 years. The Mentoring Program meets for one full day, once a month, for five months. During the program, participants network with ECBC leaders and mentors; listen to guest speakers and senior leadership from across the Center's directorates to include the Technical Director; complete team building activities, special projects and training; and develop leadership skills. The next cycle will begin in February 2012 and run until June 2012. *Point of Contact: Kim Hoffman, Kimberly.j.hoffman6.civ@mail.mil or Mary Martinez, mary.b.martinez.civ@mail.mil.*

**Executive Officer Developmental Assignment (GS-13):** The Executive Officer opportunity is a six-month long developmental assignment. Through a competitive application process, GS-13 employees can apply to work in the Front Office of a different directorate than their own. This program gives the employee high visibility as they work closely with senior leadership attending appropriate ECBC cross-directorate meetings and customer meetings, providing participants with an ECBC-wide perspective. Three employees are chosen for each assignment period. *Point of Contact: Barbara Hawk, Barbara.l.hawk.civ@mail.mil or Mary Martinez, mary.b.martinez.civ@mail.mil.*

**Executive Trainee Program (GS-13):** The Executive Trainee Program has similar responsibilities as that of the executive officer, except on a larger scale. This year-long program allows GS-13 employees to spend six months working in the ECBC Technical Director's office, and then an additional six months working at the Pentagon. *Point of Contact: Barbara Hawk, Barbara.l.hawk.civ@mail.mil or Mary Martinez, mary.b.martinez.civ@mail.mil.*

**ECBC Leadership Cohort Program (GS-13):** The ECBC Leadership Cohort Program is an intense three month program that is geared towards employees who have perceptible leadership potential. The program meets for seven one-day sessions. The purpose of the program is to (1) practice skills to become a more effective leader, (2) form cooperative relationships with peers in the community, and (3) learn from coaching relationships with senior leaders in the community. This program also requires project work based on topics of concern to ECBC. At the end of the program, participants present their findings and recommendations to ECBC senior leadership. The next Cohort is tentatively planned for the Fall of 2012. *Point of Contact: Kim Hoffman, Kimberly.j.hoffman6.civ@mail.mil or Mary Martinez, mary.b.martinez.civ@mail.mil.*

**APG Sr. Cohort (GS-14/GS-15):** The Aberdeen Proving Ground Senior Leadership Cohort, currently in its third year, is an 11-month program intended for employees at the GS-14/15 level and higher. The purpose of this program is to prepare future APG leaders and create a self-sustaining leadership community at APG. The Cohort is made up of leaders from various organizations and backgrounds and creates an opportunity for networking. The program is split into eight sessions and 19 class days, community-based projects and coaching sessions over the 11-month period. The sessions cover topics from "Teams and Organizations" to "Leading with Integrity." The Cohort also includes an alumni group where leaders who have already completed the Cohort can continue to attend sessions and benefit from the opportunity long after their 11-months are over. ⚙️



## BSC Develop Leaders Closes Out

(Continued from page 6) GS-12 levels in their leadership development. The GS-15 plan will also involve leadership roundtable meetings with other members of the Center's senior leadership.

Some of the programs, particularly the GS-12 level could support the work already going on with other rotational programs such as Engineering's Progressive Rotational Inter-Divisional Exchange (PRIDE) Program, through expanding its base of involvement.

"I think the team did a great job of starting from scratch. Based on comments I hear in other meetings, their findings are very informative and applicable to the Engineering Directorate," Bowen said. ⚙️

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).