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Huntsville Center

Bulletin

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Chief of Engineers visits Huntsville Center, pitches STEM to cadets



Photo by William S. Farrow

Lt. Gen. Thomas Bostick, Commanding General of the U.S. Army Corps of Engineers, speaks with Reserve Officer Training Corps cadets at Alabama A&M University.

**By William S. Farrow
Public Affairs Office**

Lt. Gen. Thomas Bostick, Army Chief of Engineers and Commanding General of the U.S. Army Corps of Engineers, visited Huntsville Center March 5-7.

During his stay in Huntsville, Bostick toured the U.S. Space and Rocket Center and the Huntsville Solid Waste to Energy Facility and met with

Redstone Arsenal leadership.

He also took time to mentor future military officers when he visited with more than 30 cadets from the Alabama A&M University Reserve Officer Training Corps making a pitch for the future Soldiers to look to considering careers focusing on Science, Technology, Engineering and Mathematics.

Bostick explained it is estimated that in four years the nation will require more

college graduates with STEM backgrounds to fill the growth of STEM-focused jobs. The Department of Commerce estimates a 17 percent growth in STEM jobs by 2018 versus 9.8 percent in other fields.

Bostick also explained the need for minorities in the STEM fields and said Alabama A&M University is doing a good job of producing STEM graduates.

“These aren’t easy

See STEM on page 5

Commander's thoughts

Team,
A lot has happened at Huntsville Center since the last newsletter, and a good bit of it involved visits by senior USACE leadership.

We had visits from Maj. Gen. Todd T. Semonite, USACE Deputy Commander; Maj. Gen. Kendall P. Cox, Deputy for Military and International Operations; Brig. Gen. Stephen B. Leisenring, the USACE Deputy Director of Contracting; and most recently, Lt. Gen. Thomas Bostick, our Commanding General and Chief of Engineers.

These visits are very important because they provide leadership with a first-hand look at the work you do on behalf of USACE. Each of these leaders left with a good impression of Huntsville Center and knowledge they can take back and share with other leaders. They help us get out the good word on the expertise available through Huntsville Center programs.

We've also spent a great deal of time dealing with external inspections. We had the Manpower Survey folks in to look at the positions we are authorized; we had a back brief March 31.

We also have 22 ongoing external audits that include Energy Savings Performance Contracting and Metering

programs, Military Construction TAILS, Army Audit Readiness and others. The MILCON TAILS audit ended with a positive report out for Huntsville Center with no findings.

Each of these audits will help us get better aligned with our mission, and while time consuming and demanding, they are worthwhile. Thank you for all the work you put into supporting the audit teams.

We're entering the third quarter of the fiscal year so it's a good time to take a hard look at where we are for the fiscal year. We're updating budgets, and it's time to start preparing for the year-end work.

You all did a great job getting repositioned last year, and I have no doubt that you will be just as prepared this year. We are slightly ahead of last year in terms of obligations and still on track for a potential record breaking year.

Beginning in May, you will start seeing less of Lt. Col. William Burruss, our deputy commander. He'll be retiring toward the end of the month. An acting deputy will be appointed and we hope to have that person start taking over responsibilities around May 1, to provide a little overlap.

Bill has done a great job since his arrival in July 2011, and I wish him good



Col. Robert Ruch

luck in his future endeavors. The new deputy commander, Lt. Col. Kendall Bergman, should be on board by August.

Kendall comes to us from Bagram, Afghanistan where he worked in the Area Office for the Corps. Prior to that he served as the deputy commander for the St. Paul District. I know him and look forward to him picking up right where Bill left off.

As a reminder, USACE set up a SharePoint site for use as an internal collaboration tool.

Many of you may have an icon on

See RUCH on page 5

Hails & Farewells

Hail: Tammy Cinnamon, Ashley Parkman, Matthew Ontko, Engineering Directorate; Lashonda Smith, UMCS; Rodney Smith, CT; Lara Beasley, Environmental and Munitions Center of Expertise.

Farewell: Susan Vanderbe, Ellis Herndon, Jefferey Murrell, Arthur Dohrman, Larry Baca, Warren Morgan, ED; George Foozer, Jeffrey Blockmon, Tammie Learned, Installation Support and Programs Management; Mindy Shelton, Electronic Security Systems; Doug Taggart, EMCX; Lauren Baker, Angela Baskin, Resource Management.



US Army Corps of Engineers

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BULLETIN

Commander..... Col. Robert Ruch
Chief, Public Affairs..... Debra Valine
Editor..... William S. Farrow



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The Bulletin asks:

What makes a good leader?

“A good leader is someone who leads by example and has had the experiences of the job to be performed. Also, the leader needs to have the ability to support, motivate and mentor their staff at every level.”

Greg Bayuga
Safety Office



“A good leader is an individual who is always concerned about the entire team at every level. In addition, a good leader notices each employee and finds out how to develop their particular skill set.”

Lillie Langford
Installation Support and Programs Management Directorate

“In my opinion, a good leader is somebody who earns the respect and confidence of his or her subordinates.”

Steve Feldman
Office of Counsel



Shorten up that dot mil URL

Go.USA.gov is a URL shortener that lets you create short .mil URLs from official government domains. Registration is limited to people with .mil, and other government email addresses. To create an account, surf to: <https://go.usa.gov/>

Katherine Sparks

By Jo Anita Miley
Public Affairs Office

Where do you work? I work in the Engineering Directorate at Huntsville Center.

How long have you worked for the Corps? I have worked for the Corps and Huntsville Center for 26 years, for the federal government more than 30 years.

What is your job title? I am a project management specialist on the Electronic Security System, Utility Monitoring Control System and Metering Programs at the Center.

In your own words, what is your job? As a project management specialist, my job is to handle invoicing and allocating project funds for my team. I also work with our project managers, engineers and the Center's Security Office staff to process Common Access Cards for the contractors who support our customers.

Review the Campaign Plan goals and objectives. Which one(s) apply to you? Goals 3 and 4 hit home with me as people are our greatest assets. More specifically, the Engineering Directorate certainly supports all goals and objectives that are applicable to the Center, and we continually strive to deliver innovative, resilient, sustainable solutions to our contractors who support our customers on projects around the globe.

How do you see your job making a difference and contributing to the Corps' success? I fully support my team in providing excellent customer service throughout the Department of Defense. We make customer satisfaction a priority and provide our customers with sound technical solutions. Our contractors have access to the many military facilities in the U.S. and around the globe that affect



our customer's well-being in a positive way. When our customers are successful in their missions, the Corps is also successful. I've been blessed with an amazing opportunity to work with some wonderful people.

I admire and respect the people here and really enjoy working with a world-class team that is making a difference. I have made many lifelong friends. I also love the fact that I can still serve others on a daily basis. Huntsville Center serves the U.S. Forces, their families and the nation by providing specialized technical expertise, global engineering solutions and cutting-edge innovations through centrally managed programs in

support of national interests.

So I still serve. Every day I want to work hard to earn that right to serve. Both aspects give me a sense of high accomplishment. My job is both rewarding and worthwhile.

Any special moments/memories about your job you'd like to share? In 1988, I came to what was then known as Huntsville Division from the U.S. Forest Service in Hot Springs, Ariz., where I was responsible for hand drafting for road construction in timber areas.

When I arrived here, I was immediately sent to Intergraph Corporation for Computer Aided Drafting Design training.

After I completed the training, I had an opportunity to work on former President Ronald Reagan's "Star Wars" program. Another memorable event came later in 2002, when I worked on one of the teams that handled perimeter security for the athletes' village during the U.S. Olympics that were held in Salt Lake City, Utah. Both were amazing experiences!

The **Employee Spotlight** is intended to let our Center employees shine for positively impacting our organization through mission achievements. Employees are nominated on a monthly basis and are featured monthly on the Huntsville Center Website. If you'd like to nominate someone within your office for this recognition, please contact Jo Anita Miley, Public Affairs Office, at 256-895-1585, or email: JoAnita.Miley@usace.army.mil.

STEM

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decisions to make (regarding STEM careers), but I can tell you there is a cadre of people here (ROTC) who will help you find your path and it's up to you to make the decision," Bostick said.

Bostick went on to say whether one makes a career of the military or the private sector, life-long learning is one of the greatest aspects of success.

"After I graduated from West Point, I didn't even think about going back to school. As far as I was concerned, I was done," Bostick said.

"But here I am now with two master's degrees. After I took a break for a few years, I realized the importance of furthering my education, and I can tell you that it's important to keep learning."

Bostick said that although STEM-focused careers are important to the nation and the Army, the cadets shouldn't forget to focus on their ability to communicate well.

"You will succeed or fail on your abilities to read and write effectively," Bostick said. "Communication is an art, and you need to know how to read quickly and retain the information and how to effectively convey ideas in writing, so work on your communication skills now and it will make all the difference in the world."



Photo by Julia Bobick

Huntsville's Finest

Sgt. Mark Roberts of the Huntsville Police Department talks with Center employees about steps to take if they find themselves in an active shooter situation. The presentation was part of the Center's annual security training, which also included threat awareness and reporting.

RUCH

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your desktop to our SharePoint site, but for those who don't, it's <https://intranet.usace.army.mil/centers/hnc/pages/home.aspx>.

Each staff section and directorate has a page where you can find lots of good information, and we have access to the SharePoint sites for all the USACE organizations. Use of the SharePoint site supports Campaign Plan Goal 4b, Improve Strategic Communication.

If you don't already use the SharePoint site, I urge you to check

it out and start using the site as one of your communication tools.

May is Asian-Pacific Islander Heritage Month. An observance is tentatively planned for May 22 at the Bob Jones Auditorium on Redstone Arsenal. EEO will provide information once it becomes available.

I guess I don't have to tell you that Spring is finally here, and the weather is warming up. Spring weather can be unpredictable and brings with it some safety challenges. Please review the Occupant Emergency Plan and know what to do in the event of severe weather.

It's also a good idea to have a safe place identified in your home and have a couple of days worth of food and water for your family and your pets, along with any prescription medication you may need.

In the event severe weather occurs while you are at home or TDY, it may be important for you to call your supervisor for accountability purposes.

As always, stay safe and enjoy the warm weather with family and friends. Thank you for all you do to make Huntsville Center great.

Huntsville Center, Rock Island Arsenal break ground on \$61 million energy savings project

By Rhys Fullerlove
Rock Island Arsenal PAO

ROCK ISLAND ARSENAL, III.

– Col. Robert Ruch, commander, U.S. Army Engineering and Support Center, Huntsville, participated in a groundbreaking ceremony March 19 to kick off a \$61 million infrastructure modernization project at the Rock Island Arsenal Joint Manufacturing and Technology Center.

The project will support critical infrastructure improvements at the industrial facility that will cut energy use by approximately 35 percent, and generate up to \$5.3 million in annual energy and operational savings.

The Army launched the technology center upgrades through two task orders on a 20-year energy savings performance contract with Honeywell that was awarded by the U.S. Army Corps of Engineers' Huntsville Center. Honeywell guarantees the improvements will generate the target savings, which should repay the investment used to fund the work. As a result, the project requires no capital or additional taxpayer dollars upfront.

Ruch joined the RIA-JMTC Commander Col. David J. Luders; Kevin Madden, vice president and general manager of Honeywell's Federal Systems Group; and Rep. Dave Loebsack, who represents Iowa's second congressional district, in the ceremony.

"This is the new way we measure success in the Army," Ruch said when referencing the importance of energy conservation. "It is important for us to celebrate events like this."

The Huntsville Center is the Corps of Engineers' Center of Expertise for ESPC.

In the ceremony, Luders discussed the importance this brings to the Army's only vertically integrated metal manufacturer.



Photo by Sgt. 1st. Class Shannon Wright

Col. David J. Luders, left, commander Rock Island Arsenal Joint Manufacturing and Technology Center; Congressman Dave Loebsack, who represents Iowa's second congressional district and Col. Robert Ruch, commander, Huntsville Center, remove excess coal from the factory's supply to symbolize energy savings to be realized in the Rock Island Arsenal JMTC Plating shop as a result of the changes made during the Energy Savings Performance Contract during a ceremony at Rock Island Arsenal.

"We have been providing the best products and services to our armed forces for more than 150 years," Luders said.

"This project lets us tackle our aging infrastructure head on, a difficult task in light of budget cutbacks, so we can operate as efficiently as possible and support mission readiness."

RIA-JMTC accounts for two-thirds of the Garrison's overall energy consumption. Along with the immediate savings, the project will help the Garrison meet the requirements of a Presidential Executive Order that calls for federal facilities to reduce energy consumption 30 percent by 2015.

As part of the project, Honeywell will implement a variety of facility improvements, which includes installing high-efficiency HVAC systems, such as on-premise natural-gas heating that will allow the facility to disconnect from the

Garrison's central coal-fired steam plant. Another major upgrade is new plating and paint systems for the technology center.

"Honeywell made facility improvement recommendations as part of a 20-year, \$61 million energy savings performance contract, which enables the RIA-JMTC to tackle upgrades using the energy and operational savings the improvements deliver, savings guaranteed by Honeywell," Madden said.

Almost 90 percent of the parts produced at the facility go through plating and paint, receiving the surface coatings necessary to build hardened, durable components for Army equipment.

The project will save nearly 5.5 million kilowatt-hours of electricity each year – enough energy to power almost 490 homes on average, Madden said.

Four earn Green Belt certification



Photo by Bruce Hudgins

Joaquin Tucker, left, and Jordan Miller, contract specialists, and Deborah Neel, project manager, Central Furnishings Program, accept Lean Six Sigma Green Belt certificates from Col. Robert Ruch, Huntsville Center commander, Feb. 10. Lee Hanks could not be present for the ceremony.

By Debra Valine Public Affairs Office

Col. Robert Ruch presented three Huntsville Center employees their Lean Six Sigma Green Belt certification Feb. 10 at the U.S. Army Engineering and Support Center, Huntsville. A fourth employee received his certificate Feb. 24.

Deborah Neel, project manager, Central Furnishings Program, Lee Hanks, program manager, Central Furnishings Program and Joaquin Tucker and Jordan Miller, contract specialists with the Contracting Directorate, completed LSS training and projects that helped them earn certification. The four join Arkie Fanning, Engineering Directorate, and former employee Greg Havo who previously received Green Belt certification in 2009.

Lean Six Sigma is a value stream process that combines Lean, getting rid of waste in a system, with Six Sigma, reducing variations and defects.

Green Belt candidates look at business processes to see if work can be accomplished better and faster.

The four new Green Belts all

worked projects that looked into acquisition processes.

Each project sought ways to reduce lead time, develop an internal tracking mechanism and reduce labor costs.

From their efforts, the Huntsville Tracking System – Request for Contract Action went online in spring 2013 and is available for all programs to use.

Neel's team looked at streamlining the Medical Repair and Renewal Program's pre-award process and redefining team member responsibilities.

Hanks' and Miller's teams looked into pre-award and acquisition processes for the Furnishings Program.

Tucker's team looked at the acquisition process for the Utility Monitoring and Controls Systems Program.

Each team produced a process map and a Responsible, Accountable, Consulted, Informed (RACI) chart.

"The Lean Six Sigma projects kicked off February 2012 with a training seminar from USACE Master Black Belt, Ben Simao," Neel said.

After a three-day introduction aimed at the Center's executive leadership, the belt candidates were assigned individual projects and sent to Lean Six Sigma

training for two weeks at Fort Knox, Ky.

Intensive classroom training was followed by weekly mentoring, teleconferencing sessions and concluded with hands-on support from local Black Belt, Carolyn Harris.

Each completed a Green Belt candidate project.

Continuous Process Improvement tools are used to increase customer satisfaction by meeting or exceeding their expectations, achieving cost wise readiness, improving quality of our products and services, and improving our work environment.

"Integrating a culture of continuous improvement is the way forward," Harris said. "I want employees to understand CPI/LSS is not only projects that may last one year or more in duration, but other initiatives such as quick fixes, eliminating non-value added steps in their processes or finding better ways of doing things and just doing it.

If anyone has any improvement initiatives or questions on CPI/LSS, contact Harris at 256-895-1393 or send an email to carolyn.d.harris@usace.army.mil.

Operations funnels orders, assists commander

By William S. Farrow
Public Affairs Office

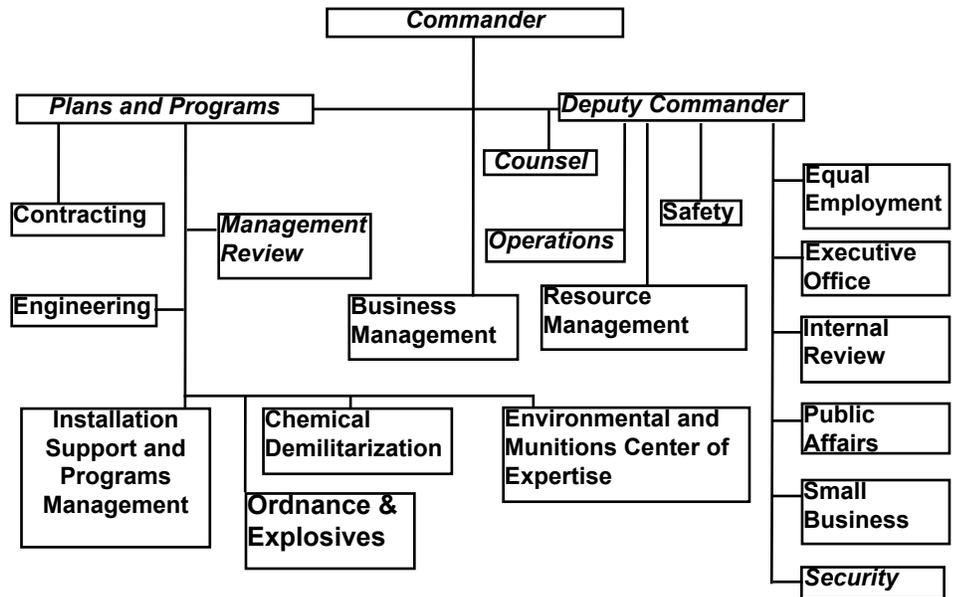
A Huntsville Center reorganization yielded the formation of a position to support the Center's mission efficiency, streamline operations and provide Huntsville Center's command with a straight-forward line of communication.

As the Center's operations officer, Russ Dunford plans and coordinates operations required to accomplish the mission and serves as primary staff to the commander in conveying to HQ USACE the good work the Center's personnel are doing and how the Center is meeting the Corps' Campaign Plan goals.

Lt. Col. William Burruss, Huntsville Center deputy commander, explained that the operations officer, known as the G3 position within the general staff hierarchy, is responsible for supporting the executive office in planning and responding to Operation Orders, or OPORDS, and other guidance from Headquarters USACE. This includes development, implementation and tracking of the Center's strategic plan as it applies to the USACE Campaign Plan.

"When everything is routine, his duties primarily focus on assisting the command by receiving orders from HQ USACE, analyzing them, making sure the right people at the Center are engaged, and tracking and reporting back to HQ USACE on any requirements," Burruss said.

A big benefit to the Center, Burruss said, is the added operational capacity to support the command if there is a major event



Center organizational chart which includes G3 (operations).

or crisis, such as sequestration or when the tornadoes hit Alabama in April 2011.

Dunford, who came into the position in October, said communication is vital in today's world of instantaneous information.

"Communication is always a challenge and compounded by the speed in which we can communicate globally today," he said.

"We have two screen scrolls on a Blackberry to communicate the message or the recipient loses interest. In a perfect world, the G3, strives to effectively communicate the commander's intent in two Blackberry screen scrolls," he said.

Dunford said his purpose in the organization is helping communicate the who, what, where, when and why of the work expected from and the tasks delivered to Huntsville Center.

"It's my mission to communicate the commander's desired end-state, but not the "how to." The directors will nail the "how to" as we have more than 200 years of experience

at the senior leader level here at the Center," Dunford said.

What he will not do is spend the day thinking of un-needed tasks to distribute to the workforce. Instead, what he will do is maintain lines of communication with the right people.

"Col. Ruch strives to ensure that the Center team understands communication is a two-way street and his ability to effectively command is dependent upon candid feedback from the team. With a command atmosphere valuing critical thinking, initiative and a "get it done" approach, we communicate, adapt and keep moving forward.

The G3 serves as a conduit for the commander as to the feedback from the field regarding policies, operation orders, etc.," he said.

To ensure the G3 maintains continuity of communication vertically and laterally, a functional email address was established (CEHNC.Operations@usace.army.mil) in lieu of using Dunford's name.

Center Medical Repair and Renewal team performs upgrades at Fox Army Health Center

By Jo Anita Miley
Public Affairs Office

Fox Army Health Center has served the Redstone Arsenal community for more than 37 years. Since 2011 the U.S. Army Engineering and Support Center, Huntsville's Medical Repair and Renewal team has moved in for an upgrade.

The bulk of the project involves installing a new \$7 million HVAC system for the entire facility. The MRR team is removing the old components and going in with a brand new energy-efficient mechanical system that will improve air quality, reduce energy costs by 35-50 percent and bring the medical facility into compliance with modern federal standards.

This is not the first time Huntsville Center has performed work at Fox Army Health Center.

Seon Farris, a project manager for Huntsville Center's MRR team, said the HVAC renewal is part of an effort to completely renovate the health care center. Since 2011, his team has supported projects to replace the roof and windows, and remodel restrooms and common areas. More renovations at the facility are slated for fiscal year 2015.

MRR projects for Fox were handled differently from most projects managed by Huntsville Center. Maintaining an optimal level of customer service for beneficiaries was very important, so taking necessary measures to find temporary stations to relocate the patients at Fox while working on the projects had to be done before the project started.

"We put several temporary measures in place in order to keep customer service standards at the same level throughout the renovation process.

"Patients can still be seen at Fox during the renovations. A transition center has been set up while work continues. We worked closely with the



Photo by Jo Anita Miley

Huntsville Center's Medical Repair and Renewal Program is providing oversight for the installation of a new \$7 million HVAC system for Fox Army Health Center at Redstone Arsenal, Ala.

staff to make this a seamless process," Farris said.

Patrick Clark, an MRR program manager, agrees. He said his team was careful to stay on schedule while completing the projects at Fox Army Health Center because an estimated 60,000 patients pass through the doors at this government medical facility each year. Falling behind on schedule can impact the quality of life for patients at Fox.

"Projects of this type involve creating standards of safety that allow medical personnel to maintain a safe and secure environment for its patrons and improve their quality of life. We have a very experienced group of contractors that have a very particular skill set that allows them to perform these renovations with very minimum disruption to the patients and the healthcare staff at Fox," Clark said.

Tracy Lonon, chief of the Facility Management Division at Fox Army Health Center, said customer care is the top priority at his organization. They are always looking for new ways to improve the quality of life for their patients.

"Our vision for Fox is to become the premier model of organizational and beneficiary wellness. The renovations that have been underway for the last several years are being done to further enhance customer care—we're

ready to usher in a new era of patient care here," Lonon said.

Farris said the MRR team welcomes any future opportunity to do business with Fox Army Health Center.

"Our team strives to foster long-standing relationships with our customers. We've worked on projects at Fox for more than three years now, and would like to continue meeting their needs," Farris said.

Lonon agrees. In the past, he said the relationship between Fox Army Health Center and the Corps has always been a strong one. He looks forward to working with Huntsville Center on future endeavors.

"As facility manager for my organization, I have to make the right choices. Once the need for a Military Repair and Renewal project is validated at the Medical Treatment Facility level, I am tasked with choosing an organization to manage our project. My decision is driven by two major factors—effective communication and timely follow-up. I have to trust that project managers on the team I choose will do both," Lonon said. "Huntsville Center has always proven to excel in these areas, providing us with project managers who are committed, knowledgeable and consistent with support. We're grateful to have Huntsville Center as our partner."

Making the Corps more efficient one manpower study at a time

By Julia Bobick
Public Affairs Office

Huntsville Center is almost through its turn under the manpower microscope.

The five-person team from the U.S. Army Corps of Engineers Manpower and Force Analysis Division wrapped up its on-site analysis of the Huntsville Center and is now in the analysis and recommendation phase.

The team's two-week visit in February included interviews of some 60 employees to get a better understanding of what happens across the organization.

Manpower studies admittedly make people nervous, said Sandra E. Welch, the study director and USACE Manpower and Force Analysis Division chief. Employees often feel like they are under a microscope and become defensive trying to justify their jobs, but it's critical they cooperate with the study team.

She tells employees, "Don't be nervous; this is not supposed to hurt – it's supposed to help."

The goal of the manpower assessment is to study the people and the processes within the organization to ensure it is efficient and effective and determine the appropriate workforce for the organization to achieve its missions, said Dr. Ayanna D. Lenard, requirements team leader. She explained that employees are interviewed and observed to validate their requirements, their workload and how their daily activities contribute to the organization's mission.

"We look at every employee as the subject matter expert in their area of specialization," Lenard said. "We need them to thoroughly and accurately explain what they do, how they go about it, why they do it, and the time it takes to do it, so we can articulate that



Photo by Julia Bobick

Suzanne Murdock, left, Engineering Directorate's Civil Structures Division chief, listens to recommendations from manpower study team members Rick Breedlove and Sivi Holmes.

through the study and be able to defend them – if necessary – when we present our results and recommendations to the Army for approval."

This is the Huntsville Center's first manpower assessment – in fact, very few USACE entities had ever been evaluated before 2010, when then USACE Deputy Commanding General Maj. Gen. Merdith W.B. Temple (now retired) directed a command-wide manpower assessment, according to Rick E. Breedlove, manpower management analyst.

The headquarters along with the major subordinate commands were first, followed by the Field Operating Activities and Centers.

Despite recent budget constraints, Welch said USACE leadership continues to support and place emphasis on the manpower study program to get a good sense of how manpower dollars are being used in terms of what USACE is paying for and what is being accomplished.

"It's critically important for us to validate we are using our people the best and most efficient way we can," said Huntsville Center Commander Col.

Robert J. Ruch.

"To remain relevant and effective for the Corps, our Army and the nation, we must continually be asking ourselves, 'Do we have the right people in the right places accomplishing the right missions to meet the needs of our customers?'"

The team is in the process of studying all USACE entities, according to Welch, who came to USACE in 2010 from the U.S. Army Manpower Analysis Agency and was tasked to lead the commandwide manpower assessment.

She said the team has a complicated mission that ultimately makes each organization –and USACE as a whole – more efficient.

"We have to objectively analyze and make recommendations on each USACE organization and its missions, defend each organization's manpower requirements, missions and functions to USAMAA, and also help the organization put its packet together in a robust way that fully explains its mission and requirements," Lenard added.

See **MANPOWER** on page 13

Each manpower study starts with a fragmentary order, or FRAGO, that outlines the goal of the study and the specific information required from the organization in the baseline submission package.

“We provide training to the work centers within the organizations being studied so they know and understand what is required for us to complete our analysis – all information pertaining to the center, including the mission, functions, workload and organizational structure,” Lenard explained.

While some missions and sections are constant across the command – such as special staff sections – others are unique to an organization, so the team has to conduct a lot of research in advance of the onsite analysis.

For those unique sections, the study team might spend more time interviewing employees about what they do so they can provide an accurate analysis and recommendations, as well as explain to the headquarters what that section does and justify requirements and recommendations, said Sivi L. Holmes, study team member.

“The things we learn from one study to the next are not cookie cutter,” Welch said, adding that the team never tries to make offices fit into a mold created years ago in another organization or during a different environment.

“We strive to ensure every organization is given the same overlook – every office is unique in its own sense.”

Team members are also careful to not make assumptions about what employees do from one organization to the next. As an example, structural engineers in Philadelphia District’s Marine Design Center support designing boats, at the Institute for Water Resources structural engineers specialize in dams and levees, and in Huntsville Center structural engineers look at design specs and construction for buildings – everything from munitions bunkers and ranges to hospitals,



File photo

Training for the worst – case scenario

Joaquin Tucker, right, a contract specialist at Huntsville Center, positions a litter to assist Air Force 2nd Lt. Danny Monroe, contract specialist with the 56th Contracting Squadron, Luke Air Force Base, Ariz., with moving a mannequin onto a litter during Operational Contract Support Joint Exercise 2014 training at the Fort Bliss Medical Support Training Center, Fort Bliss, Texas, in January.

Breedlove explained.

After the front-end analysis of an organization’s baseline submissions, the team then travels to the organization to conduct on-site analysis and verify the information received in the baseline package. While the manpower team may engage in some comparative analysis across the different units, Welch said, each unit is independently assessed in terms of what is required to perform its mission(s).

Now that the on-site assessment is complete, the manpower team moved into the analysis phase and developing its recommendations.

Ruch and his staff have the opportunity to review and rebut the team’s draft results and recommendations before the study goes final and is presented to USACE Deputy Commanding General Maj. Gen. Todd T. Semonite. After USACE review, the team briefs the U.S. Army Manpower Analysis Agency and, with their validation, the study goes to the Army G-3 for final approval.

“We have a pretty good track record of completing thorough studies and having them validated by USAMAA and approved by the Army G-3,” Welch said.

“We conscientiously implemented the USACE review program when the Vice Chief of Staff of the Army reinstated the manpower studies process in 2010. Our manpower team is tops and no one else across the Army is performing them as aggressively as we are,” said Wes Miller, HQ USACE Director of Resource Management.

The end result of the Huntsville Center study – which began in October and is expected to be complete by the end of May – is an approved manpower requirements study, as well as an approved HNC mission and functions regulation, which the team updates throughout the study process and prepares for the organization.

Depending on the size of the organization, a study can take six to nine months. The headquarters study took about a year, and Welch anticipates the upcoming study of the Engineer Research and Development Center – which has some 2,000 requirements – will take up to two years. Huntsville Center is the 14th unit being assessed, with five more to go before the team starts the cycle all over again with the headquarters. The Huntsville Center back-brief was March 31.

Telework

Do the paperwork, have option when needed

By Julia Bobick
Public Affairs Office

Winter storms that left many Corps of Engineers employees using liberal leave instead of venturing out onto snow- and ice-covered Alabama roads also triggered an onslaught of questions about telework policies.

“We’ve been inundated,” said Alicia Wilson, a human capital management specialist in the U.S. Army Engineering and Support Center, Huntsville, Business Management Office. The bottom line: Employees who want the option to work from home or an alternate site during an emergency or inclement weather situation should go ahead and complete the paperwork to be telework-ready at all times.

Whether requesting situational (ad hoc), medical or full-time regular (routine) telework, employees must gain approval from their supervisor and complete a written telework program agreement. Huntsville Center employees must complete the agreement in HNC Regulation No. 690-1-46 Telework Program, released Feb. 28, as well as the Department of Defense Telework Agreement (DD Form 2946). All

requests are then routed through the Army Corps of Engineers Information Technology (ACE-IT) and Safety Office before being reviewed by Wilson for final approval to ensure compliance with all applicable personnel policies and regulations.

The Business Management Office reviewed all Huntsville Center civilian positions in 2013 and determined the majority of positions have “portable” work and are eligible for telework, according to Wilson.

Students, interns or employees on a training plan are not eligible to telework, however, because by regulation they should be closely supervised, which would not be possible if they were working from home.

In addition, she said supervisors are not eligible for routine telework. Employees who are unsure about their eligibility for telework are encouraged to talk to their supervisor about their options.

“Telework can greatly help employees with their work-life balance,” Wilson said, though she stressed it is not a substitute for child care. “It also helps keep employees safe and enables the agency to accomplish its mission during weather emergencies.”

Some employees use situational

(ad hoc) telework to study for a test or certification, or if they have a project to complete and they feel they could be more efficient at home with fewer interruptions, according to Wilson.

The majority of the some 200 telework agreements Wilson has received are for ad hoc work. A lesser known telework option is for medical emergencies or issues, Wilson said, citing the case of an employee who was recovering from foot surgery and able to work, but not mobile enough to come into the office right away.

Huntsville Center Civil Engineer Susan Hamilton used medical telework for about six weeks following the birth of her daughter.

“It helped me maintain my sanity,” Hamilton said. “I take pride in my work and using telework allowed me to continue working on my projects and helping my customers. My team is very busy so I felt like I was still able to help out a little via telework, and I didn’t return from leave to a full inbox and a large backlog.”

Wilson said employees considering teleworking should ask themselves, “Can I be productive away from the office? Do I have everything I need to be productive, such as reliable phone service and a laptop computer with adequate home Internet access? Do I

See TELEWORK on page 13





Go with red?

Photo by Jo Anita Miley

Russ Dunford, Huntsville Center operations, and Lisa Gayman, Office of Counsel, check out a shirt sold by Huntsville Center Activities Association representatives Kathy Stram and Tabitha Davis, Engineering Directorate, March 14. All proceeds from merchandise sales will go toward funding future social events at Huntsville Center.

TELEWORK

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have a designated work area where I will not be bothered?"

Effective communication between supervisor and employee, as well as between the teleworking employee and other members of the team, are critical to a successful telework program.

"It's tougher working via phone and email if you are accustomed to face-to-face communication," said Hamilton, who prefers to be in the office; she said it's much easier to hash out details and work through problems when sitting across the table from someone.

"In some ways though, it actually helps. If I have something to read or write there are definitely fewer interruptions at home."

The quantifiable output form (Appendix B of CEHNCR 690-1-46) is an important tool to establish

clear performance expectations for employees and help supervisors review employee performance.

By signing the agreement and providing a physical telework address, employees acknowledge their supervisor may drop by their house or alternate work site at any time during assigned work hours to inspect their work area or review their work.

Wilson added that employees cannot telework on weekends or outside the center's core work hours because of regulatory personnel issues, such as night differential pay.

Supervisors can also remove an employee from the telework program at any time if his or her work is not satisfactory.

Huntsville Center employees can find the telework regulation on the HNC Intranet at the regulations tab

under administrative support then local policies. Before completing the agreement, employees must also complete the online training at <http://www.telework.gov/>, the interagency website for information about telework in the federal government.

There is also Telework 101 training for managers.

Employees can review frequently asked questions about telework and the Telework Enhancement Act of 2010 (Public Law 111-292) on the Office of Personnel Management website: <http://www.opm.gov/faqs/topic/telework/>.

Employees are also reminded to update their telework package with the BMO when their personal information changes, such as phone number or home address, or when their supervisor changes, Wilson said.

Center deputy commander retiring

Huntsville Center deputy commander Lt. Col. William Burruss is retiring in May after a 25 - year career with the Army.

Prior to his arrival at Huntsville Center, Burruss served in the 555th Engineer Brigade at Fort Lewis, Wash., where he served as the brigade's chief of construction in Iraq, and after return served as the brigade budget officer.

Upon graduation from West Point in 1989, Burruss was commissioned a second lieutenant in the U.S. Army Corps of Engineers.

He began his troop assignments with the 37th Engineer Battalion at Fort Bragg, N.C., where he served as a platoon leader, company executive officer and battalion adjutant.

While serving as a platoon leader he deployed in support of Operation Desert Shield/Desert Storm.

After completion of the Engineer Officer Advanced Course, he commanded the 84th Engineer Company, 2nd Armored Cavalry Regiment and later served as an Engineer Platoon Observer/Controller at the Joint Readiness Training Center, Fort Polk, La.

Other assignments include serving as a combat operations analyst for the U.S. Army Training and Doctrine Command Analysis Center and combat training center analyst for the Center for Army Lessons Learned at Fort Leavenworth, Kan.

After Leavenworth, he deployed to Camp Red Cloud, Korea, where he served as the assistant division engineer for 2nd Infantry Division.

His previous assignments with the Corps of Engineers include deputy commander of the Memphis District, Memphis, Tenn.; Fallujah Resident Office officer in charge, Camp Fallujah, Iraq; and deputy commander of the Vicksburg District, Vicksburg, Miss.

Q: *As a former District deputy commander, compare and contrast those positions to the*



Courtesy photo

Then Maj. William Burruss deployed as Resident Officer in Charge, Camp Fallujah, Iraq.

deputy commander position here at the Center.

A: The Center is a Major Subordinate Command reporting straight to HQ USACE rather than having a Division staff layered in-between. The advantage is we often get information quicker and with less filtering, so we typically have a better understanding of what is going on. It also means more work because we have to do our own mission analysis and develop our plans without help from a division staff. I think this actually helps HQ because the Center is one of the few "execution" type organizations providing feedback straight to them.

Q: *You're a decorated Soldier with wartime experience in Southwest Asia. What did it mean to you personally to serve during wartime?*

A: It meant a lot to me serving overseas. I really appreciated the opportunity to serve my country in a wartime environment where I felt like I was making a difference. During the deployments, everyone was focused on the mission, and we had the resources to do our job, so we could really get a lot done relatively quickly. It was also rewarding working with local Iraqis doing reconstruction efforts and satisfying to see relatively quick results.

Q: *You served as a combat operations analyst. What does a combat operations analyst do?*

A: We helped the Army make major doctrine and procurement decisions by running large computerized combat simulations. We built base models, then changed unit structures/organization; tactics, techniques and procedures or major equipment. We analyzed the results and provided data or recommendations to senior level decision makers.

Q: *What was the professional highlight of your career?*

A: Working with 2nd Infantry Division at Camp Red Cloud, Republic of Korea. One year's experience there was like two assignments stateside. We visited the Joint Security Area and had the opportunity to look into North Korea and see their propaganda village, the still treeless landscape and soldiers pulling guard duty there. It was inspiring seeing the ROK Soldiers standing their posts too, knowing the threat was real and they were ready to do whatever necessary to protect their country.

Q: *What did your time in the Army teach you about leadership?*

A: The most important thing a leader can do is to take care of their people and their team. A great example was how we approached sequestration and government shutdown. Everyone knew it was a bad situation forced upon us, but we did our absolute best to influence what we could to take care of our workforce.

Q: *What's next for you and your family?*

A: We really like the Huntsville area so we plan on staying here. My wife will teach chemistry and our younger son will be heading to Auburn this fall to study engineering. I'll be looking for an opportunity to continue serving our nation in some science, technology, engineering and mathematics capacity.

Ordnance and Explosives chief retires after 33 years federal service

By William S. Farrow
Public Affairs Office

After more than 32 years in the federal service, Huntsville native Mike Hubbard is retiring from civil service.

A Johnson High School and University of Alabama-Huntsville graduate, Hubbard used his mechanical engineering degree to secure a career at the U.S. Army Missile Command at Redstone Arsenal, Ala., in 1981.

He finishes his civil service career as director, Ordnance and Explosives Directorate at U.S. Army Engineering and Support Center, Huntsville.

In 2008, Hubbard was hired as director of the Huntsville Center directorate responsible for safely eliminating or reducing risks from ordnance, explosives and recovered chemical warfare materiel. He said he especially enjoyed running the directorate because of the highly specialized mission.

“We provide a critical service to the DOD, Army and especially our war fighters who are sacrificing every day,” he said.

However, Hubbard’s career in government service began working entirely within the culture of scientists, engineers and other professionals associated with various missile programs at Redstone Arsenal.

“I never dreamed I would stay that long (in civil service) but I was captivated by the culture,” he said.

Since 1981, Hubbard worked various engineering positions mostly at the U.S. Army Missile Command where he served in the Dynamic Test Division, Facilities Engineering Division, Engineering Division and the Environmental Office.

In 1995, Hubbard became the Director of Public Works and Director of Financial Management at



Photo by Bruce Hudgins

Mike Hubbard addresses attendees at his retirement ceremony March 21.

Missile Command.

In 2000, Hubbard became deputy director of the Ground – Based Midcourse Defense System at the Ballistic Missile Defense Organization, and in 2006 he stepped in as deputy project manager for Ballistic Missile Defense System at the Missile Defense Agency.

Hubbard said the most challenging point of his career was at the MDA establishing the nation’s first missile defense capability.

“In response to the National Security Presidential Directive–23 signed Dec. 16, 2002, we were mandated to field a Limited Defensive Operational capability by Sept. 30, 2004. The huge challenge was the extremely short time frame allowed to complete the tasks. The Air Force Space Command commander was quoted as saying, ‘It will take nine sequential miracles to pull this (LDO)

off’ – It was done (on schedule).”

With a career spanning three decades, more than 25 years were spent working supervisory positions, and that set just fine with Hubbard.

“I was often told that I was crazy for wanting my performance appraisal to be based not on my performance but on my ability to get others to do their job. That is why it was important to have good workers working together,” he said.

He also said he enjoyed working with Huntsville Center’s senior staff.

“They developed and have demonstrated the ‘can-do’ attitude necessary to be successful.”

He said another aspect of the job he enjoyed was working with service support staff.

“I commend Margaret Simmons, John Mayes and their staffs for working to make the Center the leader. For me, innovative is not a bad word.”



Contracting Corner:

Virtual Contracting Enterprise Contracting Officer's Representative Module a tool for all to use

A Common Access Card-enabled Army module available to all members of the Department of Defense with Internet access and a valid Army Knowledge Online account (or sponsored AKO account) is a tool used for nominating, appointing, tracking and managing Contracting Officer Representative nominees, existing CORs and required documentation.

The Virtual Contracting Enterprise and Contracting Officer's Representative Module provides an integrated management system where CORs can upload training certificates, appointment letters, reports and termination letters.

Proper development and

implementation of VCE CORM has resulted in enhanced contractor oversight, sharing of information and documentation of contract activities. As a result of the implementation, all members of an organization can work together monitoring contracts over \$150,000 for services/construction actions and \$25,000 for architecture and engineering actions.

There are three major phases in the COR process:

- Nomination requested by COR, designation by the COR's supervisor and Appointment of the COR based

on competencies, experience and training by the Contracting Officer.

- Performance of COR monthly functions.
- Termination of COR appointment.

The contracting officer, the COR and COR's supervisor all have specific roles and responsibilities in each of these phases.

For more information about VCE CORM, call 256-895-1085.

(Information provided by Huntsville Center Contracting Directorate)

Army awards 20 additional contracts to energy companies

**By Debra Valine
Public Affairs Office**

Huntsville Center, working with the Army Energy Initiatives Task Force, on Feb. 20 awarded 20 base contracts to companies in three of the four energy-related technologies that are part of the \$7 billion capacity, large-scale renewable and alternative energy power production Multiple Award Task Order Contract.

The 20 contracts are for the following technologies: solar (15), wind (3) and biomass (2). No additional contracts were awarded for geothermal, the fourth MATOC energy technology.

The companies receiving contracts are listed by technology below:

Solar:

- Ameresco Inc., Framingham, Mass.
- Chevron Energy Solutions Company, San Francisco, Calif.
- Constellation NewEnergy, Inc., Baltimore, Md.
- Distributed Sun LLC, Washington, D.C.
- EDF Renewable Energy, San Diego, Calif.
- Energy Ventures LLC, Rockville, Md.
- First Solar Development, Inc., San Francisco, Calif.
- FLS Energy, Asheville, N.C.
- ABM Government Services, LLC, Hopkinsville, Ky.
- RE IndependenceCO LLC, San Francisco, Calif.
- SunEdison Government Solutions, LLC, Beltsville, Md.
- SunEdison LLC, Beltsville, Md.
- SunWize Technologies, Inc., San Jose, Calif.

•TransGen Energy, Inc., Rockville, Md.

•Victory Renewables, LLC, Juno Beach, Fla.

Wind:

•Ameresco Inc., Framingham, Mass.

•M. Arthur Gensler, Jr. & Associates, Inc., Dallas, Texas

•Infigen Energy US Development LLC, Dallas, Texas

Biomass:

•Ameresco, Inc., Framingham, Mass.

•Wheelabrator Technologies Inc., Hampden, N.H.

In January, Foresight Renewable Solutions, LLC, from San Francisco, Calif., also was added to the solar technology suite.

There are now 23 awardees in the solar technology suite including Foresight. All of these awardees, in addition to the contract holders in wind, biomass and geothermal, will share the total MATOC capacity of \$7 billion. The 21 new contracts bring the total number of contracts awarded to 79 in the four MATOC energy technologies. USACE previously awarded 58 contracts for solar (22), wind (17), biomass (13), and geothermal (6). This second round of MATOC awards is in keeping with the original August 2012 Request For Proposal (RFP) which allowed for immediate awards to firms within the competitive range and additional awards to firms that qualified after further evaluation by the government.



Mission Focus: Information Technology Services

The Information Technology Services (ITS) Program at Huntsville Center offers a full – scale program/project management and acquisition support solution for Department of Defense Information Technology requirements.

The ITS Program, part of the Installation Support and Programs Management Directorate, is composed of project delivery team members of government and contractor personnel that are well versed in IT criteria, regulations and requirements.

The team is dedicated to IT acquisition and therefore maintains strong customer relations focused on program/project management and technical expertise. Customized services are scalable and available when and where customers need them.



Program Scope

The ITS Program is one of the fastest growing programs within Huntsville Center. In FY13, the program exceeded \$113 million in total obligations consisting of 173 requirements. This is considered remarkable since the program was only established in November 2012. The ITS Program offers three primary types of services: the acquisition of IT Technical Services, Software and Hardware commodities.

Technical Services – Government customers may require contractor support in order to fulfill obligations on a short- or long-term basis or utilize contractors to provide helpdesk manpower, business analysis, research and development, and other duties which require capabilities that the government may choose to acquire through contractor support.

Software – Software and hardware both make up usable computing systems, but software exists as ideas and concepts. Software is required by customers to fulfill obligations, complete scientific research, support patient monitoring, model data and many other uses. Many times customers need software updates or renewals which can represent one-time buys or reoccurring renewals to meet their ever – changing software requirements.

Hardware – The physical systems required to support electronic technology and software or that provide the conduits necessary to transmit that technology from one place to another. It is the tools, machinery and other durable equipment which customers require



File photos

for all electronic communications such as laptops, wireless phones, network routers, servers, mainframe computing systems and many other physical forms of technology.

Best Practices

ITS solutions may be developed utilizing the Army Computer Hardware Enterprise Software and Solutions contract vehicle, Government-wide Acquisition Contracts, Multiple Award Contracts, GSA Schedules, or Single award or Agency-Specific contracts. This suite of solutions provides customers access to thousands of commercial partners and unlimited variety in information technology solutions. Additionally, ITS provides Integrated services that combine services, software and hardware into a single deliverable.

Center offers industry day for furniture vendors

By William S. Farrow
Public Affairs Office

Huntsville Center's Furnishings Program offered more than 200 representatives from the furniture industry an opportunity to learn about the program's future projects, needs and requirements during a Centralized Furnishings Industry Day, Feb. 27, in Huntsville.

The Furnishings Program procures barracks and administrative furnishings for various federal agencies worldwide. Huntsville Center is also designated as the central manager for the Furnishings Program for the Installation Management Command.

The Furnishings Program's primary mission is to buy initial issue furniture and furnishings in accordance with annual work plans and to manage the delivery of those items to the new or renovated facility by the beneficial occupancy date. The program also provides for replacement furnishings to meet the installations' requirements.

In FY13, the Furnishings Program furnished 209 administrative buildings and 262 barracks buildings, which included 26,601 barracks spaces, for a program cost of \$132 million, with a total cost avoidance of \$26 million, or 19 percent of the estimated value of the program.

According to Adam Sunstrom, Contracting Directorate's chief, Military Integration Support Branch, the Industry Day objective was to improve the understanding of government requirements and industry capabilities, as well as to provide insight into the program's future.

Sunstrom said the gathering of furniture industry representatives in one place and at one time was an extremely efficient way to provide information to the vendors.

"This event enabled the vendor community to make more calculated and informed business decisions which is very important in today's fiscal climate, and will ultimately lead to the program satisfying the customer's requirements in an efficient and effective manner," Sunstrom said.

Sunstrom said a wide variety of information was shared with the vendors about the current state as well as future direction of the program.

"We discussed current processes and other program related information which will assist vendors in their marketing, business development and overall performance," he said.

Sunstrom said providing the vendors the information they need will assist them in providing the best products for the Army.

"We provided an understanding of the program's processes and future outlook, which enables the vendors to better prepare for upcoming requirements. They received a strong sense of what is important to the customer and should have the opportunity to better their technical



Photo by William S. Farrow

Jennifer McDowell, Huntsville Center interior designer, shakes hands with a representative from the furniture vending industry during the Furnishing Program's Centralized Furnishings Industry Day Feb. 27.

submissions, products and installation services thus increasing their likelihood of being successful."

However, Sunstrom acknowledged that although the Industry Day assists vendors, it also assists the Furnishings Program by allowing interaction among the vendors and the Furnishings Program personnel.

"That's important, especially on a program that directly impacts the Soldier as much as the Furnishings Program does," Sunstrom said.

"The sheer volume of procurements leaves minimal time to meet with industry to discuss upcoming changes and initiatives such as strategic sourcing. The Industry Day allows the program personnel to interact with industry while generating better solutions to meeting the customer's requirements."

Jake Feely, director of government sales for National Business Furniture from Atlanta, said he wasn't sure what to expect but saw the event as a benefit to providing information to a large group, yet still get one-on-one time with some of the more than 40 Furnishings Program representatives, including project managers, contracting officials and interior designers, on hand.

"My goal was getting the right information and taking it back to Atlanta," Feely said.

"We've been doing business with Huntsville Center mainly providing office furniture. However, we're beginning to get into furnishing dormitories, so I'm gaining good insight into that area of the program."

Center employees use Army education programs, achieve educational excellence

By Jo Anita Miley
Public Affairs Office

Four Huntsville Center employees recently completed their professional degrees with tuition assistance from the Army's Acquisition Tuition Assistance and the Headquarters, U.S. Army Corps of Engineer's Academic Degree Training Programs, respectively.

Both professional development programs are designed to help with the education, training and career development of the Army's military and civilian workforce.

The employees said they would recommend all Center employees consider applying for these educational assistance programs. Each graduate offers advice to prospective ADP or ATAP students.



**Tracy Lynch, ADP
University of Alabama in
Birmingham, Master of
Science in Engineering**

"I pursued Construction Engineering Management and it wasn't easy. Although my studies were very difficult, I always had the support of the professors and fellow students in my program. I am now equipped with the knowledge and expertise needed to advance in my career."



**Jeffery Byrd, ATAP
American Graduate
University, Master of Science,
Acquisition Management**

"Overall, this was a great experience for me. I would recommend the program to anyone who wants to further their education. I worked hard and managed to graduate with a 4.0 grade point average. This was a great individual accomplishment for me that also became a valuable life lesson on excellence for my entire family."



**Geordelle Charles, ATAP
Florida Institute of
Technology, Masters of
Science, Acquisition and
Contract Management**

"I'd advise potential students to be proactive with their career goals and practice good organization skills.

These skills will help them manage work, school and family life when pursuing an educational goal. Lastly, they should find an area of study or field that fuels their passion and pursue it."



**Jordan Miller, ATAP
Florida Institute of
Technology, Master of
Science in Management**

"I would advise those considering participation in ATAP to fully understand their purpose for pursuing higher education. Personally, I value education and wanted to continue learning so that I could become a more productive member of the Corps workforce and society in general. It also gave me an opportunity to become a better problem solver."

Lynch and Byrd said it's just another great example of how the Corps and Huntsville Center are Building Strong (employees).

The ADP is open to all current USACE employees interested in receiving their undergraduate or graduate degree in a field related to the performance of their official duties.

Funding is provided by Headquarters, USACE. Only a few selections are made each fiscal year and employees must be first nominated by their commands in order to be considered for the program.

For more information about the ATAP and ADP programs, contact your directorate or Small Office training coordinator or call the Huntsville Center Business Management Office at 256-895-1115.

Corps leaders focus on professional development for new district officers

By Jo Anita Miley
Public Affairs Office

Soldiers and civilian employees from districts around the nation convened at the USACE Learning Center in Huntsville, Ala., Feb. 24-28, to participate in the only District Office Introductory Course that will be offered at the Center for fiscal year 2014.

The USACE DOIC course is designed to orient the newly assigned military engineering and contracting professionals who have little or no business experience in the USACE environment.

The DOIC course, offered at the ULC for the first time in 1991, is structured to take students through all phases of military and civil works projects. Specific topic areas include: project management business processes, civil works, military construction, contracting, legal areas and emergency management.

James Mitchell, chief for the ULC's Engineering, Construction and Training Division, said they have seen an increase in course enrollments since 2012. He said the 37 class slots filled up quickly.

"Many of the students are project managers who haven't reported to their prospective districts yet," Mitchell said.

"The course gives them an opportunity to interact with USACE leaders on special topics like learning the Corps business model, handling assignments, manpower issues and strategic communications. Overall, the course teaches them the ropes about their roles and responsibilities within the divisions and districts they will serve."

Stacey English, an instructional system specialist at the ULC, said the course is structured to take students through all phases of military and civil works projects.



Photo by Jo Anita Miley

Maj. Gen. Todd Semonite, deputy commanding general for the U.S. Army Corps of Engineers, speaks to students attending the District Officer Introductory Course at the USACE Learning Center Feb. 24. The training was sponsored by the USACE Learning Center in Huntsville, Ala., with support from U.S. Army Engineering and Support Center, Huntsville, HQ USACE, Mobile District, Buffalo District, Kansas City District, and the Engineer Research and Development Center.

She said specific topic areas include the Project Management Business Process, civil works, military construction, contracting, legal areas and emergency management.

The goal of the program is to provide training and experience necessary for military officers and noncommissioned officers to successfully perform duties leading up to and including those of a district commander. The course also gave students an opportunity to interact with USACE leadership.

Maj. Gen. Todd Semonite, deputy commanding general, USACE, and Maj. Gen. Kendall Cox, deputy commanding general for Military and International Operations, USACE, spoke to students during the course.

"We are the Army's engineers and should be their first choice for engineering work on Army installations. We must educate them about the work that we do," Cox said.

"There are two things that matter

most to me on our projects – one is safety and the other is quality. My charge to each of you is to never waver on safety or quality. You are the face of the Corps. Set the standard for your professionals."

Semonite said he is pleased with the course because of the added value it gives students for their professional development.

"It is very important for our Corps' leaders to train their new leaders. I recommend that all officers and enlisted personnel who are new to the Corps take the DOIC course early on because it's integral to their success with the organization," Semonite said.

"I didn't have the same training opportunities they have as new officers when I was a young officer coming up through Army ranks after graduating West Point Military Academy in 1979. Our branch usually made the decisions about where officers were assigned, and they received very little information

See COURSE on page 21



Got engineering?

Justin Colar, right, civil engineer, Huntsville Center's Engineering Directorate, mentors a student during the National Engineer Week STEM outreach event at Butler High School Feb. 20. National Engineer Week is observed by the engineering community during the third week of February to call attention to engineers' contributions to society, and the Center used the opportunity to reinforce its Science, Technology, Engineering and Math, or STEM, program with the local high school. Huntsville Center mentors offered academic advice to the students, reinforcing the important of STEM education.

Photo by JoAnita Miley

COURSE

continued from page 20

about balancing work and life, career progression and developing a good business model," Semonite said.

"Great leaders are well-rounded. Don't walk out of a Corps assignment with just the technical side, learn the business piece. Smart business practices are what make the Corps a success," Semonite said.

"We want leaders who understand what they are doing. Your manner of performance, leadership experience and personal values will make you a success in the Corps."

Semonite told the students leadership styles make a difference within an organization.

"You have to be a positive leader, not a toxic leader – toxic leaders destroy organizations. A good leader asks the hard questions like, 'how many people take you seriously? How much are you going to accomplish? Can you show some results?'" Semonite said.

"We have to be 'self-policing.' We owe it to the next generation of leaders."

Semonite also gave students some personal advice on balancing family and career.

"You have to be able to balance work and life. You can survive and do

very well in the Corps without working 14 hours a day. You must learn to take care of your family while pursuing your career. Most of what I do at the Corps can be done in eight-and-a-half hours each day. Everyone needs some down time," Semonite said.

"You have to be responsible for your own careers and make the most of your time with the Corps. Figure out what you want to do, where you want to go and have fun at the same time. We're out here protecting our country, but we can have fun as well."

Semonite said he wants to revitalize the course for future students.

"I took a similar course as a major in 1988, and it was invaluable for me because it helped me to maneuver through the Corps. This is why I am working with valuable officers like Lt. Col. William Burruss (deputy commander, U.S. Army Engineering and Support Center, Huntsville) and others to help set up the course," Semonite said.

"We want to give students a burst of Corps and professional development topics to make sure they understand the Corps. I'm excited to be a part of this."

Conducting the course was a team effort with the ULC, HQ USACE, Huntsville Center, Mobile District,

Buffalo District, Kansas City District, and the Engineer Research and Development Center providing instructors.

Burruss volunteered to champion the course. Instructors during the week included Huntsville Center Commander Col. Robert Ruch and Huntsville employees Margaret Simmons, Sharon Butler and Marcus Adams; Col. Jeffrey Eckstein, ERDC commander; Sam Zakhem, HQ USACE; David Romano, Buffalo District; Steve Arendale, Mobile District; and Joshua Marx, Kansas City District.

The students said the training provided a lot of information, but they were eager to soak it all in.

"This course has been a great opportunity to understand how the Corps conducts business," said Maj. Doug Armstrong, an operations officer with Huntsville Center's Management Review Office.

"This is my first assignment with the Corps of Engineers. Although I've had numerous experiences with the Engineer Regiment and the Army, I came to the Corps unfamiliar with their processes and operating structure. This course helps me understand how the Corps operates."

Center volunteers share love of reading with local students

By Jo Anita Miley
Public Affairs Office

Huntsville Center employees volunteered to participate in Team Redstone's local "Read Across America" reading initiative March 3.

Read Across America is an initiative on reading created by the National Education Association. One part of the project is National Read Across America Day, an observance in the U.S. held on the school day closest to March 2, the birthday of Dr. Seuss.

Huntsville Center Commander, Col. Robert Ruch and Lt. Col. William Burruss, deputy commander, joined Center employees, Patrick Haas, Neal Graham, Chemical Demilitarization; Kimberly Edwards, Lee Shockley, Engineering; Jerrica Thompson, Carla McNeal, Resource Management; Cyndee Oleyte, Kristal Huinker, Amber Lee, Ordnance and Explosives, Andora Dothard, Abel Fuller, Center Contracting; Barbara Tolliver, Business Management; Laura Quick, Elizabeth Jackson, Joy Jackson, Installation Support and Programs Management; Kay Sommerkamp, Office of Counsel;



Photo by Jo Anita Miley

Lt. Col. William Burruss, deputy commander, Huntsville Center, reads to Highlands Elementary students March 3.

and Scott Farrow, Public Affairs read books to students at University Place and Highlands Elementary schools in Huntsville, Ala.

They were welcomed to the Title 1 schools by Susan DeCarlo and Anne Nixon, reading coach and library media specialist at University Place and Highlands, respectively.

Each reader was guided to a class of children waiting to hear books like "Daisy-Head Mayzie," "Green Eggs and Ham," "The Cat in the Hat," and "Fox in Socks."

Once a book was read, students

were encouraged to ask the employee about what Huntsville Center accomplishes and the impact reading had on their career.

The outreach team read to 1,019 pre-kindergarten through fifth grade students in 57 classrooms during the two 90-minute reading sessions at each school.

DeCarlo said she was pleased that Huntsville Center volunteers read to the entire student body at her school.

She invited Center employees to come back during their spare time to read to students. DeCarlo said the school is always in need of volunteers for reading initiatives and other education outreach opportunities.

School administrators said they were pleased by the number of volunteers at the school and the event's success.

"We are very thankful that you are here to read to our students today," said Dr. John Humphrey, Highlands Elementary School principal.

"Our faculty and students have benefited from the visit. You'll be hearing from us again."

Team Redstone recognizes Center static display

Representing Huntsville Center, Angela Morton, Huntsville Center Equal Employment Opportunity chief, receives second place in the Team Redstone Black History Month static display competition. The static display decoration included artifacts, books, posters and other memorabilia relating to the civil rights movement and the work of Dr. Martin Luther King, Jr. Decorating the display was a team effort led by Andora Dothard and assisted by Kathleen Kelly, Sharon Gresham, Pamela Brown, Tammy Moore, Gail Gandy, India Cook, Betty Doss and Charles Ford.

Courtesy photo



Local anchor speaks at women's history observance



Courtesy photo

Lt. Col. William Burruss, Huntsville Center deputy commander, provides Lee Marshall, WHNT News anchor, with a token of appreciation for speaking at the Center's 2014 Women's History Month observance.

By Amy Guckeen Tolson Redstone Rocket

It may be WHNT News 19's slogan – taking action and getting results – but for news anchor Lee Marshall it's more than that, it's a way of life.

"A person of strong character, courage and commitment takes that first step to do what they are called to do," Marshall said.

Both on air and in her personal life, Marshall has worked to do exactly that, making her the ideal candidate for the Huntsville Center's Women's History Month observance March 20.

A three-time Emmy award winner, even through her life's adversities, Marshall devotes her life to impacting others, especially the youngest in her midst, through the Kids to Love Program.

"Along your journey, you're going to have success and failures. Take advantage of both," Marshall said.

Created by Marshall in 2004 to help foster children find "forever homes" and care for them while they await that moment, the Kids to Love mission is one that is near and dear to Marshall, who was once a foster child herself and lucky enough to find her forever family at an early age. Since it was created, the program has reduced the number of children in Alabama's foster care system by 30 percent.

"My work with Kids to Love has meant that I get to directly impact their lives," Marshall said.

Marshall spoke to Huntsville Center employees about the ways women, and yes, men too, can work toward making the world a better place by mentoring and serving others. She challenged the 100-member audience to live their lives with purpose and character, and to have the courage and commitment to make a difference in the lives of others.

"We all have things that have

happened in our lives that have helped to build our character, courage and commitment. We should focus on those things in a positive way to help us get through the healing process," Marshall said.

Each participant in the program, to include Missile and Space Intelligence Center employees Arthurine Shackelford and Pamela Reese, who sang the national anthem, and Center's employees Gail Overman, who also performed musical selections, and Boyce Ross, who gave the invocation, received certificates of appreciation from deputy commander Lt. Col. William Burruss.

The Center Women's Ensemble also performed.

The Federal Women's Program committee, chaired by Angela Morton, chief of Huntsville Center's Equal Employment Opportunity Office, coordinated the program.

Ethics Corner:

**By Clay Weisenberger
Office of Counsel**

If you recently filled out the paperwork to attend a non-DOD conference or training, chances are you quickly learned that obtaining approval is no easy task.

In December, Army Directive 2014-01 was issued with an effective date of Jan.1.

Having prepared several legal memorandums for requests under the new rules, I can attest that the format is exasperating. USACE-HQ issued its own Conference Policy (CPM-CECS-001) on March 4, with the aim of augmenting the AD 2014-01.

Here are a few takeaways of the new policy:

Conference attendance must be justified as mission-critical.

All requests requiring USACE CG approval must be submitted NLT 30 days prior to start date; higher approvals require 60 days.

Summarizing the new USACE Conference Policy

CONFERENCES - approval authorities

A) Army/DOD hosted conferences: Under \$100,000 -

B) USACE CG; between \$100,000 and \$500,000 – AASA; over \$500,000 – SA.

C) Non-DOD conferences: Under \$10,000 – USACE CG; between \$10,000 and \$50,000 – AASA; over \$50,000 – SA.

D) Co-sponsored events – SA/USA approval, regardless of cost. Any request that requires AASA/SA/USA approval also requires USACE CG endorsement.

E) Attendance of a local conference does not require approval if there is absolutely no cost to the government.

TRAINING - Formal classroom training held in a government or military facility or educational institution is exempt and requires no approval.

(NOTE: training that takes place in a hotel or convention center is

not exempt).

PROSPECT courses are only exempt if held in a government or military facility. Leadership Development Program training may or may not be exempt, depending on the location.

MEETINGS – Require the use of an “Exemption Determination Tool” offered as an attachment to the Conference Policy (Encl. 1b). Specific provisions address topics such as strategic planning seminars, governance meetings, budget or planning meetings, etc.

OUTREACH EVENTS – Consult the Exemption Determination Tool. Close out reports are now required to be submitted to HQUSACE within 20 days after the conference.

If you have any questions about this article or ethical issues, contact me at (256) 895-1140 or email me at clay.weisenberger@usace.army.mil before you act.

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