



U.S. ARMY ENGINEERING AND SUPPORT CENTER, HUNTSVILLE



The Bulletin

May 2022

USACE sees aviation growth Page 5



The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities



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OF ENGINEERS,
U.S. ARMY ENGINEERING
AND SUPPORT CENTER,
HUNTSVILLE



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Commander's Thoughts

“ I expect the Center will be called upon to assist with achieving these modernization efforts as our core mission is providing centrally managed programs, specialized technical expertise, engineering solutions and cutting-edge innovations in support of national interests. ”



Col. Sebastien Joly

Team,
The Army is undergoing its greatest transformation in more than 40 years as senior leaders are taking steps to ensure persistent modernization of the Organic Industrial Base. The Army's OIB Modernization Implementation Plan, led by Army Materiel Command, will modernize facilities, processes and the workforce across the Army's 23 depots, arsenals and ammunition plants.

The OIB Modernization Implementation Plan builds from the 2019 Army Modernization Strategy and the 2019 Army Organic Industrial Base Strategy, in collaboration with the Secretariat and Department of the Army partners, AMC and ASA. The phased approach to modernize the OIB includes specialties unique to Huntsville Center's mission: updating and upgrading facilities, implementing cyber security and cyber protection measures and environmental policy compliance energy improvements.

I expect the Center will be called upon to assist with achieving these modernization efforts as our core

mission is providing centrally managed programs, specialized technical expertise, engineering solutions and cutting-edge innovations in support of national interests.

We are professional, highly skilled, technical experts committed to providing innovative engineering solutions to unique, complex, global missions to meet the needs of our stakeholders and the nation, and I am confident in our abilities to do just that in support of the OIB modernization plan.

In early April, a panel of the 5th Circuit Court of Appeals reversed a lower court and ordered dismissal of a lawsuit challenging the federal employee vaccine mandate. We will stay the current course while we allow the courts to work the appeal of this recent decision. Pending that final legal decision, we will await guidance from the Department of Defense, Army, and Headquarters U.S. Army Corps of Engineers before reinstating the vaccination verification of current employees or starting any enforcement measures. Our team continues their

on-going coordination through the appropriate channels in HQUSACE and will share additional information as soon as possible after receiving it. As a prudent planning step, any newly hired employees that are not fully vaccinated and anticipate needing to submit an exemption, should discuss the exemption process with their supervisor and begin drafting their documentation in the event the mandate is upheld. Any new exemption requests will likely need to be submitted within a short timeframe after HQUSACE guidance is received.

Each year we celebrate the accomplishments of Center employees through the Engineer Organizational Day program. This year we will celebrate those accomplishments on June 24. However, before we can celebrate, we must nominate our employees and co-workers in the 14 categories set forth for recognition. On April 14, Chris Putman, Public Affairs Office chief, recently sent an email to

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Small business office takes Army award

By William S. Farrow
Huntsville Center Public Affairs

Huntsville Center was recognized as the top Small Disadvantaged 8(a) Business Program in the Army for 2021.

Huntsville Center's Office of Small Business Programs and other U.S. Army Corps of Engineers Small Business Programs were recognized April 27 by the Under Secretary of the Army, and Army Director of Small Business, as a TOP NOTCH Small Business Program.

Of the 18 award categories recognized for both fiscal 2020 and fiscal 2021, USACE brought home 14 of the awards. Other Army commands with small business offices include Army Materiel Command, Army Medical Command, Army Futures Command and Army National Guard Bureau.

Elizabeth Walker, USACE Director of Small Business, said the passion that is exhibited by the men and women working in USACE makes a difference to our business partners and stakeholders who need capable contractors to support the mission which helps the U.S. economy thrive.

"I am truly honored to be part of such an amazing team that makes our Small Business Program the best out there by integrating small businesses to support the USACE mission," Walker relayed in an email to the USACE work force.

Rebecca Goodsell, Huntsville Center Office of Small Business Programs chief, said Huntsville Center's win recognizes the Center as a leader within the Army and USACE in removing barriers faced by underserved individuals and communities as prime awards to Small Disadvantaged Businesses exceeded \$358 million for fiscal

year 2021.

"What makes Huntsville Center so successful is its deep-seated small business friendly culture. Everyone, from our executive officers, directors, branch chiefs, contract specialists and project managers to the Office of Small Biz Programs, is involved with outreach, hosting capability briefings, and keeping up with the latest innovations industry has to offer," Goodsell said.

Even before the pandemic, Goodsell said the Center was rapidly building on virtual capabilities by conducting virtual industry days which saved small businesses concerns limited travel dollars yet still gave them an opportunity to participate and receive information about upcoming requirements.

"Electronic personal invites were sent to firms encouraging them to respond to sources sought notices and requests for information," she said.

One of the most important acquisition program tools the Center capitalizes on year after year, Goodsell said, is tapping into the 8(a) program to make direct awards if there's an urgent requirement or during end of fiscal year crunch time.

"Remember 8(a)'s must be a small disadvantaged business to be eligible for the developmental 8(a) Program, so awards are mutually beneficially for us and them."

Goodsell noted since the current administration has set an ambitious target to increase SDB prime awards by an additional \$100 billion over the next five years, Huntsville Center will continue leading the way.

"I predict we will continue to set records and win awards in the future not because of goals or targets, but because it's the right thing to do."



THOUGHTS From Page 3

the workforce asking for nomination.

I encourage each of you to take the time to nominate. Although supervisors are encouraged to nominate their employees, remember that anyone can nominate anyone. This is a great opportunity to recognize the efforts and hard work of Center employees. For information regarding the nomination process, get in touch with Chris and he will be happy to assist.

Last month Huntsville Center was the host agency for the Team Redstone Holocaust Remembrance Ceremony. Although COVID-19 protocol prevented the event to include a live audience, the Center's Equal Employment and Opportunity office produced a virtual event to raise holocaust awareness. The 2022 theme "Determination, Hope, and Honor" was a testament to the resiliency of Holocaust survivors, a tribute to

their protectors and liberators, and a memorial to the fallen. A video of the event was posted to Huntsville Center's DVIDS (<https://www.dvidshub.net/unit/USACE-HNC>) website for all of Team Redstone to view and I encourage you to go to the site and watch this moving video.

Thanks for all you do in support of the Center's mission, each other, and ultimately the Nation!



USACE sees aviation growth

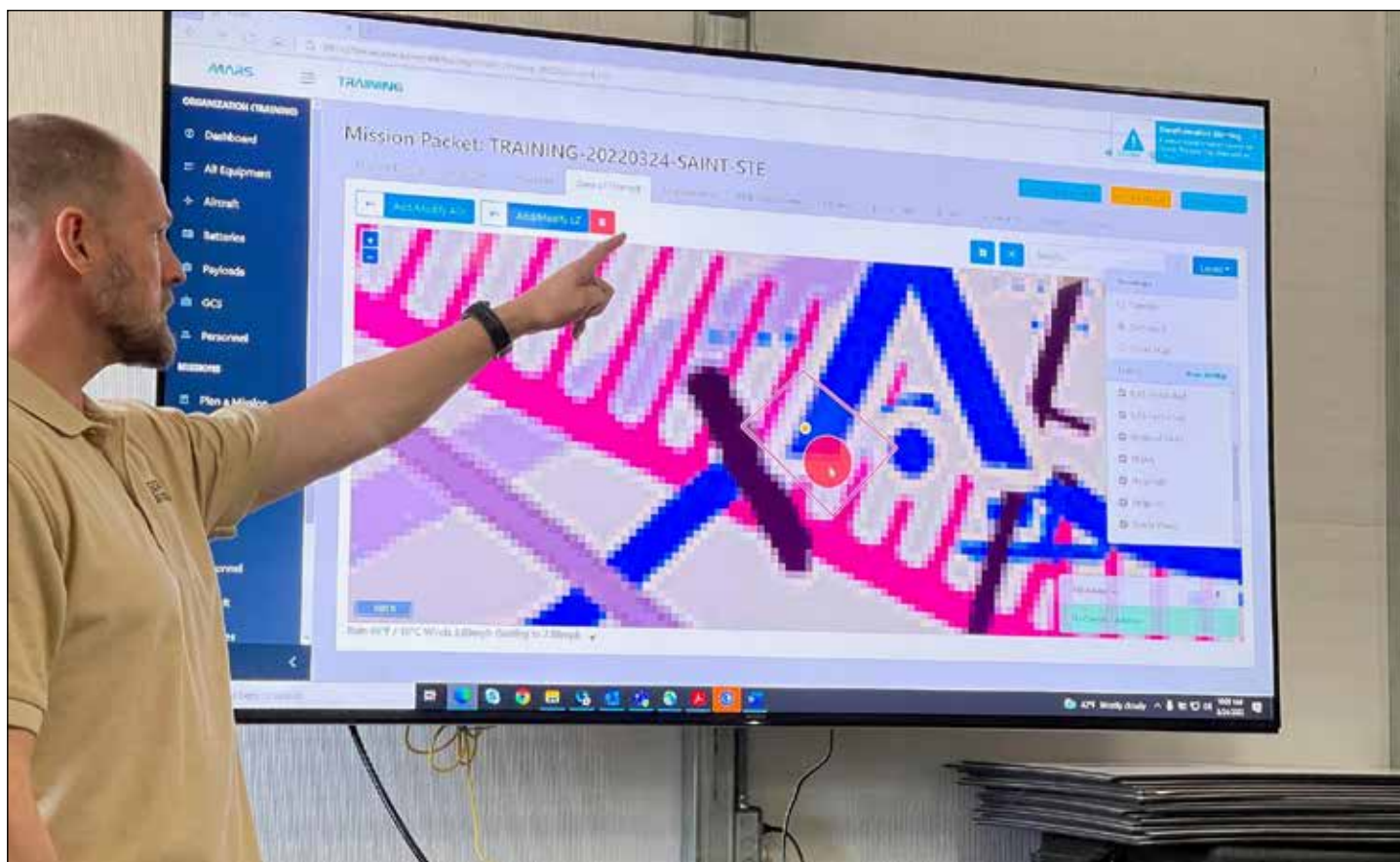


Photo by Steve Lamas

Ryan Strange, Huntsville Center Unmanned Aircraft Systems Research Physical Scientist, teaches an Aviation Qualifications Course required for new U.S. Army Corps of Engineers unmanned aircraft systems pilots.

By William S. Farrow
Huntsville Center Public Affairs

Unmanned aircraft systems offer extensive potential for U.S. Army Corps of Engineers programs and projects.

From mapping hard-to-trek areas like wetlands and densely vegetated forests, to gathering imagery and data from infrastructure and construction projects, UASs are a safe, effective mission enabler for USACE operations in civil works, military programs and emergency response.

Over the last 10 years, the use of UAS within USACE has increased drastically. In 2014, there were only a handful of USACE organizations using the UAS.

However, today almost every USACE District, Center and Lab is now using UASs to support their missions, according to Ryan Strange, Huntsville Center Unmanned Aircraft Systems Research Physical Scientist.

Strange said around 2017 the need arose for USACE to form hierarchical management of UASs as more and more USACE program and project managers began to understand the value of UAS.

“Now, almost every flight requires flight planning and a qualified operator along with any permissions, waiver or authorizations depending on the airspace,” Strange said.

“Missions require a Certificate of Authorization from the Federal Aviation Administration as most

flights are conducted within controlled airspace and require a certified pilot.”

Aviation operations is based on USACE Aviation policy, standards, training and oversight support which resides within HQ USACE Aviation and Remote Systems. The Aviation Program Office within HQ USACE staff, is responsible for providing overall aviation management for USACE.

Management includes support and oversight on aviation operations, maintenance, and aircraft systems as well as program direction for aviation operations to include executing policy, standards and training requirements.

Strange, one of the pioneers in

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AVIATION

From Page 5

USACE Aviation, is assisting USACE to establish its aviation program and ensuring compliance with DoD policy which is a vital service to USACE.

Currently, Huntsville Center provides staff and aviation reach-back support and coordination required to assist in the execution of aviation operations for all USACE UAS pilots and UAS programs.

“HQ Aviation provides and implements world-class acquisition, standards, training, and oversight with minimal impacts on USACE operations with aviation safety as the primary consideration for all actions,” Strange said.

According to Strange, HQ Aviation has overseen the licensure and certification of hundreds of pilots flying thousands of UAS missions annually supporting USACE projects and programs around the world.

“Small, unmanned aircraft systems offer cost-effective

surveying and data collections while providing new and improved tools and methods that enhance data collection and aerial imagery,” Strange said.

William Noel, a project manager with the Ordnance and Explosives Design Center, agrees with Strange’s evaluation of UAS value.

One of the critical items Noel looks at is the distribution and concentration of munitions on a military training ranges so that contractors can work to maintain and clear the ranges.

Noel’s team specializes in the construction and modification of military training ranges.

With the use of UASs, Noel has a better idea where contractors can work safely.

“We can have a better idea of how much work the contractors are going to have to do on a range to clear and allow for construction,” Noel said.



Photo by Steve Lamas

Students preflight an unmanned aviation system during an Aviation Qualifications Course required for new U.S. Army Corps of Engineers unmanned aircraft systems pilots.



Center awards \$500 million munitions contract



File photo

A technician investigates possible chemical warfare materiel. Huntsville Center awarded a \$500 million contract for investigation and remediation of sites around the world. The Center's Ordnance and Explosives Directorate is designated as a Military Munitions Design Center for conventional munitions and the only Design Center authorized to execute any phase of Chemical Warfare Materiel response projects for the U.S. Army Corps of Engineers.

From staff reports Huntsville Center Public Affairs

Huntsville Center awarded a \$500 million international remediation and environmental services-generation two multiple award task order contract April 28.

A MATOC is not necessarily a contract for one task or action, but rather a collection of tasks and actions across a set specific period. The period of performance for this MATOC is five years and will be used to continue the execution of mission assignments at sites located outside the United States and outlying areas.

Huntsville Center's Ordnance and Explosives Directorate is designated as a Military Munitions Design Center for conventional munitions and the only Design Center authorized to execute any phase of Chemical Warfare Materiel response projects for the U.S. Army Corps of Engineers.

The IRES2 MATOC will provide Military Munitions Response (MMR) services to safely locate, identify, recover, evaluate, manage and make final disposition of Munitions and Explosives of Concern (MEC), Munitions Constituents (MC), Chemical Warfare Material (CWM), Biological Waste and Biological Warfare Materiel

(BWM) and Hazardous, Toxic and Radiological Waste (HTRW); implement Environmental Compliance measures; and other munitions related support services; and reduce Department of Defense Conventional Munitions Stockpile.

This contract will allow continued mission support for services to address munitions response concerns assigned to USACE.

The MATOC's five awardees are: AECOM Technical Services, Inc.; Global Environmental and Munitions Services, LLC; Janus Global Operations, LLC; Relyant Global Operations LLC and Tetra Tech EC, Inc..

ERCIP meets climate change criteria



File photo

Huntsville Center employees receive a site briefing by a SunPower Corporation contractor before visiting a solar array construction site on Redstone Arsenal in 2017. Projects like the Arsenal's 10 MW solar array with a 1-MW storage system undergo reviews by the Center's Energy Resilience and Conservation Investment Program validation team before they are submitted to compete for Department of Defense funding.

By William S. Farrow Huntsville Center Public Affairs

After receiving new guidance from the Office of the Secretary of Defense earlier this month, Huntsville Center's Energy Resilience and Conservation Investment Program validation team is re-opening Fiscal 2024 projects to ensure compliance with the OSD's Modernization and Climate Initiative.

The ERCIP team is opening any Fiscal 2024 projects that don't have carbon free solutions and updating the projects to fulfill the criteria, said Yelena Fykes, ERCIP project manager.

Huntsville Center's ERCIP Validation Program is the Army's ERCIP requirement development experts providing planning and

technical support to the Army by validating all ERCIP projects before they are submitted to OSD to compete for funding.

"We are focusing on implementing distributed, low-carbon energy alternatives (solar and wind), battery storage, and microgrids to remediate mission risks since the DoD is pursuing ways to rapidly lower global carbon emissions, while also enhancing resilience to climate change," Fykes said.

In addition to the climate change criteria, OSD provided a list of other prioritization criteria for ERCIP Projects in its Fiscal 2024 Guidance.

The importance of contribution to energy resilience, energy security, and mission readiness and assurance at an installation will be the priority

in evaluating and prioritizing projects, Fykes said.

"All of criteria will be utilized to evaluate projects submitted for ERCIP funding."

Fykes said the ERCIP team had productive discussions with Army Office of Energy Initiative professionals on Fiscal 25 cycle last October and the deadlines were set to complete and submit DD1391 forms in July, and all projects will be submitted to OSD in August.

Due to the updates, Fykes said there will be a slight delay in the verification process.

"Consequently, ERCIP will be picking up Fiscal 25 projects in the fall instead of the summer."



Feds can assist Ukraine through CFC



By Col. John Lloyd
USACE Chief of Staff

Through the annual Combined Federal Campaign, members of the Federal family demonstrate that our commitment to public service extends far beyond the workplace.

Last year, Federal employees and retirees generously contributed tens of millions of dollars to more than 5,000 local, national, and international causes in both funds and volunteer time. Dollars pledged are already providing critical support to people and organizations.

On March 24, President Joseph R. Biden, Jr. ordered federal assistance to help ease the burden on people in Europe and refugees around the world impacted by the war in Ukraine.

Millions of Ukrainians, especially vulnerable populations, are in great need. Many of these individuals are unable to access clean water, food, shelter, and medical care. International, national, and local health and human welfare organizations in the CFC are positioned to supplement these efforts by providing critical services and partnership during this crisis.

Therefore, under existing CFC regulatory authority, the Office of Personnel Management is authorizing a special CFC solicitation period that will open the CFC online donation portal at <https://cfcgiving.opm.gov/welcome>

questions at <https://cfcgiving.opm.gov/faq-special> from April 18 -- June 30.

This special solicitation provides an opportunity for Federal employees, members of the military, postal workers, and retirees to create a new gift or an extra gift to support their favorite CFC-participating charities online or through the CFC mobile giving app (the list is limited to the charities accepted by the CFC in 2021).

This special solicitation will provide for the following: 100 percent of the gifts made in this campaign will go to charities (without a distribution fee).

Funds pledged will be paid out to charities by the 15th day of the month following receipt of the pledge by the CFC Central Campaign Administrator.

Any employee who did not pledge via payroll deduction in fall 2021 can make a payroll-funded gift through the CFC. Existing donors who pledged by payroll allotments in the fall of 2021 can make additional donations with electronic credit, debit, or ACH gifts on the CFC giving platform or the mobile app. (2021 Payroll pledges cannot be increased at this time.) Donors can pledge to their choice of the more than 5,000 charities that were on the CFC Charity List. Many of these 501(c)(3) organizations are now working overtime, assisting refugees who need food, medical attention, housing, relocation, and other day-to-day needs.

If you have any questions, email cfc@opm.gov or call (202) 606-2564 or visit <https://cfcgiving.opm.gov/faq-special>

Medical Facilities chief completes Harvard leadership program

By Kristen Bergeson
Huntsville Center Public Affairs

The Chief of the Medical Facilities Mandatory Center of Expertise at Huntsville Center has completed a professional development program for senior federal employees at Harvard University.

Tony Travia, the senior healthcare engineer in the U.S. Army Corps of Engineers, was the only USACE employee selected to attend the 2022 John F. Kennedy School of Government Senior Executive Fellows program.

The four-week program, led annually by a renowned team of Harvard faculty and expert practitioners, provides attendees with a framework for problem-solving, conditioning them to view their work within the “larger picture” of the organization.

Senior leaders develop the practical, effective skills to help them: Identify and analyze the challenges and opportunities facing their organizations; Develop strategic plans of action using communication, negotiation and coalition-building skills; Manage the tensions between long-term policy goals and short-term political pressures; Create an organizational environment that is responsive to change but also true to its purpose and tradition.

According to Travia, the program challenged him in every aspect of public leadership, from strategic planning and risk-based analysis, to negotiation and high-level communication.

To guide participants in developing skills that can be applied to their unique work environments, the course did not follow a linear program of instruction but, rather, included courses on a variety of topics and provided ample time for classwork, group work, and individual study.

Each participant entered the program with an individual, self-selected leadership challenge they wanted to address, Travia said.

“The program was like taking 57 independent lectures at the master’s degree level, and to really get the value out of this blast-of-firehose information, you had to know specifically what you wanted to get out of it,” he said.

“Just learning the material was a lot of work, but synthesizing and applying it was a long process that took the entire time.”

Travia’s leadership challenge involved communicating with stakeholders, ensuring that key messages are being conveyed effectively for mission success.

He said the lessons on the principles of negotiation were



Courtesy photo

Tony Travia

critical for addressing this challenge.

“Even if you’ve been doing it for years and have instinctively learned these things, there is so much more to the formal logic of negotiation, and now I’ve got a framework that I can apply rather than just going with instinct,” he said.

To broaden participants’ perspectives, instructors provided numerous relevant case studies on topics such as Ukraine, U.S. political discourse, public health and diversity.

“These case studies helped us to see how everything is connected -- climate change, the politics of fossil fuel, Russia’s position as a declining near peer compared to China’s position as a rising near peer – and they affect our projects directly in terms of the cost and price of materials, supply chain, our workforce,” he said.

“It’s all related, and this kind of strategic thinking helps us be prepared for whatever comes our way.”

Travia is no stranger to problem solving and leading teams in times of crisis. He led the USACE healthcare engineering effort in response to the COVID-19 pandemic.

He and his team supported national and international efforts to deliver alternate care sites, expand vaccine production capacity and design federal vaccination centers.

Travia said he feels even more prepared to tackle new, unforeseen challenges after completing the program.

“I learned a lot that I can apply to my work, and I hope to continue using these skills to accomplish the mission, improve the organization and take care of people,” he said.



FOCUS ON BUSINESS PRACTICES

Leader2IT dashboard developed to assist decision making processes



**By Russ Dunford
Huntsville Center Business
Practices Division**

The Business Practices Division team recently created a “one-stop shop” leadership dashboard called Leader2IT to aid Huntsville Center leadership in decision making.

Leader2IT streamlines reporting of the Center’s critical data via an automated process transitioning from a static to near real-time dashboarding methodology that extracts from current use databases.

Leader2IT supports the USACE Priority to *revolutionize*, as it is a tool minimizing data entry/re-entry and provides quality analytics and data visualization with continued process improvement.

Leader2IT revolutionizes the

methodology in which leadership executes a common operating picture via data visualization and transitions to a dynamic, directorate unique solution standardizing dashboarding with near real-time status reporting and a +/- 24-hour data time lag. Leader2IT aims to achieve an estimated cost avoidance of \$2 million and a 60% reduction in employee labor-hours.

These automated processes allow the dashboard to provide precise reporting of: Funds and Obligations; Closing Funds; Paperless Contract Files; Project Listing & Program Data; P2; Project Details, Contractor Performance Assessment Reporting System, Closeouts; Master Bridge data, as well as project mapping capabilities.

The Leader2IT tool eliminates the need for numerous standalone

dashboards and allows for quicker, more intuitive conclusions to be drawn from the extensive data collected by Huntsville Center.

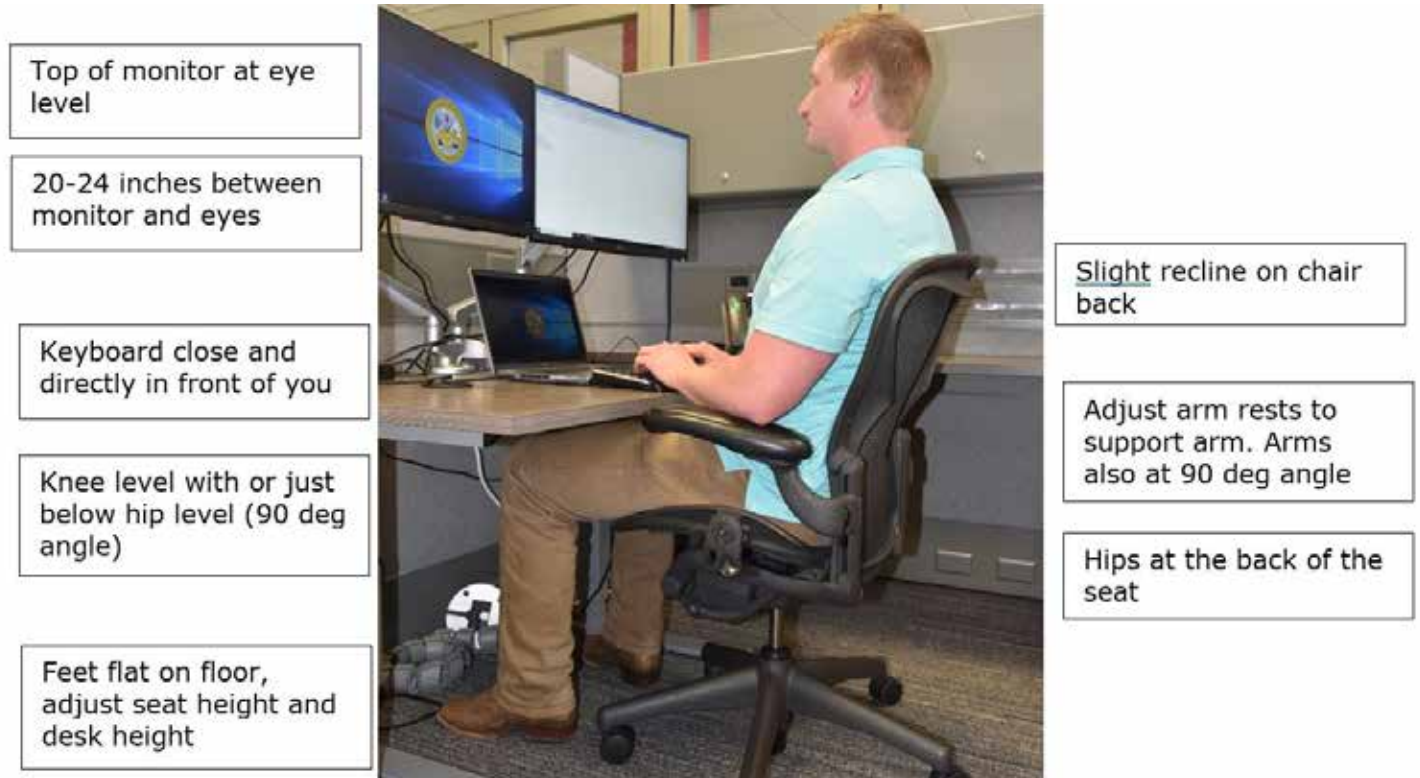
The Leader2IT dashboard is still actively being developed and BPD is working to incorporate more enhancements to increase the usefulness of this tool to the Center.

The BPD effort was led by BPD developmental members business data analysts Dylan Dunlap, Brian Tachias and Mary Hinson.

The fact they are new employees aided in the solution development as they presented “fresh eyes,” and implemented and sustained these automated processes to ensure accurate, near real-time data reporting on the Leader2IT dashboard.

FOCUS ON SAFETY

Safety considerations for return to the office



Courtesy Huntsville Center Safety Office

As Huntsville Center moves into Phase 3 of Huntsville Center's return to the workplace plan, the Safety Office has issued a few reminders to help everyone stay safe during the transition and beyond.

Ergonomics matters

Ergonomics is the field of study aiming to reduce physical stress and resulting injuries associated with working. The goal is "fitting a job to a person rather than a person to a job." Your safety, health, productivity and comfort on the job depends on how well your work environment and equipment suits you. You can adjust your work situation to suit your physical capabilities and body type, which will help you to increase safety, health and productivity.

A couple of easy adjustments and tips include:

Adjusting workstation: This might mean raising or lowering a chair, changing desk height, or adjusting the angle of a computer screen. These simple steps can greatly improve comfort and performance. Lighting also plays a large factor in office comfort.

Adapt tools: Adjustments to tools such as longer, padded, or angled handles may lessen repetitive strain. Avoid handles which cut into the hand. Use tools designed to keep hands, arms and back in a comfortable, natural position while working.

Arrange work: Lay materials out so they may be reached without excessive stretching, twisting, or bending. If assembling materials, arrange them so they can be picked up with minimal reach. Avoid leaning forward and reaching at an angle.

Take breaks: Alternate tasks and mix in non-computer-related tasks throughout the day. Take advantage of scheduled breaks to stretch and move around. When possible, take 2–3-minute breaks every 30 minutes. Standing up frequently or exercising lower legs when unable to stand up will also help to avoid deep vein thrombosis, a potentially life-threatening condition that occurs when blood moves too slowly through the veins and forms a clot.

Request ergonomic evaluation via the Huntsville Center Work Request System (<https://team.usace.army.mil/sites/HNC/PDT/WRS/Pages/Home.aspx>). Click on "Ergonomic Evaluation" under the Safety logo.



FOCUS ON CUSTOMER SERVICE

Unexpected call provides helping opportunity

By William Noel
Huntsville Center Ordnance and
Explosives Directorate

Who would be calling me from a number starting with area code 319? Was it another spam call? Should I swipe the screen to hang-up the call?

I decided to answer.

The voice I heard was muffled by wind across the microphone so it took a couple of tries to understand what the man was saying.

He was looking for a phone number for the Tailwater East Campground so he could cancel a reservation without being charged.

I had never heard of the place so I started asking questions to clarify what he was seeking. Was he aware that he had called a number at the U. S. Army Engineering and Support Center, Huntsville? Yes. That's who he wanted to talk to because the U.S. Army Corps of Engineers managed the campground.

I had no idea how had the call gotten routed to my cell phone but this wasn't the first time it had happened. So, what was I to do?

I fell-back on my customer service training from more than 20 years ago when I was in graduate school and working at office supply retail store where we were trained to never tell someone you couldn't help them.

I was to respect them by confirming what they were seeking and if I didn't know the answer, then I was to find someone who could help.

That's what turned casual customers into loyal customers who returned and sent their friends to shop there while refusing to help would send them



away disgruntled and on their way to the competition. More than that, their grumbles could turn other customers away.

"Sir, I have no idea how your call got routed to me because I'm in Huntsville, Alabama. Still, let me see what I can find to help you."

He apologized for bothering me and I reassured him it was no problem. I wanted to help him.

"Thank you," he said.

The number he had was taking him to an automated menu where he'd been unable to navigate to a solution.

Plus, where he was he didn't have an Internet connection and he had only a couple bars on his phone.

What was the name of the place

again? A quick Internet search led me to a fact sheet about the campground near Iowa City, Iowa and there was a phone number.

"I don't know if this is the right number but it's the one listed for the campground so let me know when you're ready to copy it," I said.

He read it back for confirmation, apologized for bothering me and thanked me for my effort.

We ended the call wishing each other a good day.

What had I done in that five minutes and fifteen seconds wasn't earth-shaking. Still, it was good because I had been a helpful voice at a government agency who had at least tried to help him solve a problem.

FOCUS ON LEADERSHIP

Leadership and horsemanship



Courtesy photo

Katherine Peterson pauses with her horse, Fancy, before a rodeo. Peterson, a supervisor at the Environmental and Munition Center of Expertise in Omaha, Nebraska, said she's learned a lot about leadership from her horses over the years.

By Katherine Peterson Supervisor, Environmental Cost and Management Division, Environmental and Munitions Center of Expertise

Some of the most monumental leadership lessons I learned did not come from other people but actually through my encounters with horses.

Leadership, for me, is summed up with these four agreements from Don Miguel Ruiz via Troy Pruitt, world champion calf roper:

- 1) Never Assume.**
- 2) Do not take anything personally.**
- 3) May your word be impeccable.**
- 4) Always do your best.**

Horses were not something I grew up around.

As a little girl, I was a coal miner's daughter in Hanna, Wyoming, who dreamed of having horses. As I grew up, those dreams and ambitions had to stay on a back burner until much later in life since the cheapest part of having a horse is buying it.

I went on to college at the University of Wyoming where I obtained my degree in civil engineering with a construction management option and met my husband, Mark, a rodeo cowboy, who taught me more about the rodeo road and bucking horses.

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LEADERSHIP

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We settled in outside of Omaha, where my children became involved in 4-H and my little family acquired our first horses. One of the first horses we purchased was named Skip. Skip taught me my first lesson.

Skip: Never assume.

As my daughter rode in the competition ring at the Saunders County Fair, I looked at my husband to confirm he had tightened the girth on the saddle that was on our horse, Skip. He looked back at me with the same question. She sat up proud riding around the arena as her saddle began to gradually shift and slide.

About halfway around the ring, she was on the underside of the horse. Skip quickly taught me to never assume the girth is tight, to always do a double check. (Disclaimer: no horses or riders were injured during this lesson.)

In leadership, assuming is an easy way out. To execute on our role, we need to make sure we have completed all our steps and gained all the facts before looking outward.

This view allows us to quickly remedy a problem or pursue new processes when we understand all the facts first.

Punk: Don't take it personally

Anytime you name an animal Punk, definitely don't take anything personally. Punk was the first horse that was deemed my barrel horse.

He allowed me to win my first barrel races in the first division (top dog division). However, Punk did not come without his quirks. He was known to "punk" you when you least expected it.

Whether it was dashboarding you because he didn't feel like he wanted to do something that day, untying himself when you weren't looking or going left

instead of right, Punk had all the tricks.

However, I have never had a horse that gave more heart to me.

Punk was diagnosed with navicular, a career-ending ailment. He tried so hard during his races that it took us longer than normal to diagnose because he just kept trying. Punk taught me to not take his quirks personally because they were a part of his personality. He would give his all even when he wasn't feeling the greatest.

Nowadays, you can find him enjoying a short trail ride in retirement with my good friend, Carol, but he is always up to new tricks.

Basic human nature is to quickly fire back when we feel wronged or upset, but if we can step back and evaluate, we may learn more about the person or situation, allowing us to see tangible results and steps forward.

This is where leadership takes hold to turn what could be an uncomfortable situation into a winning one.

Boone: May your word be impeccable.

When my husband says he is going to find me the fastest horse around, I have learned that he is going to do just that.

I want to be the best, win the races, and most importantly have fun. Boone, however, has taught me first you have to saddle up or suck it up. He is a tall horse who is quick around the turns and very, very fast -- so fast that if you don't hang on, you will get left behind. When you want to be a winner, it takes work, not just words. To ride him at my best, I must give my best each and every time; otherwise, I'll be left behind.

As a leader, those around us rely on us to deliver clear expectations so we can reach our goals together.

We must communicate, communicate, communicate, and make sure we deliver on those words. Our

word must be impeccable so others can succeed with us and not be left behind.

Fancy: Always do your best.

My husband purchased Fancy for me after Punk got hurt. He was very skittish in a lot of new situations.

One day, one of those situations resulted in a banging chute, a scared horse, and a hoof to my ribs. I was hospitalized in the ICU with five broken ribs and a lacerated liver.

This accident surely had all the gusto to take the wind out of my sails and derailed any opportunity I had to ride horses and participate with my kids.

Getting back into riding -- let alone barrel racing on the horse that put you in the hospital -- can be summed up into one word: scary. I had to learn to take it day by day, giving my best, even if my best wasn't that much for that day.

Fast forward eight years later, Fancy and I have now placed at rodeos, won barrel races, and beat some of the top caliber pole bending horses in the country.

When facing adversity, always do your best. Give what you have that day to the solution so that through tenacity and perseverance you can reach your goals. In leadership, encourage others when you see them going through tough times as two is always better than one and combining our bests can only make us better.

Leadership lessons come in all forms, and I am grateful for what each of these horses have taught me. They have helped me learn from my experiences and grow personally through each challenge.

I want to encourage you to look for leadership opportunities where you might not expect and always remember the four agreements when you find a path you are unsure of: Never Assume; do not take anything personally; may your word be impeccable; and always do your best.

FOCUS ON EQUAL EMPLOYMENT OPPORTUNITY

Team Redstone celebrating AAPIHM

By Angela Morton
Huntsville Center Equal Opportunity
Employment Office

Each May, we commemorate Asian American and Pacific Islander Heritage Month (AAPIHM) to recognize the achievements and contributions to the American story by Asian Americans and Pacific Islanders (AAPIs).

All Americans can celebrate the cultural traditions, ancestry, native languages, and unique experiences represented among more than 56 ethnic groups (speaking over 100 languages) from Asia and the Pacific Islands.

This year's theme for AAPIHM is "Advancing Leaders Through Collaboration." The Federal Asian Pacific American Council (FAPAC), who selected the theme, encourages local and national governments to prioritize collaboration, development, diversity, transparency, and inclusion, through leadership training of the AAIP community.

The 2nd Recruiting Brigade is the lead on the Team Redstone Asian American Pacific Islander Heritage Month observance. The keynote speaker is MAJ Bill Kim, Chief of Doctrine, Fielded Force Integration Directorate at the US Army Institute for Religious Leadership, Fort Jackson, SC. Additionally, he was also selected as the 2021 U.S. Army Chaplain of the Year.



The hybrid program (in-person and live streamed) will take place on May 20 at the Cliffs (8998 Beech Rd., Redstone Arsenal), from 11 a.m.-1 p.m. and will be streamed on 2nd Recruiting Brigade's Facebook Page as well. In addition to the program, Asian American and Pacific Islander food samples will be provided.

Holocaust remembrance video available for viewing

By Karen Wolfe
Medical Division project
manager

Huntsville Center and Team Redstone released their pre-recorded Holocaust Remembrance program themed: Determination, Hope and Honor.

Each year, the National Holocaust Memorial Museum sets aside a week for days of remembrance. This year, the week of April 24 to 1 May was identified by the national museum.

The Center and Team Redstone

released their program virtually April 28 following the national museum's lead. The 57-minute video posted to Huntsville Center's website and the Center's page on the Defense Visual Information Distribution System.

The video provided both historic details and reflection on the lessons learned and how this atrocity is still relevant today.

Rabbi Moshe Cohen of Chabad Huntsville offered prayers for those souls lost in the Holocaust and lit seven candles. Six candles represented the six million Jews who were killed. The

seventh candle stood for one million additional victims, which included gays, Roma, Roman Catholics and many others who were deemed inferior. All died at the hands of the Nazis as the Third Reich systematically exterminated and murdered as part of the "Final Solution."

Rabbi Cohen also explained how the Jewish people remain committed to the Torah, their customs, and the fight against injustice in the world.

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FOCUS ON PROFESSIONALS



Photo by Kristen Bergeson

Huntsville Center's administrative professionals recognized by Col. Sebastien Joly, Huntsville Center commander and Lt. Col. Benjamin Summers, Huntsville Center deputy commander on National Administrative Professionals' Day April 27. Also known as Secretaries Day or Admin Day, the day allows the work force to recognize the work of secretaries, administrative assistants, receptionists, and other administrative support professionals. Central to any business, these professionals keep an office organized and efficient.

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Keynote speaker Eli Pinhas has been sharing his family's story by presenting to such organizations as high schools, colleges, businesses, and government organizations for about five years as a speaker with the Alabama Holocaust Educational Center.

As a second-generational speaker, he shared the story of this his mother, father and uncle who were Holocaust survivors and lived in a Sephardic Jewish community in Salonika, Greece during the rise of the Third Reich. Growing up, in Atlanta he and his three siblings only heard tidbits of his parents' experience. It was only after his parents passed

away that he felt a calling – part from his faith and part from the realization his family's story would die if he did not speak up. As he told his families story, he tried to personalize this tragedy in the hope of piquing interest and engaging younger generations regarding the horrors of the Holocaust. His parents were able to evade transport to the camps. Yet, his uncle was transported and later liberated from the death camp and walked over 1,000 miles back to Greece, where he still lives today.

To view the video program, navigate your web browser to <https://www.hnc.usace.army.mil/Media/Videos/>

About Huntsville Center

HNC

Unique to the U.S. Army Corps of Engineers,

Huntsville Center provides innovative engineering solutions to complex, global missions. Our team of professionals engineer adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities. Our portfolios comprise 43 program areas, as well as nine mandatory and six technical centers of expertise, and 17 centers of standardization. Through partnership with Department of Defense agencies, private industry and global stakeholders, we deliver leading edge engineering solutions in support of national interests around the globe.

FY2021 40+ Programs

8 Mandatory Centers of Expertise,
6 Technical Centers of Expertise
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**“HNC Delivers
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In fiscal 2021, Huntsville Center awarded contract actions totaling more than \$1.9 billion in obligations for its stakeholders.



The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort: Energy, Operational Technology, Environmental, Medical, and Base Operations and Facilities