

Career Development Opportunities

FROM THE U.S. ARMY DIRECTOR, ACQUISITION CAREER MANAGEMENT (OCTOBER 2016)

Now Open

The application window opened in August for FY18 Army Acquisition Centralized Selection List positions for lieutenant colonels/GS-14 and colonels/GS-15. Go to http://asc.army.mil/web/centralized-selection-list/?utm_medium=email&utm_source=govdelivery for more information.

The application window is also open for the FY17 Army Acquisition Civilian Centralized Selection Boards for product directors (GS-14) and project directors (GS-15). The product director application window closes Nov. 10 and the project director window closes on Nov. 21. Go to <http://asc.army.mil/web/career-development/prod-dir/> for more information.

The Army Acquisition Training with Industry Program application announcement is open and will close on Nov 3.

FY17 New Course and Name Changes: To view details of new courses and valid dates of the predecessor courses, please see the [DAU iCatalog](#).

Coming Soon

The Acquisition Leadership Challenge Program nomination window opens Nov. 3 for FY17 second quarter classes. Learn more about the program and how to be nominated at <http://asc.army.mil/web/career-development/programs/acquisition-leadership-challenge-program/>.

Military Orientation for Civilians Underway

DOD NEWS, DEFENSE MEDIA ACTIVITY (AUG. 15, 2016)
Cheryl Pellerin

WASHINGTON—On the second day of a weeklong conference that is essentially “Defense Department 101” for civilians, Defense Secretary Ash Carter, Deputy Defense Secretary Bob Work, and other officials today welcomed to the Pentagon 40 leaders in business, community organizations, and academia.

The program is called the Joint Civilian Orientation Conference, or JCOC, and for most of the years since 1948, the defense secretary has invited select groups of civilians to the Pentagon and to military bases to engage with troops and leaders of all five armed services and observe their work on land, at sea, and in the air in the United States and sometimes internationally.

Building New Bridges

“I know you’re all busy and you could be doing something else with your August. Instead you’ve chosen to learn more about us and our mission to protect the American people,” he told them. “You’ll see why I’m so proud to lead the finest fighting force the world has ever known.”

One of the secretary’s core goals is to reach beyond what he calls a five-sided box and build new bridges between the Pentagon and the private sector, and the civilian orientation conference is an important part of that mission, he said.

Over the next week as they visit military facilities in the southeast part of the nation, the group will interact with many of the extraordinary men and women serving in the U.S. military and with many dedicated DoD civilians, Carter added.

“I hope you’ll take the opportunity to exchange ideas with them and with each other about our shared mission of national defense,” the secretary said. “I know you’ll learn a few things from our people, but hopefully we’ll learn from you as well. And when you’re back, please share your feedback with me and my staff.”

Closer Look

Before the JCOC participants heard from Work, they received background information from a range of defense officials.

Last night they spoke with Air Force Gen. Paul J. Selva, vice chairman of the Joint Chiefs of Staff, and this morning they heard from Pentagon Press Secretary Peter Cook, who explained that the Pentagon is alone among the federal agencies in having a commercial press corps with unhindered access to the building’s public areas.

From Air Force Maj. Gen. Jacqueline D. Van Ovost, vice director of the Joint Staff, participants learned about the workings of the Joint Chiefs and heard a lighthearted description of the Pentagon’s “acronym twilight zone.” And from Army Command Sgt. Maj. John Wayne Troxell they learned about his duties as the senior enlisted advisor to Marine Corps Gen. Joe Dunford, chairman of the Joint Chiefs of Staff.

Corporate Mission

During his remarks, Work described DoD as the largest corporation on the planet with a mission that is, he said, “pretty simple—to recruit, organize, man, equip, [and] train joint forces that are ready for war and are operated forward to either preserve the peace, enforce the peace, or compel the peace as ordered to us by the president.”



Air Force Gen. Paul J. Selva, vice chairman of the Joint Chiefs of Staff, delivers the keynote speech during the reception for the Joint Civilian Orientation Conference outside Washington, Aug. 14, 2016.

DoD photo by Marine Sgt. Drew Tech

The department's duality plays out this way, he said: One side of the department—the administrative side—focuses on making ready joint forces. The other side of the department employs joint forces at the orders of the commander in chief.

"The secretary, who's the chief executive officer, gives vision to the department [and] sets the direction," Work explained. "But he really is focused on how [will the department] employ those forces around the world for the president."

The chief operating officer—the deputy secretary himself—is focused more on the administrative side.

"We produce two key products," Work explained. "The first product is ready forces, so everything that goes into the ready forces. Making forces ready for war is what we focus [on]—who are we going to recruit, where are we going to recruit from, what are [the] standards of recruiting, how are we going to train, what are the standards for training, are we going to integrate women in, are we going to integrate transgender service men and women in, how are we going to do all that, and how do we make ready forces?"

The second product they produce is a defense program that's part of the president's budget submission and is handed over to Congress. "So," the deputy defense secretary said, offering them one of his favorite gags, "I always describe my job as the tethered goat in Jurassic Park." The participants laughed in appreciation.

Work answered a range of questions—about Congress and the budget, about the bureaucracy involved in managing the department, and several about how difficult it is to attract and retain younger people in the Services today.

In his answer to the last question, the deputy defense secretary discussed Carter's Force of the Future, and the secretary's several initiatives seeking to reach out and work with companies in Silicon Valley in California, in Boston, and in other centers of innovation.

A Closer Look

Over the years the department has conducted 85 JCOC programs for more than 7,000 participants to boost public understanding of national defense.

The competitive program seeks to demonstrate the strength and readiness of U.S. armed forces and help attendees understand the challenges that service members face on and off the battlefield and that their families face every day.

The program also gives the public a closer look at national defense policies and programs through the eyes of the opinion leaders who take part in the program.

Phased Retirement Rules for DLA Employees Still in Development

DEFENSE LOGISTICS AGENCY HUMAN RESOURCES (AUG. 16, 2016)

Defense Logistics Agency Human Resources officials are working to develop and publish the final rules for implementing the “phased retirement” option in the agency.

Phased retirement allows agencies to permit, on a case-by-case basis, federal employees who are eligible for full retirement to transition to part-time employment while drawing a partial retirement annuity before completely withdrawing from the workforce. DLA employees have been waiting for implementation of phased retirement since it was signed into federal law in 2012. The Office of Personnel Management issued phased retirement regulations in late 2014, and Defense Department personnel officials issued a directive-type memorandum on phased retirement in June of this year.

“Now that the memo has been signed and we have concrete guidance on implementing phased retirement in DoD agencies, we’ve begun drafting the DLA instruction for implementing this option in DLA,” said Laurie Hall, a human resources specialist in DLA Human Resources Policy.

She noted the DoD rules provide agencies discretion to set parameters around how they’ll use the authority, such as determining who has delegated authority to approve phased retirements and how the mentoring component will be defined and tracked.

DLA Human Resources officials have urged patience from employees who hope to participate in the phased retirement option, as several conditions will need to be met in order for the arrangement to be approved on a case-by-case basis.

“Obviously, this would have to make sense for both the employee [financially] and the agency from a mission standpoint, and would be the result of a mutual agreement between the employee and management,” DLA Human Resources Director Brad Bunn wrote in June in response to an employee question on the DLA Ask A Leader platform.

The law also requires that phased retirees spend at least 20 percent of their time mentoring others. In this aspect, phased retirement will support Objective 6 of the People and Culture goal area of the DLA Strategic Plan for 2015-2022, which calls for developing a framework for effective succession management for key positions.

Phased retirement is “essentially a succession management tool designed to assist with knowledge transfer, along with providing an opportunity to eligible employees to ‘ease’ into retirement,” Bunn wrote.

DLA Human Resources officials’ next steps are to consult with agency senior leaders on implementing the phased retirement authority in DLA, coordinate the draft DLA instruction, and meet collective bargaining obligations. Ideally, phased retirement will be ready for implementation by the end of 2016, Hall said.

Chief of Naval Personnel Kicks off First Career Development Symposium

CHIEF OF NAVAL PERSONNEL PUBLIC AFFAIRS (AUG. 17, 2016)

VIRGINIA BEACH, Va.—The Chief of Naval Personnel welcomed over 500 Navy uniformed and civilian personnel to the inaugural Navy Career Development Symposium held at the Virginia Beach Convention Center Aug. 16.

With the theme of “The Navy in 2025,” Vice Adm. Robert Burke, Chief of Naval Personnel, set expectations and encouraged attendees to take advantage of what the symposium had to offer.

“Today’s focus is on “the Navy in 2025,” said Burke. “Our Sailor 2025 program encompasses 43 different and evolving initiatives. We will continue to look at the future and how we can grow as leaders, our challenges, and ways to improve your personal and professional development and work-life balance.”

Sailors and civilians also had the chance to speak with Navy detailers, community managers, and various affinity groups throughout the day and during breakout sessions to further answer career questions.

Burke also asked for sailors’ feedback, “...if you have suggestions on how we can improve Sailor 2025, let us know. We get our best ideas from sailors like you.”

Other keynote speakers for the day included Executive Director and Chief of Staff, U.S. Fleet Forces Command Mark Honecker, and Chief Information Officer for Joint Improvised Threat Defeat Agency Leonel Garciga.

For more news from Chief of Naval Personnel, visit <http://www.navy.mil/local/cnp/>.

Service Members, Veteran Earn Appointments as White House Fellows

WHITE HOUSE NEWS RELEASE (AUG. 22, 2016)

WASHINGTON, Aug. 22, 2016 — Five service members and a veteran of the wars in Iraq and Afghanistan are among 16 men and women appointed to the 2016-2017 class of White House Fellows, the President's Commission on White House Fellowships announced today.

The fellows come from diverse backgrounds, varied professions, and have demonstrated a strong commitment to public service and leadership, officials said in a statement announcing the appointments.

The White House Fellows Program was created in 1964 by President Lyndon B. Johnson to give promising American leaders "first hand, high-level experience with the workings of the Federal Government, and to increase their sense of participation in national affairs." The opportunity to work within the nation's government is designed to encourage active citizenship and a lifelong commitment to service, officials said. The Fellows take part in an education program designed to broaden their knowledge of leadership, policy formulation, and current affairs. Community service is another essential element of the program, and Fellows participate in service projects throughout their year in Washington. Selection as a White House Fellow is highly competitive and based on a record of professional achievement, evidence of leadership potential, and a proven commitment to public service, officials said. Each Fellow must possess the knowledge and skills necessary to contribute meaningfully at senior levels of the Federal Government, they added.

The service members and veteran selected for the 2016-2017 class of White House Fellows are:

Army Maj. Raven Bukowski, Akron, Ohio

As an intelligence officer, she has led more than 200 intelligence collectors and analysts over the course of five overseas deployments within the U.S. Central Command area of responsibility. She last served as the director of intelligence for 5th Special Forces Group, where she led the intelligence effort for Combined Joint Special Operations Task Force Syria. In this role, Bukowski delivered intelligence assessments to U.S. interagency and intergovernmental partners that directly informed policy-level decisions on military operations to defeat the Islamic State of Iraq and the Levant. Prior to that, she was an assistant professor of international relations at the U.S. Military Academy's department of social

sciences, where in addition to teaching she served as an academic counselor and conducted research for the Office of Economic and Manpower Analysis. Bukowski is an active term member on the Council on Foreign Relations and the author or co-author of four papers dealing with military doctrine or defense policy. She received a Bachelor of Science degree from the U.S. Military Academy and Master of Arts degree from the Johns Hopkins School of Advanced International Studies.

Coast Guard Lt. Linden Dahlkemper, Erie, Pa.

She most recently served as an instructor in the department of humanities at the U.S. Coast Guard Academy in New London, Conn., where she volunteered as an intercollegiate sailing team coach, musical theater director, and cadet mentor. Dahlkemper also facilitated experiential leadership training for Coast Guard cadets as an Officer in Charge in the Coastal Sail Training Program. Previously, she served as the operations officer on Coast Guard Cutter Aspen and conducted oil-skimming operations in the Gulf of Mexico for the Deep-water Horizon oil spill. She subsequently led counternarcotics and maritime transportation operations in the Pacific. As a deck watch officer on Coast Guard Cutter Walnut, she led some of the first boardings of foreign-flagged vessels under the authority of the Western and Central Pacific Fisheries Commission and conducted joint operations with international partners in the South Pacific. She earned a Master of Science degree in public policy and management, with high honors, from Carnegie Mellon University and a Bachelor of Science degree in government, with high honors, from the Coast Guard Academy, where she was the recipient of the Jewish Women's War Veterans Award in Government.

Navy Lt. Cmdr. Lloyd Edwards, Equinunk, Pa.

A Navy SEAL, he has led special operations throughout Africa, Europe, the Middle East, and South Asia, and has deployed twice to Afghanistan and three times to Iraq. In addition, he spent a year in Bahrain, where he established a regional task force and directed special operations in its area of responsibility, which included unstable regions of Africa and the Middle East. Edwards' most recent operational assignments have included leading 60 SEALs and support personnel as a task unit commander and managing the training and employment of more than 200 personnel deployed to disparate locations as an operations officer. He also was selected as the two-year fellow for the Navy's politico-military master's degree program. He received a Bachelor of Science degree in political science from the U.S. Naval Academy, where he was a senior staff member for the Naval Academy Foreign Affairs Conference and a varsity letterman in sprint football, and a Master of Public Policy degree from the Harvard Kennedy School of Government.

Army Lt. Col. Timothy Gatlin, Houston, Tex.

He most recently served as the strategic planner for the director of the Army's Sexual Harassment and Assault Response and Prevention Program. As a commander, he conducted operations in support of the Army's counterterrorism operations in Baghdad during Operation Iraqi Freedom. During Operation Spartan Shield, he deployed as a brigade fire support officer, advising on targeting, joint fire support operations, and foreign military partnerships. Previously, he was a faculty member at the U.S. Military Academy and a Local Dynamics of War Scholar at the Army Command and General Staff College. He has presented and published on topics including leadership, state-sponsored development programs in Iraq, and regionally aligned forces. Gatlin co-founded the Excel Scholars Initiative, an enrichment program dedicated to diversifying the West Point cadet leadership and faculty pools by launching minority cadets into leadership roles and into contention for prestigious post-graduate programs. He has also served as a board member of Big Brothers Big Sisters in Orange County, N.Y. He received a Bachelor of Science degree in Economics from the U.S. Military Academy and Master of Arts degree in Social-Organizational Psychology from Columbia University as an Eisenhower Leader Development Fellow. Prior to his selection as a Fellow, Gatlin was selected to serve as a battalion commander.

Air Force Lt. Col. Michael Morales, Naranjito, Puerto Rico

He recently served as commander of the 538th Air Expeditionary Advisory Squadron in Kabul, Afghanistan. In this capacity, he led a highly skilled, multinational combat flying advisory team responsible for the development of the entire Afghan air force airlift capability. Morales has spent his career working with and advising political and military leaders around the world. He has led teams with diverse missions ranging from planning and executing all U.S. military exercises in Central and South America and the Caribbean to building partnerships with air forces throughout Europe, Asia, and Africa. Morales flew more than 200 combat airlift missions into Afghanistan and Iraq as a C-17 and C-130 pilot, and he earned the prestigious Airlift/Tanker Association Young Leader Award and the Air Force Association Company Grade Officer of the Year award. He received a Master of Arts degree in Religion and a Master of Divinity degree from Liberty University, as well as a Master of Science degree in Logistics from the Air Force Institute of Technology. He is a member of Cru Military, Mensa, and the Global Leaders tier of Young Professionals in Foreign Policy.

Kyle Scherer, Dover, Ohio

He was most recently an associate at Simpson Thacher & Bartlett LLP, with broad experience advising clients in li-

ability management and corporate finance transactions. Prior to joining the firm, he worked on the Navajo Nation as a Staff Attorney for DNA-Peoples Legal Services, a non-profit organization focused on providing access to justice to low-income Native Americans living in the Four Corners region of the United States. Scherer is a veteran of the wars in Afghanistan and Iraq and is the recipient of a Bronze Star Medal, having served a staff officer for Joint Task Force Kabul, as chief of intelligence operations for Combined Joint Interagency Task Force 435, and as the senior intelligence officer for U.S. Forces Iraq's personnel recovery division. In addition to maintaining an active pro bono practice, he is a Director of Native American Alumni of Harvard University and a member of the New York City Bar Association's Committee on Military Affairs and Justice. He received a Bachelor of Arts degree from Harvard College, where he pursued a special concentration in American public policy and American Indian politics, and a Juris Doctor degree from Harvard Law School, where he was a recipient of the Dean's Award for Community Leadership.

Defense University Aims to Produce Visionary Senior Leaders

DOD NEWS, DEFENSE MEDIA ACTIVITY (AUG. 24, 2016)

Jim Garamone

FORT MCNAIR, D.C.—After 15 years of war, senior military leaders might be excused if they think attending to their professional military education will be a break for them.

Except it's not.

That's what Marine Corps Gen. Joe Dunford, the chairman of the Joint Chiefs of Staff, told members of the Class of 2017 at the National Defense University, yesterday.

To be sure, the National Defense University and comparable schools in the Services for officers and noncommissioned officers are academic institutions. The professors and administrators have credentials Ivy-league schools would envy, and many have recent operational experience as well. They are experts in exploring the profession of arms.

The students have regular hours, weekends off, and sporting and social events to attend. There is a balance between work and family often lacking in the operational world.

And the students are no slouches either. NDU and the Service war colleges are often jokingly called "the school for generals [or admirals]." If you are selected to attend, that means someone believes you are able to handle the next level. Since the students are primarily colonels or Navy captains, that means flag-rank.



Marine Corps Gen. Joe Dunford, chairman of the Joint Chiefs of Staff, takes questions from National Defense University students at Fort Lesley J. McNair, Washington, D.C., Aug. 23, 2016. The general shared his experiences with the students, and discussed what he got out of his Army War College experience.

DoD photo by Navy Petty Officer 2nd Class Dominique A. Pineiro

National Security Contacts

The university also offers the opportunity to meet and relate to civilian counterparts in other agencies. Dunford said other U.S. government agencies send the best they have to the school, and given the whole-of-government approach to national security, these contacts are invaluable.

The United States has the most-extensive network of allies in the world, and NDU has international students from around the globe. Dunford urged all students to learn from each other.

NDU is a year-long course that provides its students the opportunity to read and think, and talk and write and consider, Dunford told the students.

Dunford graduated from the Army War College at Carlisle Barracks, Pennsylvania, 17 years ago. He said that as he looks back, that was the last year he had the time to read and think and write about his profession. It allowed him, he said, to think critically about the future while drawing on the lessons of the past.

The chairman met with faculty and staff before his talk to the students. He asked them if anyone told the students the required reading was “only a lot of reading if you do it.” The faculty blanched.

Dunford said he did the reading. Not doing it “is not my approach to life, nor my attitude,” he told the students.

The chairman added, “From my own personal experience, when I look back on my time at the War College ... it was pretty foundational in preparing me for the challenges throughout the rest of my career.”

The chairman encouraged the students to take full advantage of this unique opportunity in their careers. He told them to take full use of the university’s “center of gravity”—the faculty and staff.

He told them he would be checking.

NREIP Interns Impact Navy Technologies, Return to College, Plan DoD Careers

NAVAL SURFACE WARFARE CENTER DAHLGREN DIVISION CORPORATE COMMUNICATIONS (AUG. 26, 2016)

John Joyce

DAHLGREN, Va.—Summer interns who worked on technological programs crucial to national defense and security are heading back to classrooms at universities across the country with a new perspective about the U.S. Navy.

In fact, many are envisioning themselves as potential Department of Defense civilian scientists and engineers.

First, the college students—pursuing science, technology, engineering and mathematics (STEM) programs—must complete their bachelor's degrees.

Over their 10-week internship, the Naval Research Enterprise Intern Program (NREIP) provided the students with a nice stipend and a chance to acquire technical expertise and career perspectives at laboratories throughout DoD—including the Navy's Undersea and Surface Warfare Center divisions.

Now, the NREIP interns are returning to campus with experiences they can share with classmates and professors regarding their work at Navy laboratories and test ranges on programs such as the Aegis combat system; directed energy; and chemical, biological and radiological (CBR) defense.

"I've had the opportunity to explore cutting-edge technology, like 3D printing, while simultaneously expanding my knowledge base to cover the wide variety of engineering projects," said Erik Hippchen, a rising senior at the University of Minnesota, who is working towards a bachelor's degree in materials science and engineering. "It is the ultimate learning experience for an up and coming engineer in both the technical and professional sense."

Hippchen was among 22 students who completed their internships at Naval Surface Warfare Center Dahlgren Division (NSWCDD).

"The internship has been a great hands-on opportunity to directly interact with many professionals here at NSWC Dahlgren as well as professionals from other warfare centers," said Alex Kniffin, a rising senior at Virginia Commonwealth University who is pursuing a bachelor's degree in Biomedical Engineering with minors in Physics, Chemistry, and Mathematics. "The rewarding nature of the program

has solidified my interest in joining Dahlgren as a full-time employee post-graduation."

As an intern, Kniffin developed a framework for creating alternative scenarios to create a prediction on the advancements of technology and reduce technological surprise. "He used this framework to work with various experts to incorporate their knowledge into the technological forecasting process," said Dr. Elizabeth Haro, Human Systems Integration engineer.

Hippchen, Kniffin, and their fellow interns briefed scores of military officials and government employees on their findings during a July 28 poster session at the University of Maryland Washington Dahlgren campus.

"I know for a fact that the work I did will be taken into good hands and used in the future," said Charisa Powell, a rising Florida State University senior pursuing a bachelor's degree in computer science, after briefing her project.

Powell created a user-friendly, error-checking interface for input to a computational fluid dynamics simulation tool. Her project—designed to improve Navy CBR simulation tools that require a large amount of complex input—reduces the workload on users while increasing accuracy and performance.

"I wasn't aware of the vast amount of scientists and engineers that worked for the Navy to protect the warfighter," said Powell, who interned at the NSWCDD CBR Modeling and Testing Branch. "Being at Dahlgren gave me insight on what it's like to be surrounded by such bright individuals, and inspired me to bring skills from my education and work for the government when I graduate to keep our country safer."

That's the NREIP mission—surround interns with mentors who make the students aware of Navy research and technology initiatives that can lead to employment within the Navy laboratory structure. It also gives mentors quality time with protégés who may become their future colleagues.

"This program gives the participating [NSWCDD] branches an opportunity to work with potential new employees to get an idea of how good of a worker they will be," said Greg Stodola, NSWCDD Missile Manager Group lead. "We have had the good fortune of selecting many excellent interns. NREIP also gives the interns the opportunity to see how their education applies to the real world. They can get a taste of a particular discipline of their field to determine if that is really the type of work that they want to do."



DAHLGREN, Va.—Western Kentucky University student Abbie Schopper explains a prototype pitot static air velocity probe tested for use in a shipboard duct while briefing Navy personnel during her 2016 summer internship, sponsored by the Naval Research Enterprise Intern Program (NREIP). “Throughout this summer, I have enjoyed my experience working here at Dahlgren, but I also feel like I have gained important experiences that are not found in the undergraduate curriculum,” said Schopper, who is pursuing a bachelor’s degree in Mechanical Engineering. “I would recommend NREIP to anyone with a STEM major, and would love to return.” Schopper’s project focused on air flow rate measurements for the shipboard Collective Protection System.

U.S. Navy photo

future. As a result, scientists and engineers won’t have to use the launcher in order to test the Tomahawk fire control software.

“I applied what I had learned in school and beyond,” Antoshak recalled. “In order to accomplish the task, I had to research new programming languages. I collaborated this newfound knowledge with the guidance and experience of my coworkers in order to design something great.”

The students collaborated with government technologists on important projects at participating DoD laboratories located in Arizona, California, Connecticut, Washington DC, Florida, Hawaii, Indiana, Maryland, Mississippi, New Jersey, Pennsylvania, Rhode Island, South Carolina, Texas, Virginia, and Washington.

Applications for 2017 NREIP summer internships can be submitted from Aug. 22 to Nov. 30, 2016 via the program’s website: <https://nreip.asee.org>.

Interns are selected based upon academic achievement, personal statements, and recommendations in addition to career and research interests. Stipend levels—determined by the amount of credit hours that students possess—range from \$5,400 to \$10,800. Details and eligibility requirements are published on the NREIP website.

For more news from NSWC Dahlgren, visit <http://www.navy.mil/local/NSWCDD/>.

NCMA Recognizes Top Performers Under 40
NATIONAL CONTRACT MANAGEMENT ASSOCIATION (SEPT. 8, 2016)

The National Contract Management Association (NCMA) has selected 12 individuals to receive the Advancing Professionals Award. Recipients will be recognized on December 13, 2016 at an awards reception at NCMA’s Government Contract Management Symposium.

The NCMA Advancing Professionals Award was established in 2012 to recognize top performers in the contract management profession under the age of 40. These professionals are considered to be the future of contract management and come from the ranks of academia, government, and industry.

On behalf of the entire association, congratulations to the 2016 honorees on this well-deserved award.

- Sarah Ahn, CPCM – Viasat Incorporated

Stodola mentored University of North Carolina rising senior Dan Antoshak on the submarine combat control system simulator project.

“It didn’t take long for me to feel like part of the team while surrounded by such friendly and knowledgeable mentors,” said Antoshak. “I was able to improve my teamwork skills and ability to research independently for the purpose of developing a large scale engineering project.”

The computer and electrical engineering major modernized the combat control system simulator that mimics the processing of a launcher that can be used now and in the

- Benjamin Bryant – Office of the Secretary of Defense, Acquisition Directorate
- Joseph Carter – United States Air Force
- Rena Clark – General Services Administration
- Jami Eckel, CPCM – Ball Aerospace & Technologies Corporation
- Marisa Gamboa, CFCM – Jet Propulsion Laboratory
- Kelly Garehime – United Launch Alliance
- Landon Hill – UT-Battelle/Oak Ridge National Laboratory
- Shannon Malisani, CPCM – Tetra Tech
- Cassandra Manos, CPCM, CFCM, CCCM, Fellow – Accenture Federal Services
- Kymberly Wehrle – UI Labs
- Irene Johnson – Defense Contract Management Agency

AFRL Program Aims to Improve Efficiency in Processes, Teach Communication Skills

377th AIR BASE WING PUBLIC AFFAIRS (SEPT. 16, 2016)

Bud Cordova

KIRTLAND AIR FORCE BASE, N.M.—A program to change the culture, teach scientists and engineers how to better communicate, and smooth out administrative procedures is underway at the Air Force Research Laboratory here.

“We have the tactical skill and knowledge to develop our products—the advanced technologies for our space and directed energy missions,” said Sue Atwood, AFRL senior development planner for Space Vehicles and Directed Energy directorates. “Now we need to look strategically at the processes and the people; not just now, but five or 10 years down the road.”

Atwood has been with AFRL since 1984 and has worked in five of the seven technical divisions within the two AFRL directorates at Kirtland Air Force Base, as well as being the former deputy director for the Space Vehicles Directorate. She gave the analogy of a shiny bus as the product and tactical ability of AFRL, and the people and processes are the engine and tires, respectively. Occasionally processes become a spike strip or personnel need new tools or skills to operate efficiently.

“We assess the bureaucracy, and look at what we can do to remove the spike strips to perform the mission better,” Atwood said.

She is working to change the AFRL culture. One avenue is to address processes. To do so, she has technical and functional staff come together with ideas on how to improve processes.

They write the process on a white board and brainstorm, asking, “Why is it done this way? How can we improve this process?” As an example of success, teams have reduced the hiring process by 30 days.

She said changing an organization’s culture could take three to five years. Her program is in its third year here.

Atwood also has AFRL staff attend classes on communication, accountability, and trust to help with teamwork, cohesion, and organizational performance.

“Our technical and functional staffs can pass a theory class with flying colors. But sometimes, to have them put the class’s content into practice is a little harder,” she said.

To help implement classes, coaches work with staff members on practical applications.

For example, TEDxABQ, an affiliate of TED Talks, worked with AFRL staff members on briefing skills, including how to connect with audiences and tell their important story.

Scientists gave TEDx-style briefs on their research, and presentations were recorded. Atwood said many AFRL employees have never seen themselves brief. When people can see their foot twitching or themselves reading slides, they see how to improve presentations.

Staff for the briefings came from various divisions and offices. In time, some presentations will be publicly available. “Change and improvement takes time,” Atwood said. “People, processes, and products all are important aspects to any organization ... We are working on peeling back the layers a little at a time to improve the efficiency and effectiveness of our workforce and processes to meet our missions.”

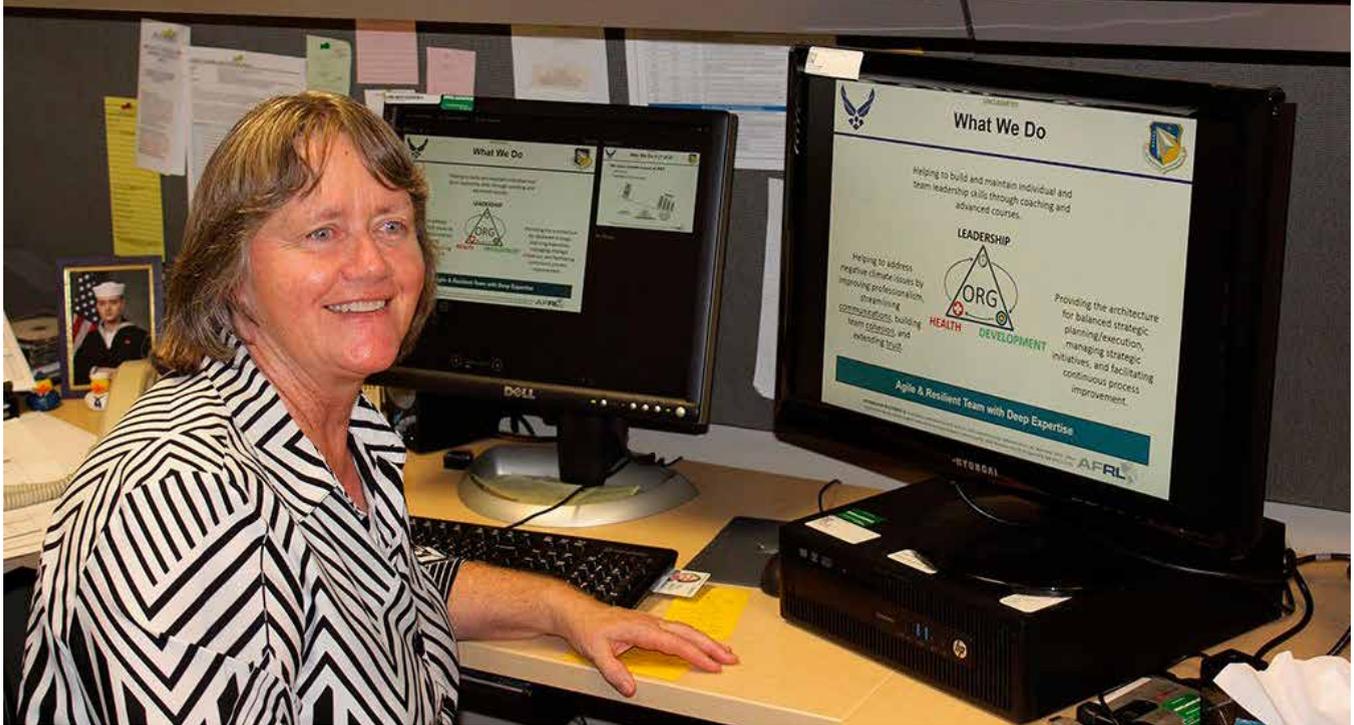
Supply Chain Graduate Program Links Army, Academia

ARMY MATERIEL COMMAND NEWS (SEPT. 20, 2016)

Megan Cotton

HUNTSVILLE, Ala.—The Army Materiel Command is looking for applicants for a work-share initiative that allows supply chain management employees to take classes in the morning and work in the afternoon.

The collaboration between AMC and The University of Alabama in Huntsville trains selected employees beyond Army specific-logistics to the greater supply chain management process using best practices from industry. The three-semester program will start in January 2017 and end in December 2017.



Sue Atwood, Air Force Research Laboratory senior development planner for Space Vehicles and Directed Energy directorates, leads a program that helps teach scientists and engineers how to better communicate and smooth out administrative procedures.
U.S. Air Force photo/Bud Cordova

"This fully funded program directly supports AMC's strategic priorities, particularly optimizing the global supply chain and developing adaptive Army leaders," said Capt. Kelly Stell, AMC Logistics and Technology Program Course Administrator. "We expect individuals to become more innovative in developing and sustaining readiness solutions through the world-class supply chain management practices explored in the program."

Civilian employees from around the AMC enterprise located in the Redstone Arsenal footprint are welcome to apply. Applicants must be a GS-11 to GS-13 and work in a logistics or supply chain management career program such as, but not limited to, supply management, contracting and logistics, materiel management, transportation and distribution management, or ammunition management.

The work-share program will go beyond traditional logistics and focus on developing critical thinking skills in order to understand the whole process and develop solutions before problems form.

"We want people to have a better understanding of the end-to-end supply chain and see the problems or gaps to correct

those before they become an issue," said Stell. "By investing in AMC's human capital, we ensure the workforce, organization, and the Army is equipped to meet future readiness challenges."

At the conclusion of the AMC-UAH Graduate Certificate program, the academic credit earned may then be applied to a Master of Science in Supply Chain and Logistics Management for those candidates who choose to continue studies on their own.

For additional information about the application process and timeline, contact Stell at 256-450-6750 or Kelly.k.stell.mil@mail.mil.

Department of Defense Debuts Vannevar Bush Faculty Fellowship, Research Grant Now Accepting Proposals

DEPARTMENT OF DEFENSE, PRESS OPERATIONS (SEPT. 26, 2016)

The Department of Defense (DoD) has announced a new competition for the "Vannevar Bush Faculty Fellowship" in a recent Funding Opportunity Announcement (FOA) (N00014-16-R-FO12) on <http://www.grants.gov>. This program is formerly known as the National Security Science and



Maj. Gen. Clark LeMasters, then-Army Materiel Command's deputy chief of staff for Operations and Logistics, spoke last December at the University of Alabama in Huntsville to the first graduates of a collaborative supply chain management program.

U.S. Army photo

Engineering Faculty Fellowship (NSSEFF), and both program names will be used for this round of competition during the transition phase.

The Vannevar Bush Faculty Fellowship program is sponsored by the Basic Research Office, Office of Assistant Secretary of Defense for Research and Engineering (ASD(R&E)). The Office of Naval Research (ONR) executes the program for ASD(R&E) and is soliciting proposals. This program seeks outstanding researchers to propose basic research that is potentially transformative in topics areas of interest to the DoD.

"I strongly believe DoD faces some of the most exciting and difficult problems to be found in research and technology," said Secretary of Defense Ash Carter. "Vannevar Bush Fellows will lead the way in transforming and defining new fields of science and in helping the Department look to the future."

This new program name commemorates Dr. Vannevar Bush (1890-1974). He was the director of Scientific Research and

Development during World War II and the author of "Science: The Endless Frontier." Bush was also a professor and Dean of Engineering at MIT and later founded a large defense and electronics company. As a devoted teacher, administrator, and entrepreneur, Bush made creative and innovative contributions to science, engineering, and the nation. During World War II, Bush mobilized America's scientific resources to achieve advances in defense technologies that were decisive in winning the war. After the war, he was instrumental in formulating sound policies for the advancement of science, engineering, and education.

Bush, in his famous 1945 report, "Science: The Endless Frontier," wrote that "the pioneer spirit is still vigorous within this nation. Science offers a largely unexplored hinterland for the pioneer who has the tools for his task. The rewards of such exploration, both for the nation and the individual, are great. Scientific progress is one essential key to our security as a nation, to our better health, to more jobs, to a higher standard of living, and to our cultural progress."

For more information on how to apply, visit http://www.acq.osd.mil/rd/basic_research/program_info/vbff.html.

Army R&D, Test and Evaluation Communities 'Green' Civilian Employees

U.S. ARMY COMMUNICATIONS-ELECTRONICS RESEARCH, DEVELOPMENT AND ENGINEERING CENTER (CERDEC) PUBLIC AFFAIRS (SEPT. 28, 2016)

Dan Baldwin

ABERDEEN PROVING GROUND, Md.—From Sept. 12-16, civilian engineers, scientists, and business support staff left their labs and cubicles to live the life of a U.S. Army soldier and gain a deeper appreciation for the Army mission.

The U.S. Army Training and Doctrine Command is promoting an Army civilian acculturation program across all installations to better integrate civilian employees into the military. To align with this effort, the U.S. Army Materiel Command's Communications-Electronics Research, Development and Engineering Center (CERDEC) and the U.S. Army Test and Evaluation Command (ATEC) have partnered to create an Aberdeen Proving Ground's inaugural collaborative greening program. Seventy-two ATEC and CERDEC civilian employees made up the greening course class.

"Everybody on APG supports the soldier in one way, shape, or form, so it is beneficial to gain a better understanding of 'the soldier,'" said Maj. Gen. Daniel L. Karbler, ATEC commanding general. "This is an outstanding program supported by all the partner units at APG, and it gives us a chance to introduce our civilian workforce to the military culture, life-style, lingo, and great field rations."

"Much of the Army's research, development, engineering, and testing is performed at APG," CERDEC Military Deputy Director Col. Matthew Schramm said. "For that reason, this course is especially important for the installation's civilians whose work enables current and future soldier technologies."

The partnership began in March during CERDEC's last town hall meeting, Schramm said. During the meeting, a civilian asked when CERDEC would host another greening course. After inquiring if there had been a greening course that existed on base, Schramm said he reached out to APG organizations across the installation to see what may have been done in the past. ATEC then reached out to CERDEC expressing its interest in partnering to collaborate on a greening course.

"I thought it was very beneficial to partner with another organization to leverage all assets and resources across the

installation," Schramm said. "CERDEC could provide things that ATEC couldn't provide, and ATEC could provide things that CERDEC couldn't provide. We shared resources and assets for the greater group."

The purpose of the greening course is designed for new hires to gain Army knowledge and to gain a greater appreciation for the Army's most valued asset, the soldier.

"Based on the feedback we received, the greening program is a great way to get the civilian population to understand some of the tasks performed by soldiers," said Sgt. 1st Class Clifford Martin II, senior enlisted advisor for CERDEC. "CERDEC and ATEC are both Army organizations, and this program helps the civilians to remember that."

The program offered information for civilians with limited knowledge about the Army and military life. Participants began the week learning about Army history as well as military rank and structure.

The "soldiers in training" learned simple tasks like how to properly march and tell military time before advancing to more complex tasks like learning the necessary tactics and techniques needed to successfully enter and clear a room.

"The training was not set up to resemble an actual boot camp," Martin said. "It was designed to get the civilians to become familiar with some of the training soldiers do on a regular basis; however, not all events were everyday soldier tasks. Some tasks would be performed at more advanced levels."

The civilian employees also had an opportunity to tackle the same obstacle course used to train soldiers, solve Leadership Reaction Course challenges designed to help build leadership and teamwork skills, learn how to escape a Humvee that has rolled over, fire assault rifles, and rappel down a 30-foot tower.

The highlight of the week for many was a trip along the shoreline in a Black Hawk helicopter. "Riding in the helicopter, having it go up and stall, and go down, that was pretty intense," said Ryan Konas, a U.S. Aberdeen Test Center engineer.

During lunch, participants even had a chance to dine on the finest Army cuisine, Meals Ready to Eat, or MREs.

"The intention is not to make them soldiers," Schramm said. "The intention is to give the civilian employees some experience so when they go back to their workforce as the engi-



Seventy two CERDEC and ATEC employees experienced life as a U.S. soldier during the Team APG Greening Course Sept. 12-16. One of the many events included a Leadership Reaction Course.

U.S. Army CERDEC Photo/Dan Baldwin

neers, scientists, and testers of this community, they can have a little bit more familiarization of what a soldier does and put it into context of what they'll do in building future materials and future technical solutions for the soldiers."

While it is important for members of the civilian workforce to become familiarized with everything a soldier does, the week's course was strictly voluntary for all participants.

"I would like the greening course to be mandatory for all CERDEC employees, but it is strictly voluntary," Martin said. "All the events were strictly voluntary. There were some events that a few participants were not comfortable

with. The great thing is the ones that did not do every event still stayed on site and cheered for their 'battle buddies.' At that point, it was obvious that everyone felt part of a team."

"It's been a great experience trying to get acclimated to what the military life is all about," said CERDEC mechanical engineer Robert Tyn-dall, who was five weeks into his employment at the start of the greening course. "I would definitely recommend everyone doing the course. Do everything you feel comfortable with, and stretch yourself."

With the success of the inaugural APG greening course, ATEC and CERDEC hope to continue the program for all new hires once a year, with

the possibility of expanding it to twice a year.

"Part of the CERDEC/ATEC missions are to make sure soldiers have the latest, greatest equipment to maintain technological advantage," Schramm said during the greening course graduation ceremony Sept. 16. "To do that, you have to understand soldier needs. Outside of this course, I encourage you to continue to get up and get out, to talk to soldiers on a regular basis. Promote Greening as an opportunity to interact with soldiers, and to get a direct appreciation for what our soldiers do, and what they need."