

Army Civilian Leaders Learn About Education and Career Development Opportunities

ARMY NEWS SERVICE (JULY 6, 2011)

Skye Marthaler

FORT BELVOIR, Va.—Training and education is a crucial part of the Army way of life. From the first day of Initial Entry Training and throughout their Army career, soldiers will be trained and educated to gain the skills and abilities not only to perform their current duties, but also to give them the foundation to grow in leadership ability and future roles.

For one part of the Army though, training and education opportunities are at times an afterthought. The Army Civilian Corps is comprised of over 300,000 dedicated men and women from all walks of life and a dizzying array of professions—all focused on providing the essential services and support for the Army mission. With a focus on getting the job done, at times training or education for the civilian workforce is overlooked.

On July 1, Vicki Brown, the Army's chief of civilian training and leader development division, took the opportunity to address students of the Civilian Education System (CES) Advanced Course at the Army Management Staff College (AMSC) on Fort Belvoir, Va., and provide them with an update on current and future civilian education and training opportunities.

"One of my goals is to motivate Army civilians to be proactive with their own personal and professional development, to show what programs are out there for them, but also for them to understand the impact they have on their organization and the people that they lead, or the peers that they associate with," said Brown.

Brown showcased a variety of programs to include the Army Civilian Education System, Competitive Professional Development, and several Department of Defense Civilian Leadership programs. Many of the education and training opportunities for Army civilians, both internal to the Army and through the Department of Defense, are centrally funded though commands can fund their people as they see fit.

Dr. Leo McArdle, the host and director of the advanced course at AMSC, emphasized the importance of raising awareness on civilian education and training opportunities.



Vicki Brown briefs students of the Civilian Education System Advanced Course on Army education and career development opportunities.

U.S. Army photo

"Our Army Civilian Corps is heading into an era where we have limited resources, a diverse workforce, and increased technological capabilities. We need to develop partnering and entrepreneurial skills, all the while trying to meet a mission that is more complex than ever before," said McArdle, "The students here—the GS-13, 14, and 15s—have been identified as senior civilian leaders; it gives them an idea of the programs that are available to them to not only develop their leadership skills and careers, but more importantly, the knowledge of what courses are available to develop their people."

In addition to the education and training opportunities, Brown also discussed Army Career Tracker and career programs. Both these initiatives will have a wide-ranging impact on the growth and development of the Army Civilian Corps

Students came away from the information session with a greater understanding of their own development path and for their subordinates. They also felt that the Army was moving in the right direction with Army civilian training and education.

"The education system and the training programs are moving in the right direction; they provide situational awareness not only for self development, but allow us to go back to develop our peers and subordinates to make sure they are

on track to meeting the goals to where the Army wants to go in the future," said Les Hell, doctrine chief at the Maneuver Support Center of Excellence at Fort Leonard Wood, Missouri, "Outcome-based training and creating a competitive learning environment are the right things to do in order for us to be able to adapt, be flexible, and willing to accept change."

Information on the programs mentioned above and other civilian opportunities can be found on the Army Civilian Training, Education, and Development System (ACTEDS) at www.cpol.army.mil/library/train/acteds/.

Marthaler is with the U.S. Army Training and Doctrine Command.

Army Ombudsman Makes Difference With Industry

AVIATION AND MISSILE COMMAND (JULY 6, 2011)

Kari Hawkins

REDSTONE ARSENAL, Ala.—With 27 years of experience related to Army acquisition and business management, Randy Richardson was an easy pick back in 2004 for the Aviation and Missile Command's ombudsman position.

Since then, Richardson, who actually wrote the guidelines for the ombudsman's responsibilities in the late 1980s, has been helping AMCOM's industry partners understand the ins and outs of Army contracting.

The job can often seem daunting; with Richardson working long hours to answer industry questions, address contracting issues, and keep the communication lines open between AMCOM and industry partners.

But if the job's done right, it can be very rewarding.

"It's about talking with industry about what's right, what's wrong, and what's not working," Richardson said. "The mission is to communicate with industry, and to make sure industry knows what we're doing and how they can help us support soldiers.

"Open dialogue is real important because industry is our partner. The Army team is soldiers, civilians, and contractors. It's a team effort. It's important to make sure we keep that communication with industry open so each of us understands how to support the soldier better. It's a great opportunity to be the AMCOM ombudsman. This job gave me an opportunity to make a difference."

But as of July 1, Richardson is no longer one of the few ombudsmen in the Army. He has retired and is considering some new options and perhaps a slower pace of life.

Richardson grew up in Redstone Arsenal's acquisition community. A graduate of the University of Tennessee, he had set his sights on a promising career in retail when the Army came calling. He had scored high on the Professional Administrative Career Examination, a standard civil service test given at the university, and Redstone Arsenal was interested.

"Back then, if they had an opening that fit you, they would call you," Richardson said. "I was contacted by Roland Volk, a government employee well-known for recruiting college graduates for the Army. It's kind of ironic because 20 years later he was helping me find interns to hire. He helped with 300 to 400 interns that came into acquisition here.

"I saw the job as an opportunity to learn something," he said of his position as an acquisition intern. "The third year of my internship, I got to work for the chief of the contracting office. Then his deputy got deployed, and I got to do a lot that gave me great insight into what happens in the contracting world."

At the time, Redstone's mission was focused on missiles with missile programs divided under two Army commands—the Readiness Command, and the Research and Development Command—that reported to the Army Materiel Development and Readiness Command. Richardson was part of the team that consolidated the two subordinate commands in 1979 into the Missile Command.

In every challenge he was presented, Richardson was in a position to learn a lot about how the government does business.

"I bought spares, TOW [Tube-launched Optically-tracked Wire-guided] missile systems and the first laser site for a TOW missile to go on a Cobra helicopter," Richardson recalled.

"I ran the team that bought Pershing spares, and we were redesigning and deploying Pershings to Germany all at the same time. The Pershing helped to dissolve the Soviet Union. It was such a tremendous weapon system, and Russians wanted them gone from Europe."

When he wasn't negotiating and writing contracts, Richardson was working in business analysis, helping to report on budget resources, overseeing manpower functions, and working toward automation in the workforce.

"I was involved in the business management function, helping to move us to a paperless contracting environment, hiring interns, and taking apart a workforce and putting it back

together again”with the merging of the Missile Command and the Aviation and Troop Command in St. Louis.

At the time, in 1997 during the Reagan-Bush era, there were more than 900 employees working in missile contracting at Redstone and about 600 working in contracting at the Aviation and Troop Command. With Base Realignment and Closure recommendations, those two organizations were consolidated and the contracting workforce had to be reduced to 700.

“We were involved in a major restructuring of the Army, and in the middle of that we were fighting Desert Storm,”Richardson said. “We got the aviation and missile commands consolidated, but we didn’t have much time to get back on track before 9/11.

“Since then, there has been such a demand all over for people who can do federal contracting. We spend almost \$30 billion in federal contracting in North Alabama [for all of Team Redstone]. By itself, AMCOM has about \$20 billion of that. There’s a tremendous demand for the contracting skill.”

Richardson served as AMCOM’s second ombudsman, following after John Vickers. No matter who holds the job, they are given the privilege and responsibility of representing AMCOM’s commanding general to industry.

“We are part of the command group and the commanding general’s voice to industry,”he said. “At the time we created this position, there wasn’t a lot of communication between industry and contractors. The government tended to keep their contractors an arm’s length away.

“But as the commander’s voice, I’ve spoken with industry on behalf of two aviator commanding generals”—[then] Maj. Gen. Jim Pillsbury and Maj. Gen. Jim Myles—“who understood the 24/7 mission. They knew what the fight was all about and the mission we had to do. Now, with Maj. Gen. Jim Rogers, he understands what the Army and AMCOM need to do to bring down the size, and to become more efficient and effective.”

AMCOM does business with more than 3,000 contractors annually. Richardson said he has meetings with 100 to



Randy Richardson is saying goodbye to a 34-year Army civil service career that has included work in acquisition and business management. Since 2004, he has served as the Aviation and Missile Command’s ombudsman.

U.S. Army photo

200 of those contractors each year, and often represents AMCOM at business conferences.

“The commanding generals and their deputies have allowed me to use my skills to keep communication open with industry,”Richardson said. “I’ve been able to put his voice out in the contracting community without interfering in the commanding generals’ and the deputies’ abilities to run the command and support soldiers.”

Even with an open door policy, Richardson said there is a growing concern among industry about how the federal government is doing business. The last 18 months have been busier than ever for the AMCOM ombudsman’s office.

“The economy is so tough, every single contract we issue means jobs, and sometimes those contracts mean whether a company succeeds or not,”he said. “It’s a lot more intense as unemployment has gone up and contracts have gone down.

“The answers we give industry may not always be what they want to hear. But, hopefully, we can give them an answer to their questions and keep communication lines open. We want to make sure they understand the Army’s decisions so that we can all be good at supporting soldiers.”

And hopefully, that communication will reduce the number of contracting protests filed by industry.

"Protests across the government have been higher in the last couple years because every contract means jobs,"Richardson said.

With a long Redstone Arsenal career behind them, Richardson and his wife are looking forward to making future plans, which include continuing to live in Madison.

"... I want to use what I know to help industry support soldiers. When you've been part of the Army this long, it becomes part of your life. Supporting soldiers is not just something you talk about. It's something you believe in."

President Considers Tax Credit to Hire Veterans

AMERICAN FORCES PRESS SERVICE (JULY 7, 2011)

Terri Moon Cronk

WASHINGTON—A tax credit for companies that hire military veterans could be the next step in helping the acutely underemployed group, President Barack Obama suggested yesterday in his Twitter town hall meeting.

The president addressed many economic issues surrounding his theme of how to reduce the federal deficit, and was asked about jobs for veterans while fielding questions submitted on Twitter.

A Twitter user asked the president, "Can you give companies a tax break if they hire an honorably discharged veteran?"

That, Obama said, is a subject he's discussing with his staff.

"We've got all these young people coming back from Iraq and Afghanistan [who] have made incredible sacrifices [and] have taken on incredible responsibilities,"the president said. "You see some 23-year-old who's leading a platoon in hugely dangerous circumstances, making decisions [and] operating complex technologies. These are folks who can perform. But unfortunately, what we're seeing is a lot of these young veterans have a higher unemployment rate than people who didn't serve. And that makes no sense."

The president said one idea under discussion is to combine a tax credit for companies that hire veterans with a campaign to get private companies to "do the right thing"and hire additional veterans.

An outreach program to hire veterans already exists in the federal government, the president noted.

"We've [put] huge emphasis on ramping up our outreach to veterans and hiring veterans,"Obama said, "and this has been a top priority of mine.

"The notion that these guys who are sacrificing for our freedom and our security end up coming home and not being able to find a job, I think, is unacceptable,"he added.

RDECOM Program Wins DoD Environmental Award

ARMY NEWS SERVICE (JULY 8, 2011)

Daniel Lafontaine

ABERDEEN PROVING GROUND, Md.—A U.S. Army program that yields an improved surface coating method to reduce air pollution and will save \$1 billion over the next 15 years has been recognized by the Department of Defense.



A principal investigator at Army Research Laboratory formulates the next generation chemical agent resistant coating materials for improved performance and environmental sustainability.

U.S. Army photo

The Sustainable Painting Operations for the Total Army program won the 2011 Secretary of Defense Award for Environmental Excellence In Weapon Systems Acquisition.

Dorothy Robyn, deputy under secretary of defense for installations and environment, presented Erik Hangeland with the award June 8 at the Pentagon. Hangeland is director

of the environmental acquisition and logistics sustainment program within U.S. Army Research, Development and Engineering Command.

Katherine Hammack, assistant secretary of the Army for installations, energy and environment, praised the team's work when she presented the Army award.

"There are some wonderful innovative minds here. We have more expectations in the realm of sustainability," Hammack said. "It's an example for the Army and nation. You have proven your commitment to sustainability."

Army scientists developed 45 distinct technologies with more than 1,000 products affected because of variations in type, class, color, and unit of issue, Hangeland said. The program is expected to eliminate more than 4,000 tons of organic hazardous air pollutants and other pollutant emissions from Army surface coating. About 6 million gallons per year will be affected.

"This was a huge collaborative effort across all of the RDECOM elements involved, and I think that was really a big part of the success of this program," Hangeland said.

Lafontaine is with the U.S. Army Research, Development and Engineering Command.

DoD Sets Rules for Schools Receiving Tuition Assistance

AMERICAN FORCES PRESS SERVICE (JULY 12, 2011)

Karen Parrish

WASHINGTON—All schools participating in Title 10 tuition assistance will have to have a signed memorandum of understanding with the Defense Department under a new policy that will take effect Jan. 1.

Carolyn Baker, chief of voluntary education for DoD's military community family and policy office, explained to American Forces Press Service what the agreement covers.

"The MOU articulates the commitments and agreements between an educational institution and DoD prior to an institution accepting funds via the tuition assistance program," she said, adding that some schools already have begun the process of signing the memorandum.

DoD's tuition assistance program helps active duty servicemembers pay for college courses. The program covers undergraduate and most graduate courses delivered through online distance learning or traditional classroom instruction.

A voluntary education joint service review committee developed one standard document to replace the separate Services' tuition assistance agreements, Baker said.

Under the new agreement, "The institution ... must agree to one single tuition rate per office of post-secondary education identification number," she said. "What this means is that institutions cannot charge servicemembers different tuition rates to attend the same class."

The agreement requires that schools be accredited by an agency recognized by the Department of Education, abide by DoD and military service regulatory guidance on voluntary education, and adhere to the principles and criteria established by the Servicemembers' Opportunity Colleges, Baker said.

Key issues addressed in those principles include reasonable transfer of credit to avoid coursework duplication and excessive loss of previously earned credit; required academic residency limited to no more than 25 percent of degree requirements, or 30 percent for undergraduate degrees offered 100 percent online; credit for military training and experience; and credit for at least one nationally recognized testing program, such as the College-Level Examination Program.

Schools also must agree to provide timely course enrollment, withdrawal, and cancellation information and grades, as well as an evaluated education plan outlining the courses needed for a degree, Baker said.

The agreement includes addenda outlining how tuition assistance is administered in each of the Services, she said.

The new policy also requires all schools accepting tuition assistance dollars to participate in a periodic third-party review. DoD is committed to providing programs and services that support, sustain and improve quality of life for service members, Baker said, and the review process will address accountability and quality of education they receive using tuition assistance.

The agreement does not obligate funds or guarantee enrollment or access to military installations, she said. Schools offering courses on military posts or bases must have an additional, separate agreement with installation commanders permitting access and on-base instruction.

The policy states that any school without a signed memorandum after Jan. 1 will not be able to enroll students using tuition assistance funds, she said. Schools can review and sign the memorandum at <http://apps.mhf.dod.mil/voled>.

A list of schools that have signed the agreement will be posted to the site, so military students receiving tuition assistance can see if prospective schools have signed the memorandum, Baker said.

Servicemembers who have concerns about an institution that has signed the agreement can submit their question or complaint to DoD through the site. A centralized process will record the issue, work on a resolution, track the status, and provide a response, Baker said.

She said the department has been working with schools that receive the greatest share of tuition assistance funds, and those institutions are aware of what the memorandum will require of them.

"We might find some institutions out there that have not been timely, or they don't agree to all of the terms of the memorandum. So we're going to have to work with servicemembers enrolled in those schools," she said.

Baker said DoD is committed to offering comprehensive, lifelong learning opportunities for servicemembers, and the new policy will ensure a viable program is in place to assist them in realizing those opportunities.

Advanced Course Molds Civilian Leaders for Army Challenges

ARMY NEWS SERVICE (AUG. 8, 2011)

Skye Marthaler

FORT BELVOIR, Virginia—In several seminar rooms in Humphreys Hall on the south side of Fort Belvoir, groups of Army civilians huddled around tables covered with laptops, interactive touch screens, and piles of paper diligently researching a problem that explores the question: Is the Army in balance?

The solution requires using critical-thinking skills and strategic understanding of the Army they have learned over the last few weeks to develop and present recommendations to not only answer the question, but also lay out the actions and recommendations necessary to achieve it.

The above scenario is one that hundreds of senior Army civilians find themselves in every year. They are students in the Advanced Course: an inquiry-based learning, problem-centric class offered by the Army Management Staff College. It is part of the larger Army Civilian Education System. The students are made up of GS-13s through GS-15s from across the Army.

Problems like this emphasize the core of what the course is trying to instill through its curriculum.

"Most of our senior Army civilians—our GS-13s, 14s, and 15s—are very good at what they do, no doubt about that. What we need them to understand is how they fit into the bigger picture," noted Leo McArdle. "They may have been in their command for 20 to 30 years and have no concept of how they fit in the larger Army. We teach them about the big scale of the Army."

McArdle is the director of the advanced course at the AMSC, where he oversees the faculty and the development and execution of the advanced course curriculum.

Created in 2006, the advanced course was designed for Army civilian leaders who exercised predominately indirect supervision. Students who successfully complete the course develop the skills needed to lead complex organizations in support of national security and defense strategies; integrate Army and joint systems in support of the Joint Force; inspire vision and creativity; implement change; and manage programs. The course is a combination of a 40-hour, online, distributed-learning portion and a four-week residency portion.

"The advanced course gives senior civilians the tools needed to function in this modern environment. It gives them the skills and the ability to look at how the Army is changing and adapt their task analysis and their problem-solving skills to meet those new demands," McArdle said. "We teach them how to look at and tackle problems differently. We have them do more critical thinking; we have them look at their issues from an enterprise level."

One of the executors of the advanced course is professor Sidney Ricks, who has been teaching Army civilians at AMSC since 2006. Ricks emphasized the importance for Army civilians to attend the course.

"The advanced course is important for several reasons. One is to develop a professional, civilian workforce, comparable to both the Army Officer and [Noncommissioned Officer] Corps. We want to develop the same type of Department of Army professional that mirrors the military side," stressed Ricks. "It prepares a better workforce for change."

One of the other benefits of the advanced course is the exposure to the larger Army picture and how it functions as an enterprise. In addition, students also can meet and network with their peers from across the Army.

"Once a student finishes the advanced course, they should look at the strategic-level thinking of the Army in a different way. They will have a better understanding of how the strategic alignment of the Army works, a better understanding of how the Army runs, and a better understanding of where they fit in the Army and where their mission fits in the Army," Ricks said.

Jane Helfrich, a current student, traveled from Heidelberg, Germany, to attend the advanced course. She is the Army Community Service's chief for the Army's Installation Management Command-Europe. For her, the goal of attending the course was twofold.

"In my job, I am supervising a small group of people in my office. But, I am responsible for a regional delivery of services in Europe. I really wanted to take a look at my leadership abilities, because there is always room for improvement," said Helfrich. "Plus, I was really interested in the content about national security strategy and figuring out where my command fits into supporting that."

Now in the last week of the course, Helfrich felt she had met the goals she had set.

"Certainly, with this last problem that we are working with the Army readiness strategy, it has really taught me about where my command—IMCOM—and, in particular, my organization—Army Community Service—fits into and supports the whole strategy plan and the imperatives that General Casey laid out in 2007," said Helfrich. "That has been really fascinating for me to look more closely at those documents and look at the programming for where we fit in the big picture."

She also emphasized the critical-thinking skills she learned.

"The school really focuses on critical thinking. I think that, as civilian leaders, we need to take the time to focus our thinking on those critical elements of thought and really do a better job of analyzing, clarifying, and clearly communicating the problem, and then developing sustainable and achievable courses of action for all the problems we have to solve."

Information on the course, including eligibility requirements, is available from www.amsc.belvoir.army.mil/academic/ac/.

Marthaler is with U.S. Army Training and Doctrine Command.



Students work as a team to solve a problem on national security and strategy, while attending the Civilian Education System Advanced Course at the Army Management Staff College on Fort Belvoir.

U.S. Army photo by Skye Marthaler

Electronic Warfare Gives Soldiers New Career Field

ARMY NEWS SERVICE (AUG. 10, 2011)

Adrienne Anderson

FORT BENNING, Ga.—With advanced technologies being used on the battlefield, the likelihood of enemies using this to their advantage increases. For example, the Army is providing soldiers in the field with smartphones, and smartphones are susceptible to electronic warfare, or EW, said Lou West, the electronic warfare analyst and instructor at Fort Benning.

West said that is one reason why it is important for soldiers to understand EW as the military relies more on using the electromagnetic spectrum.

And now Fort Benning is incorporating a new area of competency into its training regimen—electronic warfare—as part of the Maneuver Center of Excellence Fires Cell.

Announced in March by the Department of the Army, Electronic Warfare Military Occupational Specialty, or MOS, FA29 (officer), MOS 290A (warrant officer) and MOS 29E (enlisted), are expected to be fully added to its list of specialties by 2012.

Although the courses will be taught at Fort Sill, Okla., West said the Combined Arms Center's EW Proponent Office's goal is to integrate the teaching of electronic warfare into military education at all levels and for all soldiers "including soldiers at Fort Benning.

“What we do with electronic warfare is control the electromagnetic spectrum before the enemies do or to take the control from them and to make sure we maintain control of it,” West said.

West provides EW training to soldiers and units on Fort Benning, and the training is currently integrated into the Armor and Infantry Basic Officer Leader Course, Maneuver Captains Career Course, and Maneuver Pre-Command Course.

West served as an electronic warfare officer with the Tennessee National Guard’s 278th Armored Cavalry Regiment during Operation Iraqi Freedom. After the unit demobilized, he was hired as a contractor by FSCX Inc., and attended FA29 at Fort Sill before coming to Fort Benning in March.

“My role is to ensure that soldiers and the maneuver side of the house know how to properly utilize EW in planning and operations,” he said.

The electromagnetic spectrum involves different types of radiation emitted from electronic devices such as radios and cellphones. In combat, electronic warfare is used to deny the enemy an advantage in the electromagnetic spectrum, West said. It is used “to support military operations involving various levels of detection, denial, deception, disruption, degradation, protection, and destruction.”

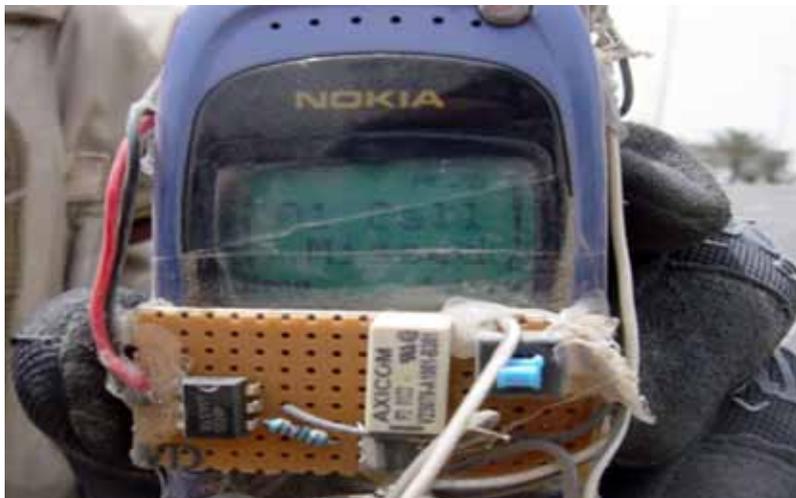
There are three subdivisions of electronic warfare: electronic support, electronic protect, and electronic attack, he said.

Electronic support involves searching, locating, and intercepting radiated electromagnetic energy for the purpose of finding immediate threat recognition, targeting, planning, and conducting future operations, West said.

Electronic protect prevents personnel, facilities, or equipment from any negative effects of the electromagnetic spectrum that can “degrade, neutralize, or destroy friendly combat capability.”

Electronic attack uses the electromagnetic spectrum to attack the enemy. Jamming is part of electronic attack and occurs when a stronger signal overrides another signal—for example, preventing a cellphone signal from detonating a radio-controlled improvised explosive device.

Anderson writes for The Bayonet at Fort Benning, Ga.



This cell phone was rigged as a detonator for an improvised explosive device. The detonator was recovered undamaged after having been successfully jammed by electronic warfare personnel using Counter Radio-Controlled IED Electronic Warfare equipment.

DoD photo

CESL Keeps Army Civilians Engaged and On Point

ARMY NEWS SERVICE (AUG. 12, 2011)

Skylar Marthaler

FORT BELVOIR, Va.—The Continuing Education for Senior Leaders course 11-501 opened with Wounded Warrior, Spc. Rory Dunn discussing his combat experiences and struggle to survive at Walter Reed Army Medical Center after he was wounded in Iraq in 2004. For the 61 students listening to his story, it was eye-opening and stressed the importance of the coming week.

For Debra Jordan, a current CESL student and the Department of the Army liaison for continuous process improvements at the Installation Management Command, Dunn’s story was a revelation.

“It was absolutely necessary to hear his story. He is the voice of our customers and how we provide services to our Wounded Warriors. It focused us on why we are Army civilians,” Jordan said.

CESL, created in 2008 and taught by the Army Management Staff College, provides further education opportunities beyond the Civilian Education System for senior Army civilians—GS-14s and 15s—after they have graduated from AMSC’s advanced course. It combines a 40-hour, online portion and a weeklong resident portion.

“CESL allows senior-level Army civilians the opportunity to come back into an educational atmosphere, learn about the

newest initiatives, and get a refresher on what is happening throughout the Army," said Jacqueline Wilson, CESL acting director of CESL. "We want to emphasize that an educated and informed Army civilian is necessary and essential to the workforce. The information they gain here, they can share with their organization and people when they return."

"CESL is providing us the insight we need as senior leaders to know what is going on at higher levels," said Jordan. "It deals with the latest issues, such as resource and shortage issues; the gap between military and civilian leadership training; bringing into focus national strategy issues; and how we, as senior leaders, can define our role and better help the Army meet its objectives."

Over the course of the residency, students receive briefings and lectures on a variety of "big picture" items impacting the Army, from an array of guest speakers including general officers, senior executives, and subject-matter experts. These items run a gamut of things from Wounded Warrior care; civilian workforce transformation; Army budget issues and media relations; to China's culture and geo-political impact on the West. In addition to briefings and lectures, students, in smaller groups, have to develop, write, and brief recommendations for Army issues. In the case of Class 11-501, those problems focused on civilian workforce transformation and civilian leadership development.

While CESL has an impact on the students, guest speakers and course visitors also see its advantages. Joseph McDade, Army assistant deputy chief of staff G-1 and a guest speaker about the Army's Civilian Workforce Transformation initiative stressed the value of CESL for him as a senior Army leader.

"It is a two-way street, I learned as much from them as I hope they learned from me. It was very beneficial to get the students' insights and their feedback," said McDade, "I can take that back immediately as a senior leader and make sure that we, at headquarters, are addressing the concerns I heard here today."

For Dunn, it allowed him to emphasize the impact Army civilians can have addressing the challenges and struggles faced by Wounded Warriors.

"The Civilian Corps can be great if they extend themselves," said Dunn, "Listen to our Wounded Warriors, and be there to listen when they have an issue. If you can't solve it, then be there to advocate a solution."

The next iteration of CESL is scheduled for December. More information on the course and eligibility requirements is available from AMSC's website at www.amsc.belvoir.army.mil/academic/cesl/.

Marthaler is with the U.S. Army Training and Doctrine Command.

Officials Announce Civilian Workforce Hiring Freeze

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS (AUG. 12, 2011)

Air Force Capt. Mary Danner-Jones

WASHINGTON—Air Force officials announced the implementation of a 90-day hiring freeze effective immediately.

A firm commitment to keep spending within requested levels led to implementing the hiring freeze across the civilian workforce, officials said.

In addition to a 90-day hiring freeze, the officials plan to reduce temporary and term employees and will implement both the Voluntary Separation Incentive Program and Voluntary Early Retirement Authority program.

Officials project that all major commands, direct reporting units, and field operating agencies will be affected by these actions.

"We are operating in a very challenging fiscal environment and are focused on meeting mission requirements with a reduced budget," said Lt. Gen. Darrell Jones, the deputy chief of staff for manpower, personnel and services. "We are mindful of the potential impacts of budget constraints on our civilian force and their families, which is why we are seeking to reduce the need for involuntary measures."

The 90-day hiring freeze is intended to quickly reduce civilian strength levels to budgetary limits and enable future hiring to support the most critical mission requirements.

"We will do our utmost to provide timely, candid communication on specific efforts as details are finalized," Jones said.

For additional information on civilian workforce reduction measures, personnel should contact their local civilian personnel office, or call the Total Force Service Center at 800-525-0102.