

### **AMC Program Teaches Directors, Managers New Ways to Do Business**

*Jacqueline R. Boucher*

ARMY NEWS SERVICE (JAN. 13, 2009)

TOBYHANNA ARMY DEPOT, Pa.—Tobyhanna senior leaders are discovering new ways to improve business processes with the help of a U.S. Army Materiel Command executive development program.

The Depot & Arsenal Executive Leadership Program is a six-month course that provides a learning environment to help commanders and senior leaders gain a broader knowledge of leadership and management techniques.

“The program provides a great overview of how the depots and arsenals operate and fit into the overall AMC business,” said Rick Shuleski, director of Resource Management. “It also provides a great opportunity to network with other executives within the command as well as other service components.”

DAELP participants from military and civilian facilities undertake a comprehensive curriculum designed to equip them to lead organizational change and business process improvement. The program’s faculty members are selected from schools and universities, private sector organizations, and the military services.

The curriculum is an integrated program of in-residence classroom sessions at the University of North Carolina, a duty station project, and a corporate residency in the private sector. The program’s components include five weeks of academic residency, one week dedicated to on-site depot/arsenal/industry visits, interspersed with a series of residencies at the participant’s duty station and four weeks with a leading private sector corporation. Members of the 2008-2009 class participated in a site visit at Tobyhanna Dec. 18.

Information and lessons learned shared by participants accentuate the learning experience, according to several Tobyhanna DAELP alumni.

“I believe the exposure to the many different leadership and management styles and practices was by far the most important aspect of this program,” said Terrance Hora, director of Systems Integration and Support. “The classroom and practical experiences provided each leader with differing and sometimes competing philosophies and views of leadership.”

Pat Esposito agrees. “You have 25 leaders in the classroom that are expressing their views and experiences on a lot of

the same issues you are experiencing on a daily basis,” he said, adding that the program “opens you up to new ideas and concepts” for continual process improvement. Esposito is the director of production management.

In addition to in-class sessions with faculty, other DAELP activities include simulations, case studies, project learning, and corporate site visits. Participants are also introduced to Lean Six Sigma, aspects of manufacturing, operations, and supply chain management. Near the end of the program, instructors focus on human resource management, workforce performance, and the legal and financial aspects of managing large government, civilian-based organizations.

DAELP participants also learn first-hand the processes used by civilian companies during the corporate residency. Tobyhanna’s directors and managers were partnered with leading private sector firms to study how corporate realities such as organizational strategy and change management, operations and service quality, financial metrics, and market drivers play a role in the private sector. Participants can then compare private sector practices to their own duty station environment and apply lessons learned to their own organizations.

“While at Warner Robins [Air Force Base, Ga.], I observed people using tracking systems for tracking tools in shared toolboxes and brought it back to the depot,” said Suzanne Rudat, Command, Control and Computers/Avionics Directorate’s deputy director. “We first implemented the system in Firefinder, and it’s been adopted in other areas since then.”

DAELP offers senior leaders the opportunity to network with their peers, learn in a classroom environment, and then work alongside heads of industry during a corporate internship.

“My internship with IBM gave me the opportunity to communicate with some of the top experts in the areas of fiscal responsibility, supply chain management, and human capital management,” Esposito said, explaining that the experience helped him gain a different perspective on better business practices applied to the private sector. “We have to work very hard to stay competitive with these other organizations.”

*Boucher writes for Tobyhanna Army Depot.*

### **Civilian Job Announcements Changed to Help Managers, Applicants**

*Air Force Maj. Beth Kelley Horine*

AIR FORCE NEWS SERVICE (FEB. 19, 2009)

RANDOLPH AIR FORCE BASE, Texas—Air Force Personnel Center officials recently changed how civilian job announcements are listed to improve the civilian hiring process.

“AFPC is improving our civilian hiring process and reducing the time it takes to fill civilian position vacancies. Changing the way we list our civilian job openings is one of the many initiatives we’re implementing to help improve our processes,” said Maj. Gen. K.C. McClain, AFPC commander.

To meet their objective, AFPC officials turned to their customers, job applicants, and managers to find ways to improve the application and hiring process.

“By listening to our customers, we heard applicants were having a hard time finding the jobs they wanted to apply for on USAJOBS (<[www.usajobs.gov](http://www.usajobs.gov)>), and managers were having a hard time finding their advertised positions,” said Jamie Beattie, the technical operations and training chief at AFPC’s Civilian Force Integration directorate.

As a result of customer feedback, AFPC officials changed the way jobs were listed on the USAJOBS Web site.

“By doing this, we effectively reduced the number of civilian announcements listed from 77,000 down to 7,500,” McClain said. “This helps enable us to meet our goal of filling a civilian vacancy within 120 days or less,” the general added.

Previously, almost all civilian positions were posted as an “open continuous” announcement—meaning the job was always “open” to accept applications, even if a vacancy didn’t exist during the time of application. The intent was to allow staffing officials to immediately pull a list of applicants as soon as a vacancy request was received.

However, due to the abundance of Air Force civilian job listings, feedback came in from both applicants and hiring officials of the difficulty in finding and monitoring specific positions. Job announcements listed as “open continuous” unintentionally led applicants to believe a current, vacant position existed.

In October 2008, AFPC officials changed the criteria for when jobs would be posted as “open continuous” to reduce confusion.

“Originally, AFPC’s ‘open continuous’ announcement process was created to facilitate faster filling of civilian job openings,” Beattie said. “But we didn’t want to keep giving applicants an unrealistic picture there were open positions available, when in reality, there weren’t.

“So, we re-looked at our processes and assessed criteria to determine which job announcements should actually remain listed as ‘open continuous,’” she added.

Now, for a job announcement to be listed as “open continuous,” it requires the same position, pay plan, series, and grade to have been filled more than 20 times within a 12-month period.

“Most of the announcements still listed as ‘open continuous’ are for high-fill rate jobs, such as childcare workers and administrative positions,” Beattie said.

Part of the new process improves communication through automatic e-mail notifications sent to hiring officials and the local civilian personnel offices, notifying them of the actual vacancy identification number of the position for which they are recruiting. This allows managers to provide information, like the vacancy ID number, to applicants as questions arise.

“The policy change provides faster and quicker service to hiring officials and applicants by helping managers better identify their open positions and by greatly lowering the number of Air Force job listings to sift through on USAJOBS—AFPC went from 14,000 ‘open continuous’ positions down to about 250,” Beattie said.

“However, this new criteria is simply a tool to minimize confusion, she added. We work with our customers to do what’s best for them and the position they want filled. We often work with managers for jobs that—although [they] may meet the requirements to be listed as ‘open continuous’—because of unique requirements, it’s better to list the announcement individually ... or vice versa.”

Changing the criteria for when ‘open continuous’ job announcements are listed is one of many AFPC initiatives to expedite the civilian hiring process and position fill time. For more information about civilian hiring initiatives or employment opportunities, click on the “AF Civilian Employment” link at AFPC’s Web site at <[www.afpc.randolph.af.mil](http://www.afpc.randolph.af.mil)>.

*Horine writes for Air Force Personnel Center Public Affairs.*

### **Defense Department Establishes Civilian Expeditionary Workforce**

*Gerry J. Gilmore*

*American Forces Press Service (JAN. 27, 2009)*

WASHINGTON—The Defense Department is forming a civilian expeditionary workforce that will be trained and

equipped to deploy overseas in support of military missions worldwide, according to department officials.

The intent of the program “is to maximize the use of the civilian workforce to allow military personnel to be fully utilized for operational requirements,” according to a Defense Department statement.

Deputy Defense Secretary Gordon England signed Defense Department Directive 1404.10, which outlines and provides guidance about the program, on Jan. 23.

Certain duty positions may be designated by the various Defense Department components to participate in the program. If a position is designated, the employee will be asked to sign an agreement that he or she will deploy if called upon to do so. If the employee does not wish to deploy, every effort will be made to reassign the employee to a nondeploying position.

The directive emphasizes, however, that volunteers be sought first for any expeditionary requirements, before requiring anyone to serve involuntarily or on short notice. Overseas duty tours shall not exceed two years.

Employees in deployable-designated positions will be trained, equipped, and prepared to serve overseas in support of humanitarian, reconstruction and, if absolutely necessary, combat support missions.

The program also is open to former and retired civilian employees who agree to return to federal service on a time-limited status to serve overseas or to fill in for people deployed overseas.

Program participants are eligible for military medical support while serving in their overseas duty station.

All participants will undergo pre- and post-deployment medical testing, including physical and psychological exams.

Defense civilians reassigned from their normal duty to serve overseas will be granted the right to return to the positions they held prior to their deployment or to a position of similar grade, level, and responsibility within the same organization, regardless of the deployment length.

Families of deployed Defense Department civilian employees shall be supported and provided with information on benefits and entitlements and issues likely to be faced by the employee during and upon return from a deployment.

Defense civilian employees who participate in the expeditionary program shall be treated with high regard as an indication of the department’s respect for those who serve expeditionary requirements.

Expeditionary program participants’ service and experience shall be valued, respected, and recognized as career-enhancing.

Participants who meet program requirements would be eligible to receive the Secretary of Defense Medal for the Global War on Terrorism.

### **Personnel Officials to Test New Civilian Recruitment Toolkit**

*Air Force Maj. Beth Kelley Horine*

*AIR FORCE PERSONNEL CENTER NEWS RELEASE (FEB. 5, 2009)*

RANDOLPH AIR FORCE BASE, Texas—Often, finding the right person for the right job isn’t an easy task. With a significant increase in new Air Force civilian hiring due to contractor conversions, joint basing, and end strength growth, the need to market job opportunities also increases.

To help bases better market civilian job openings and recruit qualified applicants, Air Force Personnel Center officials soon will test a marketing and recruiting toolkit at select bases, targeting military spouses and external candidates.

“The purpose of the [test] is to get feedback on the toolkit and adjust as necessary for a roll-out Air Force-wide in Summer 2009,” said Michelle LoweSolis, AFPC’s civilian force integration director. “Community outreach is an absolutely critical step in the civilian hiring process ... and we want to ensure the bases have the tools they need.”

The initiative, once released Air Force-wide, should help fill civilian vacancies more quickly by targeting qualified, local candidates, as well as increase employment opportunities for military spouses, according to Pat Stokes, a marketing specialist in the Civilian Force Integration branch.

“The toolkit is intended for installation management in helping them notify their community of jobs available,” said Stokes. “However, the toolkit is different for overseas and stateside bases so as to tailor outreach tools to the different avenues available.”

Outreach tools include Base Exchange radio spots, public service announcements for local radio and television stations, videos and briefings to take to chambers of commerce and use during commanders calls, modifiable flyers, and a comprehensive marketing guide.

"The marketing guide helps local bases identify who to contact to help with recruiting efforts, what to expect, newcomer information to share with airmen and Family Readiness Centers, as well as templates for posters, stickers, and letters they can tailor to fit their needs," said Stokes.

The test launches mid-March to mid-April and will run three months. Feedback gathered from bases that use the toolkit will help enhance the product before the final, Air Force-wide version is released in Summer 2009.

Bases selected to test the marketing toolkit include Cannon Air Force Base, N.M.; Kadena Air Base, Japan; Hickam AFB, Hawaii; Fairchild AFB, Wash.; Langley AFB, Va.; Laughlin AFB, Texas; Whiteman AFB, Mo.; and all bases in U.S. Air Forces in Europe. AFPC officials contacted individual bases in January to coordinate kick-off dates of the test.

For individuals interested in civilian employment with the Air Force, visit <[www.afpc.randolph.af.mil/library/airforcecivilianemployment.asp](http://www.afpc.randolph.af.mil/library/airforcecivilianemployment.asp)>.

*Horine writes for Air Force Personnel Center Public Affairs.*

### **Joint Self-Nomination System Achieves Success, General Says**

*Gerry J. Gilmore*

*American Forces Press Service (Feb. 10, 2009)*

WASHINGTON—A Web-based self-nomination system officers can use to have their war zone or other experiences evaluated for joint-service qualification has proven to be highly successful, a senior U.S. military officer said here today.

"We are truly a joint warfighting force now, and this [self-nomination system] broadens the pool for joint-officer qualification," Army Brig. Gen. Gary S. Patton, director of manpower and personnel for the Joint Chiefs of Staff office, said during a Feb. 9 interview with American Forces Press Service.

Since October 2007, active duty and Reserve component officers have been able to have their war zone and other experiences evaluated for joint-service credit through a JCS-sponsored Web site, Patton said. The system has helped to provide the military with 40 new joint-service-qualified officers over the past year, he noted.

"That's 40 more joint-qualified officers we have produced this year that we wouldn't have produced in any previous year by virtue of the experience they have had," Patton said.

The self-nomination system, he added, provides junior officers the opportunity to have their experiences rated for joint-service credit.

Before implementation of the self-nomination system, Patton said, joint-service credit and qualification were achieved only by serving in authorized billets and completing the necessary military education. Most U.S. units serving in Iraq or Afghanistan today are provisional organizations, he said, that wouldn't be reflected as joint assignments for people who were not in joint positions at their home stations. Reserve Component members also couldn't qualify for joint officer duty, he added.

That's all changed, Patton said.

"We don't want to exclude anybody that feels that they're out there and are performing joint duty," the general said, noting that National Guard members and reservists also can apply to become joint-service officers.

Joint-service experiences must achieve unified action, Patton said, with respect to national military strategy, national security, planning, contingency planning, command and control operations under a combatant commander, and combined operations with the military of another nation.

Experience can be accumulated in separate joint-service categories, he said, or in conjunction with others.

A flag-officer-staffed review panel, he said, evaluates submitted experiences according to whether or not they truly reflect work with other U.S. military services, agencies, or coalition members.

Submitted experiences are graded on a point scale, Patton said, with the accumulation of 36 points being the threshold for full joint-service experience qualification under the self-nomination system. However, he added, joint-service officer aspirants still must complete the necessary education to be fully qualified.

A mission's intensity or challenging nature also is evaluated by panel members, Patton said. For example, he said, war zone work in instructing Iraqi or Afghan soldiers would carry greater weight than some other overseas duties.

Humanitarian and disaster relief missions also may qualify for joint-service experience, Patton said. Eligible experiences submitted for evaluation are to have taken place after Sept. 11, 2001.

The panel may validate an experience, disapprove it, or take no action at all, Patton said.

"This is a process that all of our officers can take advantage of, by virtue of self-nominating themselves," Patton said. "Your Service will let you know if you just don't meet the criteria."

The self-nomination process applies only to officers in the grades of O-6 and below. General and flag officers are handled separately through their respective Services' general- and flag-officer matters offices.

Officers usually begin their joint-service careers as majors, Patton said. Some joint-service officers, he said, may later serve at the general- or flag-officer level. Since Oct. 1, 2008, officers have been required to be fully joint-qualified to be appointed to the grade of O-7.

Whether officers obtain joint-service experience by serving in traditional joint-service billets or through the self-nomination process, they still must successfully complete the necessary education for full qualification, Air Force Col. Darlene M. Roquemore, chief of the Joint Officer Management Branch at the Pentagon, explained in a recent interview.

Such courses of instruction, Roquemore said, are offered at the Joint Forces Staff College at Norfolk, Va., and at senior-level service schools and other senior-military educational institutions, such as the National War College at Fort McNair.

"No matter which way you look at it—by virtue of traditional path [or] experience path—the end result is a joint-qualified officer," Patton said.

Joint-service experience just "makes officers better," Patton said, regardless of their Service branch.

"For now and in the future, we're always going to fight jointly, in many cases with coalition forces," Patton said.

### **Electronic Warfare Offers New Jobs for Tech-Savvy Professionals**

*Jamie Findlater*

*Special to American Forces Press Service (FEB. 12, 2009)*

WASHINGTON—A new career field makes room for 1,600 full-time electronic warfare professionals for the active duty Army, the Army Reserve, and the Army National Guard, a senior officer said during a Defense Department Bloggers Roundtable conference call.

The "29-series" electronic warfare specialty became an official career path Jan. 26, said Col. Laurie G. Moe Buckhout, chief of the electronic warfare division in Army Operations, Readiness and Mobilization.

"There's been a sea change, a huge paradigm shift in the understanding of electronic warfare," she said. "For decades, it's been run from the air, and now that you have an asymmetric ground battle—not the Cold War anymore—people are beginning to understand that there are a plethora of targets in any square kilometer on the ground ... and we have to protect ourselves and be able to attack from a ground point of view."

Creation of the career field gives the Army the largest professional electronic warfare cadre of all of the Services, and arguably one of the largest among the NATO countries, Buckhout said.

The new positions will be distributed throughout the force, from the four-star-command level down to battalions, and most electronic warfare practitioners will be in brigade combat teams, she added.

"A brigade combat team will have an enlisted, warrant, and officer [on] each team who is in charge of the non-kinetics within the targeting cell," Buckhout explained. "[The Army's Training and Doctrine Command] spent a couple of years analyzing this beast inside and out, and the final analysis was we simply have to have electronic warfare officers, and the Army has to bite the bullet in force structure to build them in."

An electronic warfare noncommissioned officer can rise to be a sergeant major, a warrant officer can rise to be the W-4 or W-5 rank, and a commissioned officer can rise to be a lieutenant colonel or colonel, Buckhout said.

A number of pilot courses are running at Fort Sill, Okla., to train soldiers in the field of electronic warfare. One officer pilot course has been completed, another is under way, and warrant and enlisted courses are planned for April, the colonel said.

"We're getting a whole lot of volunteers from the field every day," she said. "NCOs, officers, and warrants all want to play in this, because they see it as certainly the way ahead to go from kinetics to non-kinetics."

The young officers and enlisted soldiers looking to join the career field see it as a way to expand into whole new technologies, Buckhout told the bloggers.

The colonel cited the words of President Barack Obama in explaining the new direction. "We must adapt and make trade-offs among systems originally designed for the Cold War and those required for current and future challenges," she quoted Obama. "We need greater investment in advanced technology ... like unmanned aerial vehicles and electronic warfare capabilities."

The Army's new electronic warfare career field puts those words to work, Buckhout said. "Like the new commander in chief said," she told the bloggers, "this is a way to get out of old-style Cold War business and to get into something new. That is right in line with the Army way ahead—our mantra is change."

For two years, Fort Sill has been running a skill-identifier course to train interested servicemembers, some of whom are Navy and Air Force members who have been filling necessary electronic warfare slots for the Army.

"They have trained a couple of thousand joint personnel, and in fact, all of the Navy and Air Force guys who go over to theater to fill in as Army [electronic warfare officers] go through those courses, because they do such a good job and bring them up to speed on ground [electronic warfare]."

Ground electronic warfare is different, she said, because of the need to find very specific target areas.

"The Air Force and the Navy have for a long time been flying high-altitude, airborne electronic attack capabilities ... that have a huge footprint on the ground," Buckhout explained. Many of these capabilities were designed to suppress enemy air defense, protecting strategic assets, bombers, and long-range strike capabilities from ground-to-air missiles and other ground-to-air threats.

"If we want to go after a target on the ground ... or if we want to stop an [improvised explosive device] from blowing up ... [for the] Air Force or the Navy airborne platforms, it's like trying to hit a mosquito with a sledgehammer."

The Army needs to "apply surgical on-the-ground assets to complement the capability of emitters and collectors to target enemy communications," she added.

In future years, Buckhout explained, the career field will continue to grow.

"The field first started with IEDs as the focal point, but we quickly learned that they were just the tip of the iceberg," she said. "We are seeing electronic attacks [on communications]. We're seeing directed energy capabilities. We're seeing laser capabilities. We have something called active denial systems that puts out a directed energy pulse that is harmless, but not something you want to get in front of."

"There's a whole lot of technology in the area. Again, it's not something that most folks are reading about in the Washington Post ... but it's actually very accessible. It's at high-technology levels that can be quickly used by the Services."

For more information, soldiers can contact Army Lt. Col. Frederick Harper at the Computer-Network Operations-Electronic Warfare Proponent at 913-684-8538 or [frederick-harper@us.army.mil](mailto:frederick-harper@us.army.mil); or Army Lt. Col. James Looney, Fires Center of Excellence director of training and doctrine, at 580-442-2832 or [james.looney@us.army.mil](mailto:james.looney@us.army.mil).

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