

Institute for Defense and Business Life Cycle Programs in 2012

The Institute for Defense and Business is accepting candidates for the Life Cycle Executive Leadership Program. LCELPE is a one-week executive education program designed for leaders who work in the areas of acquisition, logistics, sustainment, budgeting, contracting, and engineering. Ideal candidates want to learn more about implementing, managing, or developing life cycle plans or policies in their organizations.

The IDB developed the LCELPE in response to the need to reduce total ownership costs for military and other government products, services, platforms, and systems. The IDB offers this one-week course in partnership with two leading Schools of Industrial and Systems Engineering—North Carolina State University and North Carolina Agricultural and Technical State University. Experts from these universities and military/government thought leaders collaborated with the IDB to develop a curriculum on effective and affordable life cycle systems design. The objective of the course is to increase the life cycle management knowledge and skills of participants while linking them to a broader network of peers. LCELPE provides world-class academic instruction, peer interaction, and in-depth exchanges with military, government, and private sector counterparts. For more information, visit <http://idb.org/programs/lcelp/register-1>.

Harvard University Program for Senior Executive Fellows

(HEADQUARTERS, DEPARTMENT OF THE ARMY CIVILIAN PERSONNEL)

Applications for the Harvard University Program for Senior Executive Fellows are now being accepted. Application packages (original plus two copies) are due to the Human Resources Management Directorate by close of business on Jan. 18, 2012 (for the April 16, 2012, through May 11, 2012, course).

The purpose of the four-week course is to build executive skills in political and public management, human resource management, organizational strategy, communication, and leadership.

This program is open to managers who are at the GS-14 through 15 level who have completed three years, or any combination thereof, of service in a permanent civilian Department of the Army position(s) by the DA suspense date.

Tuition for Harvard SEF is \$18,300. Funding for tuition, travel, per diem, and incidentals is the responsibility of the nominating activity. Command-funded nominations/endorsements

must state that local resources are available; nomination packets received that do not contain this statement will not be processed. Applicants requesting career program funding support must contact their respective functional chief representative prior to applying.

A full description of the prerequisites, course content, and the application process can be found in the Army Civilian Training, Education & Development System FY 2012 Training Catalog at <http://cpol.army.mil/library/train/catalog/ch04husef.html>. The point of contact in HRMD for this action is Vonetta Smith, 703- 545-1178 or Vonetta.Smith@us.army.mil.

Air Force Building the Future Force

AIR FORCE PUBLIC AFFAIRS AGENCY (OCT. 12, 2011)

Mitch Gettle

WASHINGTON—Changes are coming to the Air Force, and officials are working with the Department of Defense to prioritize current and future resources as part of a national priority to reduce spending.

In the spring of 2010, the Defense Department began a comprehensive effort to increase efficiencies, reduce overhead costs, and eliminate redundant functions in order to improve the effectiveness of the DoD enterprise.

This effort focused on reprioritizing how DoD can use resources to more effectively support and sustain the total force and most importantly the warfighter.

According to Secretary of the Air Force Michael Donley, the Air Force is following that guidance.

“We have been examining the full spectrum of operations—from base-level to headquarters—to develop efficiency initiatives that streamline and right-size the organization and redirect resources where we need them most to forge a leaner, more effective Air Force,” said Donley.

Air Force leaders are also focused on shaping the force within the established budgetary guidelines.

“We can’t afford business as usual,” said Donley. “We are developing new ways of doing business as we build the Air Force of the future.” The future force will reflect reductions in some areas and growth in others, he said.

“We will need to reduce overhead and consolidate wherever possible to meet budget targets,” said Chief of Staff of the Air Force Gen. Norton Schwartz. “We will have to make difficult choices.”

To begin shaping the workforce to meet future needs, the Air Force implemented hiring controls in May, followed by a 90-day hiring freeze in August, and Voluntary Early Retirement Authority/Voluntary Separation Incentive Program offerings in September. Mandated by the Fiscal 2012 budget, these actions are designed to accommodate the reduced growth in the civilian workforce by allowing the Air Force to consider where new positions will best support future missions and where current tasks need to be eliminated or reduced.

As the Air Force approaches the end of the 90-day hiring freeze in November, and employees approved for VERA/VSIP approach separation by Dec. 31, the Air Force will consider what additional measures may be required to meet future needs. Air Force members should expect continued workforce shaping measures affecting military, civilians, and support contractors.

Some of the consolidation and shaping includes organizational changes at the major command and installation level.

"Air Force organizations and installations of the future may not operate the same tomorrow as they do today," said Schwartz. "In fact, we are considering a restructure of AFMC [Air Force Materiel Command]—our largest employer of civilians—to standardize processes, streamline decision making, and align missions for more effective operations. The new structure will focus on reducing overhead costs and redundant layers of management while largely protecting the command's rank and file workforce."

Given the scale of the coming reductions, functional communities are taking a look at their processes, seeking opportunities to streamline operations, Schwartz said. Additionally, Air Force leaders have been examining numerous base-level support activities, looking for better ways to support Air Force missions.

According to Schwartz, the Air Force will establish new baselines for many functions across the Air Force.

The Air Force will also focus on providing the essential services members need and taking more advantage of local communities and the valuable services they provide for airmen and their families. For example, some services commonly available on installations, but are either not financially viable or not often used, may be consolidated or closed in order to redirect resources to other places where airmen and family needs are greater, he said.

The Chief Master Sergeant of the Air Force expressed confidence in the ability of airmen to adapt to change as the Air Force evolves.

"As specifics of these challenges start to take shape, I'm confident our airmen will exceed all of our expectations," Chief Master Sergeant of the Air Force James Roy said. "In the end, we will remain the world's finest Air Force."

"These are challenging times, but we have a unique opportunity to shape the future of America's Air Force, and we are committed to doing everything possible to balance fiscal responsibility with our investments in our people and the nation's defense," said Schwartz. "I have no doubt our airmen will rise to the challenges before us."

Officials Seek DoD-Wide Tuition Assistance Plan

AMERICAN FORCES PRESS SERVICE (OCT. 20, 2011)

Donna Miles

WASHINGTON—Pentagon officials are reviewing the Defense Department's tuition assistance policy, and no DoD-wide decision has been made to change benefits, officials said Oct. 20.

All military services are providing input to the DoD review, officials said. Any recommended changes must be instituted in a deliberate, thoughtful manner that maintains the integrity of a joint, uniform policy for all servicemembers.

Tuition assistance is a popular benefit for military members, particularly in light of the rising costs of post-secondary education courses.

However, in light of high military participation in the program, officials said the current tuition assistance policy has created funding challenges for the Services. During fiscal 2010, tuition assistance costs totaled \$542 million, they reported.

In light of current fiscal constraints, the Services consider these costs unsustainable, officials said. However, even if adjustments are made to the program, they emphasized that the department will continue to support its members' higher education goals.

"Opportunities for personal and professional growth have long been a part of military life, and the Department of Defense is committed to helping servicemembers pursue civilian education while in uniform," said Robert L. Gordon III, deputy assistant secretary of defense for military community and family policy.

Among educational offerings at military commands and installations is access to tuition assistance counselors who provide face-to-face guidance to servicemembers and their families, officials said.

In addition, the Voluntary Education Program portal addresses a full range of educational issues from tuition assistance and financial aid to information on more than 1,800 colleges and universities. The portal may be found at <http://apps.mhf.dod.mil/voled>.

Meanwhile, DoD's off-duty, voluntary education programs represent one of the world's largest continuing education programs, officials said. About 300,000 servicemembers enroll in post-secondary courses in year, leading to associate, bachelor's, master's, and doctorate degrees.

Colleges and universities also deliver classroom instruction through an extensive network to hundreds of military installations around the world.

Easier access to online educational programs—regardless of where a servicemember may be assigned or deployed—has sparked higher participation and greater use of educational benefits, officials said.

This comes at a time when tuition and fees have increased dramatically.

In 2002, the average cost of an undergraduate course enrollment was \$276.79 and for graduate work \$461.70, officials said. Today, that same coursework cost \$600.40 and \$750.00, respectively.

These issues, combined, have created financial conditions that need to be addressed now to preserve the benefit, officials said.

While the DoD review continues, the Marine Corps announced new tuition assistance eligibility and funding provisions and restrictions that took effect Oct. 1.

DoD to Consider Civilian Management Recommendations

AMERICAN FORCES PRESS SERVICE (NOV. 2, 2011)

Karen Parrish

WASHINGTON—News reports that Defense Department civilians will be rated on a pass-fail system are premature and represent just a small piece of a larger set of recommendations, a senior defense official said today.

Pasquale "Pat" M. Tamburrino Jr., deputy assistant secretary of defense for civilian personnel policy, told Pentagon Channel and American Forces Press Service reporters that a pass-fail rating system is one of hundreds of recommendations he expects to receive in a final report within 30 days.

The report reflects more than a year's work undertaken by three management-labor teams to review DoD performance management options, he said.

The 2010 National Defense Authorization Act directed the department to migrate out of the National Security Personnel System and develop an alternative personnel management system, he explained.

"The way we set out doing this is a process that is known as 'New Beginnings,'" he added.

Tamburrino said that process brought together three teams of DoD employees from across the country, representing all ranks and a wide range of professional backgrounds, to examine performance management system design, evaluate rewards and recognitions available to civilian employees, and review the statutes and regulations that govern federal hiring as it pertains to the department.

He noted the team structure complies with President Barack Obama's 2009 Executive Order 13522, which directs federal agencies to "allow employees and their union representatives to have predecisional involvement in all workplace matters to the fullest extent practicable."

New Beginnings is the largest example of such labor-management collaboration he knows of since the executive order was issued, Tamburrino added.

The teams completed their review around Labor Day, and are preparing a final report. The major recommendations in the report have been briefed to department components, Tamburrino said.

"That report is advice to the Department of Defense," he said. "When we get the final report, we will have an extensive set of meetings with the leadership to consider all of the recommendations."

The teams focused strongly on how to create the culture of a high-performing organization, Tamburrino explained. He said the teams' recommendations involve creating a "clear line of sight" from organizational leaders to employees, clarifying mission, employee contributions to mission, and how performance objectives reflect those contributions.

"They want routine conversations between supervisors and employees," he added. "They want good performance recognized when it occurs."

The teams also emphasized training supervisors to administer a performance management system, Tamburrino noted. "It's complex," he said. "You have to set objectives, you have to have the ability to have a conversation, you have to have the ability to counsel somebody— both positively and negatively, as the case may be. [Team members] were of the mindset that we don't put enough time into that."

He said the bulk of the report addresses changing organizational culture to embrace the tenets of performance management: line of sight, good goals, good supervisors, recognizing good performance when it occurs, and maintaining routine dialogue.

Tamburrino said defense officials have briefed several congressional committees on the developing performance management system, "and they've been very supportive of the deliberative process."

He said when he receives the final report, he and other defense officials will confer with component representatives to consider all of the recommendations. "I want to get that done as quickly as possible," he said.

Once defense officials have determined what performance management practices to adopt, they will work during 2012 to bring about any required changes to statutes, regulations, and policies, Tamburrino added.

"After we sort that out, we will implement whatever the decisions are," he said.

The report reflects "a huge amount" of work that ultimately will improve DoD's civilian management, Tamburrino said. "Capturing almost a year of effort in a single report is a complex task," he acknowledged. "The teams are taking great care in the report preparation."

The pass-fail rating system is a recommendation, Tamburrino said, and defense officials will evaluate the teams' analysis supporting their view.

"As a primary message, the teams are emphasizing the things you have to do to create a high-performing environment," he said. "What the teams really want [is] that we change the culture of DoD to embrace that."

Tamburrino said his 34 years of federal service tell him people want to know how they're doing every day, when they've done well, and when they need to adjust their approach.

"People want to serve, and they want to do the right thing," he added. "This just helps."

New Registry Identifies, Rates Online Learning Materials

AMERICAN FORCES PRESS SERVICE (NOV. 8, 2011)

Donna Miles

WASHINGTON—With the growing popularity of online learning materials, how is one to know what's available and whether it's any good?

A new Learning Registry launched yesterday by the Department of Defense and Department of Education will help make it easier for students and educators alike to identify source materials tailored to their needs, Frank C. DiGiovanni, director of training readiness and strategy in the Office of the Deputy Under Secretary of Defense for Readiness, told American Forces Press Service.

But equally valuable, he said, will be user ratings about how effective those materials are.

"This is a place that educators and individuals can go to look at online learning content," DiGiovanni said. "And what's different about this particular registry is that it uses networking techniques to ... populate it from authoritative sources and ... for people to be able to rate how good they think the content is."

Unlike most traditional search engines that are limited by what particular crawlers they use and draw up long lists of information regardless of its usefulness, the new registry will help users pinpoint resources that meet their exact needs. If, for example, someone wanted to find online classes in beginning French, the registry would not only provide an exhaustive list of sources, but also the top-rated offerings on that list.

"This is definitely an educator's resource," DiGiovanni said. He also noted its value to the DoD training community and individual military members and DoD employees who frequently turn to Web-based distance learning to replace or augment traditional education programs.

"When you look at the people we are accessing into the military, it's a wired society, particularly in the younger generation," he said. "By providing learning capabilities in a format that these young and men are used to, we really think we can

target our learning capabilities in the Defense Department for that kind of audience.”

But the registry won't be limited to federal government users. Anyone will be able to access it and take advantage of its services.

“The Learning Registry will serve as a center repository for learning content across the nation to become visible to the common user,” DiGiovanni said. “This is the nation's resource.”

He described the version rolled out yesterday at a State Educational Technology Directors Association Leadership Summit here as a “beta capability” that will be improved on over time. “This is a very early prototype, and we are in the process of providing it to the user community for them to help us vet it, validate it, and of course, mature it,” he said.

DoD, which has served as the federal government's executive agent for online learning technologies since the late 1990s, will be the primary architect behind those improvements, in partnership with the Education Department.

“DoD was seen as a leader, and I think to this day remains a leader in really looking at groundbreaking technologies—not only for the Department of Defense, but for the entire country,” DiGiovanni said.

Agency Offers Business Training for Veterans

AMERICAN FORCES PRESS SERVICE (NOV. 9, 2011)

WASHINGTON—Servicemembers and wounded veterans returning home from Iraq and Afghanistan can start a business or expand their existing businesses through programs offered by the Small Business Administration, officials said. Veterans can get business counseling and training, and capital and business development opportunities through government contracts to help them with their small businesses, SBA Administrator Karen Mills said.

“Around Veterans Day,” Mills said, “our thoughts turn to the men and women who are serving or have served in Iraq and Afghanistan, as well as to all who have made sacrifices and served our country in the armed forces.”

“When you consider the leadership and management skills our veterans develop while on active and reserve duty,” she added, “it's no wonder we see so many of them choose a path as entrepreneurs and small business owners.”

One such program, officials said, is the Entrepreneurship Boot Camp for Veterans with Disabilities. The nine-day

course shows wounded veterans how to start and grow small businesses. It is open to Service-disabled veterans who served in Iraq and Afghanistan and their family caregivers, women veterans, and National Guard and Reserve members and their families.

Through a three-year partnership between SBA and Syracuse University, more than 320 wounded warriors have graduated from the program and launched 150 businesses. The University of Connecticut; the University of California, Los Angeles; Florida State University; Texas A&M University; Purdue University; Louisiana State University; and Cornell University also participate in the program, officials said.

Two other new programs that support veteran entrepreneurs feature a cooperative agreement over three years and \$2.6 million in assistance funding from the SBA, officials said.

The first, Women Veterans Igniting the Spirit of Entrepreneurship, focuses on training, networking, and mentoring for women veterans. The three-day, off-site program, with online training and network support, expects to train 1,400 women in 36 months.

The second new program is Operation Endure and Grow for National Guard members and reservists, their families and partners. Its goal is to mitigate economic hardships that can affect deployed troops and families that operate small businesses. The program comprises eight weeks of online course work on the basics of launching and growing a small business for those who keep the business running when a servicemember is deployed, injured, or killed.

SBA officials say both of the new programs are expected to assist more than 1,950 individuals and their families over three years.

SBA officials say the agency had a near-record year of lending to veteran-owned small businesses in fiscal year 2011, providing more than 4,300 loans totaling \$1.5 billion in its flagship 7(a) and 504 programs.

Since 2007, SBA's Patriot Express loan pilot initiative guaranteed loans of more than \$667 million to nearly 8,100 veterans, reservists, and their spouses to start or expand small businesses. The initiative, extended through 2013, provided more than 1,560 loans totaling \$142 million in fiscal year 2011.

Patriot Express is offered by SBA's network of participating lenders nationwide and offers one of its fastest turnaround times for loan approvals, agency officials said.

In government contracting, the SBA worked with contracting officers and veteran-owned small businesses to deliver the highest ever percentage of federal contracts to Service-disabled veteran-owned small businesses in fiscal year 2010, totaling \$10.4 billion.

SBA also assists Service-disabled veteran-owned businesses that compete with other small businesses for set-aside contracts.

The SBA also is expanding its outreach to Service-disabled veterans with an online contracting tutorial to help veterans and military spouses with small businesses identify and take advantage of federal contracting opportunities.

Air Force Civilian Deployment Opportunities Expected to Increase

AIR FORCE PERSONNEL, SERVICES AND MANPOWER PUBLIC AFFAIRS (NOV. 18, 2011)

Debbie Gildea

RANDOLPH AIR FORCE BASE, Texas—More than 800 Air Force civilians deployed to various overseas locations in 2010. Projections show that more than 900 will deploy in 2011 and by this time next year, Air Force Personnel Center officials anticipate as many as 1,000 Air Force civilians will be working side-by-side with uniformed members in deployed locations.

Those numbers are expected to continue to rise as mission demands and civilian interests increase, said Tom Kelly, the AFPC Civilian Expeditionary Workforce program manager.

“We’ve been deploying civilians for years,” Kelly said, “but the Office of the Secretary of Defense CEW provides an additional avenue to allow civilians to deploy aside from the [air and space expeditionary force].”

There are hundreds of opportunities to support combatant commander requirements around the world, and Air Force leaders are working hard to increase the civilian footprint in support of those requirements, Kelly said.

“The challenge is to ensure our Air Force members are competitive against other governmental and nongovernmental applicants who are also contending for these opportunities. Selection for a civilian deployment is incredibly competitive, with thousands of America’s best and brightest vying for a spot,” he said.

Previously, civilians who wanted to volunteer for a deployment went directly to the OSD website to complete and

submit an application, he said. Many of those who applied were not accepted.

“In some cases it was because they were applying for something they weren’t qualified for,” Kelly said. “To help our folks, we created a simple application process that helps prevent that. Before applications go to OSD, we review them and contact applicants if necessary to help them with the process. People who apply want to deploy, so when possible, we’ll try to guide them toward opportunities for which they are qualified.”

Since the oversight process was implemented, Air Force civilian selection rates have increased from 5 percent in 2008 to more than 23 percent this year, Kelly said. But other factors also contribute to nonselection, so Kelly encourages applicants to “bring their ‘A’ game.”

“You have to ensure that your resume is strong and comprehensive because so many people are applying for CEW positions,” he said. “So, you need to make sure you stand out if you want to deploy. It is well worth the time and effort.”

Positions are available in a variety of fields including contracting, intelligence, human resources, security administration, finance, civil engineering, public affairs, supply, and many more. Those interested in deploying can get more information about the program at the OSD CEW site (www.cpms.osd.mil/expeditionary) and can review the various opportunities and requirements.

“Volunteers aren’t limited to openings in their current fields,” Kelly said. “If they have past documented experience and knowledge in another field, they can apply for an opening there.”

To apply for one, or as many as three of the opportunities listed on the OSD site, select the “apply” link, and then the “volunteer statement” link that goes to the civilian readiness community of practice page. In the “how to apply” folder is the Air Force application, an application checklist, and other related documents.

Volunteers must complete, sign, and date the top section of the application, attach their resume, and hand-carry the package to their local civilian personnel section.

“The application only has space to identify one position, but volunteers can apply for up to three openings, so all they need to do is provide the same information for their second and third interest areas on a separate sheet of paper,” Kelly said.

From there, civilian personnel will make a recommendation and forward the application to the wing commander or equivalent, and then to the major command functional area manager. The MAJCOM FAM will forward it to the Headquarters Air Force FAM, and from there it comes to me," Kelly said.

When all required leadership levels have reviewed and made a recommendation, Kelly will submit the entire package to OSD. If OSD selects an Air Force volunteer for deployment, deployment officials will contact Kelly who will notify the volunteer's commander, who notifies the member.

"Although the application process seems cumbersome, it is designed specifically to give Air Force applicants the best chance for selection and allow leadership to have visibility of their resources," Kelly said. "During the application process, commanders or FAMs can recommend disapproval, but they have to submit significant justification for their recommendation and even then, the application will still be provided to OSD."

Once OSD gets the application, the time it takes to make a selection can vary from a week to six months, depending on the number of applicants, required-in-place dates, and other reasons.

"That said, a lot can change in someone's life depending on how long the selection process takes," Kelly said. "Applying for a position doesn't mean that a volunteer will be selected, and if selected, it doesn't mean the member has to go."

This same principle of timeliness also allows the Air Force the chance to object if necessary. If the volunteer does accept an offer, Air Force officials have the opportunity to deny it due to mission impairment. However, denial justification must come from a general officer in the member's chain of command, and justification must clearly show that the volunteer's absence would negatively affect his or her unit's mission, Kelly said.

Members selected and approved for deployment will go through the training necessary to prepare them for the experience and to improve survivability in the theater, Kelly said, which might include Combat Airman Skills Training. Following training, deploying civilians will outprocess, just as military deployers do, and will depart for their assignment.

Most deployments are 12 months, which doesn't include time spent in whatever training program is required for the location and position.

The process, Kelly said, can be somewhat lengthy, but for those who are interested in an incomparable experience and a variety of related opportunities, it is worth every minute.

For more information about Air Force Civilian Expeditionary Workforce opportunities, go to www.cpms.osd.mil/expeditionary or contact the AFPC CEW division at afpc.dpieceworkflow@us.af.mil.

Building the Contracting Force: Army Contracting Command-National Capital Region Intern Program Graduates 40

U.S. ARMY CONTRACTING COMMAND (NOV. 30, 2011)

Jeanette Lau

ARLINGTON, Va.—The Army Contracting Command-National Capital Region graduated 40 interns from its training program here Nov. 9.

"It's really a good feeling to see these individuals complete the program," said Harold E. Williams, ACC-NCR acting director. "It is also a significant milestone for the Army contracting community, as this graduating class includes the first intern component funded with Section 852 monies and evidence of the strong indication of the commitment by the Department of Defense to rebuild and strengthen its acquisition workforce. They are definitely going to be a big asset to contracting offices now and in the future."

Section 852 is a part of the 2008 National Defense Authorization Act that "enables the Department of Defense to recruit and hire, develop and train, and recognize and retain its acquisition workforce," according to the act.

A focused effort toward developing and expanding the Army's acquisition workforce, the highly competitive program seeks the best qualified for the important task of safeguarding expenditure of American taxpayers' funds, according to Kristine E. Faria, career management analyst, ACC-NCR.

The comprehensive two-year program ensures interns receive the required Defense Acquisition University courses and extensive on-the-job training leading to Defense Acquisition Workforce Improvement Act Level II certification in contracting.

Interns rotate throughout various contracting offices within the organization, receiving a variety of experience with which to develop their contracting skills.

ACC-NCR contracting center provides contracting and acquisition support for Headquarters Department of the Army staff and most Department of Defense-level Pentagon ten-



Harold Williams, acting director, Army Contracting Command-National Capital Region (back right) is pictured with recent graduates of the ACC-NCR Intern Program. U.S. Army photo

ants, and procures common-use information technology hardware, software, and services for the Army computer and cyber community.

Lau is with Army Contracting Command.

LOGCAP IV Overview—Civilian Contractors Supporting the Forces in Operation Enduring Freedom
ARMY NEWS SERVICE (DEC. 2, 2011)
Summer Barkley

BAGRAM AIRFIELD, Afghanistan—As the U.S. Army evolved into a smaller force with units focused on combat arms, combat support, and combat service support during the 1990s, the need to find ways to provide services once provided by soldiers became apparent. The Logistics Civil Augmentation Program, or LOGCAP—managed by Army Materiel Command and executed by Army Sustainment Command, AMC’s logistics arm—is a way to leverage civilian contractors to support and augment U.S. and Coalition forces in both wartime and humanitarian missions.

Augmentation services are classified as supply operations that may include all nine classes of supplies; field services such as laundry and bath, food service, billeting, and information management; and other operations and services such as power generation and distribution, engineering and

construction, and physical security in the form of perimeter fencing and barrier maintenance.

The current iteration is LOGCAP IV and differs from previous iterations in that it allows for multiple awards instead of a single contractor. In Afghanistan, the two primary contractors are Fluor Corporation and DynCorp International. Fluor operates in the northern and eastern part of the country while DynCorp operates in the west and south.

The performance work statement is the same for both contractors said James E. Allen, LOGCAP deputy program director–Afghanistan. Each contractor is able to provide the same services, but actual services provided depend on customer requirements. Some customers require a wide range of services while others require only a few.

“We’re more than 42 support battalions of services,” said Allen. “We really are an expeditionary sustainment command-sized element. We provide multiple services, many that are transparent to the end user, to virtually every U.S. and coalition servicemember, civilian, and contractor in the CJOA-A [Combined Joint Operations Area–Afghanistan] every day.”

Allen brings more than 40 years experience to his current position.



George Rabb, Fluor country project manager, holds a drawing of the sample set of steps built by an Afghan student in the Korea Vocational Training Center construction class. The sample is held by one of the Afghan instructors at KVTC while Dr. Deok-Soo Kong, KVTC director, looks on. Fluor partners with KVTC to provide volunteer instructors in English, provide advanced training to some Afghan workers, and plans to hire many of the students who are scheduled to graduate in December. Photo by Summer Barkley

"I have the opportunity to use my 41 years of hindsight as a soldier, Department of the Army civilian, and contractor to assist the 2020 forward vision of today's logisticians," he said. "The expeditionary sustainment command can leverage LOGCAP's backup and reach back to the corporate-industrial base to support [and] to fill almost any shortfall and unencumber uniformed personnel to let them focus on the fight and to win."

Bagram, North and East

Highlights of a LOGCAP Fluor day at Bagram include 3,800 bags of laundry washed, dried, and folded; a supply support activity—one of if not the largest in the Army, according to Allen, that manages more than 11,000 line items going to more than 400 customers; and more than 24,000 meals and a solid waste facility that processes nearly 200 cubic meters of recyclable items out of a total of almost 3,000 cubic meters of waste processed each day. They also operate fuel points, wash racks, Morale, Welfare and Recreation facilities, and other services that literally touch each servicemember, civilian, and contractor at Bagram every day.

Fluor's central receiving and shipping point at Bagram participated in a Lean Six-Sigma project with 101st Sustainment

Brigade on cargo flow, with the result being a dramatic reduction in container detention fees.

In addition to providing services, Fluor is providing training and employment to nearly 9,000 Afghan workers—approximately 50 percent of their workforce—under their Afghan First program. They work in jobs ranging from labor to crafts to administration and supervisory and managerial positions, as allowed by operational security parameters.

The company also partners with the Korean Vocational Training Center at Bagram. The KVTC is a Korea International Cooperation Agency program that provides an 800-hour training course in five skill areas to qualified students from the local area.

In its second year, KVTC has 106 students enrolled in automotive, electricity, welding, construction, and computer classes. Fluor employees volunteer as English tutors and also provide classes designed to help the students adapt to the business world after graduation. Fluor hired 83 of the 85 graduates from the first KVTC class. The two not hired by Fluor are now instructors at the school.

"KVTC brings accredited training by highly skilled instructors to the table," said George Rabb, Fluor country project manager. "KVTC gains motivation for their students to attend class and succeed while Fluor benefits by the addition of highly trained Afghans to the local national LOGCAP workforce."

"We also have the graduates help train our other Afghan employees," said Nadia Myers, Fluor Afghan First program manager.

The KVTC has also provided advanced training to 186 current Fluor employees.

"With no cost to the client [LOGCAP] or to us, this training partnership is a hard bargain to pass up," said Pete Coogle, Fluor deputy project manager, operations.

Kandahar, South and West

A focus on customer service is evident when entering facilities managed by DynCorp, LOGCAP's contractor headquartered in Kandahar.

The DynCorp area of responsibility covers more than 105,000 square miles, and they provide services to more than 100,000 customers at 56 forward operating bases.

The Class I yard sends supplies out to more than 110 units and has approximately \$40 million in rations on hand in regular, refrigerator, and freezer containers. Their most popular items are "lickeys and chewies" according to William Shaw, warehouse manager. He defines lickeys and chewies as things like Pop Tarts, snack foods, and Gatorade protein shakes, which he says are their second most popular item—ice is the most requested item.

"I love being here," Shaw said. "It's all about taking care of soldiers."

The billeting office takes care of about 20,000 service members and civilians every day.

"We try to make their stay as comfortable as possible," said Darryl Clarke, billeting manager.

The Morale, Welfare and Recreation area is a short distance from a lot of the billeting and offers a fitness center, music rooms, pool and ping-pong tables, movies, reading rooms, computers, and phones 24 hours a day.

DynCorp also operates the Kandahar arrival/departure airfield control group that processes all in- and out-bound pas-

sengers as well as a "mountain of iron," according to Jeremy Jacobs, Kandahar ADAG transportation manager.

"If it flies in or out of KAF [Kandahar Air Field], it comes through here," he said.

Energy initiatives and cost savings are briefed to the Army Sustainment Command commanding general every week said Allen. He also said U.S. Forces-Afghanistan has established an energy cell. One of the initiatives DynCorp has taken in this area is to install more efficient hand dryers at Forward Operating Base Lagman.

Jim DeLony, DynCorp program manager, estimates these hand dryers may save \$80,000 per year. They have completed a number of power optimization assessments and when potential energy savings measures are identified, they submit the findings to the government for verification, funding, and approval to proceed.

Government Oversight

The LOGCAP executive director is Tommy L. Marks, a member of the Senior Executive Service, who has the overall executive responsibility for LOGCAP in Afghanistan, Kuwait, Oman, Iraq, and Kuwait. Government oversight in theater is provided by LOGCAP James E. Allen who, as the deputy to Marks, is the senior civilian in country.

Col. Mark A. Calabrese, LOGCAP assistant deputy program director, is LOGCAP's senior military person in Afghanistan and is supported by LOGCAP support officers assigned to the three primary regional commands who, in turn, are backed up by LOGCAP support officers working directly with units to assist in articulating needs and requesting requirements. Sergeant Maj. Carl Waddle is the senior enlisted LOGCAP support officer and advisor.

"I work hand-in-hand with my mayor," said Master Sgt. Ava L. Washington, LOGCAP support officer for Forward Operating Base Lindsey. "I push packets for their projects and I get excited when my packets get elevated [proceed through the approval process]."

Contract administration and oversight is performed by Defense Contracting Management Agency and Defense Contract Audit Agency. DCMA representatives work with the contracting officer's technical representatives in the supported units, evaluate contractor performance, and issue letters of technical direction, when needed. Administrative Contract Officers also work for DCMA and are responsible for issuing change orders to the contractor to start work on approved projects. DCMA personnel are both military

and Department of Defense and Department of the Army civilians.

Defense Contract Audit Agency performs contract audits for the Department of Defense and provides accounting and financial advisory services regarding contracts.

Training with Industry

U.S. ARMY ACQUISITION SUPPORT CENTER (NOVEMBER 2011)

The U.S. Army's Training with Industry program is a 10- to 12-month rotational opportunity for acquisition captains and majors to work side by side with industry. Current participating companies for Army acquisition in FY12 are: Google Inc., Microsoft Corp., Coca-Cola Co., Cisco Systems Inc., EADS North America Inc., Lockheed Martin Corp., Computer Sciences Corp., Intel Corp., General Dynamics Corp., and Boeing Co. For more information, contact your assignment officer. Contact information is available at https://www.hrc.army.mil/site/protect/branches/officer/FS/Acquisition/Acquisition_Contact__Information.htm.

Acquisition Leadership Challenge Program

U.S. ARMY ACQUISITION SUPPORT CENTER (NOVEMBER 2011)

The U.S. Army Acquisition Support Center is piloting the new Acquisition Leadership Challenge Program (ALCP), a two-and-a-half-day course focusing on developing better civilian leadership. FY12 offerings will be available for courses running from January through July. An announcement will be sent out soon to command Acquisition Career Management Advocates to nominate appropriate personnel to participate. For more information, visit <http://live.usaasc.info/career-development/programs/acquisition-leadership-challenge-program/>. The two levels of ALCP, with areas of focus, are:

ALCP I (GS-12/13, O-3/O-4)

- Personal leadership strengths and weaknesses
- Preferred leadership styles
- Modeling leadership challenges
- Using power to increase productivity
- Cultural traits that affect organizational performance
- Practical solutions to personnel issues
- Setting and achieving goals.

ALCP II (GS-14/15, O-5/O-6)

- Comprehensive look at personal leadership strengths, weaknesses, preferences, styles, and behaviors
- Leadership styles and their effects on individual and team performance
- Dynamics of conflict: sources, nature, and techniques to influence outcomes
- Improving group communication
- Collaborative teamwork

- Effective enterprise leadership
- Supports and barriers to success in the acquisition environment
- Setting goals and developing practical strategies to reach them.

Career Program 36—Name Change

(HEADQUARTERS, DEPARTMENT OF THE ARMY CIVILIAN PERSONNEL)

Effective immediately, the title of Career Program 36, "Modeling and Simulation," has been changed to "Analysis, Modeling and Simulation." This change must be reflected on all personnel actions, databases, and records. Career Program 36 (CP36) is a civilian career program for Department of the Army civilians who work with decision support tools/systems, models and/or simulations (M&S). The program employs civilians who develop, apply, manage, and/or integrate M&S throughout the Army. CP36 provides the Army with improved scientific research, systems engineering, acquisition, costing, analysis, training, operational planning, testing, experimentation, medical, and logistics functions.