



THE

PIPELINE

WASHINGTON HEADQUARTERS SERVICES: SERVING THE DEPARTMENT SINCE 1977
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SPRING 2018 ISSUE



Displaying Olympic Gold, Silver, and Bronze medals are: Ms. Barbara Westgate, Director, WHS; Mr. James Rummo, FMD; Beth Scott, HRD; and Ms. Marcia Case, Deputy Director, WHS.



Ms. Lisa Hershman
Deputy Chief Management Officer

WHS Family - Athletes On Top of the World

You watched and read about them in the news for years but did you know WHS has its own connection to world athletics? One of our own employees holds Olympic medals from gold to bronze and another is a world class soccer player! We even have staff members with relatives who participated in the most recent Olympics; coming away with a Silver medal. Yes, we have our own world class competitors within WHS!

Inside this issue you will meet Elizabeth (Beth) Scott, Benefits and Work-Life Division, Human Resource Directorate staffer and James Rummo, a staffer in Budget Execution Division, Financial Management Directorate. Beth competed in three Paralympics (1992, 1996 and 2000) as a swimmer and won a total of 10 Gold, two Silver and five Bronze medals and set seven World and American records. James competed in three international soccer competitions (2011 Pan American Games, 2012 Deaf World Cup and 2016 Deaf World Cup) and is preparing for three more tournaments in the coming future (2019 Pan American Games, 2020 Deaf World Cup and 2021 Deaflympics).

Related to one of America's most recent Olympians, is our Director, Executive Services Directorate, Ms. Karen Meyers. Famed Olympic bobsledder, Elana Myers-Taylor is Ms. Meyers' niece; and Elana took Silver in the bobsled competition making it her third straight Olympics (2010, 2014, and 2018) and tying her for the most decorated Olympic bobsledder in history.

Read their profiles inside to learn more about our world class athletic competitors who we are proud to know and have on **TEAM – WHS!**

(continued on pg 7)

The Office of the Chief Management Officer (OCMO) welcomes Ms. Lisa Hershman, its first Deputy Chief Management Officer under the CMO construct. Ms. Hershman is a seasoned business professional, author and speaker who brings a wealth of experience and an innovative style to this office. She will be contributing to all areas of OCMO's business, and take the lead in evaluating the business practices and shared services provided by the 4th Estate, and assist the CMO with the refinement of an organization-wide Strategic Plan.

ANNOUNCEMENTS

MARCH 2018 Call for nominations for Washington Headquarters Services first Director's Award went out. See Page 4.

MAY 4 CMO will host the CFC awards ceremony in the Pentagon Auditorium at 1300

MAY 10 2018 Public Service Recognition Week: DoD Spirit of Service Ceremony, Pentagon Center Courtyard

Director's Corner



The appraisal can serve a number of important functions. An effective employee appraisal provides an opportunity to give feedback and receive it. The employee receives important information on what areas of the job they are performing well and those that need improvement.

It's that time of year again — the end of the annual appraisal cycle!

The appraisal may be one of the few times during the year where you and your supervisor can sit down and discuss all aspects of the job. An effective employee appraisal provides an opportunity to give and receive feedback and to recognize employees' hard work, dedication and commitment. With years of experience behind me, I have learned people often perform better when they have an idea how their supervisor views their work, knowledge and skill. This is important as we all like to know where we stand.

This time also serves as a great opportunity to establish new goals for not only the individual employee, but the department as well. Keep in mind, this time is not just for employee feedback. Supervisors can also receive feedback from their employees that can help them make improvements in the work environment. History shows us organizations tend to flourish when both parties work together to establish these new goals and then collaborate in the development of plans to reach them.

Although a formal performance review takes place annually, it's important supervisors communicate with employees "between" formal appraisals to keep them motivated and focused on personal and departmental objectives. Effective communication between a supervisor and employee enables the employee to receive important information on what areas of the job they are performing well and those that need improvement.

Clear visibility, regular individual analysis, and well written evaluations help identify an organization's competencies and skill gaps. With this valuable data in hand, we can continually identify and improve training and development plans that best serve our customers.

When effectively implemented, performance management best practices result in a wide range of benefits for employees, managers and the organization as a whole.

-- Barbara A. Westgate

And remember, YOU are the one who is responsible for your career!

Helpful Resources


Empowering Employees. Inspiring Change.

OPM's Federal Employee Viewpoint Survey (FEVS) is coming soon! This year's survey is being done by census, which means everyone that was on the rolls by October 2017 will receive an opportunity to provide feedback. The responses are completely confidential and many organization leaders review the results. Taking the survey is very important as higher response rates mean more accurate data. Don't let the few dictate how the many are feeling!

Email invitations will be sent from an agency-specific OPM email address with the format "EV(2 letter agency code)@opm.gov. The subject line will say "2018 Federal Employee Viewpoint Survey."

Once you receive the survey if you have technical issues, please contact the FEVS Help Desk (toll free) at 1-855-OPM-FEVS (1-855-676-3387) or at EVS@opm.gov. Other questions concerning the FEVS should be directed to WHS.HRD.IOD@mail.mil. Be on the lookout for the email in May and let your voice be heard!

2018


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

We want to hear YOU!

Survey Dates:
1 May – 21 June 2018



The OPM Federal Employee Survey will be distributed to OSD, Defense Agency, and DoD Field Activity employees who were onboard by October 2017 by the Office of Personnel Management (OPM) via email.

When you receive the survey, please take a few minutes to respond.

New Requirement to Pre-Register Visitors to the Pentagon

Effective Monday, April 2, 2018, a new policy went into effect requiring visitors to the Pentagon to be pre-registered. This should be completed at least 24 hours in advance of the visit. This mandatory requirement applies to official visitors, family members and personal guests. Visitors will not be allowed access during weekends, holidays and after hours unless they have been pre-registered.

According to PBM-18-07-R, the pre-registering of visitors allows the Pentagon Force Protection Agency (PFPA) to conduct a background check of visitors entering the building. This will help decrease the processing time on the day of the visit. Every visitor must have a sponsor who is responsible for initiating the pre-registration process. A sponsor is defined as a DoD employee or contractor with a current DoD Common Access Card (CAC) who has "swipe access into the Pentagon and escort privileges."

Bottom line — if you are sponsoring someone's visit to the Pentagon, you are advised to pre-register them, regardless of the date and time, or their status. During normal business hours (Monday through Friday, 5 a.m. - 8 p.m.), visiting DoD civilians, military personnel with a current CAC, and intelligence community personnel with a U.S. government blue badge are not required to pre-register. However, these visitors are strongly encouraged to pre-register to expedite their access into the building. Pre-registration is required for these personnel after hours, on weekends, and on holidays.

Sponsors can initiate the pre-registration process via a secure, unclassified online link (NIPR-only and CAC-enabled) at <https://visitorsponsor.pfpa.mil/>. For further information regarding this policy, please refer to PBM-18-07-R, dated March 8, 2018.

Washington Headquarters Services Director's Award Program

*The Directors of
WHS Directorates
are encouraged to
reach out to supervi-
sors and managers
to identify individuals
deserving of award
recognition.*



WHS has a wealth of talented professionals, each dedicated and committed to performing to the best of their abilities each day. The Director, WHS, recently created the Director's Award to recognize these professionals. This award will distinguish four individuals who significantly go beyond their regular duty requirements and embody the WHS vision of providing essential and superior personnel services in support of the mission of our Department of Defense customers.

The Directors of WHS Directorates are encouraged to reach out to supervisors and managers to identify individuals deserving of award recognition. Noted accomplishments to look for include: process improvements which resulted in operational efficiencies and service quality or cost avoidance; creative and inventive approaches to solving workplace challenges; and a demonstrated pattern of excellence in overall job performances.

WHS Directorates may send forward one nominee per category for consideration (a total of four nominees per Directorate). The Director, WHS will review the top nominees, as recommended by the WHS Awards Recognition Committee, and select one finalist per category to receive the honor at the WHS All Hands.

The WHS Director's Award will occur on a quarterly basis and will be presented during the quarterly All-Hands meetings.

If you have any questions, the WHS point of contact is Ms. Katie Farr, Performance Management and Awards Division/HRD at (571) 372-3965 or katelyn.m.farr.civ@mail.mil.

Civilian Employee Assistance Program



Washington Headquarters Services recently launched a new Civilian Employee Assistance Program (CEAP)

Employee assistance program services will now be provided by Federal Occupational Health, a non-appropriated agency within the U.S. Department of Health and Human Services. They will be available to all civilians assigned to the Pentagon Reservation, Mark Center, and WHS serviced employees, and their family members.

The CEAP provides a comprehensive set of employee assistance and work/life benefits to you and your family members. The services are voluntary, confidential, and free to you and your family. Licensed counselors and expert consultants are available 24/7, 365 days a year to help with any personal or work-related concerns.

ASSISTANCE SERVICES:

- 24/7 Pentagon, Mark Center and online counseling centers
- Manager and employee counseling
- Financial and legal assistance (free consultation, 25% off of legal fees)
- Mark Center and Pentagon on-site counselors, additionally managers/employees can use community counselors if they choose
- Work/life program with interactive tools and resources on a wide range of topics
- Employee Assistance
- Supervisor and management consultations
- Confidential short-term counseling (in-person or telephonic)
- Family or relationship issues
- Emotional and mental health
- Problems at work
- Legal or financial matters
- Crisis management

WORK/LIFE PROGRAM OFFERINGS:

- Expert work/life consultation and personalized referrals
- Pregnancy and adoption
- Parenting and child care
- Senior care and aging
- Education and career development
- Relocation, fitness, home/auto services, travel, pet care
- Free work/life kits (Going away to college, Expecting Parents, and more)

To learn more, stop by one of the upcoming Pentagon and Mark Center information tables and orientation sessions in late April and early May (see schedule below) or contact CEAP. For nation-wide or National Capital Region locations or assistance, contact: 1-800-222-0364 or TTY: (888) 262-7848.

UPCOMING EVENTS

MARK CENTER

To learn more about the WHS CEAP services visit us at our information booth on **April 24, 2018** 10:00 am - 2:00 pm, Main Street

A program orientation will be open to all on **April 25, 2018** 11:30 am - 12:30 pm, Room B1

PENTAGON

To learn more about the WHS CEAP services visit us at our information booth on **MAY 1, 2018** 10:30 am - 1:30 pm, Apex 1/2 on the 2nd Floor

A program orientation will be open to all on **MAY 2, 2018** 10:30 am - 11:30 am, Pentagon Conference Center Room B8

Length of Service

Understanding Length of Service Award Processes



Length of Service (LOS) awards recognize civilian personnel tenure in the federal government. Employees are eligible for LOS awards beginning with 10 years of service and every five years thereafter until 50 years. At each milestone, employees receive a certificate and lapel pin to recognize their years in service.

Employees' years of service are determined by their service computation date (SCD). The SCD is calculated from the employee's years in the federal government. An employee's civilian service can be combined with creditable military service to achieve an overall LOS. Employees who wish to combine military service with their civilian service should contact the Benefits and Work-Life Division (BWD) at whs.mc-alex.hrd.mbx.benefits@mail.mil.

This Q&A focuses on helping employees and supervisors understand processes, roles and responsibilities that are critical to presenting these awards in a timely and uniform manner.

Who is responsible for processing and presenting LOS awards?

WHS-serviced components are responsible for processing 10- to 25-year LOS awards signed by their component head. The information used to determine employees' eligibility is made available by the Human Resources Directorate (HRD) Technology, Policy and Program Support Division (TPPSD) via the Business Objects and Enterprise Reporting System (BOERS).

HRD/Performance Management and Awards Division (HRD/PMAD) is responsible for processing 30-year

and above LOS certificates for all WHS-serviced components. These LOS awards are signed by the Secretary of Defense and delivered to the respective components for presentation.

The PMAD Honorary Awards Program is also responsible for providing service components with supplies for LOS awards. These supplies include presentation folders, LOS certificate paper, pins and an award template.

What action should be taken if an employee SCD is incorrect?

If you believe you were erroneously left off a BOERS report or that you should have been recognized previously, your WHS-serviced component should follow the guidelines below to address the concern.

If the concern is with a 10- to 25-year LOS, WHS-serviced components should work with HRD/BWD to confirm the employee's SCD. Final determination will be made by the WHS-serviced component in coordination with HRD/BWD.

If the concern is with a 30-year or above LOS, HRD/PMAD will work with HRD/BWD to determine if the employee's SCD is incorrect. If the employee should have been recognized with a 30-year or above LOS award, HRD/PMAD will take appropriate action to ensure that a Secretary of Defense-signed LOS award is made available to the WHS-serviced component for presentation.

This article was reprinted from HRD's Winter 2018 edition of PERSONNEL HILITES.

WHS Family - Athletes On Top of the World

Elizabeth "Beth" Scott, WHS HRD

Beth started swimming at age 5 and not long after that, her Olympic dream was born. Despite being born with a severe, uncorrectable vision impairment which limits her vision to 20/200 or legally blind, it has never seemed to slow her down. Beth's dream of winning a Gold medal was very clear by age eight. "I could see myself winning my race, standing on that medal podium, the roar of the crowd, and the exhilaration of watching the stars and stripes being raised and feeling the goose bumps as I imagined the playing of the National Anthem. I didn't need 20/20 vision to believe in my dream. It was crystal clear in my mind's eye."

After years of intensive training, Scott worked her way up to the highest of levels in USA Swimming. Missing qualifying for the 1992 Olympic trials by less than 3 tenths of a second, she pushed on to qualify and was named to the 1992 US Paralympic Team. Scott swam seven events, won 7 Gold medals, and set 7 World and American records. Scott's experience at her first Paralympics changed her life forever. "For the first time I saw my disability as a gift. 'My 'eyes were opened' and I appreciated the fact that my vision problem had given me more than it had ever taken away."

Greatest Accomplishments

Beth attended Ball State University (BSU) on a full athletic scholarship. She proudly represented BSU and the United States at the Atlanta 1996 Paralympic Games, where she won 1 gold, 2 silver and 4 bronze medals. In 1997 Scott Graduated from BSU with a degree in Sports Administration and Adaptive Physical Education. As the 2000 Sydney Paralympic Games approached, Beth spent 3 years fighting for Paralympic athletes to gain access to US Olympic Training Centers (OTC) for full time resident training programs. At the time only Olympic athletes had this privilege, and Scott saw this disparity as something the US Olympic Committee (USOC) needed to address. Finally, in early January 2000, Scott and two fellow Paralympic swimmers took up residency at the USOC Olympic Training Center in Colorado Springs, CO., as the first athletes with disabilities to live and train alongside their Olympic peers. The 11 months of training at the OTC paid off in more ways than one. Beth finished off her 21 years of competitive swimming at the 2000 Paralympic Games in Sydney, winning 2 more gold medals, 1 silver and 1 bronze, bringing her medal count to 10 Gold, 2 Silver, and 5 Bronze medals, ranking her as one of the most decorated Olympic and Paralympic medalists of all time.



Beth at Ball State University, on a full athletic scholarship.

But her greatest accomplishment, wasn't winning any of her gold medals, it was obtaining and securing the right for Paralympic athletes to live and train at Olympic Training Centers across the Country. In the years following the landmark Paralympic Resident Program that Scott had fought for, the number of Paralympic Residents at OTC's are now nearly equal to that of the Olympic Resident Athletes.

Greatest Victory

"As a child I met an Olympic gold medalist, who refused to allow people to touch her medal, for fear it would tarnish the gold. That disappointing experience impacted me greatly, and I made a promise to myself, that if I ever won a gold medal, that I would let anyone and everyone touch it!" Beth has made good on that promise, and she gladly hangs her precious metals around any wide eyed sports fan, young and old. "I, like many of my Olympic and Paralympic teammates, believe that when that medal is hung around your neck, you are forever an ambassador of sport. That's why when I finally hung up my goggles, I wanted to be sure that I made an impact on my sport, not just in the record books, but something substantial. I am so proud to have helped pave the road, and open the once closed doors at the OTC's, for Paralympic athletes. I know that I left my sport better than how I had found it and I can see the impact that my work has done when I see a Paralympian, standing on that podium, and living out the same dream that I once had. That's my greatest victory!"

Beth Scott currently works in WHS's Human Resources Directorate, Benefits and Work-Life Division, Voluntary Campaigns Office at the Mark Center.

WHS Family - Athletes On Top of the World

James Rummo, WHS FMD

James Rummo began playing soccer at age 9 in Butler, New Jersey with the encouragement of his father, Greg Rummo, who served as the team's coach and his interpreter. His experience growing up as a soccer player was something that he will never forget, he says. He remembers in his first year of playing soccer as a 9-year old, he lost in a championship game in the Fall of 2000. That was when he tasted the real competition of soccer and continued practicing and playing harder every year to improve his game. He was always the only deaf player on the team but it never stopped him from trying to be the best. He never used his deafness as an excuse to fail or give up.

James attended Mountain Lakes High School, as it had a deaf-education program and where he could continue playing the sport he loves so much. After graduating high school, he attended Gallaudet University in Washington D.C. and continued to play soccer as a college student. James said it helped prepare him for his plans to compete at the international level — eventually participating in three international tournaments: 2011 Pan American Games - Barquisimeto, Venezuela, 2012 Deaf World Cup - Ankara, Turkey, and 2016 Deaf World Cup - Capaccio, Italy. James plans to continue training with the team in preparation for the upcoming three international tournaments (2019 Pan American Games, 2020 Deaf World Cup, and 2021 Deaflympics).

In addition to working in WHS's Financial Management Directorate, Budget Execution Division, James is currently a graduate student at his alma mater - Gallaudet University, studying for a Master of Public Administration and serving as an assistant coach for their men's soccer team. The reason for becoming an assistant coach, he says, is because he wants to give back to the deaf community. He still plays for local men's soccer and lacrosse leagues (Washington Premier League and Stars and Stripes Lacrosse League) on weekends to keep himself in shape.



The United States Deaf Men's National Soccer Team, competing for the 2016 Deaf World Cup.



"My greatest challenge as a deaf soccer player is knowing who is around me. I have to constantly be aware of my surroundings - where the other players are. I always tell my players, do not use your deafness as an excuse. You have to constantly work harder to reach your goals and you can never give up."

--James Rummo

**One Nation
One Team**



WHS Family - Athletes On Top of the World

Elana Meyers-Taylor

Encouraged by her Mom and Dad, Elana Meyers Taylor has risen above it all, winning the Silver at this year's Olympic Winter Games in Pyeongchang. Elana is the niece of Ms. Karen Meyers, Director of WHS's Executive Services Directorate. Elana always dreamt of being an Olympian. She finally made that dream a reality when she qualified for the USA Bobsled National Team her rookie season in 2007. She then went on to win a bronze medal at the 2010 Olympic Games and silver at the 2014 Games.

"I have wanted to be an Olympian since the age of nine and I wanted every opportunity to make that possible," noted Elana. Elana first tried to compete in softball but didn't make the Olympic team that year. "I just wanted to find a way to be an Olympian," she added. "My parents saw bobsled on T.V. and were like, 'why don't you try this sport' and I said, 'okay, sure why not. They look for big, fast, powerful girls.' So, I just emailed the coach and got invited to a tryout."

"It's all about how hard you're willing to work for your goals and about your belief in yourself," she said.



The CMO visits the Armed Forces Retirement Home (AFRH)



The HON John H. Gibson II, along with Mr. Stephen Rippe, AFRH Executive Director and CEO, toured the D.C. campus recently and met with residents.

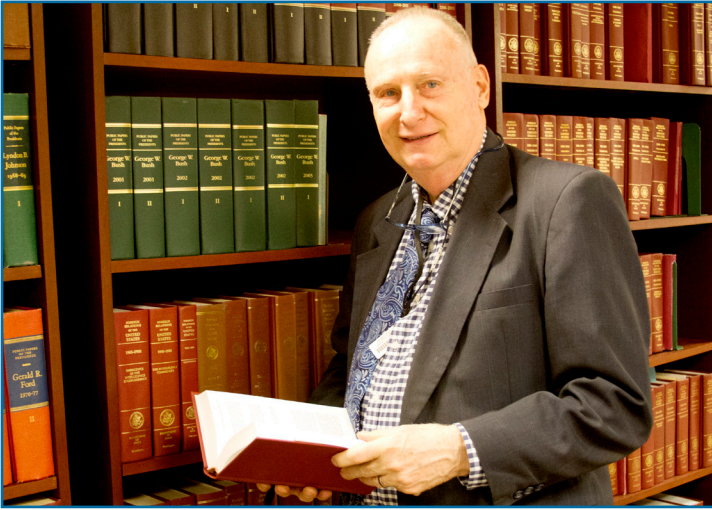
The Chief Management Officer now oversees the Armed Forces Retirement Home (AFRH) on behalf of the Secretary of Defense. Washington Headquarters Services and a new leadership team at AFRH is focused on developing new sources of revenue and operating in a more businesslike fashion. Part of the plan includes developing 80 acres of the 272-acre Washington, D.C. campus for long-term rental revenue and making better use of existing facilities on the sprawling campus. Leadership priorities also include efficiencies well-known to the WHS community—better buying and contracting and rational personnel structures—as well as implementing senior living industry standards and best practices.

In September 1847 during the Mexican-American War, U.S. Army General Winfield Scott captured Mexico City and, as part of the terms of surrender, secured \$100,000 to be set aside to establish an asylum for old soldiers. The proceeds were used to buy over 500 acres of farmland in north Washington, D.C. and the Old Soldiers Home opened in 1851. Its mission continues today by another name: the Armed

Forces Retirement Home, and includes a second campus in Gulfport, Miss. which started as the U.S. Naval Home in 1834 in Philadelphia, Pa. before moving to Gulfport in 1972. AFRH serves approximately 1,000 enlisted veterans of all military branches, including the Coast Guard, with a continuum of care services as their health and abilities require. Eligibility for admission is set by law and based on a number of factors including length of military service, combat duty, disability and ability to earn a livelihood.

Throughout its history, the Washington home was supported financially by active duty soldiers, and eventually airmen, through a monthly deduction from each service member's pay as well as fines levied as punishment for infractions. The Naval Home was funded through Navy appropriations until both homes merged as AFRH in 1991. In recent years, those sources of income have declined substantially to the point where the Home has faced insolvency. Congress has stepped in to fill the shortfall with taxpayer funds, but directed the Department of Defense and AFRH to work together to identify new sources of revenue.

The Pentagon's Historian Retires



LTC (R) Tom Christianson, the Pentagon's senior historian in the WHS History and Library Directorate, will soon retire after 33 years of Federal Service (active duty military and DoD civilian).

Tom came to the Pentagon in 2012, becoming Senior Historian in the History and Library Directorate for the Office of The Secretary of Defense. One of his many tasks, and the one where he says he has the most fun, is serving as “point man” for special VIP tours of the Pentagon. His knowledge of history, insight, sense of humor and ability to provide anecdotes along the way, make his personalized tours through the halls of the Pentagon something to appreciate and remember.

“As the office expanded its mission to include a greater focus on customer service, Tom excelled beyond expectations in raising awareness within the E ring of the capabilities of the Historical Office. He became our “go to” person in so many areas” noted Dr. Erin Mahan, Director, History and Library Directorate.

Early Years

Tom's love of history came from his father, an avid history buff. Tom attended the University of Wisconsin where he received his BA and MA in European History in 1973. Shortly after, he was drafted into the Army and went to Officer Candidate School. As part of his Special Forces training, he was sent to the Defense Language Institute in Monterey, CA where he became proficient in Italian. He had already studied French, German and Spanish at the university, which eventually determined many of his specialized assignments in Europe.

He was selected to serve as aide-de-camp to the commanding general of all NATO Allied Land Forces in Turkey, Greece and Italy. Here he honed his language skills dealing with multi-national forces. Later in his career, he was selected to teach

European History at the United States Military Academy at West Point. It was at West Point that he served as an Assistant Professor of European History, from 1984 - 1987. He also taught history at the Army Command and General Staff College, at Fort Leavenworth, KS. Tom closed out his Army career as the Professor of Military Science and History at the University of Wisconsin-Madison.

When asked about his biggest accomplishment while serving here at the Pentagon, Tom said, “the most professionally satisfying element of my job was having the opportunity to sit with former Secretaries of Defense like Leon Panetta and Donald Rumsfeld, holding open, and sometimes intense, discussions about their time in office.” The oral histories Tom documented are now the official records of their time as the Secretary of Defense and can be found in the Pentagon Library.

Tom added, “I have been extremely fortunate to have had the uniquely rewarding experience of working the incredible History and Library team and the other members of other WHS directorates who worked with him on a variety of corridor exhibits and displays.”

We asked Tom what he would like his legacy to be. In typical Tom Christianson humble fashion, he responded with, “well that's too big of a word for my service here, but I guess the thing is — and perhaps for any DoD employee — it's to let the public know that we do meaningful work for the people of this country.”

Looking to the Future

Finally, we asked Tom what the next chapter of his life looks like. He told us that he is working on a book about World War I. It's historical fiction; however, every character is real, except for the protagonist. “Kind of a Forrest Gump approach,” Tom says. He plans to finish it in the next few months. While pointing his finger at us, he said, “and you better buy it!”

Upon retirement this summer, Tom and his wife Darlene will to head to Wilmington, N.C. and a place called Kure Beach. It's here where they plan to watch the sunrises, relax, and when they've had enough of that, he told us they may continue giving tours of battlefields and other historic places in world history — something they both love passionately.

DoD History Speaker Series



Dr. Erin Mahan, Director HLD, introduces the DOD Speaker Series panelists, from left to right: Charles W. Duncan (Former Deputy Secretary of Defense), Robert O. Work (Former Deputy Secretary of Defense), Harold Brown (Former Secretary of Defense), and Dr. Edward Keefer, moderator of the event and author of the book, **Harold Brown: Offsetting the Soviet Military Challenge 1977-1981**.

Three former DoD leaders (Secretary Harold Brown, Deputy Secretaries Charles Duncan and Robert Work) recently came together for a historical panel discussion that featured Edward C. Keefer's book, *Harold Brown: Offsetting the Soviet Military Challenge 1977 to 1981*. Sponsored by the National Archives, the event featured discussions from these three leaders on key historical events of their individual tenures as they related to Soviet military challenges. In the book author Edward Keefer describes how Secretary of Defense Harold Brown worked to counter the Soviet Union's growing military strength during the administration of President Jimmy Carter. "Flush with cash from the development of oil and natural gas resources in an era of high energy costs, the Soviet Union of the Carter years came closest to matching the United States in strategic power than at any other point in the Cold War," he noted.

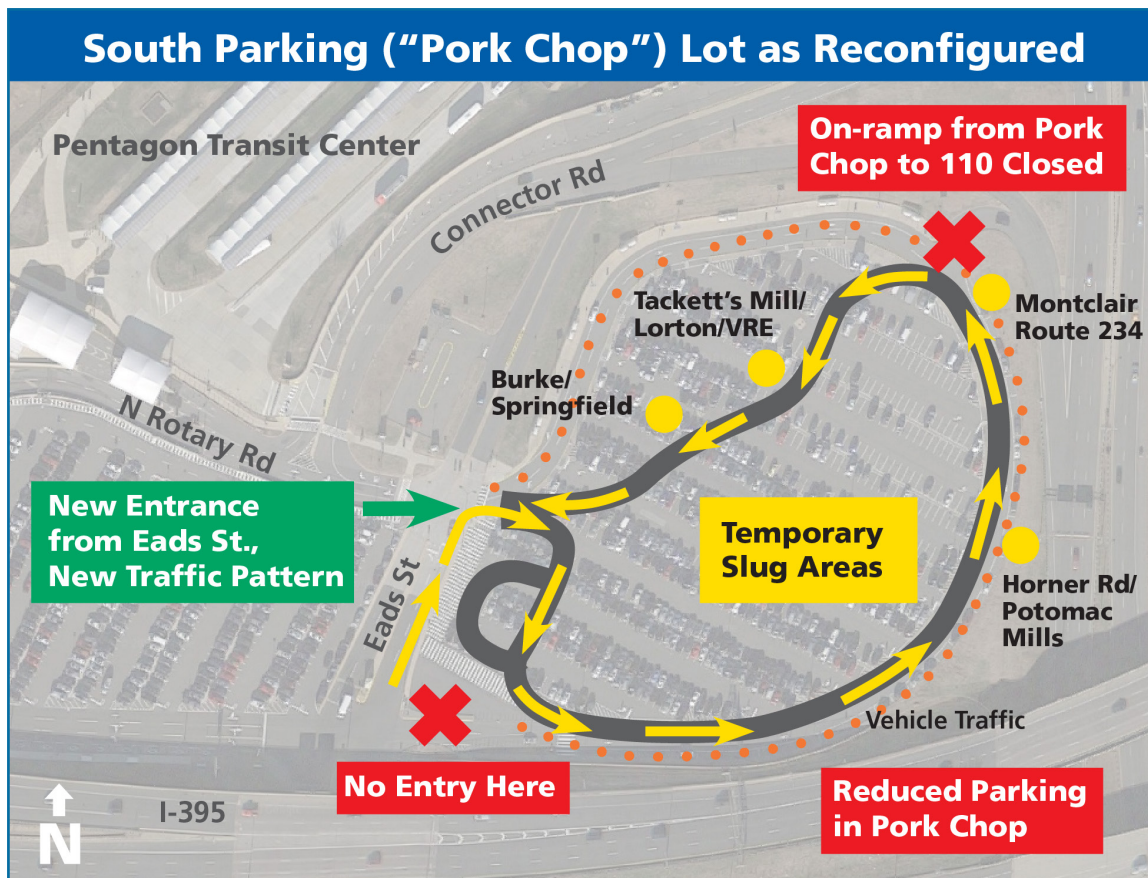
The event offered a historical perspective but also provided insight on current difficulties our nation is facing and the direction policies and defense programs have evolved since the late seventies and the Cold War era to today. The leaders also noted how our adversaries at large have responded and developed themselves.

A question and answer period following the discussion allowed audience members to pose their own inquiries to the former Secretary and panelists, breaching the conversation of where our DoD has come from, and where it may be going in the future. When asked by one audience member, "Should government be run like a business?" Secretary Brown noted, "... I do think that it (government) can adopt some principles of business." Further he discussed how DoD has evolved and will continue to develop in response to the relationship it has with Congress and other branches of our government.

The event was part of a continuing series aimed towards providing greater insight on national security topics. With this being the ninth installment of the series, the WHS History and Library Directorate has documented over 34 years (1947-1981) of history regarding the Secretaries of Defense and their service.

The text of this and other presentations in the series are available in the Pentagon Library, as well as online at <http://history.defense.gov/>. A full video of the panel discussion can be found at <https://www.youtube.com/watch?v=f-wfTLnV1YS0>.

FSD Parking Update



As the 395 Express Lanes/Pentagon South Parking Improvement Project progresses, work now underway at the Pentagon South Parking Lot “Pork Chop” area will result in a new traffic pattern that will improve the flow of traffic and overall safety. Construction at the South Parking “Pork Chop,” began on February 16. Drivers, pedestrians and cyclists must stay alert, exercise safety and follow traffic control directions around the construction zones.

There will be significantly less parking at the “Pork Chop.” When the “Pork Chop” is full, S-C permit holders should park at the Fern Street and Hayes Street parking lots along Army Navy Drive. Pentagon commuters should be prepared for impacts to their commutes. Those who drive to the Pentagon may find their journeys to and from work affected by detours or additional traffic, even if they do not park at the “Pork Chop.” Drivers should plan ahead, explore alternate routes and allow for extra travel time. For the latest updates and project information, please visit 395expresslanes.com/pentagon.

vanpooling). Improvements to existing bus services and new bus routes are in the works as part of the 395 Express Lanes project. The Mass Transportation Benefit Program can help qualifying Pentagon commuters obtain a subsidy for transit, carpooling or vanpooling. The WHS Transportation Management Program Office (TMPO) recently held three Vanpool Information Fairs at the Pentagon, Suffolk Building and Mark Center. Vanpool Service Providers participated in these events and provided information on how vanpools work, available routes in the National Capital Region and new Vanpool formation.

The next event will be the annual Pentagon Transportation Fair in May where public transit agencies and ridesharing providers will present current and new transportation options. The WHS TMPO will also demonstrate enhanced ridematching capabilities for Pentagon and Mark Center personnel. Please contact the WHS TMPO at (571) 372-7124 or whs.pentagon.em.mbx.dod-shuttle-bus@mail.mil for questions and suggestions.

This is a great time to try other commute alternatives such as bus and Metro Rail service and ridesharing (carpooling/

CYBER THREAT AWARENESS MESSAGE

Protecting email traffic continues to be a concern and the Joint Service Provider (JSP) has introduced new ways to report suspicious and malicious email messages. The program is called "PhishMe;" and it established a way for Outlook users to automatically report suspicious email messages to the JSP for investigation.

Report Phishing



A new button labeled "Report Phishing," is located on the home tab in Outlook on the far right next to the Address Book (look for funny fish with the question mark inside). When you think you have a suspicious email, click the report phishing button then click ok to report the message. It goes straight to the JSP Pentagon Cyber Incident Response Team (CIRT) for investigation. The team will investigate and provide you feedback to the sender.

Phishing emails often attempt to use emotional triggers to get you to react quickly without thinking through whether you should respond, such as dire language about time limits, loss of service, penalties, or language targeting a desire for money. They often have grammar, spelling, and syntax errors, and phrasing that a native speaker would not use. As with any malicious attacks on your mail, it pays to be aware and cautious when answering email from unknown addresses.

Play it safe and CLICK on the fish!



STRESS

MAKE IT WORK FOR YOU



24
HOURS
A DAY

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