



FOCUS *on the Workforce!*



Volume 1, Issue 8 ~ October 2019



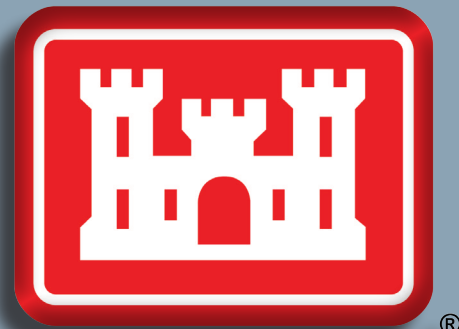
**HNC finishes
strong with more
than \$2 billion in
obligations**

“Lead, Communicate, Accomplish”

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The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort:
Energy, Operational Technology, Base Operations and Facilities, Medical and Environmental

FOCUS ON FOCUS



FOCUS ON THE WORKFORCE

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HNC By the #’s

5 Lines of Effort

43 Programs

4,800+ Ongoing Projects



Our Charter: Huntsville Center has programmatic and functional boundaries in lieu of geographical boundaries. We execute programs, projects and taskings that:

- Are national or broad in scope.
- Require integrated facilities or systems that cross geographical division boundaries.
- Require commonality, standardization, multiple site adaption, or technology transfer.
- Require a centralized management structure for effective control of program development, coordination and execution.
- Require functions to be performed that are not normally accomplished by a HQUSACE organizational element or that require unique, specialized, expert technical competencies.

U.S. Army Corps of Engineers U.S. Army Engineering and Support Center, Huntsville

Learn more at www.hnc.usace.army.mil

FOCUS ON Congratulations

Christine Moss & Courtney Murphy

Christine Moss and Courtney Murphy are the Huntsville Center nominees for the 2019 USACE Enterprise Emerging Leader (EEL) Development Program. Moss is a Human Capital Programs Specialist in the Business Management Office, and Murphy is an Interior Designer in the Engineering Directorate.

These two employees demonstrated they are ready for development and increased challenge through their performance in their current positions. The USACE EEL Program is a 12-month program to develop emerging GS-11 and GS-12 employees with potential and desire for increased leadership responsibility. Their participation in this program will help USACE and Huntsville Center 'build the bench' for leadership.

Wes Johnson

Wes Johnson was selected as the GS-14 Acquisition Program Manager for OE. Johnson brings a wealth of acquisition, project, and engineering experience to the position. In this position Whe will be responsible for all of OE's major acquisitions. Johnson is a graduate of Tennessee Tech University where he earned a Bachelor's of Science Degree in Mechanical Engineering and a Master's Degree in Business Administration with a concentration in Finance. He is a member of the Army Acquisition Corps, has held an active PMP since 2016, and is Acquisition Level III Certified in Facilities Engineering and Test & Evaluation.

Elizabeth McCullough

Elizabeth McCullough was selected as Huntsville Center's permanent Director of Resource Management. The position was elevated from a GS-14 to GS-15 given the huge responsibilities, volume of work and high dollar value of obligations HNC executes each year. Additionally, since HNC serves as both a Major Subordinate Command and as a District-like Center, the interface with USACE HQs, Department of the Army and other high-level commands and stakeholders warranted the grade increase. The competition and participation for this permanent recruitment was immense and McCullough was clearly the best qualified candidate.

Steve Light

Steve Light has been chosen from a competitive list of highly qualified candidates as the new Chemical Warfare Design Center Division Chief. Johnson is a registered Professional Engineer in Alabama and he is a certified FE level 3 and PM level 3 acquisition professional. He has been a GS-14 Program Manager for the Chemical Demilitarization Program since 2006. He also served as the OE Acquisition Manager from January 2018 to September 2019. Johnson served in the U.S. Air Force as a Civil Engineering Officer from 1979 – 1991 and served in many challenging design and construction positions in the United States and various European countries. From 1991-1998, e was a CEHNC Project Manager leading Environmental Cleanup at two DLA Superfund sites located at Tracy and Sharpe Army Depots near Sacramento, CA.

“Lead, Communicate, Accomplish”



Valerie Baldwin recently received the Civilian Service Commendation Medal from Col. Marvin L. Griffin, Huntsville Center commander, for serving, "...in an exemplary fashion to effectively and efficiently develop alternative space plans for the Phase I placement of personnel into 475 Quality Circle."

Maj. Gen. Anthony C. Funkhouser, right, the U.S. Army Corps of Engineers deputy commanding general for Military and International Operations, recognized the hard work and accomplishments of Manveer Singh Khanijoun, a business data analyst with Business Practices, and Donzia King-Clark, a senior budget analyst with the Resource Management Directorate during Funkhouser's visit to the center Sept. 10, 2019.



FY19 End-of-Year

Wacky Wednesdays!



FOCUS ON LEADERS

Self-Improvement

Article by Sally Parsons
Chief, Facility Technology Integration

Learning to embrace criticism was hard for me, but it made a huge positive difference to my career.

Feedback is key to improving our projects and ourselves. As employees, we learn about the Plan-Do-Check-Act cycle for continuous quality improvement of our business processes. That “Check” part is challenging when it’s about your work or about you as an individual. It’s human nature to surround ourselves with our friends and colleagues who give us positive feedback.

I have learned that, while it’s nice to be told what I’m doing right, it’s more helpful to me to learn where I need improvement.

I first learned about appreciating negative feedback from Mirko Rakigjija, who was Installation Support director when he tasked me with starting the Access Control Point, or ACP, Equipment Program back in 2002. John Brown (Electronic Security Center Mandatory Center of Expertise) and I worked hard to put together a comprehensive plan for how to quickly set up the program and



to obligate hundreds of millions of dollars in a short period of time.

When the plan was about 75 percent complete, Mirko sent the document to the major subordinate commands, or MSCs, for early review and feedback. Internal HNC reviews had resulted in a few small tweaks. I didn’t want to hear MSC leadership tell me that my “baby” was ugly.

There is a physical reaction to negative feedback. The primordial parts of your brain go into overdrive. Your heart beats faster. You prepare to

defend yourself or flee. I have learned not to react instinctively to criticism by instead focusing on breathing and calming myself down. A self-imposed pause gives my cerebrum, which is the part of the brain that controls judgment, emotions and behavior, time to kick in. This simple step allows me to consider, absorb and learn instead of jumping straight to self-defense.

Knowing the motivation behind criticism is essential for deciding what to do with it. The aim of destructive criticism is to hurt someone or destroy their creation or reputation.

Back in 2002, MSC criticism of the initial ACP Equipment Program plan felt like a personal attack to me. I wanted to defend the plan with “Of course, they hate the plan; the divisions and districts hate Huntsville Center.” The truth is that much of the criticism was valid, well-reasoned, and came from the MSC’s desire for USACE to be successful. It was constructive criticism.

This experience taught me how to evaluate criticism for motivation and relevance, to ask clarifying questions for greater understanding, and to decide what to do with it. It turned out that the most useful feedback I received on the draft program plan came from the negative feedback. Because their perspectives differed from my own and others at HNC, the MSCs were able to identify gaps in the plan that no one else had considered. I was then able to fill in those gaps and brief a much improved version of the

program plan to Headquarters.

Over time, I’ve also learned to express gratitude for negative feedback. As a division chief, asking for criticism from my employees can be awkward. Most employees don’t feel safe providing negative feedback directly to supervisors. I’m fortunate to have a few employees who have little trouble letting me know where they think I come up short.

After my division moved to 475

“This experience taught me how to evaluate criticism for motivation and relevance, to ask clarifying questions for greater understanding, and to decide what to do with it.”

Quality Circle, one of my project managers told me that he noticed I talked to people who sit in cubicles and at the ends of rows, but I hardly ever spoke to people sitting in the middle of a row. Ouch! He was right.

I thanked him for making me aware of my shortcoming in this area. Thanking someone for constructive criticism lets him know that it’s safe to provide that kind of feedback to you. I soon made an effort to speak

See Parsons, Page 10

Parsons, from Page 9

to people sitting in the middle of the rows.

The last step in embracing criticism is to let the critics know what you did with their feedback. In the case of the 2002 feedback on the ACP program plan, I sent the revised plan along with a document noting how we had addressed their comments to MSC leadership. In the case of my employee's criticism, I followed up

with him a month or so later to see if he had noticed how I had changed my behavior as a result of his feedback.

I think that trying to avoid negative feedback is all too common. I encourage everyone to seek constructive criticism because embracing feedback is essential for your career and personal growth and for the continuous improvement of Huntsville Center.

SMALL BUSINESS FORUM OCT. 24



Registration is open for the U.S. Army Engineering and Support Center, Huntsville's Small Business Forum 2019, set for Oct. 24 at the Davidson Center for Space Exploration, located on the U.S. Space and Rocket Center campus in Huntsville, Alabama. Registration runs through October 11.

This event is scheduled from 8 a.m. – noon and features a general overview of upcoming acquisitions. The event also provides an opportunity for interested firms to interact directly with program managers and contracting officials representing Huntsville Center's more than 40 programs.

October Employees of the Month



Kristina Frith
Contracting Specialist



Joshua Cavanaugh
Project Manager

Center closes fiscal 2019 with \$2 billion in obligations

By William S. Farrow
HNC Public Affairs Office

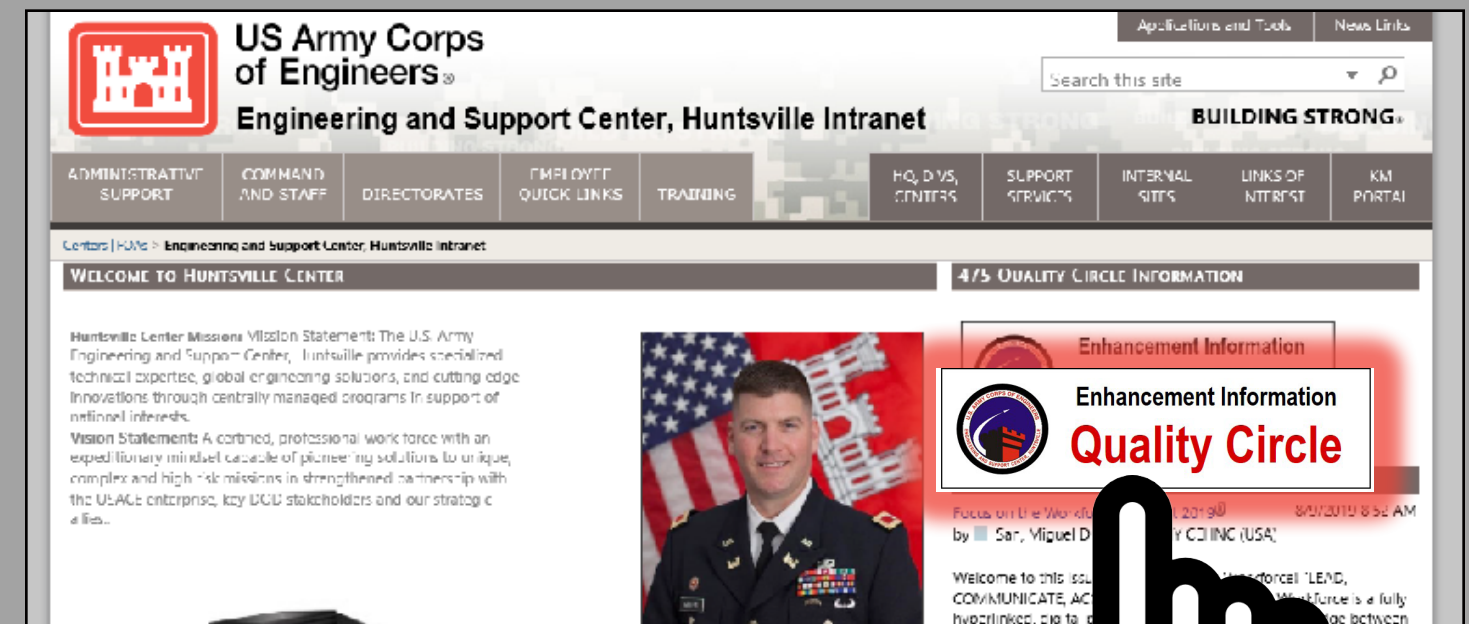
In fiscal 2019, the U.S. Army Engineering and Support Center, Huntsville awarded more than 4,800 contract actions totaling more than \$2.2 billion in obligations for its stakeholders.

The awards effectively and efficiently establish the framework required for thousands of projects supporting military and government agencies globally through the sustainment, maintenance and upgrading of existing facilities, utilities and infrastructure and create solutions to

support the nation's toughest engineering challenges.

As Headquarters, U.S. Army Corps of Engineers' focal point for management of programs that are out of the ordinary, highly specialized, or new, Huntsville Center's capabilities provide HQ USACE with a core capability for programs that do not fit clearly into a geographic region or functional category.

According to Amy Sullivan, Huntsville Center financial management analyst, the Center's breakdown shows that of the \$2.2 billion obligated, 44% went to support the Army and 37% for the Office of the Secretary of Defense. Nine



For more detailed information, visit
Huntsville Center's SharePoint site and
click on the button near the top-right of the
page.

percent was dedicated to Army Corps of Engineers Information Technology. Four percent was earmarked for the Air Force and 3% for the Navy, and projects for NASA came in at 1 %. More than \$25 million was obligated in grants and cooperative agreements.

Recent Huntsville Center projects include providing large-scale IT equipment to the USACE and the DOD, demolishing outdated and unused structures on NASA campuses, clearing ordnance in Afghanistan, providing energy reduction and savings programs at Army installations and renovating and equipping military clinics and hospitals.

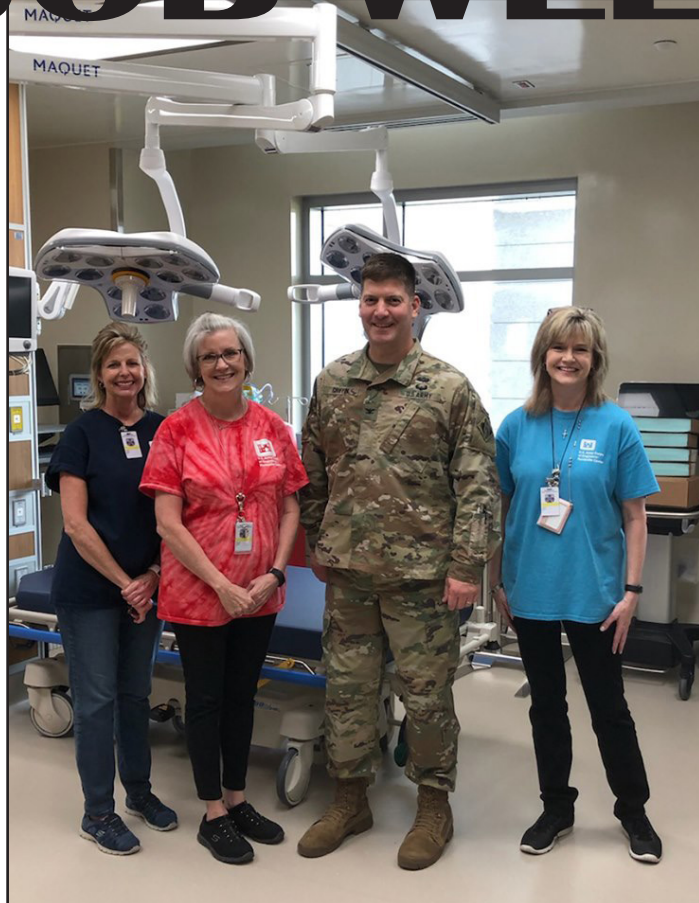
Albert "Chip" Marin III, Huntsville Center Programs Director, said the team-

work and helping-hands attitude is what makes the Center so successful during the months prior to Sept. 30. During those months the Center sees a surge in stakeholders' requests for projects, mostly from the Center's 31 installation support programs.

"Everywhere I go people are talking about helping others as their own work comes to closure," Marin said. "That attitude is indicative of a caring workforce and is what makes Huntsville Center stellar."

Marin noted that more than 43 percent of the \$2 billion obligations were small business awards. That number pushed the Center over the \$6 billion mark in obligations awarded to U.S. small businesses over the last decade.

JOB WELL DONE



Huntsville Center Commander Col. Marvin L. Griffin traveled to South Korea recently to participate in the ribbon cutting ceremony for the Brian Allgood Army Community Hospital and Ambulatory Care Center at Camp Humphreys, Republic of Korea. Huntsville Center's Medical Outfitting and Transition (MOT) program is providing complete turn-key project support for the equipping and transitioning of staff and patients of the new 772,000 square foot facility is set to open in November, 2019. While there, Griffin visited with Huntsville Center personnel assisting on the project, from left, Medical Interior Designer Marietta Graham, Medical Interior Designer Vikki Randall and Project Manager Kim Fortenberry.

The Defense Civilian Emerging Leader Program taught me how to leverage my strengths while developing additional skills in the journey to becoming a leader.

Margaret Brand

Human Capital Program Specialist
U.S. Army Engineering and Support Center, Huntsville



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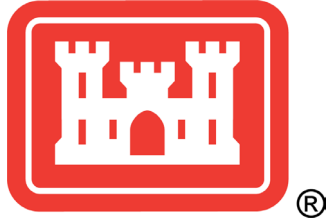


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The U.S. Army Engineering and Support Center, Huntsville, engineers adaptive, specialized solutions across a broad spectrum of global enterprise covering five main lines of effort:
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