

# ACC TODAY

U.S. Army Contracting Command

Winter 2011



## Joint Dawn

Joint contracting field  
training exercise  
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*Views from the Top*

*Command Sergeant Major Program*

*Contingency Exercise Sharpens Skills*



## Commander's Note

*Supporting the Army's generating force through contracting transformation*

By Brig. Gen. Stephen B. Leisenring  
Commanding General  
Mission and Installation Contracting Command

The Mission and Installation Contracting Command began a deliberate transformation in November 2009.

The new MICC mission statement is the nexus of this transformation: The MICC plans, integrates, awards and administers contracts throughout the Army Force Generation cycle supporting the Army generating force to provide the best value contracted materiel and services for the mission, Soldiers and their families.

We began this transformation by reorganizing our headquarters to better synchronize our operations with both the Army Contracting Command and Expeditionary Contracting Command headquarters, facilitating planning and communication with our supported commands, and merging our command and procurement authorities. Our new headquarters includes a coordinating staff (G1–personnel through G8–resource management); special staff (Inspector General, Internal Review and Audit Compliance, Equal Employment Office, etc); and functional staff including the Principal Assistant Responsible for Contracting, Special Competition Advocate, Small Business Adviser, and the Contracting Support, Plans & Operations. We have completed this transformation and have begun transforming the MICC subordinate contracting organizations throughout the generating force.

In 2011, we will organize our seven contracting centers and 35 installation contracting offices (formerly known as directorates of contracting) into eight intermediate levels of command that support the major generating force commands, and synchronize contracting within the Army enterprises. This is much more than reorganization. This transformation will enable us to change contracting support into a line of effort that links multiple customer missions (requirements for contracted materiel and services), using a logic of purpose, that achieves synchronized contracting support across the generating force.

When complete, the new MICC organization will achieve greater enterprise solutions, incorporate strategic sourcing, facilitate the Army's requirements standardization initiatives, and better integrate our world-class procurement professionals into our supported commands' planning processes.

These are exciting times in the MICC. I could not be more proud of our dedicated civilian and military professionals as they build on our great legacy and continue to provide world-class contracting support to our Soldiers and their families.

**“The MICC plans, integrates, awards and administers contracts throughout the Army Force Generation cycle supporting the Army generating force to provide the best value contracted materiel and services for the mission, Soldiers and their families.”**

# ACC TODAY



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## ADDRESS

The editorial office is located at:

Army Contracting Command  
9301 Chapek Road  
Fort Belvoir, VA 22060-5527





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Cover photo—1<sup>st</sup> Lt. Rhett Chase scans for aggressors as she guards a doorway during military operations in urban terrain training. Chase is an Air Force contracting officer assigned to Headquarters Pacific Air Forces, Hickam AFB, Hawaii. (Photo by Ed Worley)

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# ACC Human Capital team in place and growing at Redstone Arsenal

By Ed Worley  
Headquarters, U.S. Army Contracting  
Command

You don't have to talk to Tim Grey for long to discover he is a people person—an appropriate trait for Army Contracting Command's new deputy chief of staff G1 (Human Capital).

He assumed the position Dec. 6, succeeding Col. Debra Fix, who is retiring from the Army.

Grey joined ACC in April at its Redstone Arsenal, Ala., campus after serving as the U.S. Army Aviation and Missile Command director of Human Capital, also at Redstone. Since then he's been on the receiving end of ACC Human Capital's transition from Fort Belvoir, Va., to Redstone.

"We are officially operating out of Redstone," he said. "We are fully mission capable on this end."

His staff, like many others at ACC Forward, is new to the ACC headquarters. Four people have moved south from Fort Belvoir; the rest of the 12-person staff is new. He expects the staff to be about 50-50 with new and transitioned employees once the move is complete.

"Human capital is a support function, but it's a very critical one because if you don't have the people you need both in terms of numbers and skill sets, it has a dramatic impact on the success of the organization."

He said his immediate challenge is to get a good grasp on ACC's workforce.

"I want to take a holistic look at our workforce," he explained. "About 75 percent of our workforce



"We are fully mission capable on this end."

Julie Lumpkins, human resources specialist, reviews the Army Contracting Command Faces to Spaces personnel report with Tim Grey, ACC's deputy chief of staff G1 (Human Capital). (Photo by Ed Worley)

is in the acquisition career field. That still leaves 25 percent of the workforce in areas that are equally critical to the success of the command."

He plans to increase his workforce management team, especially those supporting the acquisition workforce. He said the team will focus on certification levels and acquisition training opportunities. He also plans to expand the career program management team to encompass the entire workforce.

"We're starting to drill down and gather data so we can go to senior leaders and show them what the workforce looks like," he said. "General numbers show you certain things, but drilling down gets you to specific elements. It's critical for shaping our organization."

Another concern is the personnel "bathtub" effect facing the workforce. The bathtub effect describes high numbers of baby boomers nearing retirement age at one end of a graph, and high numbers of interns and junior staff with less than five years experience on the other end. In the middle are low numbers of experienced specialists and middle managers. The graph looks like a bathtub.

"We've got to find ways to balance the bathtub," he said. "You don't just go out and hire a GS-13 or GS-14 contracting specialist as a general rule."

Part of his mitigation plan will come from his previous business practices used at AMCOM.

“Leadership is not the position a person occupies. It’s how we do our work.”

“We were able to mitigate the bathtub at AMCOM, but it took more than eight years and a lot of dollars.”

Location was also a factor.

“There has always been a lot of movement on Redstone because there are a lot of organizations with common skills. People build wonderful careers by moving among organizations on Redstone.”

He’s quick to point out that each location is different. The end goal is to sustain the workforce. He says training is the key.

“Not just acquisition training, but general leadership training. The Army leadership succession model on the active duty side is to have three fully qualified people in line to succeed a leader. How do we sustain the ACC workforce? We need to develop our civilian leadership in a systematic way. A good supervisor will do this. We need to develop a systematic approach across the command.

“Leadership is not the position a person occupies. It’s how we do our work. Everyone has to work with others to get the job done. Leadership is how you do that; how you get people to pull together to get the job done with others.”

He is fully aware of the challenge.

“We are really dispersed—contracting centers, contracting support brigades worldwide, the Mission and Installation Contracting Command with 35 directorates of contracting, with staffs ranging from 25-30 people up to 150.

“I don’t have the answers (to the challenge) yet but we’re going to find a way to do that.” ♦

## Soto Cano Regional Contracting Office named Office of the Year

By Capt. John T. Stamm  
Joint Task Force-Bravo Public Affairs  
Soto Cano Air Base, Honduras

The Soto Cano Regional Contracting Office was named the 410<sup>th</sup> Contracting Support Brigade’s “Office of the Year” for 2010 in a ceremony held in San Antonio, Texas, in January.

The RCO received the award for the outstanding level of performance provided to the base and to Joint Task Force-Bravo, for mission impact, and for improvements made in both processes and in the office environment.

There are four other regional contracting offices under the 410<sup>th</sup> CSB, located in Miami and Key West, Fla.; Guantanamo Bay, Cuba; and Bogota, Columbia. A key factor in the award decision was Soto Cano RCO’s 95 percent competition rate, which well surpassed the goal set by the 410<sup>th</sup> CSB.

“The competition rate is the number of contracts that are bid out,” said Rodney P. Prickett, RCO director. “The bidding process increases our chances of obtaining the best value based on technical qualifications, materials, price and time for completion.”

During Fiscal Year 2010, the RCO issued 400 contracting actions worth more than \$9 million, including three construction projects at the U.S. Embassy in Tegucigalpa, projects throughout Honduras engineered by U.S. Navy “Sea Bees” and numerous supply and service contracts for base operations here.

“Our mission here at Soto Cano is to contribute to regional stability and peace,” said Col. Gregory D. Reilly, JTF-Bravo commander. “We couldn’t accomplish our mission without the support that the RCO provides. They perform to the highest standard, and couldn’t be more deserving of this recognition.”

The Soto Cano RCO was established in 1985 along with the air base, and is staffed by three U.S. military personnel, six foreign service nationals, and one Department of Defense civilian. The FSNs have a combined total of 65 years of contracting experience, with one FSN having served in their position for 22 years.

Air Force Capt. Matthew A. Fahrner, former deputy chief of contracting now redeployed to his home station at Ramstein Air Base, Germany, said it was an incredible honor to be selected.

“It just shows the tremendous dedication to customer service and the mission by our foreign service nationals and military personnel and the daily impact our contracts have,” Fahrner said. ♦



SOTO CANO AIR BASE, Honduras - Joint Task Force-Bravo commander Col. Gregory D. Reilly congratulates members of the 410<sup>th</sup> Regional Contracting Office here, Jan. 20, for being named “Office of the Year.” The office provides support in promoting peace, stability, and prosperity throughout Central America. (U.S. Air Force photo, Capt. John Stamm)



Staff Sgt. Jesse Keller, 711<sup>th</sup> Contingency Contracting Team, Miami, Fla., demonstrates weapons assembly, disassembly, and function checks to Velia Pier, contracting officer, Regional Contracting Center - The Americas.



## Contingency exercise sharpens skills needed during deployments

By Maj. Anthony Zupancic  
711<sup>th</sup> Contingency Contracting Team, Miami, Fla.

Members of the 410<sup>th</sup> Contracting Support Brigade participated in two days of training at Camp Bullis, Texas, in preparation for their role in Operation Integrated Advance. Operation Integrated Advance is a U.S. Army South Command exercise designed to react to a large contingency in its area of operations.

The 410<sup>th</sup> CSB, headquartered at Fort Sam Houston, Texas, is an Expeditionary Contracting Command subordinate element with battalions and contingency contracting teams in Texas and Florida. The brigade directly supports U.S. Army South missions.

During the exercise, the brigade focused on conducting contracting operations in a contingency environment and basic warrior tasks. The exercise provided the brigade with the opportunity to unite geographically dispersed teams from Lackland and Randolph Air Force Base both located in Texas, and teams

assigned to the Miami Regional Contracting Office. They joined the 916<sup>th</sup> Contracting Support Battalion and the 410<sup>th</sup> staffs at Camp Bullis for the training.

Day one revolved around contracting operations in a contingency environment and consisted of preparing a contracting office for operation in an austere environment. The brigade employed a Base-X expedition tent as the contracting office and tactical operations center. Each contingency contracting team learned how to operate the Broadband Global Area Network to obtain global internet connectivity. Once established and connected, the CCTs encountered a series of contracting vignettes focused on the Operation Integrated Advance scenarios. While the CCTs addressed the challenges in contracting during the exercise, the brigade staff exercised its planning and command and control functions.

On the second day of training, the brigade's emergency essential civilian employees joined the CCTs and staff for training on warrior tasks. These tasks refreshed the military and trained the civilians on critical skills necessary for operations in a contingency and included maintenance of assigned weapons, basic first aid, operating in an environment contaminated by a chemical or biological agent, and reacting to an improvised explosive device.

Brig Gen. Joe Bass, ECC commander, and Command Sgt. Maj. John L. Murray, ECC command sergeant major, visited the ECC troops at Camp Bullis to talk with exercise participants about the vision and mission of the ECC. Bass explained the evolving role of the command and his vision for the future of Army expeditionary contracting.

The training was the first of its kind for the brigade and proved valuable for both the military and civilians. The combination of training in a field environment, bringing a brigade that has a widespread geographic footprint together, and integrating Army emergency-essential civilians into the exercise will have long-term benefits for the 410<sup>th</sup> and will enhance their capabilities. The brigade staff is already planning follow-on exercises that will build on the foundation this one has laid. ♦



# Cureton selected as the Fort Belvoir NCO of the Quarter

By Larry D. McCaskill  
Headquarters, U.S. Army Contracting Command

Staff Sgt. Frederic Cureton, Expeditionary Contracting Command, has been selected as the NCO of the Quarter at Fort Belvoir, Va. (Photo by Larry D. McCaskill)

Staff Sgt. Frederic Cureton knew early in life he was meant to serve the nation as a Soldier and be one of the best. His recent actions are moving him in the right direction.

Cureton, a 14-year veteran, is a paralegal noncommissioned officer in the Expeditionary Contracting Command's Office of Counsel, Fort Belvoir, Va., and was recently named the Fort Belvoir Noncommissioned Officer of the Quarter (1<sup>st</sup> Quarter Fiscal Year 2011).

As a Temple University (Philadelphia, Pa.) student, Cureton joined the Army in 1997 as a cannon crew member. Since then, he's had assignments at Fort Sill, Okla.; Fort Benning and Fort Stewart, Ga., Baumholder, Germany and Fort Detrick, Md. With less than a month's notice prior to appearing before the

board, Cureton brushed up on Army regulations and Soldier's tasks to make sure he provided sharp and precise answers.

"When I found out about the board I jumped on the opportunity to compete," said the native Philadelphian. "I knew it was an opportunity to shine and distinguish myself, my legal section and the command. I've been to many types of boards and won many, but this one is special because it's for the post and the ECC leadership challenged me to step up as an ECC NCO and allow our command to be recognized."

According to Cureton, all of the ECC NCOs consistently assist each other with one goal in mind, ensuring anyone representing the command is successful and brings honor to the command.

"We want to make sure the command is visible throughout the Fort Belvoir and Army Materiel Command communities and is seen in a positive light. As the first group of NCOs in a new command, we want to set a firm foundation for those who follow," he said.

"Appearing before a board helps me sharpen my knowledge and military skills. Like other NCOs, I want to do what I can to prepare myself to lead and mentor younger Soldiers," he said. "The most important thing I've learned from senior NCOs is how to take care of Soldiers by motivating them, providing them with purpose, direction and motivation, and showing them that you care." ♦





*Cathy Dickens is leading the way for government contracting employees as the principal assistant responsible for contracting at the Army Contracting Command - Redstone, and the Space and Missile Defense Command/Army Forces Strategic Command. (Photo by Kari Hawkins, AMCOM)*

## Contracting officer's dual roles provide unique insights

*By Kari Hawkins  
Courtesy of the Redstone Rocket  
Redstone Arsenal, Ala.*

During her 30-minute drive to work, Cathy Dickens likes to spend quiet time thinking about the day ahead.

"I want to make sure we stay true to the mission, true to the organization and to make sure we are allowing decision making that is guided by the right motivations," said Dickens, the executive director of both the Army Contracting Command-Redstone and the Space and Missile Defense Command/Army

Forces Strategic Command Contracting Center at Redstone Arsenal, Ala.

These days, those 30 minutes have become invaluable for this Army senior executive as she steers the helm of two Redstone organizations that have a far-reaching impact on the programs managed at Redstone Arsenal. Since August, she has been the dual-hatted senior contracting officer for both the Aviation and Missile Command and SMDC/ARSTRAT.

"This is a one-year pilot program with SMDC contracting under the operational control of ACC-Redstone contracting," Dickens said. "We will review this year and see if this works well together. We will ask questions like: Is this too big of an organization when you put them together? Are we getting benefits by joining the organizations? Can we leverage our purchasing when we work together? ... We will do right by both commands."

The local government contracting community will expand with the relocation of the Army Contracting Command headquarters to Redstone by August 2011. That move will benefit both of the organizations Dickens oversees.

"The relocation will allow us to have cross training between the execution side of business and the headquarters side of the business in terms of staffing, procedures and policies," she said. "It can be dif-



“Are we getting benefits by joining the organizations? Can we leverage our purchasing when we work together? ...We will do right by both commands.”

difficult for higher organizations to understand the impact of procedures and policy changes in the field. The co-location will allow us, I think, to help shape those procedures and policies because we will be able to share with them more closely those impacts.”

The challenge, however, that exists today and will increase with the relocation of ACC is the same challenge facing most arsenal organizations—the challenge of staffing. Currently, ACC-Redstone has 600 contracting positions, with 15 percent of those vacant, and SMDC/ARSTRAT has 139 contracting positions, with 30 percent vacant. The organizations compete with the contracting offices of other local government organizations, such as the Missile Defense Agency, Corps of Engineers and NASA’s Marshall Space Flight Center.

“It is very competitive in our field. Contract specialists have a choice of jobs. It makes it hard to stabilize the work force and grow it,” Dickens said. “Our employees work a lot of long hours and there is a lot of training going on within our work force. But I am just phenomenally proud of the way contracts people continue to step up and go the extra mile. They are willing to sacrifice family time and home time because they care about the Soldiers and work every day in support of Soldiers.” ♦

## 409<sup>th</sup> CSB talks mission support at AFRICOM Conference

*By Rachel Clark, 409<sup>th</sup> Contracting Support Kaiserslautern, Germany*

In January 2011 at the semi-annual U.S. Africa Command Contracting Conference in Stuttgart, Germany, representatives from the Kaiserslautern-based 409<sup>th</sup> Contracting Support Brigade discussed current events, initiatives and issues relevant to contracting activities in support of AFRICOM.

“Our presence at this conference was integral because of the role the 409<sup>th</sup> plays in AFRICOM’s support,” said Lt. Col. Roy Manuis, 409<sup>th</sup> CSB director of strategic initiatives.

As a stakeholder in AFRICOM’s concept of support, the 409<sup>th</sup> CSB is closely engaged with the AFRICOM Operations and Logistics Directorate to influence the development and implementation of AFRICOM’s service component operational contract support strategy.

“Since we play a large part in AFRICOM’s contracting business, it was important for us to inform our audience as to whom the 409<sup>th</sup> CSB is, what we do and how we do it,” Manuis said.

Some of the more significant discussions included the combatant commander’s role in coordinating and synchronizing operational contract support and other contracting requirements on the continent. Mitigation of “collateral damage” was a common theme in the discussions.

Collateral damage was the term used when one contracting activity adversely impacts the local resources and infrastructure of another service or agency requirement. For example, a U.S. Navy requirement for bulk fuel for helicopter operations in support of an exercise may tax local supplies thus driving up gasoline prices for local users and vendors.

AFRICOM will move forward and work toward developing and implementing policies and guidance to delineate contracting support and sources in order to mitigate the occurrence or impacts of collateral damage.

“This was a great opportunity to meet with the AFRICOM staff and our service component and interagency counterparts,” said Lt. Col. Patrick Badar, 409<sup>th</sup> CSB’s contracting support operations officer. “The outcome was a better understanding of how they operate and the means in which we can offer mutual support.”

Maj. Christopher Foster, a contracting officer with the 649<sup>th</sup> Contingency Contracting Team who has deployed in support of operations in AFRICOM, spoke to the audience about best business practices and the challenges faced in eastern Africa, where the 409<sup>th</sup> CSB is augmenting a U.S. Navy contingency contracting office. ♦

*Maj. John M. Cooper, 413<sup>th</sup> Contracting Support Brigade contracting officer, mentors Sgt. 1st Class Dawn Bryant, 413<sup>th</sup> CSB and two Air Force contracting specialists during a recent contracting contingency exercise held recently at Fort Shafter, Hawaii. (U.S. Army Photo)*

# Contracting officers train for response to disasters during field exercise

*by Charmaine Bottex  
413<sup>th</sup> Contracting Support Brigade, Fort Shafter, Hawaii*

The 413<sup>th</sup> Contracting Support Brigade, Fort Shafter, Hawaii, made history by conducting its first joint contracting field training exercise.

Based on activities related to Operation Unified Assistance, a response to the 2004 tsunami in Indonesia, the Pacific Contingency Contracting Disaster Training Exercise focused on providing contracting support to a joint task force during foreign disaster relief efforts.

The exercise involved Soldiers, airmen, Marines, and civilians from the 413<sup>th</sup> CSB, the 647<sup>th</sup> Contracting Squadron, Hickam Air Force Base, the Kaneohe Marine Corps Base Regional Contracting Office, and the Hawaiian Army National Guard's 1950<sup>th</sup> Contingency Contracting Team. The Expeditionary Contracting Command headquarters sent two mentors to train 413<sup>th</sup> personnel, and the 410<sup>th</sup> CSB, Fort Sam Houston, Texas, and 411<sup>th</sup> CSB, Camp Humphries, South Korea, also sent mentors to train joint teams that formed regional contracting centers.

The purpose of the exercise was to test the brigade's ability to deploy

and establish an operational contract support command post, provide contingency contracting support in a field environment, and test communication equipment and configurations at the brigade and team level.

The four-day exercise started with welcoming remarks from Col. Mike Hoskin, 413<sup>th</sup> CSB commander, and a briefing from Maj. Ralph Barnes, 410<sup>th</sup> CSB. Barnes, the first contingency contracting officer to arrive in Haiti as part of Operation Urge Response, discussed lessons learned during the contingency.

Col. Tim Strange and Lt. Col. Maria Schneider, ECC Headquarters, Fort Belvoir, Va., conducted briefings on contingency contracting expectations and the request for forces process.

The exercise started quickly and the pace continued until the conclusion. There was so much going on that all the participants concluded

that the duration was too short and more time should be scheduled when the next field training exercise is planned.

Operating in areas with little or no support available was a challenge. Contracting officers had to rely upon the entire range of skills including writing purchase orders, manual contracts, and using the broadband global area network system for communication. Synchronized pre-deployment and operational tracker tools were used to monitor contractors' movements on the battlefield. Contracting officers were presented with multiple scenarios to provide experience on many of the tasks within the Army Contracting Command Proficiency Guide for Contracting Officers.

While the CCOs were training on basic contracting tasks, the 413<sup>th</sup> CSB staff was busy establishing operation-

**“Operating in areas with little or no support available was a challenge. Contracting officers had to rely upon the entire range of skills.”**





al contract support, command and control, and developing and implementing its deployed battle rhythm. They reviewed and made recommendations on actions requiring head of the contracting activity approval, answered requests for information from the ECC mentors simulating the entire ECC staff, and updated information for a brief.

The CSB's information management division tested the Broadband Global Area Network system for operability and suitability. This system is a global satellite Internet network for electronic transmission using portable terminals. The terminals are normally used to connect a laptop computer to broadband Internet in remote locations. The value of BGAN terminals is that unlike other satellite Internet services, a BGAN terminal is

about the size of a laptop and can be easily transported.

The exercise concluded with a briefing from a U.S. Pacific Command logistics representative on lessons learned from the 2004 humanitarian assistance mission. A key lesson learned for contracting when requested to support the U.S. Agency for International Development was the use of the Office of U.S. Foreign Disaster Assistance Field Operations Guide. The guide contains the specifications for many of the types of commodities purchased in support of the humanitarian assistance mission, such as plastic sheeting with specific dimensions for shelters, collapsible water jugs, and white—rather than black—colored human remains pouches. The briefing was a perfect bookend to the start of the exercise

with Barnes' briefing on Haiti. The exercise started with the perspective of the CCO and ended with the perspective of the combatant command.

The CCOs exposure to the proficiency tasks not commonly experienced in a garrison RCO was an invaluable training opportunity. The staff's exposure to ECC's requirements during its support to the Haiti and Pakistan disasters provided insight and information to help the staff grow and develop its tactical operations center standing operating procedure.

The 413<sup>th</sup> has come a long way since its activation in September 2009. It continues to grow in personnel, training, and the ability to provide contracting support for the United States Army Pacific and joint warfighters in the Pacific Command area of responsibility. ♦

# Command sergeant major program coming to contracting support brigades

Headquarters, U.S. Army Contracting Command

The Army Contracting Command will be home for an additional seven command sergeants major by 2012, another important step toward fulfilling ACC's strategic priority of growing and developing a professional civilian and military workforce.

The intent to implement a centralized selection process to select and slate eligible command sergeants major and sergeants major against brigade and battalion command sergeant major and approved sergeant major key billet positions was announced by the Army in 2009. The process will mirror that of the existing officer command selection process at the brigade and battalion level. Command sergeants major will be teamed up with the command-select brigade commanders and serve the tour together.

"After many meetings at the ACC headquarters and above level, and in concert with the Acquisition Support Center, we have identified the uniqueness of 51C acquisition, logistics and technology contracting sergeants major assigned to contract support brigades and battalions," said Command Sgt. Maj. Tony Baker, ACC command sergeant major.

"In order to meet the intent of the Sergeant Major of the Army's guidance in ensuring that all sergeants

major have a year of developmental assignments prior to pinning of the command sergeant major rank, the decision was made to keep the command sergeant major appointment at the brigade level for now and look at the battalion and nominative positions in the future. Having 51C command sergeants major also increases the ability of the contracting support brigade to become more embedded with the Army service component command think tanks by providing more insight on mission support capabilities that can be provided by the contracting support brigades and battalions prior to finalizing overall plans."

As the Army conforms to a modular force and the battlefield changes, Baker said the knowledge and experience of 51C's has become more critical to all Army service component command missions. From provisional reconstruction teams, contracting officer representatives, and field ordering officers training to joint, humanitarian and

crisis actions, the rapid support provided by contracting personnel has proven to be a key asset to all aspects of having a success secondary logistics support team and in some cases becoming the primary logistics support.

"Contracting NCOs have proven themselves as an essential non-kinetic force in all aspects," Baker said. "As these NCOs continue to grow into the next generation of seasoned command sergeants major, their wisdom shall prove to be a critical asset now and even into their retirement as civilians to the acquisition workforce."

According to Baker, the command sergeant major program was established under the direction of the Army Chief of Staff in July 1967.

"Only through continued refinement of the position by forward-thinking leaders, commanders, and noncommissioned officers will this position continue to be defined and elevated to its prestigious position of today," Baker said.





# Hutchison selected as the ACC-RI executive director

Headquarters, U.S. Army Contracting Command



Command Sgt. Maj. Tony L. Baker, Army Contracting Command (Photo by Ed Worley)

The command sergeant major carries out policies and upholds the standards of the performance, training, appearance, and conduct of all workforce personnel. The command sergeant major also advises and initiates recommendations to the commander and staff in all matters pertaining to the command.

Enlisted soldiers who are selected by the Department of the Army for participation in the program are the epitome of success in their chosen fields.

“The selection board for the brigade-level assignments has adjourned, but release of the board results are pending,” Baker said. “I am looking forward to our contracting sergeants major joining the CSM programs. Adding command sergeants major to our brigades is another feather in the cap for our future contracting professionals.” ◆

Michael R. Hutchison has been selected executive director of Army Contracting Command – Rock Island (Ill.) and promoted to the Senior Executive Service. He has been serving as acting executive director and the center’s Principal Assistant Responsible for Contracting since June 2010.

The ACC-RI is one of seven subordinate contracting centers within the U.S. Army Contracting Command. As executive director, Hutchison has oversight of more than 400 contracting specialists and in excess of \$80 billion worth of contracts.



In accepting his new responsibilities, Hutchison said the key to success will be to remain flexible and adaptable to the situations that present themselves to him and to the organization.

“I’ve worked with this fine group of people for more than eight years and it is indeed an honor to have been selected to lead them,” Hutchison said. “I firmly believe that what this center executes makes us one of the most critically important centers to the ongoing operations. We have a quality staff that is more than up to the task.”

ACC-RI supports the acquisition requirements of the U.S. Army Sustainment Command, the Joint Munitions and Lethality Life Cycle Management Command – Rock Island, and the Joint Theatre Support Contracting Command – Iraq/Afghanistan. Hutchison advises the commanding generals of all three commands on the total acquisition process, including policy development, compliance and review, contract pricing, contract management, and associated support.

As the Principal Assistant Responsible for Contracting for all three commands, Hutchison is responsible for staff supervision and management of major contracting areas including chemical demilitarization, the Logistics Civil Augmentation Program, Army prepositioned stocks, reach back contracting for Southwest Asia and the contract support staff.

Jeff Parsons, ACC executive director, said: “Mike’s selection comes as no surprise. He is the consummate professional who has demonstrated time and time again that he has the leadership skills and technical proficiency to lead Army Contracting Command – Rock Island. I look forward to working with Mike as he continues to lead ACC-RI in the coming years.” ◆

# Samson joins the Expeditionary Contracting Command family

Headquarters, U.S. Army Contracting Command

The Expeditionary Contracting Command recently welcomed Bryan Samson as its new senior executive service deputy to the commander.

In his new position, Samson is responsible for leading the command's staff activities and managing the acquisition program in support of Army and other federal organizations at installations outside the continental United States and expeditionary contracting for Army service component commands and the joint warfighter during military operations.

"This is a terrific opportunity to help grow and sustain a critical Army capability and directly supporting Soldiers and their families," Samson said. "I look forward to interacting and getting to know all of the members of the ECC family."

Prior to joining ECC, Samson served as the chief, Office of the Principal Assistant Responsible for Contracting, Research, Development and Engineering Command Contracting Center, Aberdeen Proving Ground, Md. He is a retired Army acquisition officer with more than 20 years in military contracting and has served in a wide variety of procurement positions worldwide.

The ECC is a subordinate command of the U.S. Army Contracting Command that provides essential contracting support to the Army and other Defense organizations at installations outside the continental United States. It also provides expeditionary contracting services during military and humanitarian operations to the Army service component commands and the joint warfighter.

ECC accomplishes this vital mission through seven contracting support brigades, eight contingency contracting battalions and 83 contingency contracting teams throughout the world. It is currently headquartered at Fort Belvoir, Va., and scheduled to relocate to Redstone Arsenal in Huntsville, Ala., in the summer of 2011. ♦



Army Contracting Command's new director of contracting operations plans to help move the command forward by standardizing policies and processes, growing the acquisition workforce and improving quality across the contracting enterprise in accordance with ACC's vision and priorities.

J.R. Richardson succeeded Tony Incorvati as the director. Incorvati is now chief, ACC Washington Support Cell.

Richardson said he has been working on growing leaders in contracting Army-wide, improving quality and standardizing policies and processes in contracting for the past 20 years.

"I think about process improvements seven days a week. It's the first thing on my mind when I wake up and I can't wait to get to work to focus on them," Richardson said. "This is my passion."

With more than 32 years of contracting experience, Richardson joined the ACC headquarters staff in October, moving to Redstone Arsenal, Ala., from Fort Bliss, Texas, where he was the director of contracting. He says he is now "very eager" to help ACC fulfill its mission of providing global contracting support to warfighters through the full spectrum of military operations.



J.R. Richardson, Army Contracting Command, Contracting Operations director (Photos by Ed Worley)



# Contracting Operations gets new leader, developing next level of refinement

By Ed Worley  
Headquarters, U.S. Army Contracting Command

He also has a burning desire to support the warfighter by helping them get what they need in a timely and efficient manner. “We must spend the taxpayers’ money wisely, which in turn provides more and better service to our nation’s Soldiers.

“We may be located here in Huntsville,” he said, “but we affect the entire Army. ACC brings together the exceptional contracting expertise needed to help the Army meet its needs.”

Contracting operations’ mission is to provide field support for acquisition plans, respond to data calls from higher headquarters and gather information for responses to congressional, Department of Defense and Department of the Army inquiries. Contracting Operations is also responsible for oversight and assessment, performing staff assistance visits where specialists are looking to improve efficiencies across ACC. ACC achieved a milestone in December, graduating the first class of quality assurance interns at Fort Dix, N.J.

“The DoD continues to increase its contract oversight and assessment over all contracting commands due to some long-standing problems caused by a shortage of experienced personnel and a lack of resources,” he explained.

The need was identified in the 2007 Commission on Army Acquisition and Program Management in Expeditionary Operations, also known as the Gansler Report, which resulted in ACC’s establishment in 2008.

Richardson’s near-term goals focus on standing up and staffing the

**“I think about process improvements seven days a week. This is my passion.”**

headquarters’ Contracting Operations Directorate at Redstone Arsenal.

“If you don’t have the right people, you can’t do the job.”

He expects his team to grow rapidly to more than 40. He said about 80 percent of the staff is new to the headquarters, although not necessarily new to ACC.

“We have hired some outstanding people with diverse backgrounds,” he explained. “We have selected some specific talents to complement the talents of the existing employees. Many of our existing employees had some difficult personal choices to make in terms of uprooting their families and moving to Huntsville from the D.C. area.

“While many of our existing employees decided not to move

to Huntsville, they have provided outstanding support during the transition. They understand the ACC mission, and have demonstrated professionalism and dedication by accepting the new staff by sharing their ideas and experiences with them. I want to personally thank the

existing contract operations employees for their exceptional support and assistance during this time of great personal challenge,” he said.

As the staff grows, Richardson plans to establish processes—develop continuity books, standard operating procedures and the organizational structure—so his team knows exactly what it should be doing.

“Standing up a new command isn’t like running an established command,” he explained. “Early on you’re busy putting out a lot of fires. We’re playing catch-up across the command, but now it is time to refine many of the exiting processes to help make the organization run more smoothly.” ♦



U.S. Air Force Airman 1<sup>st</sup> Class Nick Griswold, 902<sup>nd</sup> Contracting Squadron, Sgt. 1<sup>st</sup> Class Sol Nevarez-Berrios and Maj. Greg Montgomery (standing), 410<sup>th</sup> Contracting Supply Brigade, Fort Sam Houston, Texas work together at the 902<sup>nd</sup> Contracting Squadron, Randolph Air Force Base, Texas. As part of today's joint service environment, the 902<sup>nd</sup> Contracting Squadron trains members from other services to work in wartime contingency contracting. (Photo by David Terry, U.S. Air Force)

# Army green in a sea of contracting blue

By Maj. Jason L. Miles and Maj. Greg Montgomery  
410<sup>th</sup> Contracting Support Brigade, Fort Sam Houston, Texas

The 916<sup>th</sup> Contingency Contracting Battalion's 682<sup>nd</sup> and 713<sup>th</sup> Contingency Contracting Teams in their Army greens invaded Camp Talon, Randolph Air Force Base, Texas, during a joint contingency contracting exercise in December 2010.

The 916<sup>th</sup>, 682<sup>nd</sup> and the 713<sup>th</sup> are located at Fort Sam Houston, Texas, under the Expeditionary Contracting Command's 410<sup>th</sup> Contracting Support Brigade, also at Fort Sam Houston.

Air Force commanders Lt. Col. Eric Oberfell, 802<sup>nd</sup> Contracting Squadron, and Lt. Col. Mike Waggle, 902<sup>nd</sup> Contracting Squadron, have both leaned forward to immerse the Soldiers into their respective Air Force contracting squadrons for training. The Army will increase its uniformed contracting workforce by more than 400

through 2015. The increased Army contracting workforce will ideally reduce the deployment tempo of Air Force contracting officers.

"The senior noncommissioned officers and field grade officers the Army are transitioning into contracting bring broad operational depth which is valuable in training our junior officers and airmen, while we add value to them through our rigorous contracting training programs," Oberfell said.

The two Army CCTs are embedded with the 802<sup>nd</sup> Contracting Squadron at Lackland Air Force Base, Texas, and the 902<sup>nd</sup> Contracting Squadron, Randolph Air Force Base, and took part in a two-day training exercise. The Soldiers, along with the airmen, gathered together to execute contracting actions and tactics used in expeditionary and contingency

environments. The goal of the exercise was to work through contracting scenarios, and to give Soldiers and airmen the opportunity to train as they would fight.

The training began at Lackland with the Soldiers and airmen receiving instructions on various contracting topics in preparation for the training exercise that occurred at Randolph Air Force Base on day two. The classroom instructions set the stage for the

follow-on training that occurred the next day.

Day two of the training focused on setting up and operating in a bare-base contingency environment under austere

conditions. The exercise scenarios challenged the joint teams to innovate and use sound business judgment to acquire supplies and services critical to mission accomplishment.

The training was beneficial because it exposed newly assigned airmen and Soldiers, officers and enlisted, to an environment similar to what they may encounter once deployed into a joint contingency contracting operation in Iraq, Afghanistan or any other area of operations.

Part of the training also focused on tactics used if the forward operating base came under attack. Soldiers and airmen tested their training by responding to direct and indirect fire, unexploded ordnance hazards, chemical attacks, and self aid buddy care. These tasks refreshed the Soldiers and airmen on critical skills necessary to survive in a hostile environment.

Col. William Sanders, 410<sup>th</sup> Contracting Support Brigade commander,



visited Camp Talon to observe the training and talked with command leadership from both Air Force contracting squadrons about continued joint training opportunities. The 410<sup>th</sup> provides contingency contracting support to U.S. Army South missions in Latin America and is

looking to further partner with local Air Force contracting squadrons to support future ARSOUTH missions while continuing to strengthen the Army and Air Force contracting team approach.

Another joint contingency contracting exercise is planned for early

next year, culminating all previous training and providing for a review of contracting procedures that have been established and finalized. Training as a joint team will continue to strengthen the Army and Air Force contracting home and deployed relationship. ♦

## MICC Center–Fort Knox employee earns AbilityOne award

By Kellie Etheridge  
Courtesy of the Turret  
Fort Knox, Ky.



for the Blind.

She earned the award for her work securing work contracts for persons with disabilities, including disabled veterans. The two biggest AbilityOne recipients on Fort Knox are in the custodial field and mail-room distribution, although other contracts are being looked into.

According to the NISH website, “The AbilityOne program creates jobs and training opportunities for people who are blind or who have other severe disabilities, empowering them to lead more productive and independent lives. Its primary means of doing so is by requiring government agencies to purchase selected products and services from nonprofit organizations employing such individuals.

“Currently, the AbilityOne Program provides employment opportunities for more than 40,000 people who are blind or have other severe disabilities by orchestrating government purchases of products and services provided by nonprofit agencies employing such individuals throughout the country.”

“On post...the contract that falls under that program is the custodial services contract,” Ms. Ault said. “It

employs a lot of people with severe disabilities and those disabilities could be anything... that keeps someone from finding employment on their own.”

AbilityOne is an easy way to provide opportunities for disabled persons to be productive. Probably the biggest plus to the government is that it takes individuals who are on monetary assistance and makes them contributing taxpayers.

Ault, who has more than 30 years of service working with the contracting division on Fort Knox, is excited about her award. She’s also been invited to speak at the annual AbilityOne Training Conference to be held in Orlando, Fla., in May. Ault was a speaker at last year’s event in Anaheim, Calif.

“It’s nice to be recognized for doing something well,” she said. “Especially when you feel like I do. It’s just part of my job. It’s (the division’s) responsibility to look at those programs. It’s in our regulation to do so.

“It’s a win-win program,” she added. “We get good, hard-working folks and they become taxpayers. It’s all good.” ♦

A champion is someone who defends, upholds, or advocates a cause.

Debbie Ault is that type of person. As the Mission and Installation Contracting Command Contracts Division chief, Installation Contracting Office at Fort Knox, Ky., Ault helps people while doing her job, which she loves. That combination has resulted in her designation as an AbilityOne champion.

“(AbilityOne) is a program that was established to enhance employment opportunities for people with severe disabilities—disabilities that make it difficult for them to find employment on their own,” Ault explained.

The program is primarily made up of two agencies working with offices to identify opportunities where disabled persons could be employed. The two agencies are the National Industry for the Severely Handicapped—which is honoring Ault with the award—and the National Industry



**Contingency contracting officers support U.S.**

# Pakistan humanitarian assistance relief efforts

*By Maj. Scott McKee and Maj. Ryan E. Ocampo  
408th Contracting Support Brigade, Camp Arifjan, Kuwait*

The Expeditionary Contracting Command's first battalion headquarters to deploy outside the continental United States did so supporting American fighting forces providing humanitarian assistance relief assisting the flood victims in Pakistan.

Tasked with command and control of the Department of Defense's contracting role in Pakistan relief efforts, the Office of Defense Representative - Pakistan developed a plan to create life support areas at, and move supplies through the Pano Aqil, Ghazi, and Chaklala airfields. Pakistan's National Disaster Management Authority leads all relief efforts. Officials decided to use a combination of government-furnished property and direct contracting in lieu of the Logistics Civil Augmentation Program or the Defense Logistics Agency.

The 408<sup>th</sup> Contracting Support Brigade, Camp Arifjan, Kuwait, deployed two CCOs from Kuwait to Pakistan within 96 hours of notification. Majors Reese Hauenstein and Ron Blanch augmented Maj. Dave Ware, ODR-P's sole supporting CCO on the ground in October 2010.

With only two additional CCOs deployed to support the Pakistan HA mission, the 408<sup>th</sup> CSB's ability to command and control the contracting mission was constrained. The Expeditionary Contracting Command, Fort Belvoir, Va., and its 412<sup>th</sup> CSB, Fort Sam Houston, Texas, directed the 905<sup>th</sup> Contingency Contracting Battalion, Fort Bragg, N.C., to deploy to Pakistan and provide command and control to the CCOs in Pakistan.

The 905<sup>th</sup> requested a specific mix of officers, NCOs and civilians

with unique talents to create a command and control package designed to provide oversight to contract operations.

Lt. Col. Dennis M. McGowan, the regional contracting center chief, provided command and control supervision for contract operations, prepared the risk assessment and provided contracting specific mentorship to the CCOs on the ground operating in Pakistan. He coordinated staff actions in the absence of an executive officer.

Sgt. 1<sup>st</sup> Class Larry W. Metcalf, the senior enlisted advisor, served as the personnel officer, the logistics officer and the information technology officer, establishing secured and unsecured Internet access and accounts for team members and ensuring international communications.

*Maj. Reese Hauenstein, 408<sup>th</sup> Contracting Support Brigade, works with a local vendor to obtain services during recent humanitarian relief efforts in Pakistan. (Photo by Maj. Scott McKee)*

Maj. Scott L. McKee served as the operations officer responsible for planning, leading mission analysis, preparing all operations orders and fragmentary orders, and managing the synchronization matrix, in conjunction with tracking internal and external taskings.

Maj. Ryan E. Ocampo served as the liaison officer and was vital to operational network and knowledge management. Ocampo integrated with higher level staff elements to transmit accurate and consistent information for the commander to retain a common operating picture.

To achieve this, Ocampo conducted staff visits with the U.S. Army Central Command logistics and resource management officers and attended the daily battle update brief. In addition he developed a strategic communication plan, informing the contracting office's customers, as well as other key decision makers, on the what, how and why of the contingency contracting support to the humanitarian assistance providers.

Michael L. Shipman was the quality assurance specialist and critical to the 905<sup>th</sup> and, more importantly, the contingency contracting team supporting Pakistan humanitarian assistance providers. He also provided assistance to units with developing performance work statements and quality assurance surveillance plans for all service contracts.

Once on the ground at Camp Arifjan, the 905<sup>th</sup> immediately received guidance from the 408<sup>th</sup> CSB and began its mission analysis and developed a course of action.

With roles and responsibilities clearly defined at the onset of the mission, the team developed the commander's guidance and intent into an executable plan. This became important when the Pakistani government stopped issuing humanitarian

assistance visa waivers and the 905<sup>th</sup>'s mission changed command and control from on-site in Pakistan, to remote command and control from Kuwait. With the 905<sup>th</sup> integrated into the 408<sup>th</sup> and the ARCENT staffs, the team implemented the military decision-making process, developed additional courses of action, sought command approval to adjust the command and control decision, and issued a fragmentary order to conduct command and control of contract operations from Kuwait. During the military decision-making process, the 905<sup>th</sup> identified the need to create standard operating procedures specifically for use in Pakistan.

### “Clear lines of communication internal to ECC and with external staff elements were critical to managing daily information and strategic communications.”

The 905<sup>th</sup> identified the needed SOPs for: field ordering officer, reachback support, file management, contract closeout, contract action report processing—not possible in Pakistan due to information technology issues, customer handbook, and contracting officer representative management. Additionally, contracting tools were required: statement of work/performance of work statements development tool, service tracking contracting tool, vendor database, past performance tracking tool, simple acquisition plan to document the rationale behind decision made during the contracting process, and finally a formal risk assessment.

Army Contracting Command—Kuwait contracting office SOPs and the 408<sup>th</sup> acquisition instruction served as the foundation for the SOPs. Existing tools from the Acquisition, Logistics and Technology Integration Office and previous deployments served as the basis for the tools described.

As the 905<sup>th</sup> synchronized efforts, clear lines of communication internal to ECC and with external staff elements were critical to managing daily information and strategic communications. Stakeholder analysis identified the key messages and the communications channel for each stakeholder. Integration with, and understanding of, the information needs of the CCOs in Pakistan, key ARCENT staff sections, the 408<sup>th</sup> commander and the ECC headquarters made this possible. A specifically crafted situational report and weekly telephone conference format kept the operational CCOs, the 905<sup>th</sup>, the 408<sup>th</sup> and ECC headquarters on the same common


operating picture. A battle rhythm established the repetitive occurrence of the situation reports and teleconferences in a predictable manner.

The battle rhythm also included ARCENT update briefings. The liaison officer provided information regarding threat analyses and weather updates: critical information in a potential hostile country during flood relief efforts.


The effectiveness of an operation or system is measured in many ways. Customer satisfaction, a key tenant of Six Sigma, is one measure of effectiveness. In this case, the command and control customer was the contingency contracting officer on the ground in Pakistan.

“As the staff grew in Kuwait, the command and control of the operation started to transform into a well-organized element,” Ware said. “In the end, the command and control provided by the 905<sup>th</sup> CCBn was highly successful.” ♦



A soldier in camouflage gear is smiling broadly while sitting in the back of a vehicle. The soldier is wearing a helmet and a tactical vest. The interior of the vehicle is visible, including a cardboard box and a metal frame. The soldier's hands are clasped together in front of them.

“Our regional contracting centers are joint... It’s important if that’s the way we’re going to operate in theater, then we should train that way now.”



A Soldier and an airman work to free themselves and their teammates through the Mine Resistant Ambush Protected vehicle roll-over egress trainer gunner's hatch. The MRAP trainer is rolled onto its right side. (Photo by Ed Worley)

# Contracting warfighters prepare for future deployments

By Ed Worley  
Headquarters, U.S. Army Contracting Command

More than 200 contingency contracting warfighters, coming from as far away as Japan, Alaska and Hawaii, descended onto Fort Campbell, Ky., January 24 through February 4, to participate in the 412<sup>th</sup> Contracting Support Brigade's Operation Joint Dawn, the largest joint contracting field training exercise of its type.

Army, Air Force, Army Reserve and Army National Guard warriors participated in the two-week exercise. The goal of the training was to provide a ready-trained contingency contracting force capable of supporting warfighters and conducting the contingency contracting mission.

Joint Dawn is an evolution from last year's Operation Bold Impact exercise, according to Col. Jeff Morris, 412<sup>th</sup> CSB commander at Fort Sam Houston, Texas. The 412<sup>th</sup> CSB, composed of five contingency contraction battalions, sponsored both exercises. The U.S. Army Expeditionary Contracting Command, the 412<sup>th</sup>'s higher headquarters, provides contracting support to the Army and other Department of Defense organizations operat-

ing outside the continental United States.

"Last year we trained about 35 Soldiers," Morris explained. "This year, we opened it up, said let's make this joint. We brought in the Air Force and a couple of dozen Soldiers from the National Guard and the Army Reserve. They are operating in an environment with civilians, they are operating in an environment with National Guard and Reserve, and they're operating with a whole lot of Air Force people."

The exercise included combat engagement skills, Mine Resistant Ambush Protected vehicle roll-over egress, tactical combat casualty care, and virtual battle space simulation. It also challenged the military contracting professionals with more than 1,300 master scenario events list actions, including purchase requests and commitments, close-out actions, commander's critical information requirements, contracting ethics issues and confrontations with disgruntled customers.

Morris said his staff worked extremely hard to make this exercise as close as possible to contracting



operations within theater. The 900<sup>th</sup> Contingency Contracting Battalion, Fort Bragg, N.C., led the exercise's planning and execution. Lt. Col. Carol Tschida, 900<sup>th</sup> CCBn commander, said the exercise provided contracting professionals some of what combat units gain through pre-deployment training at the National Training Center, Fort Irwin, Calif.

"This training is very important for contracting officers because we don't have the opportunity to get together like this and practice for deployments," Tschida explained. "We've put together realistic scenarios of what contingency contracting officers can expect to see in theater."

Tschida said they captured lessons learned from Operation Bold



*Maj. Kevin Cline, 674th Contingency Contracting Team, Fort Jackson, S.C., crawls out of the Mine Resistant Ambush Protected vehicle roll-over egress trainer gunner's hatch. The trainer simulates rollover positions to include being upside-down. (Photo by Ed Worley)*

Impact, as well as input from exercise participants who have since deployed. She said deployed CCOs also provided current sample contract actions that were included in the exercise play.

"When I went into theater there was no expectation management," said Sgt. Maj. Douglas Adams, 412<sup>th</sup> CSB senior enlisted advisor. "It was—this is the date you need to be in theater, figure out how to get there and we'll see you on the other end. We're taking our experiences and we're trying to offer current deployers what we didn't have."

Air Force contracting airmen are also benefitting from the training. According to Col. Roger H. Westermeyer, director of Contracting at Ogden Air Logistics Center, Hill Air Force Base, Utah, the training will

help deploying airmen because they will train like they will fight when they are deployed to regional contracting centers in the U.S. Central Command theater of operations.

"Our regional contracting centers are joint," he explained. "That's Army, Navy, Air Force, Marines —



*Maj. Mitzi Dix, 604<sup>th</sup> Senior Contingency Contracting Team, Fort Campbell, Ky., Air Force 2<sup>nd</sup> Lt. Rheesa Paluay, Directorate of Contracting, U.S. Air Force Electronic Systems Center, Hanscom Air Force Base, Mass., and Sgt. 1<sup>st</sup> Class Elmer Howard, 607<sup>th</sup> SCCT, Fort Sam Houston, Texas (left-right) set up their computers in their simulated regional contracting center (Photo by Ed Worley)*

*Capt. Jason Baggett, 1169<sup>th</sup> Contingency Contracting Team, Alabama Army National Guard, dons his face mask prior to entering the military operations in urban terrain training facility. Safety masks were required wear for the training that involved weapons engagements with paintball guns. (Photo by Ed Worley)*





all working together to get the mission done. It's important if that's the way we're going to operate in theater, then we should train that way now. That way we learn each other's lingo and how we operate so when we deploy together we'll be ready from day one."

Westermeyer said airmen received a lot of exposure to combat skills they don't normally experience including firefights with aggressors as the contracting teams worked to rescue and treat casualties.

"A lot of it (the warrior skills training) is training that I could spend 20 years in the Air Force and maybe not even see," said Senior Airman George Halley, 18<sup>th</sup> Contracting Squadron, Kadena Air Base, Japan. "I might see something similar, but I wouldn't see what the Army is doing."

Halley said rolling over in the MRAP trainer was "an interesting experience. I hope I never have to do

it in real life, but I'm prepared now; I know what to expect."

"I think this is clearly the premier contracting training exercise that we have anywhere in the services today," said Morris, who highly praised the training. "And I say that not because it's us, I say that because I've talked to the people here that have done the others. And I just

**"I hope I never have to do it in real life, but I'm prepared now; I know what to expect."**

*Joint Dawn participants respond to a simulated explosion in a dining facility. Exercise players had to fight through smoke, darkness and other distractions as they tried to rescue and treat mannequins made up to simulate blast trauma. (Photo by Ed Worley)*



*A contingency contracting team conducts an after-action review following its training session in the Fort Campbell, Ky., military operations in urban terrain facility. (Photo by Ed Worley)*



*Sgt. 1<sup>st</sup> Class Chris Field (left), 1968<sup>th</sup> Contingency Contracting Team, Maine Army National Guard and Sgt. 1<sup>st</sup> Class Terry Lee Trent, Jr., 616<sup>th</sup> Contingency Contracting Team, Fort Carson, Colo., review spreadsheets in their simulated regional contracting center (Photo by Ed Worley)*

# Contracting team supports Mongolia engagement exercise

By Maj. John Cooper and Maj. Mike Deems, 413<sup>th</sup> Contracting Support Brigade Fort Wainwright, Alaska

Contingency contracting officers travel the globe to accomplish their missions. Just ask members of the Expeditionary Contracting Command's 413<sup>th</sup> Contracting Support Brigade, Fort Wainwright, Alaska.

Brigade members returned in September from a deployment to Ulaanbaatar, Mongolia, in support of Exercise Khan Quest 2010. This was the first time the 413<sup>th</sup> performed as the contracting executive agent for the exercise and the first time the U.S. Army supported its own on the Mongolian Steppes since the annual exercise started in 2001.

Khan Quest exercise units and participants traditionally received support from the U.S. Embassy in Ulaanbaatar. Circumstances changed and the 413<sup>th</sup> assumed the mission a few weeks prior to exercise commencement. While the preference is active involvement early in exercise planning, members of the 413<sup>th</sup>'s Alaska-based 618<sup>th</sup> Contingency Contracting Team linked up with supported units, charted a course to operational success, and prepared for a short-notice two-month deployment.



Sgt. 1<sup>st</sup> Class Lawrence Terlaje, (right) 797<sup>th</sup> Engineer Company, Guam Army Reserves, discusses support and contracting issues with Maj. John Cooper, 618<sup>th</sup> Contingency Contracting Team, Fort Wainwright, Alaska, during a site visit to the unit's camp. (Photo by Maj. Mike Deems, 618<sup>th</sup> Contingency Contracting Team)

The exercise consisted of three events:

- A humanitarian and civic assistance project conducted jointly by the Mongolian army's 017 Engineer Battalion and the Guam Army Reserves 797<sup>th</sup> Engineer Company.
- A multinational brigade-level command post exercise conducted by the Alaska National Guard and Mongolian army as well as with participants or observers from South Korea, Japan, China, Russia, Germany and France.
- A joint medical exercise hosted by the Alaska National Guard and executed in the Mongolia's Gobi Desert.

The diverse scope of the exercise and the austere operating environment would present challenges.

The 618<sup>th</sup> arrived in Mongolia during the three-day Naadam festival, complicating matters for the contractor who had to deal with a reduced workforce while ramping up to support the engineers. Nonetheless, the contractor was able to establish a basic tent camp for the Soldiers and to initiate a feeding schedule. A meeting between the

exercise elements further refined the statement of work to obtain a balance between unit requirements, contractor capabilities, and available funds. The three-way partnership allowed the engineers to focus their efforts on constructing a bath and laundry facility for thousands of residents of Ulaanbaatar's rural Songinokhairkhan district, completing the ground-up construction 60 days.

The contracting support for the command post exercise was minimal, amounting to about a dozen small supply purchases. The exercise required significant coordination in Mongolia prior to the arrival of the advance party and main body. The contracting team stepped outside its lane to synchronize support and to liaison between the Mongolian army, the U.S. Embassy, and the Alaska National Guard. It made preparations for bedding, mess, and exercise facilities at the Five Hills Training Area west of Ulaanbaatar, coordinated transportation for arriving personnel, and provided transient quarters and work areas in Ulaanbaatar. These responsibilities eventually transferred to the Alaska National Guard.

Focusing on contracting support,



the team engaged with Mongolian vendors both to support the joint medical exercise and to establish a vendor base that could support future exercises. The team searched the marketplace to identify potential contractors. With a population of nearly three million people and only 10 vendors registered in the Central Contractor Registration database, the team had its work cut out for it. The contracting team faced challenges in dealing with a significantly different business culture—a product of Mongolia’s past and its social structure. To say the markets, even the larger “box stores,” are compartmentalized is an understatement. In Mongolia, those “box stores” are actually a conglomeration of independent vendors specializing in small product lines such as power strips, cell phones, or printers, with no one vendor carrying all the items.

Unable to build a wide range of vendors, the team focused on the essentials: transportation, translation, lodging, life support, and medical supply contractors. Sources for the latter two, being the more complex and expensive contracts, were obtained by posting advertisements in two local newspapers, deemed to be the best alternative considering the lack of a Yellow Pages, business directory, or similar tool. In the end, the team identified and secured information for several vendors capable of providing each service

or supply. It added two vendors to the central contractor registration database with a third vendor pending enrollment.

Armed with a basic vendor list, the team’s next step was to award a life support contract to support the 63-person medical exercise team in the Gobi Desert and a purchase order for medical supplies. The joint medical exercise established a base camp near Omnogovi and for three days traveled to a different site. That meant transporting a team approximately 600 miles, establish a base camp, serve breakfast lunch and dinner then transport them back. The task would prove difficult for many vendors to execute, but the selected contractor was able to perform by networking and coordinating with several subcontractors, each specializing in a particular aspect of the larger contract.

The medical supply contract posed several challenges as well, especially during the request for quote and evaluation process prior to award. The product list consisted of medical supplies and medications common in the U.S. marketplace. Mongolian medical supply companies typically procure their supplies from Russia.

Product names are different in Russia than in Europe or North America. Preparing a solicitation that included several hundred line items, analyzing multiple vendor quotes, and resolving issues with proposed substitutions or finding alternatives for the medical supply contract was a tedious process. Ultimately, the mission was a success as the medical team examined and treated more than 1,000 patients.

The team completed the exercise with an after-action review to capture issues, workarounds, and lessons learned. Most issues during the exercise were related to finance and disbursing activities. Most Mongolian businesses are not yet capable of accepting credit card payments for contracts and those that do generally add a 4 percent surcharge to any credit transaction, making use of the card prohibitively expensive. The inability to use the government-wide commercial purchase card and the lack of a forward-deployed disbursing cell meant that all contract payments had to be made through the U.S. Embassy.

The short execution timeline hampered pre-coordination with the embassy, which in turn affected vendor payments. Additionally, the team identified the need to deploy with some operational funds to make essential, immediate purchases, especially in the absence of a finance team and with the inability to use a credit card. This self-sufficiency is critical for contracting personnel who are often first-in deployers and must execute their mission straight away.

Ultimately, the contracting effort was a great success, enabling the seamless execution of the humanitarian and civic assistance project, command post exercise, and joint medical exercise. This enabled a military-to-military engagement between the United States and Mongolian armies, as well as the opportunity to interact with the Mongolian people in their own communities and improve their quality of life. Overall, the experiences and lessons learned will improve the Expeditionary Contracting Command’s ability to deploy and support operations and exercises throughout Asia and the Pacific Rim. ♦



*Maj. Mike Deems (foreground) purchases construction materials and tools in an Ulaanbaatar hardware store. (Photo by Capt. Ty Padilla, U.S. Army Pacific)*



# 410<sup>th</sup> CSB improving contracting operations in Haiti

*Soldiers with the 205<sup>th</sup> Engineer Battalion, Louisiana Army National Guard, install cross braces and purlins while replacing a schoolhouse roof at a project site in Desronville, Haiti, during New Horizons-Haiti 2010. The U.S. Southern Command-sponsored training exercise, in partnership with the government of Haiti, is conducting various medical, dental and engineering humanitarian aid missions. (Photo by Spc. Christopher Foster)*

By Maj. Nile L. Clifton, Jr.  
677<sup>th</sup> Contingency Contracting Team  
Fort Sam Houston, Texas

When the 7.0 magnitude earthquake devastated the small Caribbean nation of Haiti in January 2010, the 410<sup>th</sup> Contracting Support Brigade, Fort Sam Houston, Texas, deployed teams within 24 hours to support and sustain the Joint Task Force-Haiti mission, Operation Unified Response.


Months later, as the Operation Unified Response activities came to a close, there was still work to be done rebuilding Haiti. Enter the 677<sup>th</sup> Contingency Contracting Team and New Horizons-10.

Operation New Horizons is a series of recurring U.S. led humanitarian assistance projects in Central and

South America and the Caribbean Islands. This year's projects were in Haiti and picked up where Operation Unified Response left off.

"The good works performed by the men and women of New Horizons-Haiti 2010 are part of the U.S. long-term commitment to the people and government of Haiti," said Kenneth Merten, U.S. Ambassador to Haiti. "We will continue to work with you in confronting issues you identify so that you can realize your vision for a better future."

The New Horizons Haiti mission and support to Task Force Kout-Man became the main effort for U.S.



Southern Command and U.S. Army South after JTF-Haiti stood down. A large number of the approximately 511,000 displaced Haitians fled to the Artibonite Department. The district has historically been devastated by hurricanes and storms, but because the region had recently experienced a large influx of people directly affected by the earthquake, this region was chosen for New Horizons-10. The TF Kout-Man engineering projects and medical readiness training exercises were vital in helping to alleviate the pain and suffering of the people of this region. Task Force Kout-Man's mission was to build three new schools that would also serve as community storm shelters, and building six police sub-stations in and around Port-au-Prince, Haiti.

As Joint Task Force-Haiti began its draw down, Task Force Kout-Man, consisting of the Louisiana National Guard as led by Col. Michael Borrel, established itself within theater.

During Operation Unified Response, units deployed without defined requirements and trained contingency contracting officers. In New Horizons, the 410<sup>th</sup> CSB established early contact with the task force in April 2010 to conduct contracting officer's representative and field ordering officer training prior to the task force deployment.

In addition, the contingency contracting team already supporting JTF-Haiti identified requirements

early, allowing enough time to notify potential vendors of pending solicitations. The TF and CCT developed a solid relationship and scheduled monthly vendor meetings designed to iron-out issues or concerns identified since the previous meeting. Contracting support included life-support, engineering projects and twelve medical readiness exercises, called MEDRETEs, with the Army, Navy, and Air Force.

The meetings help clarify procedures contractors needed to take if they had questions, either to their COR, or directly to the contracting officer. These simple but important communications helped establish a good, professional partnership

**“The good works performed by the men and women of New Horizons-Haiti 2010 are part of the U.S. long-term commitment to the people and government of Haiti”**

among the vendor, contracting officer, and contracting officer's representative. In addition, a relationship with the United States Agency for International Development Simplified Acquisition Office and the military liaison office was solidified. These relationships enabled the 410<sup>th</sup> to expand vendor databases and forge new relationships with vendors.

TF Kout-Man completed the engineering and construction projects in the cities of Mandarin, Gonaives and Port-au-Prince. These projects included the construction of a three-room school with a 350-student capacity in Mandarin and one school each for boys and girls respectively, named K. Georges and Lycee Louis Diaquoi, in Gonaives. In addition, the TF renovated one school in Desronvilles, which had been nearly destroyed by a fire.

The task force also constructed six Haitian police substations in

several internally displaced persons camps throughout Port-au-Prince. These police sub-stations were the first of their kind to be built and provided the only opportunity for people living in the camps to report a crime or have their concerns heard. These sub-stations, operating 24 hours, seven days a week, were the only security available in the camps.

Simultaneously, with the renovation and construction projects, the task force conducted 12 MEDRETE missions in coordination with the Haitian Ministry of Health, the U.S. Embassy and local civilian aid organizations. Many of the towns where the MEDRETEs operated had limited medical support with most patients

never having had any medical or dental care over their lifetimes. The MEDRETEs covered a variety of medical care and veterinary services for the community's livestock. In total, the task force treated more than 71,000 patients. The 410<sup>th</sup> contracting team supported the MEDRETEs with interpreters, light sets for after normal duty hour care, latrines and non-tactical vehicles.

In all, 59 contracts were completed with a total of more than \$3.7 million obligated for New Horizons-10. The engineer projects and MEDRETEs were accomplished through a coordinated effort with the Belize National Defense Force, U.S. Navy Seabees, ARSOUTH communications specialists, U.S. Army Reserve, U.S. Navy, Army and Air Force medical personnel and National Guard Soldiers from more than ten states and partner nation territories. ♦





## ECC realignment means **increased support to customers**

By Gale Smith  
Headquarters, U.S. Army Contracting Command

The Expeditionary Contracting Command is in the midst of realigning its forces to provide even better support to its internal and external customers.

With input from its customers and stakeholders, the realignment will posture the command for continued success. “We’ve taken great ideas and feedback from lots of individuals and organizations in order to craft this plan,” Brig. Gen. Joe Bass, ECC commanding general. “We think we’re on the right track to further improve expeditionary contracting for our Army.”

The realignment plan improves span of control, doctrinal alignment of subordinate units, operational support to forces, and integration within the Army Force Generation cycle of reset, train; ready; available for deployment

ECC’s first objective is to improve the span of control and train-

ing opportunities for contingency contracting Soldiers, enlisted and officers. This builds on the current successful use of Mission and Installation Contracting Command installation contracting offices at various Army installations throughout the continental United States. These offices serve as day to day training grounds for contingency contracting Soldiers. By placing Soldiers with seasoned civilian contracting officers, the Soldiers gain a wealth of on the job training and help with the tremendous contracting workloads that the installation contracting officers handle. They are also placed in positions where they are mentored by experienced military contracting professionals.

The second objective, doctrinal realignment, will allow ECC to better serve the Army service component commands in theater and provides expanded support to the U.S.

Army Special Operations Command, the U.S. Army Surface Deployment and Distribution Command and U.S. Forces Command.

The third objective is to posture contracting forces to provide seamless support to U.S. Forces-Korea as it transfers responsibilities to U.S. Army Pacific and improve the command and control of contracting resources as Eighth Army also transfers responsibilities to U.S. Army Pacific. Integrating contracting teams into the AFORGEN Cycle to mitigate potential impacts to contract operations is the final objective. This will preposition contracting teams with their customers in order to provide contracting support wherever and whenever needed.

“This realignment will allow us to better train our force and better support our customers,” said Col. Paul Pardew, ECC chief of staff. ♦



# Contracting Centers' name changes reflect geographical locations, support

Headquarters, U.S. Army Contracting Command

On January 19, the U.S. Army Contracting Command announced the renaming of its major contracting centers in the United States to reflect their geographical locations. The centers provide comprehensive acquisition, contracting, business advisory, production support, and depot-level maintenance services in acquiring, fielding, and sustaining Army weapon systems, services and Soldier support.

ACC Soldiers and civilians work with commercial firms to acquire equipment, supplies and services for America's Army. If a Soldier shoots it, drives it, flies it, communicates

with it, wears it, or eats it—ACC contracts for it.

Commenting on the reason for the change, Jeff Parsons, ACC executive director, stated: "Over the past two years, we've come to realize the importance of establishing a consistent and practical identity across the organization. After much study and consideration, the one area we believe can achieve some major returns on investment is branding and standardizing the naming convention of the ACC contracting centers. We decided to incorporate the geographical locations of the centers in their new names." ♦

If a Soldier shoots it, drives it, flies it, communicates with it, wears it, or eats it—ACC contracts for it.

Former Name	New Name	Acronym	Location
National Capital Region Contracting Center	<b>Army Contracting Command – National Capital Region</b>	ACC-NCR	Alexandria, Va.
TACOM Contracting Center	<b>Army Contracting Command – Warren</b>	ACC-WRN	Warren, Mich.
CECOM Contracting Center	<b>Army Contracting Command – Aberdeen Proving Ground (C4ISR)*</b>	ACC-APG (C4ISR)	Aberdeen Proving Ground, Md.
RDECOM Contracting Center	<b>Army Contracting Command – Aberdeen Proving Ground (SCRT)*</b>	ACC-APG (SCRT)	Aberdeen Proving Ground, Md.
JM&L Contracting Center	<b>Army Contracting Command – Picatinny</b>	ACC-PICA	Picatinny Arsenal, N.J.
AMCOM Contracting Center	<b>Army Contracting Command – Redstone</b>	ACC-RSA	Redstone Arsenal, Ala.
Rock Island Contracting Center	<b>Army Contracting Command – Rock Island</b>	ACC-RI	Rock Island Arsenal, Ill.

\*C4ISR = Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance. SCRT = Soldier, Chemical, Research and Test



Michael Thompson, ACC Virtual Contracting Enterprise Project Office chief, discusses working in a virtual environment during a recent conference on the future of military contracting. (Photo by Gale L. Smith)

# Virtual world holds the key to contracting future

By Larry D. McCaskill  
Headquarters, U.S. Army Contracting Command

The Army Contracting Command's Virtual Contracting Enterprise Project Office is moving swiftly to deploy tools that will enable military contracting specialists to perform global contracting operations within a data-driven electronic environment, creating a paperless contracting office over a secured internet.

The enterprise is comprised of computerized programs that enable total visibility and analysis of all contracting mission elements by providing the ability to digitally manage and monitor the contracting process from cradle to grave.

"This means that leaders and managers can see what's going on at the contract action level for all our buys anytime, anywhere," said Michael Thompson, chief, ACC VCE Project Office. "It also means that leaders have instant visibility into the health of any ACC command, center or office by having visibility of employee training, certifications,

and—this is a big one—experience based on what type of contracting they have been working on. The instant visibility also includes detailed workload metrics by person, office, team, branch, division, center, command, and customer."

Army and ACC leadership determined the best approach in developing the enterprise would be to have the contracting professional end users design and manage it.

"That's important because contracting professionals with an information technology background can better represent the procurement user community in building and maintaining information technology tools. We understand the needs of the procurement professionals as well as the processes supported by the tools," Thompson said. "This is much more efficient and streamlined than defining and refining requirements for an IT staff that know little of the process their IT solutions

will ultimately support. Of course, we work very closely with ACC and the Army Materiel Command information technology directorates to ensure whatever we do is in alignment with the Department of Defense, Army and ACC enterprise architecture."

According to Thompson, it's done both ways in the commercial sector where it's a bit different than in the federal government. Corporations that manage IT solutions centrally in an IT shop generally have functional expertise working with them to ensure solutions are successful and meet the functional needs. In the federal government most IT shops are predominately comprised of information system professionals.

"Collectively these tools will assist our senior leadership in fulfilling its vision of standardizing contracting processes and tools across the entire command," Thompson said.

“Common processes, data sets, and tools will increase efficiency and provide us the capability to stabilize workloads and properly resource the ACC mission.”

The VCE team receives its guidance and direction from the ACC senior leadership. It is partnered with the ACC senior leader representatives seated on the Procurement steering Committee for developing the requirements, information technology and E-tool policy, strategic development, VCE implementation and fielding. The team also works with the ACC Policy Integrated Project Team.

“Our guidance was to field VCE across ACC and other Army sites; standardize tools and business processes across the enterprise; and get control over our data,” Thompson said. “All this will enable ACC to capture real time metrics across the enterprise for day-to-day business operations, reporting to Congress, and tactical and strategic planning.”

Thompson said the tools will address the demographics of the workforce while providing continuity of operations for ACC operations

at various locations.

“Having one centralized tool set and data warehouse has already provided key Army decision makers insight into the challenges our contracting officers and specialists face every day,” Thompson said. “The metrics and workload reports pulled from the VCE have greatly assisted the ACC with making the case for resources and funding in order to perform its mission. It’s critically important to get everyone in the VCE as soon as possible so we can continue making the case for resources and funding.”

The VCE is comprised of: the Procurement Resource Center; the Contracting Officer Representative Nomination and Tracking Site; the Paperless Contract Files Records Management Tool; the Army Source Selection Interactive Support Tool; the Reverse Auction Module; and the Army Single Face to Industry Acquisition Business Web site.

There are many tools within the VCE with each tool operating in a staging environment that serves as a test bed for training and evaluating new releases and updates. Some

of the tools are being used by all of the ACC directorates of contracting and contracting centers. Other tools are being developed for future use. The paperless contract file tool is currently being used at 34 sites while the business intelligence, dashboard, contracting officer’s representative, and table of distribution and allowances management tools are being used at 46 sites.

“Use of the enterprise will speed things up, creating more efficiency as the electronic routing and reviews drastically reduce the time it takes to award actions,” Thompson said. “We’ve experienced lead time reductions of twenty days or more for major weapon system buys conducted using VCE.”

As new information systems are developed, Thompson sees the VCE as a tool that is ever-changing and ever-evolving.

“There is never an end in today’s information systems. No longer do we develop huge systems with limited life. Now we build modules within a service-oriented architecture and continue to refine and enhance them as our business needs change and mature,” he said. “In terms of an initial fielding of VCE we are about 40–45 percent into the process of deploying the tools throughout the ACC.

“We envision VCE continuing to evolve to a point where we can almost immediately respond to the needs of our contracting professionals and our stakeholders,” Thompson said. “The goal is for VCE to serve as the architectural foundation for our business system future within ACC, including our future sourcing and contract writing needs.” ♦

**“We envision VCE continuing to evolve to a point where we can almost immediately respond to the needs of our contracting professionals and our stakeholders.”**





# Special authority speeds hiring in acquisition career fields

By Ed Worley,  
Headquarters, U.S. Army Contracting Command

Many federal government employers would agree that hiring a civilian employee “off the street” is challenging.

Hiring managers agree that the standard recruitment and hiring systems aren’t the quickest way to increase an organization’s talent pool. The process averages about 120 days. That is, unless the candidate is being hired under the Expedited Hiring Authority.

“EHA has made it possible for us to reach into a talent resource that would have been very difficult for us to penetrate without it,” said Jeff Parsons, Army Contracting Command executive director. “It gives us the ability to compete for and quickly hire highly qualified contracting specialists from the private sector. It’s a great asset for us as we work to develop a professional contracting workforce to support our warfighters.”

The Department of Defense delegated authority and responsibility for the use of EHA in 2008. It allows the military departments to “appoint highly qualified individuals to shortage category positions in the career fields ... identified,” according to a joint memorandum signed by the Under Secretary of Defense, Acquisition, Technology and Logistics, and the Under Secretary of Defense for Personnel and Readiness.

The memorandum identified 12 career fields:

- Auditing
- Business, cost estimating and financial management
- Contracting
- Facilities engineering
- Information technology
- Life cycle logistics
- Production, quality and manufacturing

- Program management
- Quality control and assurance
- Science and technology management
- Systems planning, research, development, engineering and testing
- Test and evaluation.

ACC’s hiring managers have been putting the EHA to good use. The result, so far, is 196 new acquisition personnel hired by the command.

At ACC’s former TACOM Contracting Center, Rock Island, Ill., Sally Turke said the EHA has helped the contracting center remain functional as its operations transition under the Base Realignment Commission required move to the contracting center’s Warren, Mich., headquarters.

“It kept us functioning longer because we were able to bring

*Use of the expedited hiring authority at events such as job fairs, allows Army Contracting Command recruiters to cut down the amount of time applicants have to wait between being offered a position with the command and starting work. (Photo courtesy of DVIDS)*

employees in at a higher grade,” explained Turke, chief, TACOM Contracting Center’s contract support division. “And because we were able to bring them in at a higher grade, they stayed with us longer before they began to look for other positions (due to the center’s relocation to Warren). We picked up one guy who had 13 years of contracting experience in the private sector.”

She said some of the new hires, while not making the move to Michigan, are being hired “down the street” by ACC-Rock Island. She singled out a 2009 hiring campaign as her biggest success to date.

“We issued the (request for personnel action) on May 22, and had them all on board by July 27.” She hired nine non-government employees in that period, and all are still working for the U.S. Army. “It was a very successful class for us,” Turke said.

Farther north at ACC-Warren, Mich., Kimberlee Menzel has also been successful hiring non-governmental employees. ACC-Warren participated in the state’s 2009 “Michigan Jobs for Michigan People” job fair, resulting in the hiring of 12 new employees. The organization was able to hire information technology journeymen, contract specialists, contract cost/price analysts, industrial cost/price analysts, and procurement and production specialists. Of the 12 hired from the 2009 job fair, nine are still with the contracting center.

“EHA has helped us retain people across ACC-Warren during this time of BRAC mission transfer,” Menzel said, referring to the authority to bring people on board at journeyman levels. “We’ve kept them longer than if we had brought them on board at the

**“EHA has made it possible for us to reach into a talent resource that would have been very difficult for us to penetrate without it.”**

GS-5 or GS-7 level because they see that we recognize the value of their experience in the private sector.”

Valerie Ward, ACC’s corporate recruitment program manager, says the EHA reduces the amount of time spent on the front end of the hiring process.

“Under the standard system, a job is posted on the Web for a period of time, next the system kicks out a candidate list. It’s filtered by personnel based on the critical skills listed in the announcement, a list is then sent to the hiring manager for consideration, interviews, and selection. With EHA, the manager can decide to use some, none or all of the standard process,” Ward said.

Once selected, a prospect’s credentials and education are validated and candidate receives a tentative offer.

“Using the EHA, it’s possible for a hiring manager to go a job fair, collect resumes, review credentials, select a candidate and make a tentative offer on the spot,” she said. Ward said the Missile Defense Agency, her former organization, used the EHA to hire more than 30 candidates on the spot at a job fair.

However, candidates still have to go through the standard security clearance and drug testing processes, if required by the position. Those haven’t been expedited, she explained.

Ward said it also gives ACC the flexibility to bring in people who

wouldn’t normally be referred eligible for the selection list under the standard process because they don’t have status: current or former government employees, veteran’s preference and certain other qualifying conditions. EHA positions are open to all U.S. citizens.

The ACC-National Capital Region, Alexandria, Va., has also been successful using the EHA to increase its staff, according to Steve Carrano, the center’s deputy director.

“With the traditional program we tended to get people who were already government employees,” he explained. With EHA, he said the lists were “significantly different.”

The ACC-NCR used an open continuous vacancy announcement through a pilot project with Rock Island. The longest it took to receive qualified applicant names was about three days, Carrano said.

“The time saved on the front end was enormous—two to four months.

“The Rock Island people did a good job of confirming applicants’ credentials before they were put on the list. We could farm those names out to managers and supervisors on a weekly basis and say ‘do any of these people interest you?,” Carrano said.

To date ACC has used the EHA to hire mostly contract specialists—70 percent of the command’s workforce—but the command’s goal is to expand EHA’s use. Ward hopes to establish a corporate recruiting plan that incorporates all centers. Part of that plan includes using EHA to include all relevant career fields authorized by DoD.

“EHA is a wonderful authority,” Ward said. “If we use it the way it was intended we will strengthen the acquisition workforce and give the oversight the DoD is looking for. It allows us to bring in the workforce to save the taxpayers’ money.” ♦



# MICC leaders gather, forge future mission

By Ben Gonzales  
Headquarters, U.S. Army Mission and Installation Contracting Command

More than 100 Mission and Installation Contracting Command leaders gathered in San Antonio January 11 to discuss the top priorities and future outlook for the command.

Brig. Gen. Stephen B. Leisenring, MICC commanding general, led the leadership summit. The MICC is headquartered at Fort Sam Houston, Texas, and has 42 subordinate installation contracting centers and offices with more than 1,300 military and civilian members throughout the continental United States, Alaska and Puerto Rico.

On the first day of the summit, Leisenring outlined the command's top priorities including integration, command and control structure, efficiencies, and process improvement.

Members of the MICC, part of the Army's generating force, plan, integrate, award and administer contracts throughout the ARFORGEN cycle supporting Army commands,

direct reporting units, U.S. Army North and other organizations to provide the best value for the mission, Soldiers and their families. In fiscal 2010, MICC officials completed more than 74,000 contract actions valued at more than \$7.5 billion. The leadership summit provided an opportunity to meet and work with fellow senior contracting officials.

"Contracting is an essential part of the Army," Leisenring said. "The MICC is evolving into a command with a heavier focus on the mission aspect. We will further integrate contracting into our customers' military decision making process and move contracting from overhead to line of effort operations."

The biggest change forthcoming for the MICC will be restructuring the organization of the command. Instead of having the headquarters and 42 separate units all answering to the commanding general, the

command will be realigned by the end of 2011 by standing up eight intermediate levels of command giving increased contractual support to customers rather than having it centralized at the headquarters.

Jeff Parsons, Army Contracting Command executive director, also addressed the summit participants. He spoke on growing the acquisition workforce, contracting becoming a part of the operational Army, and the strategic priorities of ACC.

"I would like to thank you for what you do each and every day," Parsons said. "Contracting is such an integral mission for the Army and you make a difference and save Army Soldiers' lives every day."

Lt. Gen. William N. "Bill" Phillips, the principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology, emphasized teamwork and the importance of contracting to Soldiers today.

"There is a contract behind every building, system, piece of equipment, clothing item and service our Soldiers touch," Phillips said. "Since 1985 the contracting workload is up 1,000 percent yet the workforce is down 25 percent. The Army Chief of Staff is the biggest supporter of contracting. We need to take care of our (contracting officers) and to grow the acquisition force." ♦



Brig. Gen. Stephen B. Leisenring, Mission and Installation Contracting Command commanding general, outlines the top priorities for the organization during its leadership summit in San Antonio. Leisenring listed contractual support of Arlington National Cemetery, standing up intermediate levels of command, workforce challenges, strategic communication, and knowledge management as the command's top priorities. (Photo by Ben Gonzales)

# NDIA Q&A period provides insight on contracting opportunities with the government



By Larry D. McCaskill  
Headquarters, U.S. Army Contracting Command

Jeff Parsons, Army Contracting Command executive director, fields questions during the National Defense Industrial Association Annual Small Business Conference in McLean, Va. (Photo by Larry D. McCaskill)

The Army Contracting Command gathered more than 250 years of contracting experience to answer questions from attendees at the National Defense Industrial Association's 14th Annual Small Business Conference in McLean, Va.

According to Alice Williams-Gray, ACC Office of Small Business associate director, the conference provides a forum for an open exchange of information and ideas between senior government officials and small business leaders.

Contracting professionals participated in an open question period where the panel, led by ACC executive director Jeff Parsons, responded to questions from the audience, ranging from generic how-to-do-business questions to talks on actions and discussions at the Depart-

ment of Defense level on future acquisition strategies.

"America was built by small businesses. In these difficult economic times, more and more businesses are seeking opportunities to do business with local, state and federal governments," Parsons said. "These forums provide companies the information they need to start the process and develop contacts that can help them along the way. Small businesses provide vital goods and services to our Warfighters and we tend to see some of the best innovations from our small business contractors."

The panel consisted of Parsons and directors, executive directors and principal assistants responsible for contracting at ACC's contracting centers nationwide.

"By attending these types of conferences, participants learn first-hand about available business opportunities with government and leading large businesses," said Williams-Gray. "They have the chance to exchange information and ideas directly with senior government leaders; meet government decision makers in the acquisitions community; and discuss opportunities with the Department of Defense, the Small Business Administration, the Department of Veterans Affairs, and with large businesses."

"Providing for the nation's security requires an effective partnership between the military and the small business community. Small business is "big business" in the U.S. military services," Williams-Gray said. ♦



# Whistleblower makes the call

by Frederick R. Poole  
Headquarters, U.S. Army Contracting Command

Tim Haddix is a whistleblower and doesn't care who knows it. That's because he saves his whistle blowing for the basketball court.

When Haddix is not at work, the information technology specialist at Fort Belvoir, Va., for Army Contracting Command's Information Management Directorate, is running up and down the basketball court officiating National Collegiate Athletic Association Division I basketball games across the country. He has eight years of experience at the college level.

Plenty of kids watching basketball grow up wanting to be like Michael Jordan or some other big-name player. Not Haddix; he wanted to be the official. At 15, he started officiating in Terre Haute, Ind. at the local boys club.

"I realized that being a referee isn't something you just wake up and do. You need to have a commitment to this craft," said Haddix.

After time officiating at the local boys club, Haddix moved up to high school games, then eventually to the college level. He was later selected to specifically work Division I college games and at one point, spent three years in the National Basketball Association's Referee Development Program where he was evaluated for a position with the NBA referee staff.

Haddix worked games during the NBA summer leagues and camps. The level of talent ranged from Orlando Magic's Dwight Howard to lesser-known first- and second-year players and draft prospects. The NBA program involved intensive training sessions in small groups.

"We spent several hours going over the first five to ten minutes of

various games in film sessions. We reviewed everything from rules, floor positioning, plays, dealing with players and coaches, to how officiating affects our personal life, goals, and values," said Haddix.

Haddix was released from the NBA program in 2009 and credits his success in college to the training he received in the developmental program.

Currently finding time to officiate three to four games per week, Haddix ensures his scheduling point of contact knows his availability.

"A referee's schedule can be flexible for some and hectic for others. Some of the top-tier officials work more than 100 games in one season, literally traveling every night," said Haddix.

After eight years and counting in officiating, Haddix still gets nervous before each game.

"The butterflies never go away. In my first Division I college game I was extremely nervous because I was so focused on not messing up any calls. It was a Big South Conference assignment, a non-conference game at Coastal Carolina University in December of 2006. It was the second-smallest gym in Division I, only seating 1,100, but it felt like 11,000," said Haddix. "After tip-off and a couple of minutes into the game the nervousness slowly fades away."



*It's tip-off time for Tim Haddix as he prepares to start a college basketball game. Haddix, an information technology specialist for the Army Contracting Command, is also a National Collegiate Athletic Association Division I basketball referee. (Photo courtesy of Chuck Steenburgh)*

Haddix knows that communication between coach and referee is strained and intense. But at the end of the day he doesn't take the hostility personally because it's all about basketball.

"When dealing with coaches, you have to develop responding skills in order to diffuse situations on the court because it can get intense. I'm a part-time referee. Coaching is their full-time job; whether they win or lose, their jobs are on the line," said Haddix. "Interacting with coaches depends on the personality I'm dealing with. There are times where a coach barks at me and I have to bark right back. Some coaches are nice guys before the game starts but once the

## MICC leaders visit high school students

By Ben Gonzales  
Headquarters, U.S. Army Mission and Installation Contracting Command

ball goes up, it's a different story; they turn into psychos on the court."

In addition to high-strung coaches, screaming fans and a fast-paced game, Haddix has one more obstacle he faces on the court, his age.

"Age is my biggest challenge because I'm much younger than my peers and I have a young look," said Haddix, who is now 30. "When I was 24 officiating games, the coaches would flip out whenever I walked into the gym because they thought I wasn't any older than half of the players on their roster. A younger referee can make all the right calls but the coaches would feel more comfortable with a veteran who may not be as efficient, all because of the look."

Aside from his officiating peers, Haddix has another set of eyes watching the game closely—instant replay. The number of cameras directed at the same play from different angles serves as the moment of truth and can prove a referee's call to be right or wrong. Haddix said as long as the video backs him up he has no reason to second guess his calls.

But even as hard as they try to make the right call, referees make mistakes, often resulting in ridicule from coaches and fans. To reduce their mistakes, Haddix and the referee team review videos during halftime of the game they're officiating and note what they're doing right and what they need to improve on in the second half. Once the game is over they review the video to assess their strengths and needed improvements.

Haddix tolerates heckling fans, irate coaches, and makes decisive calls in a split second because that is what the position calls for. The one thing he didn't count on was how officiating games would change his love for watching the sport.

"I can watch football and enjoy the game but with basketball I'm watching the referee more than the players. I'm uncontrollably refereeing every play in my mind, even if it's on TV," said Haddix.

Spoken like a true referee.



Brig. Gen. Stephen B. Leisenring, Mission and Installation Contracting Command commanding general, visited Junior ROTC cadets from John Jay and Clark High Schools in San Antonio, Texas, and talked to the students about the importance of integrity and how to succeed after high school. (Photo by Ben Gonzales)

Junior Army ROTC cadets at Tom C. Clark High School and John Jay High School in San Antonio, Texas, recently hosted the Mission and Installation Contracting Command commanding general where he discussed service to the nation.

During their visit to the schools, Brig. Gen. Stephen B. Leisenring and Command Sgt. Maj. Clinton Jackson, MICC command sergeant major, were treated to the cadets' drill and ceremony performances and were able to talk with the students.

Leisenring later talked to the students about integrity and what it takes to succeed after high school, and congratulated the cadets for their outstanding leadership displayed in their schools and communities. Both groups of cadets routinely conduct food drives for their communities. The general pointed out those students who step up to be a part of Junior ROTC become leaders in their schools.

"What you are doing today, as you learn all about the military, could be the first step into a great military career," Leisenring told the cadets. "I encourage you to stick with Junior ROTC as it could lead to a promising military profession where you can do great things for our country. Junior ROTC cadets have dramatically higher numbers of graduation than others not involved in this worthwhile program, and I applaud you and your instructors for your dedication to this program."

Before they left, the general and sergeant major presented command coins to the top cadets from Clark and John Jay high schools for their leadership and outstanding performance.





*Eager for the next season to begin, Sean De Haas practices in the snow to stay sharp. (Photo by Rachel Clark, 409<sup>th</sup> Contracting Support Brigade)*

# Army civilian gets a kick out of European soccer

*By Rachel Clark  
409<sup>th</sup> Contracting Support Brigade, Kaiserslautern, Germany*

Sean De Haas has been kicking up a storm after recently competing with the Ramstein Soccer Team in the Armed Forces Europe soccer tournament in Aviano, Italy.

De Haas, a U.S. citizen raised in Kaiserslautern by his Department of Defense teacher parents, attended Ramstein High School in his youth where he excelled at soccer as part of the All-Europe soccer team.

Upon graduating, De Haas made the trip back to the U.S. to attend Texas State University. While in school he knew he had to find his way back to Germany. De Haas thought majoring in international business would help him find a job in Germany. After completing school, De Haas applied for and was accepted into a government contracting internship program.

After the two-year internship, De Haas accepted a government civilian

position in Germany as a contracting specialist with the 409<sup>th</sup> Contracting Support Brigade here.

“I am so glad to be back here in Germany where I grew up,” De Haas said. “I really enjoy living in the heart of Europe and being able to travel all over. Having cities such as Paris, Amsterdam and Brussels right at our doorstep is amazing.”

De Haas, who speaks fluent German, felt right at home getting back into the game of soccer in Germany. He teamed up with the military soccer team as his official team, but practices with the locals.

“As a team, we can never seem to get a field that’s available on the base so a lot of us practice with local German teams to keep up our skills,” said De Haas.

De Haas, along with many of his other military teammates, practice with the Mackenbach Soccer Club. Even though the soccer season is over for now, De Haas said he will be ready to play next year.

“When the American team comes together, I’ll be there,” he said. ♦



# AROUND ACC



*Dr. Carol Lowman, Army Contracting Command deputy director, discussed ACC, its vital support role to the Army, and its challenges in growing its acquisition workforce at the National Contracting Management Agency's 29<sup>th</sup> Annual Government Contract Management Conference in Arlington, Va. (Photo by Gale L. Smith)*



*The National Contract Management Association Picatinny Chapter recently earned the Walter R. Graalman Award, the highest honor bestowed by the NCMA. The Gold Graalman award is presented to outstanding NCMA chapters for their annual accomplishments in meeting and exceeding the NCMA goals and objectives. The Picatinny chapter membership consists of Army Contracting Command-Picatinny employees in New Jersey. (Photo courtesy of the NCMA Picatinny Chapter)*



*Stephenye Guerrero, budget analyst team lead in the Army Contracting Command's Expeditionary Contracting Command headquarters, didn't win a prize or receive a bouquet of flowers being the 100<sup>th</sup> person on site at Redstone Arsenal, Ala., but her arrival signaled another milestone in the transition of ACC's and ECC's headquarters from Fort Belvoir, Va., to Redstone Arsenal, Ala. (Photo by Ed Worley)*



*The Honorable Frank Kendall, principal deputy under secretary of defense for acquisition, technology and logistics, responds during a question and answer session at Fort Belvoir, Va., Feb. 10, at the Army Materiel Command headquarters. Kendall met with members of the Army's contracting and acquisition workforces to discuss the Department of Defense's "Better Buying Initiatives." (Photo by Larry D. McCaskill)*



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