

# *The* **IMPACT**

*Vol. 1 Number 2*

*"The Army's Face to the World"*

*August 2004*



# Are you sharing the right data?

## Lost information puts a bad taste in everyone’s mouth

**M**y wife makes a mean potato salad and my mom an awesome roast, but I have always been amazed at how secretive they are about the ingredients. The both of them treat their culinary crafts like an heirloom specifically bestowed to them for their undying dedication to the master chefs of the family kitchen.

Such secrecy translates into enormous power during parties or family events. Clearly a simple listing of the ingredients, the cook or chill times, is never enough for anyone, seduced by the tantalizing flavors, to replicate the efforts.

Others have tried, but without detail directions and specialized instructions, the results have proven disastrous.

We have always recognized the power of information on both the group and individual-level, and when access is denied we often scream for full disclosure and transparency. More importantly, frustration builds when valuable information is confined or limited to one or two people.

I can recall past assignments where there was an information stoppage as a result of someone being sick or unavailable. “I’m sorry; you will have to wait until Mr. Jones returns from vacation sir. There is no one else here who can help you.” Believe it or not, this line is just as common today as it was 10 or 15 years ago.

It is not unusual for organizations to cry for increased communication, a major pillar of various success models. But before theoretical

*“I’m sorry; you will have to wait until Mr. Jones returns from vacation, sir. There is no one else here who can help you.”*

communication principals can be applied, we must first examine what information should be communicated.

For example, more and more organizations pride themselves in structuring a Knowledge Portal. Many of these portals face a great deal of criticism because they offer tons of information and links that barely scratch the surface of the customer’s needs.

**O**ne has to applaud the efforts of the United States Army Security Assistance Command in its attempt to develop communication programs based on the needs of the employees and the needs of its customers. Someone realized it wasn’t rocket science to simply ask, “What information is of value to you?”

Now that the questions have been asked and the answers offered, it is important that all of us climb on board to enhance the flow of information between and among directorates if we are to be successful as an organization.

We have to ensure employees have access to the pools of data that offer both professional and personal

growth. There is a wealth of knowledge throughout USASAC and the level of experience is unrivaled, but if we fail to share that experience, we fail as an organization. The power and strength of one person in any organization is only effective if the entire organization benefits.

No, it is never easy. It takes intentional dedication and focus, and it requires making time when time is at a premium. Very few of us got to where we are on our own; most of us had someone willing to share their success secrets.

If USASAC is to continue being relevant and effective, knowledge, information and opportunity has to be shared on all levels. A team is only as strong as its individual parts and each of us have a responsibility to keep the organization strong.

**S**o as my family gears up for the upcoming holiday gathering, I expect my wife to make her award-winning potato salad and mom will prepare the succulent roast; but I selfishly await the moment when they embrace the importance of passing these fine recipes to other family members. No matter how much everyone rants and raves about the Labor Day meal, I know my wife or mom won’t always be around when I mourn for one of those special dishes.



Commander.....Maj. Gen. Craig Hackett  
Public Affairs Officer.....Charles Taylor  
Photographer.....Joe Jackson

The Impact is an Army Authorized, monthly web-based publication for members of the United States Army Security Assistance Command. The contents are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense or the Department of the Army. Story ideas are solicited from readers and the responsibility for determining material used is delegated to the Public Affairs Officer. News may be submitted to the Impact electronically by sending correspondence to [charles.taylor@usasac.army.mil](mailto:charles.taylor@usasac.army.mil) or calling commercial 703-806-2352 or DSN 656-2352. Visit the USASAC web site at <http://www.usasac.army.mil/>

# Cyberspace: new frontier for education

By Steve Coster  
Operation's Officer

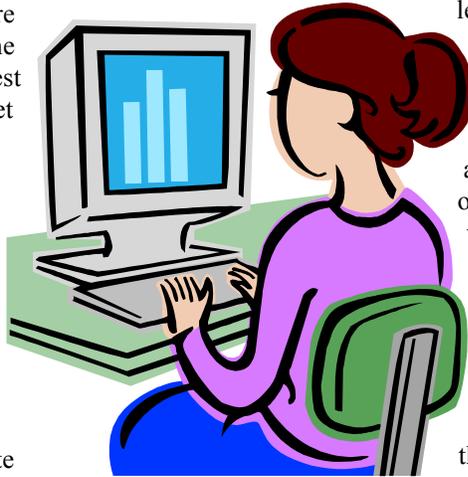
Education for the 21<sup>st</sup> century has moved from the formal classroom into cyberspace. As a result, more and more courses are available through the internet. The greatest advantage to internet courses is the instruction can be accomplished at the employee's convenience.

E-learning only requires an employee to set aside a block of time on a regular schedule to complete studies on-line. Most

employees daily tasks allow for the incorporation of some professional development, and often the professional goals are fairly close to one's personal goals.

Employers, both in the government and in the private sectors are

encouraging employees to set aside time for personal/professional development. Whether it is expanding on the knowledge of a database or taking a course, E-



learning can contribute to the strength of both the individual and the organization. So where do find E-learning courses?

There are a number of courses available on the Army AKO web site. The

address is:

<https://www.smartforce.com/v2.1/custom/usarmy/login.asp> All an employee needs is an AKO ID and Password to enroll and take courses; also, DISAM, Defense Acquisition University and U.S. Army Logistics

Management College offer on-line courses.

To ensure an individual's records reflect the completion of an E-learning course, please provide Linda Enterline or Gracie Vera a copy of the verification certificate the individual's Social Security Number. They will send it to the Central Personnel Office Center to update the training records.

A course evaluation should be completed upon the conclusion of the training. These evaluations are reviewed to determine whether the course met the individual's goals. On several occasions, based on student evaluations, a contractor has been hired to present a course locally. The evaluations are an effective tool to provide training guidance to the employees and to guide the command's training program.

For more information on E-learning and other training initiatives talk to your supervisor or contact the USASAC training officer.

## USASAC gears up for Partnering Day event

By Vanessa Glascoe  
Studies and Analysis Group

The United States Army Security Assistance Command (USASAC) in cooperation with the National Defense Industrial Association (NDIA) is sponsoring the Foreign Military Sales (FMS) Partnering Day on September 16, 2004 at the Army-Navy Country Club. The purpose of this session is to facilitate open dialogue between all the Army FMS Partners in regards to potential business opportunities and strategies in International Defense programs. Featured speakers include the Commander of USASAC, the Army G8/3

and representatives from the USASAC Studies and Analysis Group.

Administrative remarks will be provided by Cliff Crivello, Chief Studies and Analysis Group.

Maj. Gen Craig Hackett, Commander, USASAC, will provide opening comments and feedback based on operational issues.

A representative from the G-8 will discuss Army transformation, the materiel and funding challenges that are anticipated as to maintain the current force and transition to the future force. In relation to these challenges, the briefing and dialogue will center on



how cooperation can help in this transition.

Crivello will provide an update on the Strategic Product Plan (SPP) and use of the strategy for identifying potential opportunities and focusing Army and Industry participation in the development of new sales

with our international allies.

In the closing remarks, the USASAC commander will provide the opportunities for broad observations on the degree of progress and the status of initiatives to proactively engage in future Partnering sessions.

# Cobras undergo prep, testing

## Bahrain team does on-the-job training at Fort Drum

By Ed Fulda

Case Manager Team Leader, SAMD

Maintenance is critical regardless of what equipment a nation purchases and no organization understands its importance like the United States Army Security Assistance Command.

Although there are occasions when USASAC experts are available to help countries through some of their preventive maintenance challenges, experts know they cannot always be there.

The Gulf nation of Bahrain has been flying excess US Army AH-1 Cobra attack helicopters since 1995. In late 2002, the Bahrain Royal Air Force decided to replace some of their Cobras with a newer model. A definitization conference was held at Fort Drum, NY in mid-January, 2003 to discuss exactly what would be done to refurbish the aircraft and what equipment the Bahrainis wanted.

During the conference Col. Maher Salman Al-Musalam, the helicopter Wing Commander, expressed some concern about his personnel's ability to maintain the newer model Cobra. He asked if it would be possible to send teams to Fort Drum to



Photos by Edward Fulda

Bahrain Royal Air Force decided to replace some of their Cobras with a newer model in 2002.

participate in the refurbishment work in order to get some "hands-on" experience with the aircraft.

Al-Musalam's request presented some challenges. First, it did not fall into what is ordinarily considered "training." Second, the AVUM/AVIM maintenance facility at Fort Drum is not classified as a training facility. The acting project officer at

Fort Drum agreed that certain accommodations could be made, but was concerned about potential work stoppages or slowdowns.

It was decided that formal hands-on-training could not be approved,



The Bahraini officers were able to observe work done by the Fort Drum Maintenance team. The team was able to answer their questions and discuss a variety of technical issues.



A Fort Drum Cobra Maintenance mechanic makes adjustments to the wiring harness.



Warrant Officer Khaled Hassan Ali finds humor in comment made by one of the team members.

but an informal program, based on observation with some hands-on opportunities, would meet the Bahrainis' needs while allowing Fort Drum to meet the agreed-to production schedule.

Al-Musalam agreed to the proposal and it was decided that Bahrain would send two four-man observation teams, each staying for ninety days. A formal Memorandum of Understanding outlining how the program would work was prepared



Maj. Rashid Sager Al-Jalahma, right, observes as maintenance personnel make some standard repairs on the Cobra.

and signed by all the parties involved.

The first observation team arrived at Drum on June 18 and will depart September 20. The second team is scheduled to arrive on February 15, 2005 and depart on May 16, 2005. The first Bahraini team is composed of Major Rashid Sager Al-Jalahma the Helicopter Wing's Maintenance Officer, Warrant Officer Issa Ali Al-Thawadi Electrical systems, Warrant Officer Abdulrahman Abdulla

Rashid, Armament, and Warrant Officer Khaled Hassan Ali , Airframe.

A small work area, consisting of a desk and lockers for personal gear, was provided for the Bahraini Warrant Officers in the aircraft hanger where the refurbishment work is being done. The Warrants are assigned to a specific area every day where they can observe the work and, when possible, work with the Fort Drum personnel. The Bahrainis are also encouraged by the informality of the program to ask questions while observing the work.

Interestingly, an unexpected side benefit to this program became evident soon after the first team's arrival. The wiring harness that provides electrical power to the 20mm cannon had always been installed in a certain way. The Bahrainis were able to show the Fort Drum mechanics that the harness needed to be moved about one quarter of an inch in order to prevent wire chaffing as the gun traversed.

Things like this may not appear important, but it appears that both sides can, and will, benefit from the working relationship being established by this program.



Fort Drum helicopter maintenance personnel and the Bahraini team learned a lot from each other during the training.

# Change Management affecting USASAC

By Gregg Turner  
PM-SANG

In the spring of 2003, Rick Pitts of the USASAC asked the directors of the USASAC to identify some of their folks to serve on a Change Management Communications Focus Group with the specified task of finding ways to improve communications within the command.

After a few sputters and spurts, the group gathered for an off-site meeting in June 2003 and developed a USASAC Communications Plan, which was adopted and is available on the USASAC INTRANET (look for the Change Management/ Communications menu at the lower right corner of the Home Page.)

Looking at the Communications Plan, one would notice that many of the elements of the plan have been implemented.

Examples include the publication of Chief of Staff Meeting minutes to the workforce, town hall meetings, emphasis on individual development (mentoring), and enhancements to the USASAC INTERNET and INTRANET home pages.

These represent some tangible successes to benefit the entire command. There are some elements of the plan that are not implemented, but the command is making real progress in improving the quality and lines of communications. This USASAC newsletter is a spin-off of the Command's emphasis on improving communications.

The untimely loss of Rick, all too soon after the publication of the Communications Plan,

shocked the group and led to a period of relative inactivity.

In December 2003, we found that our charter had expanded a bit. Our updated charter, in a few words, is to make USASAC a better place to work by helping the Command manage and implement changes.

Under the new charter, the group crafted a workforce survey to help identify areas of concern that required the attention of our leaders. The survey was administered in January 2004 and the results briefed to the USASAC Command Group. The results have also been posted on the USASAC INTRANET.

In March 2004, USASAC was introduced to the "Fish" concept of improving workforce morale and productivity. The concept is based on four principles employed by a Seattle, Washington fish market to accomplish these same goals:

- **Attitude**
- **Play**
- **Be present**
- **Make the customer's day**

The group embraced the management concepts presented and worked to find ways to implement them to make USASAC a better workplace. The Focus Group briefed the Command Group and directors at a meeting in April with our initial ideas on how to implement the Fish concepts. These briefings are also on the INTRANET under the Change Management/ Communications menu.

So, where are we today?

The consensus seems to be that we are better than we were, but not as good as we should be. This is not a surprising assessment.

There always seems to be room for improvement in even the best organizations, but we have made some progress.

The focus group is a group of talented and dedicated individuals working hard to make USASAC a better place.

The group certainly has no monopoly on good ideas, nor can the group accomplish tasks alone; so help is actively solicited.

## Focus Group Initiatives

- Weekly attitude quotes were initially in the Chief of Staff Meeting notes are now displayed daily on your computer workstation at login.
- The USASAC New Cumberland family donated over 200 pounds of food and a monetary donation, in support of the Central Pennsylvania Food Bank during the months of June and July. The Central Pennsylvania Food Bank distributes food and grocery products to more than 400 soup kitchens, shelters and pantries in 27 central Pennsylvania counties and provides assistance to over 47,000 individuals in any given week.
- The USASAC INTERNET Homepage is now your browser Homepage.
- The Financial Support Office in New Cumberland held Picture Day on Monday, April 19. Each individual was encouraged to bring in a childhood snapshot of themselves to be displayed in a common area within the division. The fun started when people attempted to identify the kid pictures to the adult in the FSO. The winner was Michele Stofko with 11 correct answers out of a possible 14. Her grand prize was a pink flower pinwheel, which she displays proudly at her desk. This event generated a lot of interest and raised the energy level considerably. The energy continued on Tuesday with a group lunch at Pete's Cafe in New Cumberland. The FSO is also planning a "VIVA CINCO DE MAYO" luncheon on May 5, with both Mexican and non-Mexican selections.
- Community outreach to the Eleanor U. Kennedy Homeless Shelter
- Community outreach to support our deployed troops
- Targeting System demonstration
- Friday morning exercises on the Fort Belvoir parade field. Organized and executed by Joan Buchanan and Linda Murphy.



Mideast/Africa and Central Asia directorate members show their support during lunch-time bowling.



Ed Lewandowski focuses on the pins during a bit of light competition at the post bowling alley.

## Program review at Bowling alley offers productivity, light competition, lots of fun

By Charles Taylor  
Public Affairs Officer

Members of the Mideast/Africa and Central Asia directorate, pulling a page from the book *Fish*, added a little pizzazz to their work routine recently.

Directorate members walked away from their desks for a brown bag lunch and a review of on-going programs.

Since it all took place at the local bowling ally, they decided to divide into small groups for a bit of interoffice competition and fun. The field trip, approved by USASAC leadership, had all of the components of a great workday.

"It was a lot of fun," according to Mulugeta Ashebir, a member of the directorate. "I hope we get a chance to do it again. We found it to be very relaxing and it was definitely a moral booster."

The Mideast/Africa and Central Asia directorate is one of three directorates responsible for managing Department of the Army participation in developing and executing approved security assistance programs for assigned countries and international organizations.

They provide central case management of Army Foreign Military Sales cases. They participate with Department of Defense and Department of the Army in determining initial country requirements; provide overall program management guidance based on directives; provide guidance and direction for the management and logistics support of disaster relief, drug interdiction, and other special State Department and Presidential programs.

Their time at the bowling

alley gave them a chance to detach themselves from the vigorous work routine and

embrace camaraderie outside of the world of foreign military sales.



Chip Leon prepares to tackle a spare during the afternoon bowling session.

# Egypt gets Chinooks

## USASAC employees deliver choppers in the desert sands

United States Army Security Assistance Command personnel from New Cumberland, Pa. recently delivered a load of CH47 helicopters to Egypt.

The CH-47D Chinook helicopter carries out transportation of troops, artillery, supplies and equipment to the battle-field.

Other roles include medical evacuation, aircraft recovery, parachute drop, search and rescue, disaster relief, firefighting and heavy construction.

163 CH-47Ds took part in Operations Desert Shield and Desert Storm. The Chinook has historically been an essential of the U.S. military's inventory.



# End Use Monitoring in full-swing

## Security Assistance Command moves into first tracking phase

compiled by Charles Taylor

The U.S. Army Security Assistance Command is supporting Defense Security Cooperation Agency's effort to track and conduct physical inventories of Night Vision Devices which require a Defense Trade and Security Administration waiver for transfer or sale to foreign countries and international organizations.

This is the first phase of an effort that will track, by serial number, all Night Vision Devices, Stinger Missiles, TOW Missiles and Javelin Missiles transferred to other countries via the Security Cooperation Program.

To assist the Security Assistance Officers, located in embassies overseas, in conducting the inventories, a tracking and reporting module of the Security Cooperation Information Portal is expected to be tested in August 2004.

In June, the Defense Security Cooperation Agency (DSCA) and the Defense Threat Reduction Agency (DTRA) began a joint effort to enhance DoD's worldwide monitoring and inventory control of arms transfers to foreign governments.

In recent years, DSCA, the lead Department of Defense (DoD) agency for Security Assistance programs, significantly increased end-use monitoring (EUM).

The items subject to Enhanced End-Use Monitoring (EEUM) include night vision devices, cruise



U.S. Army file photo

Sgt. Tony Rothranf of the 459th Multi-Role Bridge Company gives his night vision goggles a quick cleaning before going on duty.

missiles, and manportable air defense systems (MANPADs), such as Stinger missiles.

DTRA safeguards America's interests by controlling and reducing the threat from weapons of mass destruction and providing quality tools and services to the warfighter.

The agency implements all U.S. on-site arms control inspection, escort and monitoring activities and supports arms control confidence-building activities.

DTRA's participation in end-use monitoring is expected to add expertise to these expanded efforts.

Under security assistance procedures, DoD sells, leases, or grants defense articles and services to foreign governments or international organizations approved by the Department of State and certified by the President as eligible to receive them.

These transfers must support U.S. national security and foreign policy objectives, and the recipients

must agree to a number of conditions for transfer.

For example, they must agree to use items only for approved purposes; not to retransfer defense articles to a third party without U.S. approval; and they must agree to maintain the items using security procedures equal to the protection that the U.S. provides for those articles and services.

A recent GAO report released in May 2004, faulted DoD for having insufficient recordkeeping and inventory procedures for Stinger missiles transferred to foreign governments.

While DoD concurred with the GAO recommendations, DoD is already taking steps to improve its EUM processes.

## Annual Navy meeting aids with contracts

The USASAC attended the Navy's annual Foreign Military Sales Customer meeting at Pax River Naval Air Base, July 12-15.

The meeting, devoted to the improvement of processes involving FMS customers, was an opportunity to share common ideas and issues of the U.S. Army FMS customers.

The top six issues raised by the 20-plus customers in attendance were Performance Based Logistics (PBL), Out of Production/Out of Inventory Support, Technical Data Transfers/Access, Information Technology, Cost Transparency/Pricing and Customer Service.

As a result of USASAC attendance, the Army will be able to leverage Navy's prior work on FMS participation in PBL contracts.

# Outreach efforts continue to surge

## Workforce makes a difference in others lives

**By Master Sgt. Greg Binford**  
**USASAC Senior Enlisted Advisor**

The Command's outreach efforts have grown exponentially and have planted new seeds of hope for the people we have been helping.

During the last 10 months, our workforce has donated to the patients at Walter Reed Medical Center more than 14,500 minutes of free talk time on phone cards, hundreds of personal hygiene and snack items, clothing, snacks and reading materiel.

Rick Kendle's mother and aunt event knitted (or is that crocheted) eight blankets for these brave young troops.

We completely filled an SUV with more than 500 pounds of clothing, food and misc. items, (and even had people donate furniture, blankets and electronic devices that were picked up from their homes), for the homeless shelter near the Fort Belvoir Tulley Gate.

We have mailed nearly two dozen boxes of items to our adopted military intelligence unit in Iraq. We have also visited the Armed Force Retirement Home in D.C. and will be doing so again in a of months.

There can be no question that USASAC's generosity has helped to change lives.

From these seeds that we have planted there have been veteran's organizations, church groups and corporations who have borrowed our list of contacts to follow in the path we have paved.

Kindness begets kindness; generosity brings forth perpetual optimism and people feel good about helping those in need.

Having mentioned all of that, here is where we are heading in September. Everyone is invited to attend any of the scheduled visits, or to even just send their best wishes along for those we are partnering with - all sentiments are appreciated!

### Homeless Shelter Visit

The Vehicle Departs Bldg. 216 at 9:15 a.m. on September 8, 2004. The shelter can use just about anything anyone can spare! If it is too large to bring in, arrangements can be made to pick it up from your home. Major General and Mrs. Hackett went on the initial trip, Colonel Rasmussen is being asked to lead this delegation.

### Walter Reed Medical Center

Vehicle Departs Bldg. 216 at 9 a.m. on September 29, 2004. These young soldiers can use calling cards, relaxing, loose fitting clothing items (no one likes those gaudy hospital jammies), tote bags to bring their items home, reading materials, personal hygiene items and more.

### Iraqi School Children

We are collecting donations to support the 504th MI Brigade's efforts to improve life for Iraqi School children. Boxes will be mailed as the donations come in. This is a great idea from Joan Buchanan. Many of us are now shopping for school supplies. When you buy that pad of paper, those pens and misc. items, pick up a few extra items and they will be mailed to our adopted Iraqi unit to distribute through their civil affairs contacts.

*If you want to go on any of the visits, send Master Sgt. Binford a note so that he can coordinate a large vehicle. If you have stuff to donate, please bring it in, send it via courier or call Binford to arrange for a pickup.*

## Personnel system discussed at Wood Theater

The Criminal Investigation Command will host a town hall meeting to discuss the new National Security Personnel System (NSPS), Tuesday, August 24 from 1-3 pm at the Wood Theater.

Leading the discussion will be David Snyder, the Army's Assistant Deputy

Chief of Staff for Civilian Personnel Policy.

John McLaurin, the Deputy Assistant Secretary of the Army for Human Resources will also be discussing the program and both will be on hand for a question and answer session.

NSPS is the new human resources management

system for the DoD civilian workforce. It allows the DoD to establish new rules for how civilians are hired, assigned, compensated, promoted, and disciplined, within the framework of merit principles, accommodation of veterans' preference and respect for employees' right to bargain.

All Fort Belvoir civilian employees are invited and encouraged to attend this informative presentation. Interested military personnel are also invited to attend.

For more information on the presentation contact Elizabeth Bray at 806-0341. To learn more about NSPS visit [www.cpol.army.mil](http://www.cpol.army.mil).