

U.S. Army  
Contracting  
Command

# ACC TODAY



Moving in step with the Warfighter

## Humanitarian Missions

ECC members play unique role in Southern Command.

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## Interns Get Training

MICC provides Boot Camp for new employees.

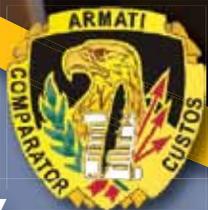
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## ACC Hiring Experienced Employees

Command looking for experienced professionals.

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**Cover photo—Brig. Gen. Camille M. Nichols, commander, Expeditionary Contracting Command, on a recent tour of Guatemala looks on as Guatemalan students assemble for a class. (U.S. Army photo)**

# ACC employees support CECOM mission

## *Army Contracting Command Public Affairs*

In an effort to provide more effective contracting support for the Communications and Electronics Command's contracting center, a collaborative effort within Army Contracting Command sent experienced volunteers to Fort Monmouth, N.J., to assist in accomplishing the center's mission.

Drawing upon the expertise of contract specialists throughout ACC organizations, 28 volunteers were sent to CECOM to assist with year-end close out. The contracting center lost experienced personnel as a result of departures, retirements and transfers from the command prior to its anticipated move to Aberdeen Proving Ground, Md. in 2011 per the 2005 Base Realignment and Closure law.

The loss of these employees left the CECOM contracting center with a concern that problems could arise in the near-term that would hamper their ability to efficiently conduct their contract management mission.

In a proactive move to stem to growing concern, Edward Elgart, director, CECOM Contracting Center, met with Jeff Parsons, executive director, ACC, and asked for his support by providing additional contracting specialists for the remainder of fiscal year 2009. Through a collaborative process, contracting specialists across the entire Army were asked to volunteer for a temporary assignment to Fort Monmouth.

"We wanted to have experienced people that could get the work done and help train new employees for mission success," said Elgart. "Twenty-eight volunteers were solicited to augment the CECOM workforce. This was the first time we've ever planned a solution like this across Army contracting."

The program ended on October 2, and Elgart commended the team of contracting officers and contact specialists for providing expertise and experience to fulfill his organization's mission requirements.

"Through this effort we could see the impact immediately as people started arriving. It boosted morale considerably for our workforce," said Elgart. "Their (contracting officers and senior contracting specialists) ability to come in and support contracts at the critical level was excellent."

Efforts similar to these actions have been made possible through the establishment of ACC. The key benefit to this process is that ACC enables contracting management to work in the operational environment while ensuring the skills people learn can be utilized and shared.

One member of the volunteer team, Anna Rusinowski, a contracting specialist from the Tank and Automotive Management Command, Warren, Mich., said she was happy to help the CECOM contracting center in their time of need.

"I was interested in seeing what type of acquisition actions CECOM does as well as take the opportunity to learn something new," said Rusinowski.

During her support of CECOM, Rusinowski was placed on the Fire Finder Team with the radars program office. While there, she worked on a draft solicitation valued at approximately \$2.2 billion for a follow-on contract. Two other individuals from TACOM were also placed with her to assist the CECOM team, ensuring an orderly processing of this contract action.

Actions taken by these teams of contracting management professionals signify new methods that shape best practices across the entire spectrum of Army acquisition.

"The appreciation we received was outstanding. Parsons even met with all of us while at CECOM and really made everyone feel valued," said Rusinowski. "It was a great opportunity and will definitely help me in the future of my career."

# Seeking qualified personnel

**Command confronts challenges in filling contract positions.**



**Copper Perry and Sandy Swynenberg seek out qualified candidates to fill the numerous contracting specialist positions within the Army Contracting Command. (U.S. Army photo)**

*By Larry D. McCaskill  
Army Contracting Command Public Affairs*

Although the nation is experiencing unemployment levels not seen in decades, the Army Contracting Command continues to face a challenge when it comes to recruiting qualified contracting specialists at the mid and senior levels.

The command must fill more than 1,000 jobs in 2010 and continue to meet future ongoing requirements. The command has put together a corporate recruitment strategy to meet the challenge of filling those positions. It's imperative for the command to become more aggressive in its recruitment posture to meet the attrition, plus ups in the command, intern hiring and congressionally mandated increases.

"It's the command's strategy and vision to develop a recruitment team that can address the need of recruiting top notch acquisition professionals," said Copper Perry, strategic human capital planner in

the Army Contracting Command's G-1 (Personnel). "Team members command-wide will attend two days of Office of Personnel Management sponsored training that involves how to promote jobs with the Army, familiarization with hiring authority regulations, flexibility and incentives so that when they are on a recruiting trip they will have the tools they need to address the concerns of possible recruits. This team will look at entry-level hiring, but will also focus on helping us fill jobs at the mid-level and those hard-to-fill jobs in the Expeditionary Contracting Command and other locations."

The need for contract specialists is not just an ACC or Army issue. President Barack Obama has addressed procurement reform in speeches and Secretary of Defense Robert Gates announced his plan to increase the size of the defense acquisition workforce by converting 11,000 contractor positions and hiring an additional 9,000 government acquisition professionals by 2015 – beginning with 4,100 in Fiscal Year 2010.

The reason for the low level of contracting personnel has its roots in past personnel reduction decisions. "It's predominately because of cuts to the 1102 (contracting specialist) community in the past during downsizing periods," said Sandy Swynenberg, deputy, ACC G-1 (Personnel). "They realized they cut too deep and now we have to bring the numbers back up. We also need more 1102s because of the increase in the business that we do and there simply aren't enough people to currently go around."

"We are a nation at war and that has increased our mission in so far as contracts," said Col. Debra Fix, ACC G-1. "It's a war where some of our older methods do not apply. It's a different way of doing business as today most things are contracted for. There's more of a holistic look at how we resource the war fighters than we did in the past."

*(continued on p.22)*

# Setting a firm foundation for the way ahead in Army contracting

By *Jeff Parsons*

*Executive Director, Army Contracting Command*

The Army Contracting Command is focusing on reorganizing and reenergizing the Army's contracting mission and has made substantial progress in implementing business processes, technology solutions and staffing recommendations made in the October 2007 Gansler Commission Report and the Army Contracting Campaign Plan Task Force. Responsiveness to the Warfighter, while ensuring vigilant stewardship of taxpayer dollars is the heart of the command's mission.

A year old, the command is making great strides in addressing issues raised in the Gansler Commission Report. ACC is moving forward with aggressive action on all of the 22 report recommendations. ACC will increase in workforce size, increasing the command strength in the neighborhood of 1400 military and civilian personnel over the next three years to ensure it has both the quality and quantity necessary to execute its contracting mission.

ACC places a strong emphasis on leveraging innovative technology to accelerate contracting

processes, improve the accuracy and timeliness of information flows, and deploy the tools that contracting personnel need to excel in their mission. Regarding expeditionary operations, ACC is firmly committed to providing its people with the technology, tools and training they need to succeed in the fast-paced environment of theater operations.

ACC strives to continually improve contracting, acquisition and program management in expeditionary and installation operations. Recognizing the road ahead presents significant challenges and opportunities; ACC has firmly planted the cornerstone and implemented the overarching framework envisioned by the Gansler Commission and the Army Contracting Campaign Plan Task Force.

This publication will highlight some of the changes, activities and achievements of the com-



**Jeff Parsons, Executive Director, Army Contracting Command (U.S. Army photo)**

mand. As we continue to grow we will continue to seek out ways to keep everyone informed of our progress. The intent of this publication is to inform and educate those not familiar with the role of Army contracting and our role in the everyday lives of Soldiers worldwide. Whether it's on the battlefield or at an installation, ACC is there to assist the Soldier in obtaining the materials and or services they require.

# A day in the life

by **Bill Sain**

Director, Contracting Policy & Oversight,  
Expeditionary Contracting Command

It is 6 p.m. Sunday in Lorton, Virginia and I'm sitting down to a great home-cooked meal, my mind on the wonderful food I'm about to partake and not thinking about my job. Approximately 7,000 miles away, a 411th Contracting Support Brigade contracting officer is sipping his first cup of coffee in Seoul, South Korea. It's 7 a.m. Monday there. He and one of the local nationals are preparing to negotiate with a company to provide maintenance for computer equipment.

After dinner, I read the rest of the Sunday paper and go for a walk. After chatting with the neighbors, I go back inside to finish up a few chores.

It's 10 p.m. and I go to bed, the same time as Joe is thinking about what to have for lunch. Suddenly an alarm rings at 5 a.m. In Kuwait City, and Jana, a member of the 408th Contracting Support Brigades Kuwait Contracting Command office, begins her busy day.

It's 1 a.m. in Northern Virginia and I'm oblivious to anyone around me. For Joe, it's 2 p.m. and he's drafting up the record of a successfully completed negotiation. Meanwhile in Kuwait, Jana is just sitting down for the 8 a.m. meeting with her supervisor, Mike.

Randy is just arriving at his desk at the 409th CSB in Kaiserslautern, Germany. Traffic was a little heavy on the Autobahn this morning so he didn't get to the office until 7 a.m. and he has a lot to do to prepare for the video teleconference scheduled for 3 p.m. that afternoon. He still needs input from the 409th contracting offices in Brussels, Wiesbaden, and Vicenza so he can prepare for the meeting.

My alarm goes off at 4:30 a.m. and I get up to go for my morning walk. It is 5:30 in the afternoon as Joe turns his computer off ending his work day and heads home. It's 11:30 as Jana heads off to lunch at the Dining Facility in Area 2 on Camp Arifjan. Randy begins his 10:30 a.m. meeting with his staff in Germany.

It is 9 a.m. at Fort Belvoir and I'm in a conference room trying to figure out how to operate the VTC equipment. Joe is ready for bed at 10 p.m. and his supervisor, Kathleen, is in her office preparing for a VTC.

Jana is thinking about that huge pile of paperwork on her desk and the dust storm that was predicted to hit around 4 p.m. Mike is in a nearby conference room trying to figure out how to operate the VTC equipment. Randy is sitting down at a conference table at 3 p.m. waiting for Marina to figure out how to use the new VTC equipment.

It is 8 a.m. in San Antonio, Texas, home of the 410th CSB, and Bebe is taking the last bite of her breakfast as she sits in the conference room staring at a blank screen because none of the other offices who are supposed to participate can figure out how to operate their VTC equipment. She spent the last thirty minutes talking with Patty who works in the contracting office in Guantanamo Bay, Cuba. She is also thinking about the problems caused by the coup in Honduras...the curfew is making it difficult for the Honduran employees to get to work on time at the office in Soto Cano. She hears a beep which tells her that someone else has, finally, succeeded in joining the VTC but she notices the screen is still blank.

A groggy voice says "Hello is anyone on?" Bebe says, "Good morning Sharon, how are things in Paradise?" "Aloha" replies Sharon, "I'm really glad I can participate in this meeting by phone so I don't have to be in the office at Fort Shafter at 4 a.m. on Monday." Sharon is with the 413th CSB in Hawaii.

I finally surrendered and called the VTC folks for help and at 9:05 a.m. I am successfully logged onto the VTC only to hear a voice say thank you, Marina. I say Guten Morgen to Randy and Marina and ask if they like their new office in Kaiserslautern. Before either can respond, I hear Bebe and Sharon chime in with their good mornings and I see that Mike is now peering from the screen in front of me.

"Okay, so we have nearly everyone on line. Sorry I was late, but I was having problems with my VTC equipment." About that time, Kathleen's image pops onto the screen and she says "Good evening, everyone" and we launch into our meeting.

*(continued on page 21)*



**Staff Sgt.  
Luis Jordan**

Staff Sgt. Luis Jordan is a schools/ammunition non-commissioned officer with the Headquarters, Expeditionary Contracting Command. Prior to his arrival to Fort Belvoir, Va., Jordan served as the G3 Training/Ammunition NCO at Fort Carson, Colo.

Once on board, Jordan immediately started working as the ECC School NCO, and established a process for placing Soldiers into their required training. “Being part of a new organization is exciting,” said Jordan, an 18-year veteran. “We’re new in the eyes of most Soldiers. That gives us the opportunity to lay a firm foundation for others to follow,” said the former Paratrooper.

Impressed by the opportunities of learning a new career field, Jordan was anxious from the onset to jump in and have a direct impact on the Soldiers in ECC and those they support. Jordan recently established the Battle

Staff Order of Merit List for the 51Cs to attend the appropriate training and schools. He also established the order of merit lists for military training to ensure that all training requirements are met.

Jordan is also a great athlete and was recently invited to compete in the State Games of America, a prestigious event held once a year, but could not attend. Jordan did get to participate in the State Games of the West in July 2008 and that led to his recent participation at the next level where he won the Gold and Bronze medals in racquetball. Jordan hopes to represent Headquarters, ECC at this year’s games and bring home the gold.

A valued member of the ECC headquarters, Jordan strives to provide the Contracting Warfighter the best support possible. “The Contracting Warfighter is at the tip of the spear, and it is truly an honor to serve such professionals,” said the native New Yorker. Jordan has been instrumental in the development of the ECC Training Program, and looks forward to future challenges.



**Sgt. 1st Class  
Damian Anglin**

Sgt. 1st Class Damian Anglin, a contracting non-commissioned officer with the 411th Contracting Support Brigade, Contracting Command Korea (Yongsan), transitioned into the 51C career field after spending the majority of his time as an automated logistics specialist.

When he heard about the new specialty, Anglin became intrigued and began researching the job criteria.

“I was also fortunate to have the 411th CSB/CCK headquarters right up the street from me where I could go and ask questions,” said the former drill instructor. Impressed by the opportunities of moving into a new career field and the direct impact on Soldiers, it didn’t take Anglin long to switch over. Anglin said there is a commonality between drill sergeant duties and those of a contracting NCO. Both positions have a big impact on Soldiers that is long term.

Anglin recently provided contract support in excess of \$1 million for U.S. Pacific Command and United States Pacific Command during Garuda Shield 09 in Bandung Indonesia and Tendon Valiant, a United Nations peace keeping mission. One of the projects he was responsible for was the construction of a deep well that will provide clean water for Soldiers at a multinational U.N training facility for years to come.

“It was a great learning experience for me. The mission was a great confidence booster and gave me an opportunity to put my new skills to the test,” said the 15-year veteran from Mount Vernon, N.Y. “I was a bit nervous at first but those nerves turned into confidence as I began to interact with vendors. Then, everything started looking and sounding like the training guidance I receive from both the Army Acquisition Basic Course and my unit. The end result was mission accomplished! And that is the ultimate goal.” Anglin will achieve level one certification in August. In the meantime he is aggressively pursuing his bachelors degree that he hopes to complete by early next year.



**Sgt. 1st Class  
Darnell Williams**

Sgt. 1st Class Darnell Williams is a contracting specialist with the Expeditionary Contracting Command, 410th Contracting Support Brigade, 607th Senior Contingency Contracting Team, at Fort Sam Houston, Texas. After serving as a medical logistics specialist and respiratory technician specialist, Williams

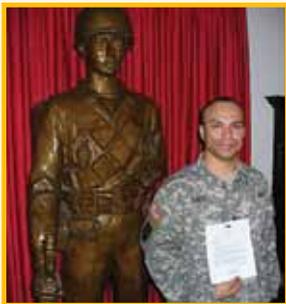
was among the first selectees to transition into the contracting noncommissioned officer career field, 51C.

“I am always looking for opportunities to improve myself professionally. When the call went out to recruit NCO’s into the new and challenging 51C career field, I felt it was a great opportunity to continue the journey of making me a better Soldier and person, as well as acquire some valuable skills and training that could be used when I decide to take off the uniform.”

Williams recently provided contract support in excess of \$1 million to United States Army South supporting the peacekeeping exercise Peacekeeping Operations Americas 2009. PKO 2009 was a Chairman Joint Chiefs of Staff-approved, regionally oriented exercise that encompassed 13 partner nations from Canada to Uruguay.

“It was exciting to deploy as a contingency contracting specialist to several countries in South America and coordinate with vendors for logistical support in order to support the Warfighter in an austere environment. Doing what you train for and successfully accomplishing the mission is the goal of every Soldier.”

Williams is on pace to achieve Level II Contracting Certification early next year while continuing to pursue his master’s degree. He and his team are ramping up to deploy to the National Training Center at Fort Irwin, Calif. in November 2009 to support 3rd Brigade Combat Team 4th Infantry Division, Fort Stewart, Ga. NTC rotation.



**Sgt. 1st Class  
Robert Yanez**

Sgt. 1st Class Robert Yanez was recognized at the USAREUR Chief of Staff Recognition Ceremony for his contributions to Soldiers in the European theater. A valued member of the Expeditionary Contracting Command’s 409th Contracting Support Brigade

Headquarters in Seckenheim, Germany, the native of Del Rio, Texas currently serves as the 409th CSB Operation and Requirements NCO. There he has learned the details of planning, training and mobilization of Soldiers.

“Being dependable, disciplined and understanding how to manage your professional and personal life has been the foundation of building my career,” said the 16-year veteran.

A proud member of the newest military occupational specialty, 51C or Contracting Noncommissioned officer, SFC Yanez is a true combat multiplier. Since switching military occupational skills, SFC Yanez has continually provided contract support to the Warfighter anywhere, anytime.

Continuously increasing his proficiency with his new skills, Yanez has served a one year deployment to Iraq and has supported several exercises within the European theater of operations as a member of 627th Contingency Contracting Team (CCT). He has done this while simultaneously pursuing his bachelors degree.



## ACC employees selected as Secretary of the Army award recipients



**Colleen Arnold, Mission and Installation Contracting Command Directorate of Contracting, Fort Jackson, S.C., was presented her Secretary of the Army Award for Contracting Excellence by Edward Harrington, Deputy Assistant Secretary for Procurement, and Dean C. Popp, Acting Assistant Secretary of the Army (Acquisition, Logistics and Technology) and Army Acquisition Executive. (U.S. Army photo)**

### Army Contracting Command Public Affairs

Army Contracting Command employees were selected as the recipients of 10 of the 13 2008 Secretary of the Army Awards for Excellence in Contracting presented recently during a ceremony at Fort Belvoir, Va.

Each year the Secretary of the Army recognizes the outstanding achievements of individuals and teams in Army contracting. The award is specific to the contracting career field with nominees Army-wide vying for the recognition. Eligibility is limited to contracting officers, eligible individuals, and units/teams for competition at the Army level.

The three award categories are: outstanding contracting officers, unit/team and special. Each category has sub categories. The awards are presented for achievements during the June 2007 to May 2008 timeframe.

The following individuals were recognized in the special awards category:

*Suzanne Anderson of the U.S. Army Communications-Electronics Life Cycle Management Command, Fort Monmouth, N.J., received the Barbara C. Heald Award.*

*Gertrude A. Colbert of the Mission and Installation Contracting Command Directorate of Contracting, Fort Campbell, Ky., received the Ability One Award.*

*Baltazar Soto of the Mission and Installation Contracting Command Directorate of Contracting, Fort McPherson, Ga., was recognized as an Outstanding Contract Specialist.*

*Marvin J. Kastberg of the Mission and Installation Contracting Command Center, Army Reserve Contracting Center, Fort Dix, N.J., was recognized as the Outstanding Procurement Analyst.*

The following individuals were recognized in the Outstanding Contracting Officer Awards category:

*Colleen Arnold of the Mission and Installation Contracting Command Directorate of Contracting, Fort Jackson, S.C., was recognized as the Outstanding Contracting Officer Installation Level Directorate of Contracting*

*Rodger Pearson of the U.S. Army Aviation and Missile Life Cycle Management Command, Redstone Arsenal, Ala., was recognized as the Outstanding Contracting Officer Logistics Support (Sustainment) Contracting*

*Pamela D. Callicutt of the National Capital Region Contracting Center, Alexandria, Va., was recognized as the Outstanding Contracting Officer (Specialized Services & Construction).*

*Kathleen H. Rizzo of the U.S. Army Communications-Electronics Life Cycle Management Command, Fort Monmouth, N.J., was recognized as the Outstanding Contracting Officer (Systems Contracting).*

The following groups were recognized in the Outstanding Unit/Team Awards category.

*The Mission and Installation Contracting Command Directorate of Contracting, Fort Campbell, Ky., was recognized as the Outstanding Unit/Team Award for Installation Level Contracting Center.*

*The Southwest Asia Reachback Team, U.S. Army Contracting Command was honored as the Outstanding Unit/Team Award for Logistics Support Sustainment Contracting.*



## Family's popularity rises with advertising campaign



**After appearing in an Army-wide advertising campaign, Ingrid, her son John Jr. and her husband, Command Sgt. Maj. John L. Murray of the U.S. Army Expeditionary Contracting Command have found new found fame. (Photo by Larry D. McCaskill)**

By Larry D. McCaskill  
Army Contracting Command Public Affairs

As the spouse of a command sergeant major, Ingrid Murray is accustomed to talking to Soldiers and their spouses about things and events that affect their lives. Now, thanks to an Army media campaign, the Murrays are unofficial faces of the Army Family Covenant. Ingrid, her son John Jr. and her husband, Command Sgt. Maj. John L. Murray, U.S. Army Expeditionary Contracting Command were selected to be part of the advertising campaign and had their photo on a full page spread in the July issue of *Soldiers Magazine*.

"I was volunteering at the Fort Belvoir North Post Child Development Center and the director said MWR (Morale, Welfare and Recreation) was looking to showcase families that have been directly impacted by the Army Family Covenant," said Ingrid. "We were interviewed and then were selected. This is an honor for our family."

The direct impact of the Army Family Covenant on the Murray household has been in the areas of education and employment opportunities for family mem-

bers. As a result of the covenant, programs such as the Employment Readiness Program, Army Spouse Employment Partnership, as well as the military spouse job search web site, has increased the availability of education and job placement resources.

"By utilizing the resources available through Army Community Service and the Soldier and Family Service Assistance Center, I am now employed full time with the Army Criminal Investigations Command," she said. In addition, other actions directly affecting family members at Fort Belvoir include extended hours at the child development center, the building of a new daycare center and lower fees at various activities.

"Just last week I talked to a fellow military spouse who was happy that she did not have to pay registration fees for her children to enroll at the Child Development Center. The Army Family Covenant funding allowed elimination of this fee. In tight financial times those fee reductions are greatly appreciated," she said.

As a recipient of the benefits of the covenant, Ingrid said doing the ads was a chance to show her support. "These ads are a great outreach initiative," she said. "I have had fellow spouses and soldiers call and say, 'Hey, I saw your family in those ads.' We begin to talk and discuss how much the covenant communicates the Army's commitment to provide the Army family a quality of life that honors the sacrifices that our Soldiers and family members make to protect the United States of America's freedom. It is great to hear how the Army Covenant touches so many Army families, including ours."

"I received calls and emails from friends around the globe," said Command Sgt. Maj. Murray. "I was TDY in Kuwait when the issue of *Soldiers* came out and I think everyone saw it before me.

"Families are the cornerstone to any military career. The Army has officially recognized this through the Army Family Covenant and has increased awareness and support to family through this program.

"The Army recognized the importance of a spouse's happiness with Army life, or as my husband says, if mama ain't happy, ain't no one happy," Ingrid said.



# Office serves as a gateway for small business

By Larry D. McCaskill

Army Contracting Command Public Affairs

In the world of contracting, the small business community sometimes views itself in a less dominant position when vying for contracts, which are often being pursued by larger companies. The U.S. Army Contracting Command's Office of Small Business Programs seeks to level the playing field for those small businesses.

"Our overarching mission is to promote continuous prime contract and subcontract opportunities within the ACC contracting activities world-wide for small businesses," said Alice Williams-Gray, OSBP associate director. "Providing smaller businesses with opportunities increases the Army's industrial base and at the same time helps to provide warfighters with the equipment needed to accomplish their mission. Assisting these smaller businesses also helps to stimulate the economy, as small businesses are the backbone of our nation," she said.

As part of its mission, the OSBP hosts two-hour small business training workshops at Fort Belvoir, Va. The monthly workshops are no-cost and provide participants with a better understanding of the Army Materiel Command organizational structure; the ACC organization and the mission of the ACC Small Business Office. It also provides participants a



**Jackie Robinson-Burnette, Army Contracting Command Office of Small Business Programs, discusses the various business opportunities with a service disabled veteran small business owner. The office provides services to small businesses nationwide.**

refresher on Federal acquisition rules and regulations; the process for becoming an ACC business partner; small business resources available; where to register your company to sell to the Federal government; where to look for federal business opportunities; existing contract programs within the Army; marketing strategies/techniques, networking and much more.

The inaugural workshop had 18 participants representing businesses local to Fort Belvoir and from as far away as New Orleans. "We wouldn't turn anyone away from attending the workshop but it is really geared for small businesses," said Theresa Elliot-Brown, senior procurement analyst who serves as the ACC Women-Owned Small Business advocate. "Currently we hold the workshops in the ACC building, but if we start to get more attendees, we'll have to find bigger space."

Companies desiring to attend the workshop must pre-register via email. Due to limited seating capacity, only two participants per company per session may attend. If you need to contact a member of the ACC Office of Small Business Program staff, email [ACC-SmallBusiness@conus.army.mil](mailto:ACC-SmallBusiness@conus.army.mil).

# Initial training provided to help interns start in the right direction

By Larry D. McCaskill

Army Contracting Command Public Affairs

More than two dozen newly hired interns submerged themselves into the world of Army contracting as part of the Mission and Installation Contracting Command's intern orientation boot camp.

"We're hiring about 50 interns to work across MICC and are bringing them here for an intense orientation session," said Lorraine Massie, MICC Training and Career Development program manager. "This is going to be the intern's introduction to the Army, Army Contracting Command, and the Federal Acquisition Regulation."

The first group to undergo the training arrived in San Antonio, Texas in July. (The MICC headquarters is located at Fort Sam Houston in San Antonio.) Their initial indoctrination to Army contracting included a basic understanding of what a United States Army contracting specialist faces on a day-to-day basis and a discussion on the challenges associated with current external oversight and political environments.

"These are challenging, but exciting times for our career field," said Carol Lowman, MICC acting director, to the interns during their orientation. "Talented contracting personnel are a hot commodity; and upward progression opportunities are abundant."

"Most of these interns are college graduates and completely new to the Army. This is one of our first opportunities to instill in them the importance of understanding the great responsibility levied on a contracting specialist," Massie said. "They need to train hard and acquire the complex skills needed to develop the contracting craft. As they progress in their careers, they will become contracting officers, responsible for identifying best value contracting solutions and obligating the government. They need to understand that what they buy is in direct support of the Soldier and they also are ultimately responsible to the American taxpayer."



**Carol Lowman, acting director of the Mission and Installation Contracting Command, addresses the new interns during an orientation session the first day of the MICC Intern Boot Camp. (U.S. Army photo)**

Armed with their business degrees, Massie said it is time for the interns to take the knowledge and critical thinking skills they obtained through higher education and merge them with an understanding of the Army contracting system and regulations.

The boot camp will include a commercial course introducing the newest contract specialists to the Federal Acquisition Regulation. "It's very interactive; they're given a variety of research and exercise projects," Massie said. "One of the outcomes we are looking for in bringing these young people together from offices all across the MICC, is to build a support network. We are counting on that network to grow as they do to produce the next generation of leaders within Army contracting."

Massie said while at the camp, the interns used the time to siphon as much knowledge from the introduction to the Federal Acquisition Regulation to help them with their research and analysis.

"MICC's intern orientation and boot camp is not the first of its kind. Other contracting organizations offer similar training," she said. "Each and every one of the participants need to walk away with a clear understanding of their role in supporting the Warfighter and as a steward of the American taxpayer."

# Humanitarian missions help establish good will

By Larry D. McCaskill

Army Contracting Command Public Affairs

The day-to-day visual strength of the U.S. Army is displayed in the media through images and reports on combat operations conducted globally in areas as varied as the sands of Southwest Asia and the mountains of Afghanistan. What often goes unreported and unseen are the various humanitarian operations conducted to assist those who have difficulty helping themselves.



**A member of the Expeditionary Contracting Command tours an impoverished school in the Guatemalan city of La Libertad. (U.S. Army photo)**

Humanitarian missions conducted by the Army are varied but they all share a common bond – contracting support. “U.S. Southern Command and U.S. Army South humanitarian assistance missions and programs are a central part of efforts to enhance security and stability in Central America, South America and the Caribbean,” said Col. Theodore C. Harrison, commander, 410th Contracting Support Brigade, Fort Sam Houston, Texas.

Harrison’s unit has the responsibility of providing contract support to SOUTHCOM and that includes support for their numerous humanitarian projects.

“SOUTHCOM and U.S. Army South constantly manage a series of humanitarian assistance, disaster preparedness, and disaster response programs— from the construction of disaster relief warehouses, emergency operation centers, shelters, wells, and schools, to the provision of medical, surgical, dental, and veterinary services. These projects support the development of the civilian infrastructure necessary for economic and social reforms, and improve the living conditions of impoverished regions. They improve the ability of partner nations to withstand and recover from man-made and natural disasters and they contribute to the sustainment of regional partnerships. In fiscal year 2008, the 410th supported 17 construction and 12 services contracts for SOUTHCOM in 26 countries with a budget more than \$7.5 million,” he said.

Harrison’s unit is only one of many ACC units supporting humanitarian projects.

According to Col. Debra Daniels, commander, 409th Contracting Support Brigade, her unit’s average annual workload in commercial contracts by contingency contracting teams supporting Kosovo Force rotations in the Balkans are \$25 million per year.

“Currently, there are there are more than 20 humanitarian assistance projects being executed by the 642nd CCT in the Balkans area of Operations for a total of more than \$3.4 million,” Daniels said. “The typical requirements are between \$10,000 and \$50,000, but projects can be larger in scale and complexity, as the biggest FY09 HA project being executed by the KFOR CCT is \$300,000.”

Harrison said humanitarian assistance program contracts fall into several areas. Some are contracts for construction projects like a well, community center and school. “For construction projects we sometimes contract for the entire project and sometimes we will purchase the materials for a U.S. military unit to perform the construction,” Harrison said.



**ZANDERIJ, Suriname – Maj. David Shelley (left) and Spc. Harchard Singh (right), dental specialists with the 858th Medical Company, Pennsylvania Army Reserve, show a Suriname patient a diagram of his teeth Monday, June 30, at the first dental readiness training exercise near Zanderij, Suriname. The training is part of the U.S. Southern Command's Beyond the Horizon program where U.S. service members specializing in engineering, construction and health care provide much needed services to communities in need while receiving valuable training and building important relationships with partner nations. (Army National Guard photo by Sgt. Theanne Tangen)**

Others include service contracts where U.S. companies provide subject matter experts to support humanitarian assistance exercises like Beyond the Horizons, providing contracting support for life support, transportation, translation, housing and a variety of other daily functions.

“Humanitarian assistance exercises such as the annual Beyond the Horizons exercises are a major component of the command’s regional engagement efforts and afford the opportunity to train service members while pro-

viding needed services to communities throughout the region,” Harrison said. “The exercises provide persistent U.S. regional support through assessment, construction, and sustainment activities over a three-year period.

“Construction projects normally include schools, clinics, community centers, water wells, and other quality of life enhancement facilities for the host nation. Each BTH exercise lasts several months. In addition to those exercises, SOUTHCOM executes New Horizons exercises each year that mirror the Beyond the Horizons exercise series, but are one-year/single-phase engagements.”

Harrison said his command spends more than 10 percent of their time supporting humanitarian missions

and the number of personnel needed for each mission can vary greatly. “Individual projects can be simply a project engineer and a contracting officer supporting a representative of the embassy’s military group for a particular project while something like a Beyond the Horizons exercise can require many Soldiers and civilian contracting specialists,” he said.

Recently, the 410th contracted for the construction of a well in Guatemala that will provide fresh water to over 70 families in a rural area. The remote construction site for the 900-foot deep well construction and generator required all of the material to be shipped in from Guatemala City at a cost of more than \$100,000. In order to move the water from the storage tank to each house, the residents constructed a distribution system, mostly from donated materials.

“This partnership between the U.S. military and local town people led to a very successful project,” Harrison said. “That has attracted more people to the area and has increased the economic viability in the region.”



**The mayor of Nueva Florida (center) discusses conditions in his town with Brig. Gen. Camille M. Nichols and other American personnel during a recent visit to his town. (U.S. Army photo)**

# Leadership changes as commanders leave and new units activate



**Lt. Col. Paul Davidson (center) accepts the guidon of the Army Contracting Command -Qatar. (U.S. Army photo)**

## *Army Contracting Command Public Affairs*

A simple, traditional event rich with symbolism and heritage, the change of command ceremony is rooted in military history dating back to the 18th Century during the reign of Frederick the Great of Prussia.

Recently three Expeditionary Contracting Command elements witnessed a new assumption of leadership at their helms.

Lt. Col. Paul Davidson recently accepted the reigns of the Army Contracting Command-Qatar.

Army Contracting Command -Qatar is part of the Expeditionary Contracting Command's 408th Contracting Support Brigade and provides contracting support, customer outreach programs and teaming with other contracting entities to achieve customer satisfaction.

Davidson's previous assignments have included: Chief of Contracting Bagram, Afghanistan; Chief of Contracting Eagle Base Bosnia and S-3 for Contingency Contracting Operations, U.S. Army Contracting Command-Europe.

The former commander, Lt. Col. Antonio Brown, has been selected as the new Deputy G-3 for Army Contracting Command at Fort Belvoir, Va.

Lt. Col. Christine Hackett recently accepted command of the Army Contracting Command-Kuwait, also a subordinate element of the 408th CSB. The Army Contracting Command -Kuwait provides contracting support, customer outreach programs and teaming with other contracting entities to achieve customer satisfaction.



**Lt. Col. Christine Hackett (left) accepted command of the Army Contracting Command-Kuwait unit recently. (U.S. Army photo)**

Hackett steps into the position after her most recent assignment as the course director for the Army Acquisition Basic Course and as a professor at the Army Logistics Management College-Huntsville, Alabama.

The former commander, Lt. Col. Douglas Kiser will be the chief of staff for the Mission and Installation Contracting Command at Fort Sam Houston, San Antonio, Texas.

The 412th Contracting Support Brigade of the Expeditionary Contracting Command unfurled its colors as has been officially established to plan and execute contingency contracting support for United States Army North in support of Army and Joint Operations throughout the NORTHCOM area of responsibility. The 412th Contracting Support Brigade will also train, mobilize, deploy, sustain, transform, and reconstitute contingency contracting forces, providing relevant and ready acquisition support and capability to Global Combatant Commanders.

The 412th Contracting Support Brigade consists of four battalions. The 900th at Fort Bragg, N.C., the 901st at Fort Hood, Texas; the 902nd at Fort Lewis, Wash., and the 904th at Fort Irwin, Calif.

Each Battalion's mission is to deploy worldwide serving as a combat multiplier for contingency, operational and sustainment contracting. The battalions also provide command and control



**Command Sgt. Maj. John L. Murray, command sergeant major, U.S. Expeditionary Contracting Command, and Master Sgt. Darryl O. Bryant, 413th Contracting Support Brigade, uncash the unit colors during the 413th CSB activation ceremony on historic Palm Circle. (U.S. Army photo)**

of trained and ready contingency contracting teams which support the war-fighting Commanders' ability to accomplish their strategic, operational and tactical missions.

Once the colors of the 412th were unfurled, Brig. Gen. Camille M. Nichols, commander, Expeditionary Contracting command, presented them to the unit's first commander, Col. Jeffery Morris.

The 413th Contracting support Brigade was activated recently at a ceremony on Palm Circle at Fort Shafter, Hawaii.

Nichols was also on hand to present the colors of the 413th Contracting Support Brigade to Col. Mike Hoskin, at the units' activation ceremony. The 413th has two subordinate offices in



**Col. Jeff Morris accepts the command colors of the 412th Contracting Support Brigade from Expeditionary Contracting Commander Brig. Gen. Camille M. Nichols. (Photo by Larry D. McCaskill)**

Hawaii and Alaska which perform installation-level contracting support. The new brigade will allow operational contracting capability for contingency contracting support for exercises or real-world situations. The Expeditionary Contracting Command has now activated six out of seven brigades, according to Nichols.

# Toast of the town

## Manager receives national leadership award

By Larry D. McCaskill  
Army Contracting Command  
Public Affairs

For Lillian Cooke, making an acceptance speech is anything but a traumatic or stressful experience. For her, it's second nature.

The deputy resource manager with the Expeditionary Contracting Command, Cooke is the recipient of Toastmasters International's Excellence in Leadership Award. The award was presented to Cooke at the Toastmasters International Convention this summer in Connecticut.

The award is presented to district governors whose districts have meet the goals in club growth, membership growth, competent communicator awards and advanced communicator awards for three or more years, as established by Toastmasters International.

According to Suzanne Frey, Toastmasters International Public Relations Office, the award is presented for outstanding leadership and continuity of achievement that helps Toastmasters International make effective communication a worldwide reality.

As the district governor for District 27, Cooke reigns over more than 220 clubs with approximately 4,000 members extending



Lillian Cooke. (U.S. Army photo)

throughout Northern Virginia, Southern D.C., and Southern Maryland.

"I've had the pleasure of working directly with Lillian for the past two years and have known her for a few more," said Kristin Nicholson, an International Director for Toastmasters International. "Lillian is a focused, dedicated volunteer who is committed to ensuring the success of those around her. She has the ability to flow easily through conflict and controversy to create an atmosphere of fun and success. Lillian is a team-builder and works to include others in planning and performance. Lillian has done an outstanding job for our organization, and I believe she would bring enthusiasm and outstanding results to any future endeavor she commits herself to."

Cooke has been involved with Toastmasters for more than 10 years. Her first involvement occurred via persistence. "I went to a meeting to get a friend of mine to stop bugging me about going to the meetings," said Cooke. "I was already a professional speaker. And I thought to myself, the evaluations will make me a better speaker so why not." Toastmaster's evaluations include identifying a speaker's strengths and offering suggestions for improvements.

"Weaknesses are a negative and we don't do negatives in Toastmasters," she said with a slight giggle. Life has been very positive for Cooke in the organization. In the relatively short amount of time she's been with the group, she has accumulated numerous accolades.

She has received the District 40 Division Governor of the Year Award, the Excellence in Marketing Award, and the Excellence in Education and Training Award at various International Conventions.

"I've always been an extrovert because I learned to speak to groups and dialogue with people at a very young age," said Cooke, who found out early in life that public speaking could be profitable. "I began speaking in church

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# Questions and answers with the top vertebrae

## **Q—Where are 51Cs assigned and what are their duties?**

*Baker*—During the career field's inception the new 51Cs were primarily assigned to the Army Sustainment Command. They now belong to the U.S. Army Contracting Command. As the career field matures, 51Cs will be assigned throughout the entire Army. The duties of a 51C are to provide operational and contingency contracting support to deployed forces and DoD agencies. My immediate concern is the attention given to the 51C NCO (a low density-high demand MOS)-everyone wants one. This MOS takes time to grow.

## **Q—What do you think people should know about these NCOs?**

*Baker*—People should know that we select the best NCOs to conduct operational and contingency contracting through an arduous screening process. The prime candidates are those high speed NCOs who are in balanced or over strength MOS's. To qualify as a candidate for the MOS, NCOs need to be at the Staff Sergeant through Sergeant First Class rank with less than 10 years of active federal service.

## **Q—Why should someone move into that career field?**

*Baker*—Operational and Contingency contracting is not for everyone...Only those NCOs who are highly motivated and can work independently with little or no supervision need to apply. NCOs who have served successfully in leadership roles and are highly competitive for promotion should research the specialty and see if it's for them.

## **Q—How do you see things progressing in the 51C field? Why is it important to concentrate on growing more of them?**

*Baker*—Our country is in a state of persistent conflict, with no sight of these conflicts ending any time soon. We need contracting NCOs to serve as continuity and stability for the Army's military contingency contracting workforce. Things are progressing well as we just stood up the 5th of 7 Brigades at Fort Sam Houston, Texas.

## **Q—What level is needed the most?**

*Baker*—This is one of the newest military occupational specialties being integrated into our Army; it is only about 3 years old.



*U.S. Army Contracting Command Command Sgt. Maj. Tony L. Baker (U.S. Army photo)*

## **Q—Before they move over to 51C, what should they consider?**

*Baker*—That the contracting NCO is not your typical hand receipt holder...As a contracting NCO you must be world-wide deployable ready to provide operational and contingency contracting support to our deployed forces.

## **Q—What do you and the other CSMs discuss about the way forward for these Soldiers?**

*Baker*—Our biggest discussions are on the Life Cycle Management of the Army's newest MOS. We discuss the recruitment, retention, individual training and education, distribution, sustainment, professional development, and separation.

# Olympic spirit lives on

By Larry D. McCaskill

Army Contracting Command Public Affairs

Hidden on the last line of what is otherwise an ordinary bio of a not so ordinary person are seven words that often go unnoticed but tell an interesting story. A member of the 1984 Olympics team, Brig. Gen. Camille M. Nichols, commander of the Expeditionary Contracting Command, Fort Belvoir, Va., added that trinket of information to her bio recently for a few reasons.

“I had been to many different ceremonies and seen bios, so I thought I would put that tagline on my bio, so I could see if I would get questions to see if people actually read it. I was surprised because it does catch their interest,” said Nichols who served as a manager and assistant coach for the 1984 U.S. Olympic Women’s Handball Team. “I actually just started putting that on about five years ago; it was related to my moving around a lot, I was taking plaques out of boxes and I found my 1984 Olympic Certificate, and I realized I was really proud of it and it is a part of who I am today and that I should show that off.”

As a West Point freshman, Nichols injured her knee so her aspirations of playing on the women’s basketball team were no longer obtainable. Looking around for something to keep herself involved in sports, she wandered into a gym and saw women playing an interesting looking game she wasn’t familiar with. It was women’s handball.

Nichols’ involvement increased the more time she spent around the sport. She went from playing to managing when the US Team Handball Federation asked her to manage the men’s and women’s National handball teams. The major challenge of serving as the manager was geographical. Nichols was stationed in Kentucky and the teams were located in New Jersey.

Interested in the opportunity, Nichols approached her leadership, not expecting much, and asked if she could be considered for a reassignment to Fort Dix, N.J. to work with the teams. Because of the limited positions



**A member of the 1984 Olympics team, Brig. Gen. Camille M. Nichols, commander of the Expeditionary Contracting Command, finds many similarities between Olympic athletes and Soldiers. (Photo by Larry D. McCaskill)**

for female engineers at Fort Knox, the Army thought the transfer would be best for her career, so off she went to New Jersey.

Reassigned to a position in the Garden State, Nichols found her evenings pretty busy coaching the federation’s men’s and women’s teams after her duty day. A year later, the federation asked her to manage the women’s national team and be the third assistant coach.

Nichols believed she was offered the position because of her leadership skills, ability to gain respect and maintain order, as well as her insight into the game. As manager, she would spend the next six months traveling with the team. That meant through training camp and the Olympics.

“It was first the time women’s handball was in the Olympics. The team won one game out of six,” said Nichols, who spent her time with the team as part of the Army’s Elite Athletes Program. “To be fair, that’s better than we expected because it was a very young sport in the United States.”

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## Toast of the town

*(continued from p.18)*

from the time I was old enough to recite a poem or participate in the Christmas and Easter plays. Then I became a featured speaker at neighboring churches for their youth programs. The church to which I was invited would give me a topic or a Bible verse to speak about, and I would take it from there.

She credits Jim Smith, a past international director, as having made the biggest impact on her at Toastmasters. “He decided to mentor me when I was a “green” Toastmaster just beginning on the leadership journey. He has a wealth of knowledge, and he is willing to share it with all,” said Cooke.

She currently mentors the next crop of leaders. The Toastmasters’ way is to mentor those coming up in order to ensure that future leaders have the necessary leadership tools to continue their tradition of excellence.

Anyone interested in joining the organization can visit their website at [www.toastmasters.org](http://www.toastmasters.org)

## Olympic spirit lives on

*(continued from p.20)*

Being around world class athletes, Nichols began noticing similarities between the athletes and her fellow Soldiers. “Elite athletes are just phenomenal. Their focus on everything from routines during the day, how much sleep they get, their food intake, their technical skills and going the extra mile to keep that competitive spirit. “It’s the kind of drive I see in our Soldiers. Like those Olympic athletes, Soldiers are constantly working hard to hone their skills, both technically and as a Warfighter,” she said.

This year marked the team’s 25th anniversary and they celebrated with a reunion. Unable to attend physically, Nichols placed a call to connect with those she spent time with in 1984 pursuing a dream. “It’s something I will cherish forever. Sports, especially for women, help you grow in your individuality as well as into your confidence to do things,” she said.

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You can also learn more about the  
command through our social media sites  
on Facebook and LinkedIn.



## A day in the life

*(continued from p.7)*

This VTC is a microcosm of a day in the life of ECC. For Kathleen in South Korea, it is 10:05 p.m. Monday and she has another VTC tomorrow at 2 a.m. For Mike, it is 4:05 p.m. on Monday and the wind is picking up as the dust storm arrives. In Germany, it is 3:05 p.m. for Randy and Marina as they marvel at their new conference room and nice VTC equipment. It is 9:05 a.m. for me at Fort Belvoir. I spy the remains of breakfast on the table in front of Bebe at Fort Sam Houston where it is 8:05 a.m. Sharon is at home in Hawaii at 4:05 a.m. thinking of the rest of her day.

*(The above scenario is an example of an average day in the life of an Expeditionary Contracting Command employee. With personnel located at more than 100 installations worldwide, the command operates on a 24-hour cycle seven days a week. The command’s mission is to provide effective and agile expeditionary contracting across the full spectrum of military operations for Army Service Component Commanders and the Joint Warfighter, and provide effective and responsive contracting support to Army and other Federal Agencies at OCONUS installations.)*

## Seeking personnel

(continued from p.5)

The recruitment strategy is geared to support local efforts as well globally.

“We’re not looking to circumvent what is being done locally,” Perry said. “We are more interested in enhancing their (local ACC commands) capabilities to help the command attract and hire valued applicants on the whole. Our intent with centralized corporate recruitment is not to interfere with what organizations are doing locally, so whatever job fairs they are going to they will continue to go to. We are looking to supplement them with training and materials.”

According to Perry, in addition to attending job fairs and posting available jobs on the web, the team is looking at innovative ways of reaching potential employees. These include partnering with professional organizations, private industry, colleges and universities and even other Army and federal agencies.

Another tool is the recruitment web site, [www.armyhire.com](http://www.armyhire.com). The site was established to target a younger workforce interested in careers in contracting with the federal government. The site’s focus will be adapted over time to attract the mid-level and senior level acquisition professionals.

The command has also been selected to conduct the pilot Department of the Army Contracting Fellows Program where it will hire 25 of the best and brightest to become contracting professionals and train them to be the future leaders in the Army’s contracting career field. Once they have completed the four year program, they will have four years of training, experience and education and will have earned a masters degree.

“There’s a current void out there but we still need to grow our own for future requirements,” Fix said.

Another tool being used to fill the void at lower and mid level grades is the use of the expedited hiring authority.

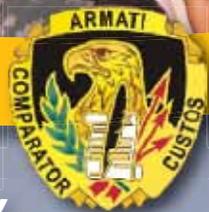
***www.armyhire.com visitors will be able to review job announcements in laymen’s terms.***

The expedited hiring authority is the ability to directly hire qualified individuals quickly by circumventing some of the time consuming practices within the conventional federal job application hiring process. It eliminates some of the disadvantages at job fairs by now allowing authorized personnel to make a tentative job offer on the spot, pending verification of the applicant’s qualifications.

“We’ve hired 30 using the EHA since the first of July but we have many more that are in the process of coming on board,” Swynenberg said. “It took a while to get it going, because like anything else, it’s a new process with different requirements on our part and within the HR (Human Resources) community. I think it will help us get to where we want to be.

“We’re using programs such as the Contracting Intern and the Future Acquisition Student Training Programs, as well as EHA as ‘feeder’ sources to help us reach the end state. The DA interns are not part of our employee strength numbers. Once they complete their training we can bring them on board and they would count against our numbers,” she said.

“There’s a lot of competition for acquisition professionals,” Fix said. “I’m confident that with the tools we are putting into place, that we will see a growth in the contracting field and we will attract qualified and talented individuals to serve their nation.”



## **U.S. Army Contracting Command**

**Our Mission:** We provide global contracting support to warfighters through the full spectrum of military operations.

**Our Vision:** A professional workforce providing quality contracting solutions in support of our warfighters.

**Your Calling:** A career based on best practices, sound business strategies and a motivating environment where you can have real impact.

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