

March 2015



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Scott AFB, Illinois
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Gen. Paul J. Selva, commander, U.S. Transportation Command, presented 29 members of the Ebola Working Group Team the Commander's Innovation Showcase award. *Photo by Rob Wieland, USRANSCOM/PA*

EWG earns Commander's Innovation Showcase Award

By USTRANSCOM Change Management

U.S. Air Force Gen. Paul J. Selva, commander, U.S. Transportation Command, presented 29 members of the Ebola Working Group Team the Commander's Innovation Showcase award.

In September 2014, an Ebola outbreak in the African area of operations identified a need to safely fly infected patients to Ebola Treatment Units that were best equipped to supply specific medical needs.

USTRANSCOM created an EWG that collaborated closely with various agencies to include the Defense Threat Reduction Agency, Centers for Disease Control and Prevention, Department of Health and Human Services, Department of State, Department of Transportation and Acting Special Assistant to the President of the United States, ensuring that all the details were covered.

"This team spearheaded and developed the Aeromedical Evacuation of Ebola Exposed/Infected Concept of Operations in less than 30 days," said Selva.

In only five months, they researched, developed and fielded the first Transport Isolation System which allows for the safe transport of patients providing U.S.

government, DOD, Secretary of Defense, and Chairman of the Joint Chiefs of Staff with a first-of-its-kind capability to safely move patients with infectious diseases.

The EWG is an example of collaboration, synergy and interagency effectiveness. Three first-ever CONOPS related to this effort are in final coordination: AE of Exposed/Infected Patients; Deployment of DOD's TIS; and 18 AF's Redeployment Plan for DOD members returning from West Africa.

In addition, the first DOD patient TIS has been approved for use on C-17 and C-130 aircraft.

The extraordinary efforts by the EWG led to the development and implementation of the DOD's first infectious disease patient movement capability.

Every quarter, the commander and his leadership team review Commander's Innovation Showcase award nominations from across the enterprise and recognize one of the many high-performing, collaborative teams who emulate the command virtues which are the foundation of the TRANSCOM culture – collaboration, trust, empowerment and innovation.

Missouri Guard intel unit trains with JTRU

Members of the Missouri National Guard Intelligence Unit joined USTRANSCOM's JTRU, during the Feb. 7-8 drill weekend with the J2.

Six members from the Signals Intelligence Unit, Company B, 35th Infantry Division Headquarters' Troops, drilled with the J2 staff.

The unit moved from St. Joseph, Missouri to Jefferson Barracks, Missouri in 2014.

A facility is under construction to serve as their drill location. In the meantime, the unit will be drilling at USTRANSCOM, working in support of the J2 mission.

Pictured here, the unit joins Maj. Gen. Michael Kim,



center, commander, JTRU, and members of his command for a photo session. Photo by Petty Officer 2nd Class Troy Bedard

Carter Takes Oath of Office in White House Ceremony

By Cheryl Pellerin
DoD News, Defense Media Activity

WASHINGTON, Feb. 17, 2015 – Ash Carter became the 25th secretary of defense today after having served previously as deputy defense secretary, defense acquisition chief and assistant secretary for global strategic affairs.

When President Barack Obama nominated Carter for the position -- calling Carter an innovator and a reformer who knows the Defense Department inside and out -- the president said, "On Day One, he's going to hit the ground running."

At his Feb. 4 Senate Armed Services Committee confirmation hearing, Carter described the work that lies ahead



Secretary of Defense Ash Carter
for him and the department.

"I think we are in a time," he told the

Senate panel, "where the number and severity of risks is something I've not seen before in my life."

After taking the oath, Carter said, "For me, this is the highest honor, to be the 25th secretary of defense. I'm grateful to [President Barack Obama] and the vice president for your trust and confidence, and to the U.S. Senate as well for their trust and confidence."

Attending the ceremony were Carter's son, Will, Deputy Defense Secretary Bob Work, Chairman of the Joint Chiefs of Staff Army Gen. Martin E. Dempsey, Joint Chiefs Vice Chairman Navy Adm. James A. Winnefeld Jr., members of Carter's transition team, and several men and women in uniform.

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To submit news items, photos or story ideas, call 618-220-1161

An electronic version is available at:
<http://www.transcom.mil/documents/transporter/transporter.pdf>

Civilian Exchange Development program enters third year

By Bob Fehringer, TCPA

If you've ever asked yourself, "How can I broaden my professional skills, enhance my leadership abilities and get out of my daily grind," Barry Smithey, U.S. Transportation Command, Strategy, Capabilities, Policy and Logistics directorate, has the answers.

Smithey is the Civilian Exchange Development program manager. USTRANSCOM has partnered with Air Mobility Command and the Military Surface Deployment and Distribution Command to create this program which offers a unique opportunity to non-supervisory GS 12/13 logisticians for voluntary one-year rotational assignments throughout the commands. If you are a GS 12 or GS 13 logistician at USTRANSCOM, AMC or SDDC this could be a chance of a lifetime, or at least a chance to broaden your horizons.

"The program is now in its third year, and based on employee/manager feedback via the surveys, all attest to the fact this program is broadening employees' logistical view," Smithey said. "This program not only benefits the individuals, but all of our organizations will gain from the experience these participants bring back to their organizations."

According to Smithey, the pilot program was developed in mid-2012 and is intended for non-supervisory employees in either logistics or transportation series at GS 12 or 13 grade levels.

Cheryl Freeman was a participant in the program that ended earlier this year. At the time she entered the program, she was a Traffic Management Specialist working in contingency operations at SDDC.

"During the Joint Civilian Exchange Program, I worked as a logistics management specialist in AMC A4 Maintenance," Freeman said. "I was the program and functional manager for two senior-level programs that provide high-level government dignitaries with secure transport and communications while traveling on official government travel. I was also



Vice Adm. William A. Brown, USTRANSCOM deputy commander, presented Civilian Exchange program certificates of completion to last year's participants, left to right, Robert M. Barton, Cheryl L. Freeman, Todd W. Goetz and David F. Schmitt, earlier this year. Photo by Bob Fehringer, USTRANSCOM/PA

the program manager for an aerial firefighting self-contained unit used on military cargo transport.

"I was interested in the program as a way to build upon my knowledge in the logistics field," Freeman continued, "and learn more about the joint working environment and how each service supports mission completion."

Freeman advises future participants to embrace the opportunity and learn as much as you can in your new assignment, adding that a positive attitude is a key to success.

"My experience was fantastic," Freeman added. "I worked with great groups of people who were interested in learning more about my career experience and excited to introduce me to the field of aircraft maintenance."

Todd Goetz was also a participant in the recent program. When he entered the program, he worked in SDDC G3, where his section ensured that cargo was manifested timely for customs clearance. "As well as observing that the coordination for onward movement is planned and executed while being compliant with the prompt payment act," he said.

"I filled a budget analyst spot within the program for AMC weapon systems," Goetz said. "I got into the program to expand my horizons in both experiences and knowledge, to aid in my career progression."

"I had to collaborate with my leadership to be utilized and receive OJT (on-the-job training) vice (verses) just

administrative taskings and meeting attendance," Goetz continued. "This led to some classroom training, rotational training and some OJT within my section."

The current program began Jan. 12 and will end Jan. 12, 2016.

"We have two GS-12s, one is from 618 AOC (Air Operations Center), TACC (Tanker Airlift Control Center) and the other is from HQ SDDC/G9," Smithey said. "We had more volunteers than the two, but (we) were not able to place (them)."

Goetz offered a few words of advice to those with thoughts of applying for future programs.

"Seek out experiences and training," he said, "You are your best advocate to gain the maximum experience from this great opportunity."

March is Women's History Month





African-American History Month celebrated

By Bob Fehringer, T CPA

The New J2 Diversity Team celebrated African-American History Month by producing weekly exhibits which included topics depicting African-American influences in the performing and fine arts, military history, politics, sports and business.

Table displays of historical African-Americans in fields of dance, photography, acting and sculpturing were presented.

"Mr. Oliver Tice in J2 Presentations presented the outstanding graphic pictorials for all of our exhibits," said Andrea Sanderson, Diversity Team leader. "In addition to magazine articles, there was a vast display of LP albums, cassettes, CD's and songs of old Negro spirituals played in recognition of the strong musical history."

According to Sanderson, the purpose of the exhibits was to create awareness, conversation and relevance concerning the contributions of all African-Americans who played a significant role in our American history.

Col. David M. O'Brien, USTRANSCOM command surgeon, checks out one of the African-American History displays. *Photo by Bob Fehringer, USTRANSCOM/PA*

Spring: a time of renewal

By Chaplain Lt. Col. Trenton E. Lewis

Often when an individual takes out a given measuring tool to measure where they stand along the continuum of growth/progress towards changing negative habits, personal attributes, or an undesirable temperament, that person soon discovers a shortage exists between the start of their well-intended efforts to change and the desired change itself. However, one need not cease in his/her efforts to achieve a desired change despite being far from where one believes he/she should be along the continuum by which one measures progress. Many dormant resolutions to change may only need a renewed push to reinvigorate individuals towards achieving their desired change. Spring is a time to add new life to dormant resolutions.

"Hope," as someone once said, "springs eternal." Spring is a time of renewal. It also can be a time of redoubling efforts to reach previously set goals. This spring, I encourage you to work on uncovering and reviewing your shortfalls along the continuum by which you measured your resolve

to change. Take the time to assess what hindered or prevented your expected progression. Make renewed efforts to overcome the identified pitfalls and continue the journey towards the realization of your earlier resolution(s) to change.

Regrowth, rebirth, and new aspirations are indicative of the inherent purpose of springtime. The regrowth and rebirth of the dormant elements of nature after a long and harsh winter season symbolizes that life and renewal follow periods of dormancy.

As spring approaches, "You Never Fail Until You Stop Trying" is one adage I offer for your adoption as you re-ignite your efforts to change. It is akin to another old maxim, "if at first you don't succeed, try, try, and try again." Even though periodic measurements reveal slow-to-sometimes-no progress towards the desired change, you must continue to try to make that change.

Work hard to avoid abandoning your resolve to change, no matter the obstacles you may encounter on the road to fruition. Do not let the impediments to change weigh you down with guilt. Make a strong effort to resist sulking over past lapses towards success, and stay the course until the desired change is a part of a changed

you.

Paul's advice in Philippians 3:13-14 further amplifies this point of achieving your personal resolve to change: "... forget about the things behind [you] and reach out for the things ahead of [you]" (Common English Bible) and "... run straight toward the goal to win the prize that God's heavenly call offers in Christ Jesus" (God's Word Translation).

Did you know?

Here's a few little-known facts that can help you look like the office guru, or at least a well-travelled, man or woman about town.

1. The fax machine was invented by Scottish philosopher psychologist Alexander Bain in 1846. By 1924 newspapers used faxes to transmit photos.
2. The typical lightning bolt is two to four inches wide and two miles long.
3. Any month that starts on a Sunday will have a Friday the 13th in it.
4. Almost 50% of bank robberies take place on Friday.

Check back next month for more of these gems.

Teammate Spotlight

By Lisa Caldwell, TCPA

Brad Eastman, a transportation specialist with the TCJ4 Logistics Sustainment Division, helped develop a new avenue for U.S. Transportation Command military and DOD civilian members to present ideas for command transformation, process improvement, or cost-saving measures: the Innovation Pipeline.

"The journey to implement USTRANSCOM's Innovation Pipeline has been an exciting and creative venture," said Eastman. "It's thrilling to witness the pipeline come to life as envisioned."

Formalized in January 2014 as USTRANSCOM Instruction 90-7, Innovation Pipeline, the process was officially launched in May 2014 by Maj. Gen. David Clarkson, USTRANSCOM chief of staff. The instruction establishes the Innovation Pipeline (IP) process, along with the Innovation Cultivation Committee (ICC). Via SharePoint, the IP is the command's central entry point for new ideas, improvements, organizational transformations, and breakthroughs, regardless of source, size, scope, or complexity.

"USTRANSCOM's senior leaders are extremely supportive of the Innovation Pipeline," said Clarkson. "I applaud Brad's commitment and passion in bringing it to fulfillment, and encourage everyone to become involved."

"The pipeline is intended as a single entry point for innovative ideas, enabling unbiased cultivation by leveraging the best resource of the command – its people," Eastman said. "Our goal is to empower the

workforce, excite creative and novel thought, and draw out individual talent for the betterment of everyone in the command."

According to USTCI 90-7, the chief of staff oversees the IP process and appoints the IP mentor. Mike Hansen,



Brad Eastman, TCJ4 transportation specialist, briefs Mike Hansen, chief, TCJ4 Logistics Sustainment Division, on an idea submitted to the Innovation Pipeline. Photo by Bob Fehring, USTRANSCOM/PA

chief, TCJ4 Logistics Sustainment Division, was selected as the IP mentor. Per the instruction, Hansen interviews and validates potential ICC members, facilitates ICC actions to ensure pipeline progress, updates the chief of staff, and follows up with directorates as ideas are implemented.

"Our best ideas come from our people," said Hansen. "The pipeline is a great way to promote innovation from within the workforce, and we've already had several ideas submitted."

The instruction lists seven voluntary positions of ICC functional expertise: finance, information technology, human resources, intelligence, logistics, operations, and acquisition.

"When an idea is received through

SharePoint, the ICC's first task is to cultivate it," said Eastman. "This means committee members maintain an open mind and consider the idea as a potential innovation, ensuring the greatest value is incorporated into any solution."

According to Eastman, the committee evaluates the idea's merit by charting its degrees of change (time, cost, and other resource implications) and relevance (faster service, cheaper costs, and better enabling/operating or planning capability) to our mission. The resulting measurement helps the team's next step: presenting the idea to senior leaders to implement.

"Our team looks at all ideas," Eastman added, "with only one screening criteria: linkage to the command strategy or other command-level strategic guidance."

"The Innovation Pipeline seeks ideas that introduce something new, something unique that delivers value in places the command has highlighted as an area of interest," Eastman emphasized. "The command climate, strategy and focus will drastically change as we draw down from major contingency operations and streamline mission functions while maintaining readiness."

The pipeline will help illuminate how the command can achieve this end with shrinking budgets, competing priorities, and pressures associated with world-class transportation services."

All Aboard For Onboarding

By USTRANSCOM Change Management

USTRANSCOM J1, Manpower and Personnel directorate, recently introduced an improved personnel in-processing and indoctrination process called "Onboarding" to best utilize our newest members.

Onboarding came about when our 2012 Staff Survey results indicated that TRANSCOM needed to improve the

way we integrate new personnel into the existing workforce as quickly and productively as possible.

Starting in March 2014, TCJ1 championed a cross-directorate team within TRANSCOM to review current sponsorship and Onboarding industry best practices that fit into focus area four: developing customer-focused professionals.

"TRANSCOM is a unique joint assignment with most members serving a three-year tour; we need all our

personnel to be mission-ready as soon as possible," said Lt. Cmdr. Michael Gumina, TCJ1.

After various "Work-Out Sessions" the team established two distinct parts; the first being a more proactive sponsorship program where newly assigned members are assigned a trained sponsor, the second part is a more intensive "Onboarding" training program that educates personnel once they arrive.

See Onboarding on back page

History of TRANSCOM, 1992-1994, Where the action is

By Peg Nigra, TCRA

As Air Force Gen. Ronald R. Fogleman took command of U.S. Transportation Command and Air Mobility Command on August 25, 1992, the future looked bright for the five-year-old organization, and extremely busy.

The command had a new mission. Challenges faced during Desert Shield/Desert Storm--in-transit visibility (ITV), patient movement, strategic mobility planning and execution--needed to be addressed. All the while the operations tempo after Desert Shield/Desert Storm showed no signs of slowing down.

Fogleman's number one goal for USTRANSCOM was "to institutionalize its planning process...to set it on course to realize its vision as outlined by the command under Gen. Hansford T. Johnson." He also wanted to "make sure that strategic mobility experts received the recognition they deserved."

With these goals and a new focus on the challenges facing the command, Fogleman, who was new to the mobility world, was determined to make the Department of Defense take notice that "TRANSCOM is where the action is."

Shortly after the change of command ceremony, USTRANSCOM established a program office for the Global Transportation Network (GTN) as the single focal point for developing GTN and improving ITV. Less than two years later, DOD established USTRANSCOM as a center of excellence for ITV, and Fogleman announced that 1994 would be the Year of In-transit Visibility.

DOD Directive 5158.4, "United States Transportation Command," published in January 1993, codified the command's new mission as single manager for the Defense Transportation System (DTS) in peace and war.

Three weeks later, Fogleman engaged the staff to develop a strategic plan to incorporate the new mission and point the command towards a robust transportation system by 2010.

The result was the 1994 Reengineering the Defense Transportation System--The "Ought to Be" Defense Transportation System for the Year



Gen. Ronald R. Fogleman

2010 report that outlined a vision for a fully integrated DTS capable of meeting mobility challenges into the next century.

USTRANSCOM received its medical mission in April 1993. As single manager for intertheater medical regulating, the command now had the authority to establish a command and control (C2) system for global patient movement, TRAC2ES (TRANSCOM's Regulating and Command and Control Evacuation System), which would create a centralized global system and provide by-name patient ITV in both peace and war.

Designated as a National Reinvention Laboratory in December 1993, one of the command's first initiatives was the Global Patient Movement Requirements Center (GPMRC), which was designed to facilitate all strategic and CONUS (continental United States) theater patient movements and provide global patient ITV.

In late 1993 and into 1994, the command undertook a reorganization that would help it meet the nation's strategic deployment requirements and fulfill its new peacetime mission. Changes included establishing a stand-alone directorate for program analysis and financial management (TCJ8) and creating the Joint Secretariat (TCCS-JS).

The Joint Intelligence Center-Transportation (JICTRANS) stood up in September 1994 to consolidate USTRANSCOM and Air Mobility Com-

mand intelligence assets in a single, secure facility.

While USTRANSCOM reorganized and developed a strategic plan to fulfill its new mission, humanitarian and contingency operations continued at a rapid pace. The command and its components supported peacekeeping efforts in Somalia, Haiti, and Rwanda; humanitarian relief efforts in the Pacific, Somalia, Rwanda, Florida, Hawaii, the U.S. Midwest, Bosnia-Herzegovina, and the former Soviet Union; and continued supporting efforts to contain Saddam Hussein in Iraq.

When Fogleman left in 1994 to take over as Chief of Staff of the Air Force, USTRANSCOM was in demand and respected by its customers. He had made good on his promise to make people know "TRANSCOM is where the action is."

Ask the Historian

Pop Quiz:

1. What is the USTRANSCOM connection between Air Force General Duncan J. McNabb, USTRANSCOM Commander from 2008 to 2011, and Air Force General Duane Cassidy, USTRANSCOM Commander from 1987 to 1989?
2. What do Air Force General Walter Kross, USTRANSCOM Commander from 1996 to 1998, Air Force General John W. Handy, USTRANSCOM Commander from 2001 to 2005, and Air Force General Paul J. Selva, USTRANSCOM Commander since 2014 have in common? And it's not that they were USTRANSCOM commanders or that their last names have the same number of letters, but that's weird, right?
*** For extra credit, as USTRANSCOM Commander, what does General Selva not have in common with Generals Kross and Handy?**
3. Why is our charter referred to as the "Valentine's Day Memo?"
*** For extra credit, why is that document so important?**
4. Army Lieutenant General Robert T. Dail and Navy Vice Admiral Mark

continued on next page

Continued from page 6

D. Harnitchek have three things in common. Can you name one?

*** For extra credit, can you name three things they have in common?**

The answers to these questions (not necessarily the extra credit questions), can be found in the displays around Buildings 1900E and 1900W.

Send your answer to the TCRC organizational box, transcom.scott.tcrc.mbx.director@mail.mil.

Contest ends on March 13, 2015.

Winning entries will be selected from two categories: 1) those who answered all the questions right (not including the extra credit questions), and 2) those who answered all the questions right, including the extra credit questions.

Maj. Gen. David Clarkson, USTRANSCOM's Chief of Staff, will pick the two winners. Prize for the first category is a free regular coffee, tea, or hot chocolate from Cafe Depot. Prize for the second category is, besides bragging rights, a free large coffee, tea, or hot chocolate from Cafe Depot.

The drawing will be held on 16 March 16, 2015 and winners will be notified by email.

TRANSCOM Volleyball

The USTRANSCOM intramural volleyball team is looking for players, as well as a coach and assistant coach.

Those eligible to participate include active duty military, retired, CAC/ID



Maj. Gen. David G. Clarkson, USTRANSCOM chief of staff, and Chief Master Sgt. William W. Turner, USTRANSCOM senior enlisted leader interview Col. Ronald Dougherty, TCJ1 director during the Feb. 10 episode of "The TRANSCOM Show." The show allows senior leaders to engage the workforce in a "non-formal" environment highlighting a specific directorate and their programs. Photo by Bob Fehring, USTRANSCOM/PA

card holder only, DOD civilians and dependents of active duty military 18 years of age or older and assigned or attached to Scott AFB.

Play days are Monday or Thursday, and will be determined when schedules are made; make-up games will be held on Fridays. The first coaches' meeting will be March 11.

To sign up please contact britney.l.oswald@mail.mil or Senior Airman Rotario Jackson at rotario.k.jackson@mail.mil if you have any questions or concerns.

St. Patrick's Day Trivia

In Ireland, St. Patrick's Day is a religious holiday similar to Christmas and Easter.

The very first St. Patrick's Day parade was not in Ireland. It was in Boston in 1737.

The city of Chicago goes so far to celebrate that they dye its river green.

Green is associated with Saint Patrick's Day because it is the color of spring, of Ireland, and of the shamrock.

Facilities and Safety Corner

Here is where we stand with some of our projects:

Painting in Building 1961 interior will occur in March. Building 1900 will be painted in April. We just completed painting Building 1990 East Wing. Not every wall will be painted. We are concentrating on the areas that are in the most need.

Overhauling the elevators in Building 1900E: Bids have been received for the replacement of the elevator cabs and hydraulic systems. We are awaiting contract award.

Repairs to Building 1900: We are putting a contract package together to consolidate in one contract a number of repairs to Building 1900. These include: 1900W handicapped door, Seay Auditorium improvements, replacing several security doors, tiling several break rooms and installing a booster fan in the return air ducts. These repairs will be accomplished in the spring.

Building 1900 parking lot construction starts in March.

A more complete list of updates on the progress of all our facilities projects is on the TCCS-FM Sharepoint site.

Recognitions

USTRANSCOM 2014 Annual Award winners



Staff Sgt. Mark Gagen
TCAQ, Service Member



Maj. Christine Love, TCSG
Company Grade Officer



Maj. Jeremiah O'Connor
TCJ3, Field Grade Officer



2nd Lt. Juan Gonzalez
JECC, Volunteer



Petty Officer 1st Class
Pedro Montanez,
TCJ2, Color Guard



Lisa Rapp, TCJ4,
Category I



David Hoag, TCAQ
Category II



John Harryman, TCJA
Category III

Senior Master Sgt. Jeffrey Barney, JECC, Senior Service Member, and Staff Sgt. Jeffrey Gebhardt, JECC, Junior Service Member, were not available for photos.

Arrivals

Maj. Jerry Regis, TCJ3
Maj. Jesus Tavares, TCAC
Staff Sgt. Henry Williams, TCSG
Lt. Col. Roger Knedel, TCJ6
Maj. Jason Sprys, TCJ3
Maj. Amy Macias, TCSG
Kyle Wiesemeyer, TCJ8-CA
Daniel Risberg, TCJ3-S
Keisha C. Praileau, JECC

Departures

Lt. Col. Justin Zimmer, TCCC
Lt. Col. Lance Stratton, TCJ3
Petty Officer 2nd Class Stephanie Ungashick, TCJ2
Lt. Cmdr. Ronald Holmes, TCJ3

Promotions

Chief Master Sgt. Daniel Bassett, TCJ2
Senior Master Sgt. Clifford Lawton, TCJ2
Master Sgt. Erin Johnson, TCCC

Onboarding, from page 5

"The second part involves Command Newcomer's Orientation, and Action Officer Courses One and Two, which occur at the 30 and 60 day points from arrival," said Gumina.

Action Officer One is the first phase of Onboarding, which covers Transportation Working Capital Fund, Initial Security Training, Knowledge Management, and Emotional Intelligence, which sets the stage for the other customer focus classes to include EQ 2.0, Achieving Breakthrough Leadership, and The Power of Understanding People.

Action Officer Two is taught by Pete Wiederholt, TCCS-JS, and is the second phase of Onboarding, which involves practical classes utilizing task management tool and the senior leader approval process.

They receive hands-on training on "staffing" packages specifically for senior leadership.

The Joint Secretariat teaches the participants about business rules and sets expectations on how to process both electronic and hard copy packages for senior leaders.

Also explained are other tools such as SharePoint and TANDEM.

Onboarding is just one example of

TCJ1 continually striving to build the Customer Focus Competency Model. The Onboarding process will continue to evolve as the command continues to create more efficient processes around use of checklists and IT processing.

Happy St. Patrick's Day

