Market Research: The Crucial First Step
Page 63

Mission Assurance Through Energy Assurance
Page 56

Connecting to Host Nation Power Grids
Page 59
TRAINING WITH INDUSTRY

The Department of Defense Training with Industry (TWI) program provides opportunities for military officers, warrant officers, and noncommissioned officers to train with industry. In recent years, funds have been allocated to the engineer branches of the military services to carry out the program.

The program policy states that TWI is intended to fulfill a present need, an anticipated requirement, or a future capability that contributes to the effectiveness of the respective military department. In particular, the program is intended to gain business practices from the private sector where such training is otherwise not available through existing military, advanced degree or other established education and training programs. If the company and the military department agree to relocation, the military will pay for the participant and family to relocate. The military continues to be responsible for the normal pay and allowances for a tour of up to 12 months. And it is obligated to provide a follow-on utilization tour or assignment for individuals who complete the program. In addition, the participant incurs a service obligation of three years, or in some cases three months for every month of the program. —R.W.

ARMY ENGINEERS

The U.S. Army initiated TWI in the 1970s in response to a need for officers with state-of-the-art skills in industrial practices. Army Regulation 621-1, issued in August 2007, includes guidance on TWI, supplemented by a Student Handbook published by the U.S. Army Human Resources Command that serves as the overall coordinator for the program.

The Army requires officer and warrant officer participants to be from the active force and have from three to 19 years of service for officers and up to 24 years for warrant officers. Noncommissioned officers must have a minimum of two, and not more than 22 years of active service. The industry host provides funds for the program, other than a participant’s basic pay and allowances.

The Army expects participants to perform assigned tasks and study the operations of the company to which they are assigned. It does not want them to be spectators. Program participants prepare a training plan designed to establish objectives that will provide the training and experience needed for a follow-on assignment with the Army. TWI participants are restricted from working on any project dealing directly with an Army specific contract or pending Army procurement action.

Currently, the Army program has four engineer participants: a captain and staff sergeant with Caterpillar; a warrant officer with Exelis; and a lieutenant colonel with Dewberry. There will be six engineers in FY2016: a captain with Walt Disney; a captain with Dewberry; a warrant officer with Environmental Systems Research Institute; a sergeant first class with Caterpillar; and a sergeant first class and warrant officer with Starbucks.

Dewberry, an engineering firm headquartered in Fairfax, Va., has sponsored two participants from the Army. One, who completed the training in August 2015, split her time among multiple departments—including engineering and architectural disciplines and firm management. The other participant, who began his one-year training in August 2015, will gather experience in strategic planning and business development, as well as proposal, project, financial and personnel management.

Says Maj. Gen. Mike Walsh, USA (Ret.), Senior Vice President with Dewberry: “The Army sent us two of their very best for the TWI program. Clearly, they will be future senior Army leaders. This broadening opportunity will prepare them for the complexities of the ever-changing future uncertainties and missions. The TWI program also allows Dewberry employees to learn about the superb capabilities of the Army’s engineers.”

For more information, contact Master Sgt. William Ash, Engineer Personnel Development Office, U.S. Army Engineer School, Fort Leonard Wood, Mo., at william.b.ash2.mil@mail.mil.

CIVIL ENGINEER CORPS

The Department of the Navy (DON) issued an Instruction in November 2015 to provide guidance on TWI, stating the department will be better prepared to meet future challenges if personnel are familiar with innovation and solutions from high-performing organizations outside DON.

The Navy expects sailors to work and learn by getting their hands dirty. TWI is not an academic fellowship. The host company can place sailors into leadership positions or as members of a team.

DON selects sponsoring organizations that are leading in business affairs, have reputations for insightful long-range planning, innovation and adaptation, and have successful management and exploitation of emerging technologies.

Participants must have a minimum of five years of service and be in a pay grade of 0-3 or above for officers and E-6 and above for enlisted. Prior to entering the program, participants receive training and orientation on how to operate in a civilian organization and an ethics briefing on standards of conduct.

The Civil Engineer Corps (CEC) initiated its program this year and received three quotas for 2016-17. Two individuals—one lieutenant commander and one chief—will be assigned to CH2M in Tampa, Fla. One lieutenant commander will be assigned to Gulf Power Company in Pensacola, Fla. The three individuals were competitively selected, and together with their host company, will develop a training plan for the 11-month assignment.

For more information, contact Lt. Cdr. Bob Stiles, P.E., CEC, USN, Civil Engineer Corps Detailer, at robert.stiles@navy.mil.
AIR FORCE CIVIL ENGINEERS

The U.S. Air Force’s Education with Industry (EWI) program dates to the birth of the service. At the end of World War II, the Air Force was making a transition to the acquisition of new weapons systems. Leadership determined it needed a corps of officers who were capable of understanding the inner workings of the defense industry. Civil Engineering participated in the program from 1973 to 1988, then restarted its involvement in 2015. There are currently two Civil Engineer EWI students—a major with CH2M and a captain with UPS. Next year, there will be one officer with Michael Baker International and one with General Motors.

EWI is a 10-month, highly selective, competitive non-degree educational assignment that specializes in corporate partnerships with defense and non-defense related industry leaders throughout the continental United States. By studying the best practices of industry, students are able to bring new knowledge, understanding and empathy back into the Air Force to improve its processes. Students incur a three-year commitment upon completion.

“The EWI program provides an avenue for a different type of learning,” says Maj. Brandy Caffee, USAF. “At CH2M, I am seeing the challenges that corporations face on a day-to-day basis and will bring back to the Air Force best practices and knowledge on how partnerships can make both organizations better.”

Officers in the grades of captain and major, and civilians in National Security Personnel System Pay Band 2 and the grades of GS-11 through GS-13 (or equivalent) in eligible career fields have the opportunity to apply and compete for the EWI program. A bachelor’s degree is required and a master’s degree is desired. EWI students are selected during the annual Civil Engineer Development Team meeting, conducted in mid-summer. Students are then matched to the selected host companies.

Students are tasked to provide a work plan, which will include a schedule of programmed activities, the general scope of each activity, the planned sequencing, and anticipated learning outcomes. Upon completion of the program, when possible, officers will be assigned to positions in their primary career field or to career broadening positions focusing on utilizing their EWI experience.

“Through the EWI program I have gained a unique perspective of how engineers in corporate America operate and innovate,” says Capt. Alyson Busch, USAF, with UPS. “Applying lessons learned to Air Force practices will enable us to lean our processes by utilizing models that have already been tested and proven.”

For more information, contact Capt. Graham Auten, USAF, Civil Engineer Company Grade Officer Assignments, at graham.auten.1@us.af.mil.

Submit Education & Training News items with high-resolution (300-dpi) electronic images, to editor@same.org.