



# UNITED STATES TRANSPORTATION COMMAND TRANSPORTER

November 2016



## INSIDE FEATURES

- 2 - Chaplain's message
- 3 - CFC Charity Fair
- 4 - Teammate Spotlight
- 5 - Fusion Center open house
- 6 - TRANSCOM history
- 7 - MAWG established

Nov. 11



Scott AFB, Illinois  
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## USTRANSCOM hosts inaugural wargame

By: Stephanie S. Pasch, TCCS-CM

Leaders from across U.S. Transportation Command, its components, subordinate commands and distribution partners gathered Oct. 4-6, at Scott Air Force Base, Illinois, for USTRANSCOM's first wargame. This wargame was designed to bring together a variety of perspectives to examine mobility and distribution operations in a contested environment.

In fact, this wargame comes at a time when the Department of Defense is placing an increased emphasis on developing and testing solutions to potential future challenges. According to Cmdr. Todd Mathieu, who was instrumental in organizing the event, wargames are a great way to stress systems, people and equipment and learn without actually jeopardizing assets.

"The purpose of wargames is to provide a safe environment in which to fail," added Rear Adm. Larry Jackson, director, strategy, capabilities, policy and logistics at USTRANSCOM. "We are taking a look at our organization through a warfighting lens to determine how we apply the outcomes of our wargames to our future organization and capabilities."

### Setting the Stage

"Contested environment discussions often fail to address the adversaries' impact on discrete mobility and logistics operations," Gen. Darren W. McDew, commander, USTRANSCOM, said in an email to event invitees. "We have a unique opportunity to shape our wargame effort to meet our specific equities

and requirements."

According to Mathieu, a lot of operational wargames are so focused on combat operations that they assume away logistics concerns.

"There's a tendency in wargames to make broad assumptions about logistics," he said. "USTRANSCOM sends representatives to other DOD wargames to ensure a realistic transportation, distribution and logistics environment."

That's why USTRANSCOM is launching its own series of wargames with a focus on transportation and logistics concerns.

### A Shared Understanding

Prior to the event, McDew outlined three wargame objectives. The first was to establish a shared understanding of the contested environment among all military distribution, logistics and transportation leaders. To support this objective, McDew invited senior leaders and one key staff member from the Military Surface Deployment and Distribution Command, Military Sealift Command, Air Mobility Command, the Joint Enabling Capabilities Command, the Defense Logistics Agency and the Joint Staff J4 to participate.

"For our wargame to be successful, I need your expertise, insights and, most important, your participation," McDew said in the email. "You are our most experienced and talented logistics and transportation professionals, and you bring the right perspective to this fight."

Wargame continued on page 3



## Spouse orientation

More than 50 spouses of U.S. Transportation Command personnel attended the command's Spouses' Orientation Oct. 13 hosted by Gen. Darren W. McDew, commander, USTRANSCOM.

The group attended briefings and tours of USTRANSCOM, SDDC Command Operations Center, Fusion Center, 618 AOC and were treated to lunch at the Nightingale Dining Facility. Photo by Cmdr. David Nunnally, TCPA

See more photos on page 4



## Navy Birthday

Celebrating the Navy's 241st birthday Oct. 11 with a cake-cutting ceremony in the Seay Auditorium were, left to right, USTRANSCOM's youngest sailor, Petty Officer 2nd Class Anthony Avalos, Navy Element Commanding Officer, Capt. David McAllister, and the command's oldest sailor, Lt. Cmdr. Renee Wilson. The actual date of the Navy birthday is Oct. 13. Photo by Cmdr. David Nunnally, TCPA.



## Innovation Showcase winners

62 AMXS Innovation Team, pictured with Gen. Darren W. McDew, commander, USTRANSCOM: far left, 2nd Lt. Sean Stephens, government lead, Maj. Mark Szatkowski, supervisor, right of Gen. McDew is Chief Master Sgt. Tracie Willing, Staff Sgt. Karl Zaleski and USTRANSCOM Senior Enlisted Leader Chief Master Sgt. Matthew M. Caruso. Photo by Bob Fehringer, TCPA

## Chapter three: Personal journey of resiliency, hope and faith in God - Part five

By Chaplain Lt. Col. Leslie Forbes-Mariani

When I was a child my grandmother sang the song "Count your blessings, name them one by one," and as we went around the table each person had to name a blessing.

At Thanksgiving that year we had a basketfull of blessing. My niece made sure the boys had a great dinner and we went around the table and recounted our blessings, singing the song.

That same weekend we started advent candle lighting and the first candle is of hope. Each boy said they were hopeful God would heal dad and bring him home. We were driven to our knees in gratefulness and thanksgiving. And each of the next weekends we celebrated advent by lighting the candles of peace, joy and love. We really understood the meaning of advent this year.

After Thanksgiving weekend our niece left and a dear friend came to be with us for 10 days. The night I went to pick her up from the airport the hospital discharged my husband with a requirement to give him shots,

wound care and lists of medicine. She helped me to organize the meds that night when we got back to the house.

What a wonderful thing. My friend was so supportive and helpful through the toughest time of his being home. The next day we were at the emergency room to get a better handle on his pain. It was very hard for him.

We had home healthcare come in and help him with all his needs, which made it easier for us to manage. My dear friend helped to put the house in order during her time with us. I was blessed.

Right after she left us, we finally got to the (Christmas) tree. We had it up, no lights, but it was up.

That Sunday before we left for church, a team from the local Sam's Club surprised us and came over to put lights on the house and decided the tree would get them too. The Sam's Club team got breakfast and gave gift bags to the boys, with balls and blankets.

When we returned the house was lit, the tree was lit, and our hearts were lit. We were not going to let the

violence of that night keep us from enjoying our home.

We took the Christmas tree and placed it in the middle of the room where this shooting happened. We were taking back our memories, our home and reclaiming it for our family.

The kitchen and living room are sacred places in a home. We were not going to be driven out of either.

During the Christmas break another dear friend came to be with us to help during the holiday. She was instrumental in getting the gifts wrapped, helping my husband with the gifts he wanted for his family, and helping with the decorations.

This amazing story tells of the great love and compassion God has for us. We can go through the hard times, be knocked down but not destroyed.

My husband is alive today, recovering and healing well because of God's grace and the prayers of the saints.

The Lord is strong when we are weak, He is love. The story of our lives continues, resiliency continues, God's love is forever faithful. Count your blessings, name them one by one.

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An electronic version is available at:  
<http://www.ustranscom.mil/cmd/trans/transporter.pdf>

## CFC holds Charity Fair on Transportation Plaza

By Capt. Daneen M. Kosa,  
CFC Lead Contact

The Combined Federal Campaign Charity Fair was held in Transportation Plaza Oct. 17 and featured eight charities from local and international organizations: Caritas Family Solutions, United Way of Greater St. Louis, O'Fallon Community Food Pantry, Scott Air Force Base Youth Program, Gateway 4 Paws, St John's Healing Community Board and Eagle's Nest of St. Clair County.

These charities were welcomed to USTRANSCOM by Gen. Darren W. McDew, commander, USTRANSCOM and command leadership in order to share with USTRANSCOM and Scott Air Force Base what they do for the community.

CFC theme this year is "Show

Some Love" with more than 20,000 charities to choose from there is something for everyone. For a full list of charities, members are encouraged to go to the CFC website to get all the details. [http://www.gatewaycfc.org/\\_root/](http://www.gatewaycfc.org/_root/).

Currently, there are three ways to give to your favorite charity: traditional physical pledge form, payroll deduction with My Pay, and credit card one-time donation with Nexus.

At press time, USTRANSCOM has raised more than \$100,000 towards a



USTRANSCOM CFC Lead Contact Capt. Daneen M. Kosa chats with American Red Cross representative Wilma St. Onge during the CFC Charity Fair Oct. 17. Photo by Bob Fehringer, TCPA

goal of \$160,000.

Please reach out to your division's POC for help in donating or contact Capt. Daneen Kosa, USTRANSCOM Lead Contact, at [daneen.m.kosa.mil@mail.mil](mailto:daneen.m.kosa.mil@mail.mil) or call 229-1679.

## Wargame, from page 1

### Challenges and Mitigation

The second objective was to identify contested environment challenges and develop a prioritized set of mobility and logistics mitigation actions for USTRANSCOM implementation. Participants worked toward this objective through full-group and break-out sessions.

In the full-group sessions, participants were introduced to fictional road-to-war scenarios. These scenarios set the context for the discussions around identifying challenges and their potential impact.

In the break-out sessions, participants were divided into two groups: Senior leaders and O6-level staff. Both groups were responsible for identifying mitigation tactics based on the challenges, but the groups did have slightly different focuses.

"The senior leader group was asked to look at the challenges in terms of what needs to be in place before an event, in anticipation," said Mathieu, "while the O6-level group looked at the challenges in terms of developing a deliberate response when the event occurs."

"I've participated in a lot of wargames," said Brig. Gen. Lenny Richoux, vice commander, 18th Air Force. "Most were automated, but this is designed to let us think creatively and outside the box."

After the break-outs, the two groups were reunited for a critique of the solutions. Together, participants

explored the feasibility, desirability and sufficiency of the solutions.

### After Actions

Altogether, the group identified more than 200 challenges. By the end of the wargame, the group narrowed



U.S. Navy sailors assigned to Navy Cargo Handling Battalion 1, from San Diego, Calif., and a U.S. Army soldier, load cargo containers onto a vessel during Joint Logistics Over-the-Shore 2016 (JLOTS '16), June 13, 2016' on Naval Magazine Indian Island, Wash. JLOTS '16 is a joint service, scenario-based exercise designed to simulate disaster and humanitarian assistance in the Cascadia subduction zone. U.S. Air Force photo by Staff Sgt. Kenneth W. Norman

the challenges down to 13 high-priority challenges, which they merged into six categories.

"As we narrowed down the challenges, it became more useful to look at categories of challenges and mitigation strategies and then prioritize the categories," said Mathieu. "But, we prioritized the categories within the context of this wargame. The ordering is a function of the wargame; in reality each of the six categories is a priority and doesn't require ranking."

In the end, the challenges and mitigation actions will be put into an after-action report that outlines next steps.

According to Mathieu, both groups went back-and-forth between forward-looking and real-time mitigation strategies and even discussed how the challenges would play out after the event ends.

"In nearly every case, we ended up with more questions than answers that need followup," he said. "We gathered a tremendous amount of data, information and challenges that need follow-on research, staffing and additional work," said Mathieu. "Some are tasks, others are engagements, and others need further study. We've also gathered key insights that have a broader impact to the DOD."

### Moving Forward

McDew's final objective for the wargame was to create a continuing USTRANSCOM wargame series that will inform assumptions, planning factors, strategic thought and policy development for the future.

According to Mathieu, the command plans to host its next wargame in the fall of 2017. The focus for that event depends on the analysis of this wargame, as well as other relevant factors that develop over the next year.

In the meantime, Mathieu's team is working hard to analyze the results and take lessons from this wargame to build an even better one next year.

# Teammate Spotlight: USTRANSCOM welcomes new Foreign Policy Advisor

By Lisa M. Caldwell, TCPA

Alan G. Misenheimer, a 30-year State Department employee, is U.S. Transportation Command's new Foreign Policy Advisor (POLAD).

The POLAD's mission is to serve as the command's principal advisor and focal point on foreign policy and international affairs. The office includes a senior POLAD, who is a member of the U.S. Senior Foreign Service, and two deputies, one from the Department of State and one from the interagency.

Misenheimer just spent a year as State Department Senior Fellow at the Institute for the Study of War. His career focused primarily on U.S. policy in the Near East, including assignments as deputy chief of Mission at the U.S. Embassies in Kuwait and Yemen. He is the recipient of five State Department Superior Honor Awards and four Meritorious Honor Awards, as well as the Defense Department's Civilian Achievement Award.

"The State Department mainly sends foreign service officers to staff our embassies around the world, but a few of us are sent to specialized assignments, including in Defense or other agencies of the executive branch," said Misenheimer.

"The POLAD positions are, in my view, the very best of these special assignments, because they offer the opportunity to support DOD's primary role in assuring the security of CONUS and protecting U.S. interests and goals around the world," he continued.

Misenheimer said his goal is to effectively support the commander as he pursues TRANSCOM's priorities in a complex and ever-changing global environment.

"My job is to provide guidance to the commander and component commands on foreign policy perspectives and diplomatic implications relevant to USTRANSCOM's global missions," said Misenheimer. "This includes support for the commander's

overseas engagements and strengthening coordination between State and TRANSCOM."

Misenheimer said the best thing about being a foreign service officer is the opportunity to advance our country's national security goals by meeting and working with dynamic, interesting people, both within our own government and abroad.

"The instruments of U.S. national power, both military and non-military, are vast," he said, "but diplomacy occurs on a human scale, person to person."

"As with the military, a foreign service career is a family enterprise, and State Department assignments across the Near East and North Africa have afforded many memorable experiences for my family and me," Misenheimer added. "It has been a privilege to represent our country's interests and values abroad, including in societies where they are not respected."



Spouse orientation, from page 1  
Senior Master Sgt. Cliff Lawton presents the command briefing to the visiting spouses. Photo by Bob Fehringer, TCPA



Spouses enjoy lunch at the Nightingale Dining Facility. Photo by Maj. Nichole L. Downs, TCPA



Left - Spouses watch a briefing in the SDDC Command Operations Center. Photo by Bob Fehringer, TCPA  
Above - Spouses arrive at the 618th Air Operations Center. Photo by Cmdr. David Nunnally, TCPA

# Fusion Center holds open house

By Arlene King, TCJ3

The Fusion Center conducted an open house on Oct. 14 to highlight recent organizational changes and enhance its awareness and understanding of its processes throughout the command. The Fusion Center reorganized earlier this year to leverage the realignment of key planning processes.

Key process realignments include:

- \* Positioning the Fusion Center to better evolve for tomorrow while supporting key strategies and initiatives such as our Operational Blueprint, Integrated Multi-Modal Operations and AT21 efforts

- \* Emphasizing new processes to support global, trans-regional, multi-domain environments by aligning our East and West Divisions into a Future Operations Division

- \* Reestablishing a Sustainment Division comprised of members from J4 and J3, thus creating a synergistic component to support the warfighter



Top - Brig. Gen. Steven Berryhill, deputy director, Operations and Plans, welcomes visitors to the Fusion Center open house. Center right - William Mann, deputy chief, J3-O, describes Fusion Center changes to Gen. Darren W. McDew, commander, US-TRANSCOM during the open house. Center left - Visitors tour the Fusion Center. Left - Gen. McDew chats with Fusion Center staff members. Above - Maj. Gen. Giovanni K. Tuck, director, Operations and Plans, gets a snapshot of Gen. McDew and Sgt. 1st Class Dustin W. Beck, J3 administrative supervisor.

Photos by Bob Fehringer, TCPA

# TRANSCOM history

## Events leading up to USTRANSCOM's establishment, Part 1

By Peg Nigra, TCRC

*This is the first in a series of articles on the history of USTRANSCOM in honor of its 30th anniversary.*

Since World War II, there have been numerous attempts to consolidate transportation within the Department of Defense. It proved to be an unpopular idea with the services and Congress.

In 1949, the Hoover Commission, appointed by President Harry S. Truman in 1947 to recommend administrative changes to the federal government, proposed the centralization of military transportation under a National Military Administration.

In response, Truman established the General Services Administration with power to "establish policy and methods of procurement in the areas of transportation and traffic management." However, in 1954, Secretary of Defense Charles E. Wilson moved DOD out of from under GSA's control in the interest of national security.

Between 1956 and 1970, the Office of the Secretary of Defense made several attempts to centralize military traffic management, but the services could not agree and the efforts went nowhere.

In 1970, President Richard M. Nixon's Blue Ribbon Panel looked at the organization, structure and operation of the DOD. Its recommendations included creating a Logistics Command to take over the military's traffic and terminal management functions. Military Airlift Command would be included in the new command. Again, opposition from the Services and Congress killed the idea.

In 1978, the Joint Chiefs of Staff (JCS) conducted a command post exercise, Nifty Nugget, the first test of government-wide mobilization since World War II. The premise was a fast-breaking Soviet Union attack on West Germany, France and the Low Countries.

The results were disheartening. Mobilization and deployment plans fell apart. The logistical chain could neither supply nor resupply the forces with the necessary ammunition and supplies to sustain an attack. The lack of medical facilities overseas meant the wounded had to be transported back to the United States for treatment. Planners estimated that within weeks hundreds of thousands of Allied soldiers would be dead.

Two major recommendations resulted from the disaster that was Nifty Nugget. First, the transportation

operating agencies (TOAs)--Army's Military Traffic Management Command (MTMC), Navy's Military Sealift Command (MSC), and Air Force's Military Airlift Command (MAC)--needed a direct reporting chain to the Joint Chiefs of Staff (JCS).



Members of the Packard Commission, left to right are David Packard, Frank C. Carlucci III and James Woolsey. Library of Congress photo

Second, DOD needed a single manager for deployment and execution. In response, in 1979 the JCS established the Joint Deployment Agency (JDA) at MacDill Air Force Base, Florida, to improve U.S. force projection capability. In existence for eight years, JDA had many successes, but it did not have the authority to direct the TOAs or the unified and specified commanders to take corrective actions, keep data bases current or adhere to milestones.

More studies ensued. In 1982, the JCS recommended consolidating MSC and MTMC in a Military Transportation Command. The Secretary of the Navy opposed the idea and told JCS the effort would do more harm than good in regard to sealift management.

In August, Congress passed the DOD Authorization Bill for Fiscal Year 1983 that prohibited consolidating any functions of the transportation commands. President Ronald W. Reagan signed the bill in September 1982. Over the next several years, Congress continued to reject attempts to repeal the prohibition.

In response to a report detailing overspending by the Pentagon, in July 1985 Reagan commissioned a Blue Ribbon Panel to conduct a study "encompassing current defense management and organization in its entirety." The panel, known as the Packard Commission for its chairman David Packard, looked at the government's overall budget process, procurement system, legislative oversight, and the organizational and operational make-up of the Department of Defense and Congress.

The Commission published its interim report on Feb. 28, 1986. It recommended that the Secretary of

Defense should "establish a single unified command to integrate global air, land, and sea transportation, and should have flexibility to structure this organization as he sees fit. Legislation prohibiting such a command should be repealed."

President Reagan supported the commission's recommendations. On Apr. 1 1986, he signed National Security Decision Directive No. 219, and assuming "this provision of law will be repealed," directed Secretary of Defense Caspar W. Weinberger "to establish a single unified command to provide global air, land, and sea transportation."

To find out what happens, see the December Transporter for the next installment of the command's history.

## Transportation Plaza - part two

Two more displays were added to the plaza in 2010.

The anchor is from the USNS Paul Buck and represents USTRANSCOM's partnership with its Navy component, Military Sealift Command. The anchor stands 11.5 feet tall and weighs 16,200 pounds. Paul Buck was one of five champion class tankers built in 1985 for MSC to carry fuel for the Department of Defense.

The ship was named for the master of the SS Stephen Hopkins who posthumously received the Merchant Marine Distinguished Service Award for defending his merchant ship during World War II. Under Capt. Buck's leadership, the crew of the Hopkins fended off two enemy surface raiders, sinking one and forcing the other to withdraw. With only one serviceable, overcrowded lifeboat left, Buck unselfishly and heroically remained on the bridge and went down with his battered ship.

The buoys, given to us by the U.S. Coast Guard, are used to mark safe passage on the Mississippi, Ohio, and Missouri rivers and their tributaries. At 465 pounds, with a five-foot draft, they are large enough to be seen, but small enough to be easily handled and maintained.

Color is important: red is for right or starboard and green is for left or port as you go "up" the river. Between the buoys is safe waters. "Red, right, returning" is a memory aid for "keep the red buoys on the right side when returning home." For over two centuries, the U.S. Coast Guard has safeguarded our nation's maritime interests in the heartland, in the ports, at sea, and around the globe.

# MAWG established

By Cmdr. David Nunnally, TCPA

Earlier this year, nearly three dozen military personnel, civil servants, and contractors joined within U.S. Transportation Command to establish USTRANSCOM's inaugural Mission Assurance Working Group.

According to Col. Glen Christensen, USTRANSCOM's chief of Mission Assurance, the team identifies threats that could prevent USTRANSCOM from executing the command's primary Joint Deployment and Distribution Enterprise responsibility of delivering anything, anywhere, at any time.

"Our ability to perform our mission is critical, so much so it is codified in DOD's Unified Command Plan for USTRANSCOM," said Christensen. "Our commander is charged with 'Maintaining the security of and carrying out force protection responsibilities for the command, including assigned or attached commands, forces and assets...,' so the MAWG exists to identify threats which could keep USTRANSCOM from successfully executing mission requirements."

Considering USTRANSCOM's global operations, the MAWG's logistics planners, security experts, and operations analysis experts must maintain situational awareness of each geographic combatant command, and forge strong ties with their force protection and mission assurance colleagues in every GCC.

"We constantly evaluate threats facing our operations, but we don't

have the bandwidth to examine everything," said Christensen. "Because of this, we maintain a strong relationship with current and future operations planners in USTRANSCOM's J3 Directorate – they help focus the MAWG, with the right fidelity, on potential threats."

USTRANSCOM components are also charged to identify barriers that might prevent successful execution of their mission. Because alignment is critical for the JDDE, USTRANSCOM's MAWG leads a weekly meeting where threats, hazards and mitigation efforts are discussed.

"Components approach mission assurance with different experiences," said Christensen. "Air Mobility Command has an extremely robust, institutionalized Threat Working Group to mitigate against air operations risks, but as USTRANSCOM embraces more economical multi-modal solutions, there are gaps and seams that must be addressed when personnel or cargo move on land and sea."

Once threats are identified by this cross-organizational team, USTRANSCOM's MAWG must align with the eight customer geographic or functional combatant commands that the command supports. And that isn't easy.

"How GCCs view their area of operations is different than how USTRANSCOM looks at the Defense Transportation System," continued Christensen. "The DTS is, uniquely, a global area of operations, and there are differences in how GCCs perceive logistics and lines of communication."

Regardless of those differences, according to Christensen, the greatest challenge is overcoming, "the situations where we initially probably shouldn't go." In other words, USTRANSCOM and its components must overcome some risks to support the warfighter.

The MAWG takes its responsibility to stay in front of threats very seriously, but perhaps nowhere truer than the evolving cyber threats facing the command. As integrators for mission assurance, the MAWG works very closely with USTRANSCOM's Joint Cyber Center and J6 Command, Control, Communications & Cyber teams.

"Both the JCC and J6 incorporate the MAWG is a part of their process – each organization is a strand of the MAWG rope; individually, we are not strong as when woven together," explained Christensen. "USTRANSCOM's MAWG discipline in identifying threats, both kinetic and non-kinetic, like cyber, which enable JDDE mission success."

According to Christensen, no matter the problem's complexity, a member of the MAWG, or the component TWGs, inevitably identifies solutions to mitigate challenges.

"At the end of the day, the MAWG impacts operations and we view that responsibility as sacred," said Christensen. "It is always about that person in need – whether it be a warfighter, a disaster victim, a hungry child trapped on a mountain half a world away, or a coalition partner needing supplies... together, we will always deliver."

## J1 JOURNAL

*New performance appraisal program for GS and WG civilian personnel*

By Cathy Stubbs and  
Kathy Lukie, TCJ1-C

The National Defense Authorization Act for Fiscal Year 2010 provided the Secretary of Defense authority to implement agency rules and regulations providing for a new performance management program.

The Department of Defense decided to take an enterprise approach to evaluating civilian employee performance.

The new Defense Performance Management and Appraisal Program (DPMAP) is effective Air Force-wide on Apr. 1, 2017. The initial performance cycle begins Apr. 1, 2017, ending on the preexisting appraisal cycle on March 31, 2018.

The new appraisal program applies to all appropriated fund civilian employees, except those excluded under applicable laws such as SESs, AcqDe-

mo and Intel professionals.

DPMAP encourages active two-way communication between the supervisor and the employee throughout the performance appraisal cycle.

One of the differences with the new

ing the performance as Outstanding, Fully Successful, or Unacceptable.

Another difference in the new program is that awards and recognition are encouraged for presentation throughout the year rather than just at the end of the rating period.

There are no changes to the employee's current pay plan, series, or grade under DPMAP.

Successful implementation hinges on training. DOD requires mandatory training for all civilian employees and their supervisors (both civilian and military).

Training consists of two web-based courses in JKO, which are being made available through TANDEM.

Employees are also highly encouraged to attend an interactive Instructor-led workshop which emphasizes program areas supervisors and employees find most challenging.

The Air Force goal is to complete training no later than Jan. 31, 2017. More information about training requirements is coming soon ... stay tuned.



program is the way performance is evaluated. DPMAP has a three-level rating pattern versus the current two-level rating system.

Supervisors monitor performance against established expectations, rat-

# Recognitions

## USTRANSCOM's Third Quarter Award winners



**Daphne Cunningham, Category I and Phillip Surrey, Category II winners.** USAF photo by Senior Airman Joshua Eikren, 375th AMW/PA

**Junior Service Member**  
Spc. Jose Cruz, TCJ2

**Service Member**  
Tech. Sgt. Justin Anderson, TCCS

**Senior Service Member**  
Chief Petty Officer Neal Polk, TCJ2

**Company Grade Officer**  
Capt. Matthew Tempia, JECC

**Field Grade Officer**  
Lt. Cmdr. Daniel Hollendonner, TCJ2

**Category I**  
Daphne Cunningham, TCJ3

**Category II**  
Phillip Surrey, TCAQ

**Category III**  
William Lindquist, TCJ5/J4

**Volunteer**  
Spc. Andrew Caskey, TCJ3



**Chief Petty Officer Neal Polk, Senior Service Member and Tech. Sgt. Justin Anderson, Service Member winners.** USAF photo by Senior Airman Joshua Eikren, 375th AMW/PA

### Arrivals

Petty Officer 2nd Class Francisco Sortemejicano, TCJ3  
Maj. Jarrod L. Leslie, TCJ3  
Lt. Cmdr. Ryan Smith, JPSE  
Staff Sgt. John Braddock, TCJ2  
Senior Airman Kelsey King, TCSG  
Staff Sgt. Lynna Clemens, TCJ2  
Tech. Sgt. Ryan Garrison, TCJ2  
Senior Master Sgt. Erik Hansen, TCJ2  
Petty Officer 2nd Class Darren Purvis, TCSG  
Master Sgt. Anthony Wilkes, TCJ6  
Lt. Col. Keith Taylor, TCJ3  
Maj. Adams Grow, TCJ2  
Staff Sgt. Joshua Spagler, TCJ2  
Maj. Nichole Downs, T CPA  
Laura Bernardo, TCJ5/4  
Thomas McConnell, TCJ6  
Lawrence Thompson, JECC  
Rhiannon Vogt, JECC

### Departures

Lt. Cmdr. Andrew Philips, TCJ3  
Lt. Cmdr. Michael Gumina, TCJ1  
Chief Petty Officer Karla Gray, TCJ1  
Petty Officer 2nd Class Calvesha Smith, TCJ3  
PO2 Yiubond Tu, TCJ3

Petty Officer 1st Class Edward Lacy, JECC  
Cmdr. Byron Snyder, TCJ6  
Cmdr. Chad West, JPSE  
Petty Officer 1st Class Josiah Johnstone, JCSE  
Petty Officer 2nd Ramon Mercedes, TCJ3  
Lt. Cmdr. Michael Stanfield, TCJ3  
Master Sgt. Jason Harvey, DIA  
Staff Sgt. Mica Williams, TCSG  
Maj. Lisa Cepero, TCSG  
Col. Ron Dougherty, TCJ1  
Daphne Cunningham, TCJ3  
Sharon Gaubatz, TCJ6  
James Jenkins, TCJ6  
Christine Peart, TCAQ  
Michael Cox, TCJ5/4  
Karen Tibbals, TCJA  
Jacquelyn Stepka, TCAQ

### Promotions

Lt. Col. Fabienne Dennerly, TCJ1  
Lt. Col. Steven Olson, TCJ6  
Chief Warrant Officer 3 William Orner, TCJ2  
Master Sgt. Maximo Mendoza, TCJ3  
Tech. Sgt. Jared Politi, TCJ3  
Maj. Jedediah Spencer, TCJ2  
Tech. Sgt. John Tarpley, TCJ2

### Editor's note

Ranks of all services are written in the Associated Press Style format, which is the journalism standard for uniformity of printed material in any form of the news media.

We realize individual branches have their own style, but that is used for individual-service-oriented material.

A graphic featuring a background of vibrant autumn leaves in shades of red, orange, and yellow. Overlaid on the leaves is the text:

**Thanksgiving Tree**  
What are you thankful for?  
Stop by the Thanksgiving Tree in the Lobby Bld.  
1900E by the Coffee Shop and put your Thanksgiving Message on the Tree.  
Available 1 – 30 November 2016

Brought to you by USTRANSCOM Chaplain Lt. Col. Leslie Forbes-Mariani

