CFC season is back at TRANSCOM

By TCPA

The Combined Federal Campaign 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. https://cfcgiving.opm.gov/welcome.

There are three ways to give to your favorite charity: traditional physical pledge form, on-line giving portal, or volunteering. Please reach out to your division POC for assistance in donating or contact LT James Graves, USTRANSCOM Lead Command Coordinator, at James.t.graves24.mil@mail.mil. Or call 220-7373.

Wargame focuses on industry collaboration

By Change Management

U.S. Transportation Command recently hosted its second annual wargame to explore the operational and strategic challenges associated with executing deployment and distribution operations in a contested environment. This year’s wargame paid special attention to industry and cyber.

USTRANSCOM Commander Air Force Gen. Darren W. McDew welcomed leaders from the command, its component commands, combatant commands, services, Defense Logistics Agency and industry partners to take a shared look at the potential impact of the most-like-to-the-most-dangerous threats the command might face in executing its mission to support the warfighter.

“This year’s wargame was informed by activity going on across the command and shaped by the questions asked during the commander’s testimony to the Senate Armed Services Committee,” said Navy Cmdr. Todd Mathieu of TCJ5-SS.

This wargame was built to better understand how USTRANSCOM must evolve and how best to transform our relationship with industry to face current and future logistics challenges.

See Wargame on page 3
Grip ‘n Grins

By Gail Jorgenson, TCAQ

Like many other organizations, USTRANSCOM faces a unique talent management challenge: over the next five years, 40 percent of our workforce will be eligible for retirement.

Although USTRANSCOM currently has an immense amount of talent and has been able to recruit more with great success, the command recognizes a need for a more deliberate plan to recruit, retain and develop the most talented workforce to fill potential future gaps.

In support of Gen. McDew’s Priority Four to champion an innovative, diverse and agile workforce, a group of individuals from each directorate recently convened to be part of a one-week Continuous Process Improvement event.

Their purpose was to design a deliberate talent management process to strengthen our human capital strategy, thus enhancing our ability to retain and develop diverse, creative, adaptive and innovative USTRANSCOM professionals.

During the event, the team identified two major objectives.

The first objective was to form a job rotation plan for USTRANSCOM employees to move to different positions by Oct. 1, 2017, either within their respective directorate or cross-directorate. The career broadening opportunity allows employees to expand their experiences beyond their current positions and to gain greater exposure.

As part of the selection process, each directorate conducted an internal gap analysis and provided nominations. The result: 15 individuals within the command were deliberately selected to receive new and enhanced experiences with the command.

The second objective was to establish a long-term, continuous plan to develop and manage the talent of the future. The team found the Air Force, and some directorates within the command, already have opportunities for continuous improvement. Rather than create something new, the team agreed to capitalize and expand on those existing proven processes and actively incorporate them throughout USTRANSCOM. A course of action was outlined and the command’s talent management plan will be rolled out in the near future.

Our people are our most valued resource and the command is committed to making this a great place to work. The talent across the command is amazing and we are excited to see what the future holds as we progress in developing a talent pool filled with diversity of thought and innovative ideas.

Talent Management: providing for the future of USTRANSCOM

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An electronic version is available at:
“USTRANSCOM and industry engage through a number of forums,” said Strategic Logistics Management Specialist Mark Robinson of TCJ5-S, “but the wargame provided a dedicated venue to look through a warfighter lens and work towards a shared understanding.”

Many Department of Defense wargames focus on combat operations and assume logistics, while USTRANSCOM focuses on logistics operations. For this event, the planning team leveraged scenarios, analysis and wargame outcomes from other defense organizations to provide the context for adversary action and to frame the demand signals based on a plausible narrative for combat operations. Our wargame participants focused on executing deployment and distribution within these scenarios.

In discussing the success of this year’s wargame, Mathieu stressed success in a wargame is not defined in terms of a blue force victory over red, but in terms of gaining insights and referenced Gen. McDew’s May 2017 testimony to SASC “[…] success is a level of knowledge attained at the end of it that you can do something with.”

Expanding on the success of this year’s wargame, Mathieu and Robinson pointed to the participants’ expertise, experience and, most importantly, their willingness to step out of their regular mindset and contribute to the event. Participants contributed by responding to the scenario and to a group called the red cell that included individuals specifically invited to represent our adversary.

The red cell provides a dynamic adaptable response for participants that adds realism and helps drive better insights.

Feedback from this year’s wargame fell into two broad categories: those applicable throughout the DOD and those internal to USTRANSCOM.

One major insight was the need to involve commercial transportation providers earlier in the planning process.

“Most industry partners operate across the globe. They have expertise and networks that we could leverage more fully,” said Robinson. “We realized we need to understand the additional options they could provide early in our processes and doing so requires a better way to share information in real-time.”

Other strategic threads carried through the wargame included the importance of using the globe, the impact of cyber roles and missions, and the need to develop opportunities to enhance the resilience of the Joint Deployment and Distribution Enterprise.

Now that the wargame is over, Mathieu’s team is working with the Center for Naval Analysis to develop a final report that will summarize observations from the event, identify insights and recommend follow-on actions and areas for further exploration. The team will brief the report in the new year.

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**CFC charities on display**

Lt. Gen. John Broadmeadow, deputy commander, USTRANSCOM, chats with Carrie Lehmen, Nov. 29, about her Combat Boots & High Heels charity during a CFC fair in the Bldg. 1900 E front lobby. Photo by Bob Fehringer, TCPA
A few favorite images

After 22 years as an Air Force photographer and Combat Camera photojournalist, five years as USTRANSCOM’s contract photojournalist and finally seven years as the command’s Civil Service photo guy, I’m finally retiring to who knows what.

With me goes the Transporter, so I’d like to share a few of my favorite images from my 12 years here documenting your daily lives. Please check the coffee shop lobby screen for all my favorites, and hopefully some of yours.

Thanks to you all for not giving me too much grief as I stuck my camera in your faces. It’s been fun.

Photos by Bob Fehringer, USTRANSCOM/PA
Collaboration and “can-do” attitude make Cloud Center of Excellence success

By Change Management

When Air Force General Darren W. McDew, commander, U.S. Transportation Command, established the Cloud Center of Excellence earlier this year, he set high expectations for fast results.

The CCoE was beginning a journey into uncharted territory, requiring the rapid development of team chemistry focused on enabling collaboration, innovation, and agility.

“We weren’t given a choice,” said Air Force Lt. Col. J.J. Riester, deputy chief, Infrastructure Portfolio and Support Division, Command, Control, Communications and Cyber Systems Directorate. “Having a mandate allowed us to challenge normal business practices and accelerate to where we are today.”

The first step in the CCoE team’s culture development involved embracing a collaborative environment, based on that of the Defense Innovation Unit Experimental. The CCoE’s cross-functional team includes personnel from the command and its components, representing the operational, technical, financial, acquisition, legal, and program-management communities. Devoid of cubicles in its office space, the CCoE empowers its team members to collaborate and solve problems creatively together.

“We’re breaking standard government paradigms, like removing unnecessary steps in the decision-making process,” stated Wes Schooley, Enterprise Engineering Branch chief, Command, Control, Communications and Cyber Systems Directorate. “With the exception of uniformed personnel, you wouldn’t know the most senior person from the least in the team space. We’re just a group of people who rolled up our sleeves to meet a goal.”

Every Monday, the team meets to develop a to-do list and assign task owners using JIRA, a management-tool software. They have daily huddles to discuss progress and breakdown barriers. When individuals complete their tasks for the week, they assist their teammates. On Friday afternoon, CCoE members reconvene to address tasks accomplished, delayed or unaccomplished, as well as those to prioritize for the next week.

The next step in the CCoE team’s culture development was identifying individuals who displayed a “can-do” attitude when faced with adversity and challenges.

“Generally, we hear why we can’t do stuff,” Schooley said. “(The CCoE is) turning the focus and culture around to optimism and believing we can do. We’re looking to model agile processes for the command.”

This attitude is essential in the CCoE because there is no “how-to” document for migrating to the cloud in the Department of Defense.

“We’re doing stuff there’s no policy for; we’re shaping the policy,” stated Air Force Lt. Col. Ross Morrell, chief, Cyber Security Division, Command, Control, Communications and Cyber Systems Directorate, at a recent CCoE hotwash discussion. “General McDew’s commitment opened the door to question current policy and how to do things.”

Finally, the CCoE culture welcomes failure—as long as it’s fast and educational.

“We want to fail fast, readjust, learn, and move forward,” said Riester. “If we are going to fail, we have to learn quickly.”

History of USTRANSCOM - December timeline

By Dr. Robert Sligh, TCRC

1 Dec. 1, 1989 The Joint Transportation Intelligence Center established as the intelligence Production Division in the US Transportation Command’s Intelligence Directorate.

Dec. 7, 1994 Operational Support Airlift, USNCINTRANS signed Implementation Plan proposing the Service coordination option (centralized scheduling from a jointly staffed organization reporting to USTRANSCOM) with USTRANSCOM oversight on Aug. 27, 1993. Approved by OSD Jan. 3, 1994, with implementation to commence immediately.

Phase 1 implemented Jan. 3, 1994: allows cross-service visibility and coordination of scheduled flights, but with OSA scheduling to remain on individual service systems. Phase 2 involves migration to a single scheduling system.

Dec. 11, 1989 USTRANSCOM and its components signed a Memorandum of Understanding which added Military Traffic Management Command (MTMC) to the liaison network and changed the U.S. Pacific Command dual hat liaison officer from Military Sealift Command to MTMC.

Dec. 11, 2003 Logisticians from the services and Department of Defense agencies met at USTRANSCOM, Scott Air Force Base, Illinois, for the first time as the Distribution Transformation Task Force (DTTF). The DTTF is a key element in the Secretary of Defense-ordered transformation of the nation’s defense distribution system.

Dec. 13, 1989 The Army accepted the role as lead service for the joint Logistics Over-the-Shore test.


Dec. 19, 2002 Gen. John W. Handy, commander, USTRANSCOM, approved the command’s optimal organization structure following the largest reorganization of the command since 1994.

Dec. 21, 1993 USTRANSCOM designated National Reinvention Laboratory, first joint Reinvention Lab. “Concentrate on strengthening our focus on satisfying customer requirements, become DOD’s leader in process improvement, and leading organizational reinvention.” (Memo from Lt. Gen. Wykle to Staff, May 11, 1994)


On Nov. 7, Marine Corps Lt. Gen. John J. Broadmeadow joined TRANSCOM Show host Air Force Maj. Gen. Jay Flournoy, USTRANSCOM chief of staff to talk about his experiences during his first two months serving as the command’s deputy commander.

Flournoy opened up the discussion by asking Broadmeadow to share his journey to USTRANSCOM.

Broadmeadow noted while it may seem unusual to have a Marine in the role, he has always had a keen interest in USTRANSCOM and views himself as a career logistician.

“I have always been fascinated with the command and its role in enabling global operations and critical missions,” he said.

Broadmeadow also shared a few of his most critical experiences since arriving at USTRANSCOM. “On my second day on the job, I attended the Cyber Roundtable – and right off the bat, I got a view of General McDew’s vision,” he said.

Another recent critical event was the USTRANSCOM wargame, which provided him with a look into the command’s strengths and opportunity areas. Broadmeadow praised the command’s operational excellence. “The command is exceptional at our core competencies – delivering to our combatant commanders based on their priorities,” he said.

Additionally, Broadmeadow highlighted the changing global landscape requires USTRANSCOM to think and act differently, and that the command needs to grow in order to make that switch.

“We’re on a quest to figure out how to make the shift from being excellent at our core competencies to being adaptable in the global landscape,” Broadmeadow said.

Part of this shift will require the command to focus on the warfighter when making any business decision. “Risk in a combat organization impacts people’s lives,” Broadmeadow said. “It’s important that we don’t take these decisions lightly.”

He also noted the command’s warfighter priority is what sets us apart from our industry partners. “The fourth component brings a different perspective,” he said.

Building on Broadmeadow’s comments, Flournoy emphasized the importance of working with our commercial transportation providers to make shared risk decisions. He also recognized a team of individuals who helped the command evolve its relationship with industry by incorporating cyber language into USTRANSCOM’s Voluntary Intermodal Sealift Agreement and Civil Reserve Air Fleet contracts.

The show closed with Flournoy encouraging everyone to join him for the December episode of The TRANSCOM Show, which will feature a discussion on the Transportation Management System with special guest Air Force Brig. Gen. John C. Millard.
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**Editors 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 publications.

**Recongitions**

**Veterans Day speaker**

U.S. Navy Rear Adm. Peter J. Clarke (center), director, U.S. Transportation Command’s Strategy, Capabilities, Policy and Logistics directorate, visits with some military veterans and their families following the Nov. 11, 2017, Veterans Day Ceremony in O’Fallon, Illinois. Clarke was guest speaker for the event. Photo by Lisa Caldwell, TCPA

**Arrivals**

Maj. Early Howard, TCJ3  
Lt. Col. James Polak, TCAQ  
Sgt. Duwayne Allen, TCJ3  
Master Sgt. Danielle Foote, TCJ3  
Staff Sgt. Angelo Corpus, TCJ3  
Staff Sgt. Dominic Deluca, JECC  
Master Sgt. Ebony Gaskin, JECC  
Lt. Col. Kathy Martin, TCSG  
Staff Sgt. Cory Mitchell, JECC  
Tech. Sgt. Oscar Rodriguez, TCSG  
Senior Master Sgt. Juan Torres, JECC  
Natalie Ezell, TCJ1  
Tiffany Tucker, TCJ6  
Deni Withrow, TCJ3  
Steven Waters, TCJ3  
Brian Paul, TCJ6  
Felecia Ziegler, TCJ8  
Gary Hermann, TCJ3  
Jeffrey Cobb, TCJ4  
Shama Crumes, JECC  
Adam Pajerski, JCSE  
Alejandro Fuentecilla, JCSE  
Joshua Siegle, JCSE  
Ian Smith, TCJ6  
Shadae Randall, JCSE  
Casper Manlangit, JECC

**Departures**

Chief Petty Officer Michael Ochoa, JCSE  
Capt. Anthony Lesperance, IG  
Petty Officer 2nd Class Daniel Guerracastro, TCJ3  
Lt. Col. Tomeka Seaberry, TCJ3  
Sgt. 1st Class Randall Provost, TCJ3  
Master Sgt. Sonja Jenkins, JECC  
Master Sgt. Eric Hernandez, TCJ2  
Master Sgt. Joachim Schaefer, TCJ3  
Master Sgt. Bruce Adams, JECC  
Staff Sgt. Brendon McLeroy, TCJ3  
James Sanginiti, TCAQ  
Michael Hobins, TCCS  
Arthur Roark, TCJ3  
Mary Wright, TCAQ  
Shelby Baybordi, TCAQ  
Marcus Gains, TCJ8  
Bob Fehringer, TCPA

**Promotions**

Staff Sgt. David Jr. Wilson, TCJ3  
Sgt. 1st Class Randall Provost, TCJ3  
Staff Sgt. Jason Lajunesse, JECC  
Brig Gen. Donald B. Absher, JECC  
Senior Airman Austin Dyar, JECC

**Editor’s note**

Drop your new, unwrapped toys in one of the boxes located in the front lobby of Building 1900E, Plaza entrance or front entrance of Bldg. 1900W.