

CHANGE MANAGEMENT AND OFFICER RESILIENCY

EPAC SENIOR OFFICER PANEL

Moderator: LT Elena Navas

Panelists: CAPT Kris Naset
CAPT Tara Gooen Bizjak
CAPT Nathan Epling
CAPT Tammy Midgley
CAPT Bradley Cunningham



Sponsored by the
Chief Engineer,
Council of Captains, and
EPAC Career Development

May 25, 2023
3PM ET



COMMISSIONED CORPS
OF THE U.S. PUBLIC HEALTH SERVICE

EPAC CHAIR REMARKS

- ▶ Welcome
- ▶ Good team insights and experiences today
- ▶ Changes will always occur
- ▶ Boost your confidence and add to your toolbox
- ▶ Career Development Subcommittee Leadership



CPO REMARKS

- ▶ Senior Officer Panel
 - Change Management and Officer Resiliency
 - Suggestion for future panels: LCDR Mary Millner
- ▶ 2023 USPHS Priorities and Initiatives:
 - Strengthening Officer Trust: Communication and Transparency
 - Centering Communities
 - Enhance Officer Support
 - Corps-Wide and Category-Specific Training



AGENDA

- ▶ Housekeeping and disclaimers
- ▶ Purpose of the panel
- ▶ Panelist Introduction
- ▶ Fireside Chat
- ▶ Key Take-Aways
- ▶ Q&A



HOUSEKEEPING

- ▶ Session is recorded for posting on the EPAC website
- ▶ Attendees are muted by default
- ▶ Questions may be taken at the end of the overall session, as time permits
- ▶ Questions to be generally applicable to the category or officers across a particular agency
- ▶ Can follow up with officers with questions that we are not able to get to in this session
- ▶ For questions, please unmute at the end of the presentation, utilize the chat window, or email mary.millner@fda.hhs.gov
- ▶ PDH credit will be awarded for this session. Please email mary.millner@fda.hhs.gov



DISCLAIMERS

- ▶ The views expressed in this session are based on the panelists' experiences and may not be representative of official policies of the Category or the Corps at large.
- ▶ Officers should utilize official resources on the EPAC and CCMIS websites.
- ▶ Officers are encouraged to seek guidance on change management and resiliency from mentors and/or other senior officers, and to seek further professional help when necessary.



PURPOSE OF TODAY'S SESSION

- ▶ Hear from senior engineers representing various engineering disciplines, backgrounds and agencies.
- ▶ Today's panelists will provide unique insights and information on the topic of change management and officer resiliency.
- ▶ The session will provide examples, ideas, and tools for your consideration, not hard answers on what's right for you and your specific situation.
- ▶ You are responsible for building your own resiliency, finding and implementing the change management tools that work best for you.
- ▶ Discussing your situation with peers, your supervisor, or a mentor is a great way to learn from others' experiences, gain valuable guidance, and seek encouragement.
- ▶ Today's panelists, other members of the Council of Captains, other senior engineers, and your peers are great potential resources for support with becoming resilient and effectively managing change.



CAPT KRIS NESET

- ▶ 16 Years in the Commissioned Corps, including 2.5 years of Active Duty time w/ ND Army National Guard (1995-2007)
- ▶ Enlisted & Officer with NDARNG; Operation Iraqi Freedom – Platoon Leader - Route Clearance missions (12 months)
- ▶ PHS career has been spent at the IHS (2007-2020) – Minot, ND, CDC (2020-2022) – Chamblee, GA, and NPS (2022-Present) – Remote; Private Sector (2001-2007)
- ▶ Management Positions held prior to current position: Spent 7+ years in supervisory positions with IHS
- ▶ Current Position: Project Manager w/ NPS / Denver Service Center (Remote Work from Colorado Springs, CO)
- ▶ P.E. (ND), BCEE, B.S. Construction Eng., M.S. Management



CAPT TARA GOOEN BIZJAK

- ▶ 14 years in the Commissioned Corps
- ▶ Tier 1 (Deputy Team Commander/member of RIST-NCR, 2010-2020), 18 deployments (Operations); Commissioned Corps Women's Issues Advisory Board (flats, 2014-2018)
- ▶ 21 years at US Food and Drug Administration (Parsippany, NJ; Rockville, MD; Silver Spring, MD) [field investigator, chemical engineer, team leader, branch chief (sup), senior advisor, senior science policy advisor, director (sup)]
- ▶ Current Position: Director (Policy Staff) at Center for Drugs, Compliance/Mfg Quality [drug manufacturing]
- ▶ B.S. Chemical Eng, Masters in Biomedical Science, ASQ CQE & CQIA, Public Health Certificate
- ▶ Girl Scout co-leader, Army Ten Miler event co-leader, new engineer coin co-designer



CAPT NATHAN EPLING

- ▶ 21 Years in the Commissioned Corps, two agencies (IHS, NPS)
- ▶ Current Position: Chief of Facility Management, National Capital Region, National Park Service
- ▶ 11 Deployments (160+ days); former Deputy Team Commander, Rapid Deployment Force 3
- ▶ Served as Chair- PAC Chairs Group, Engineer Professional Advisory Committee (2014), EPAC Career Development Subcommittee
- ▶ President of Professional Engineers of North Carolina (2017); Founder of Engineers Without Borders Asheville Chapter (2008)
- ▶ BS and MCE in Environmental Engineering; Graduate Certificate in Core Public Health Concepts; Professional Engineer; Board Certified Environmental Engineer
- ▶ Aspiring sheep and grain farmer, cub scout master, board game developer, local historian, and rural landscape advocate.



CAPT TAMMY MIDGLEY

- ▶ ~23 Years in the PHS Commissioned Corps
- ▶ Current Position: Travel Coordinator, Public Health Emergency Response Strike Team
- ▶ Prior Positions in IHS (2000-2008, 2013-2015); CCHQ (2008-2011, 2020 – present); FDA (2011-2013); ASPR (2015-2020)
- ▶ Bachelors and Master's Degrees in Civil Engineering; Certificate in Data Analysis and Visualization; Professional Civil Engineering License
- ▶ Former Applied Public Health Team #2, Disaster Response Engineer Branch Chief; Several PHS and Agency Deployments



CAPT BRAD CUNNINGHAM

- ▶ ~20 Years in the PHS Commissioned Corps at the Food and Drug Administration
- ▶ Current Position: Associate Director, Office of Ophthalmic, Anesthesia, Respiratory, ENT, and Dental Devices (~4 years)
- ▶ Management positions held prior to current position: Assistant Director (10 years), Division Director (6 months, acting), Deputy Office Director (4 months, acting)
- ▶ PHS Activities and Leadership: Chair Mentoring and Career Development, two-term EPAC voting member; COA National Board member and DC-COA Engineering Liaison; PHS-1 RDF from 2005 onward
- ▶ Bachelors and Master's Degrees in Biomedical Engineering
Post-Graduate Certificate in AI and Machine Learning



POLL QUESTION #1

What is your rank?

- A. LTJG
- B. LT
- C. LCDR
- D. CDR
- E. CAPT
- F. RDML/RADM



POLL QUESTION #2

Which agency do you work for?

- A. CDC
- B. DOD
- C. EPA
- D. FDA
- E. HHS
- F. IHS
- G. NPS
- H. Other



POLL QUESTION #3

In what area do you find change most difficult?

- A. Duty Station
- B. PHS
- C. Personal
- D. Deployment





In what area do you find change most difficult?





How have organizational changes related to modernization impacted you?



POLL QUESTION #4

In general, how do you react to change?

- A. Resistant
- B. Fearful
- C. Skeptical
- D. Accepting
- E. Enthusiastic
- F. Frustrated



POLL QUESTION #5

In general, what factors make changes most difficult for you?

- A. Undefined expectations/ unclear communication
- B. Frequency of changes
- C. Abruptness (lack of transition or phasing period)
- D. Lack of resources provided to aid in implementing the change





How do you personally manage change?

How do you deal with change that you may not fully agree?



POLL QUESTION #6

What are the most common things you do during day-to-day duties and deployments that help you cope with stress, and in turn increase your resiliency? (Select all that apply)

- A. Walking/running/biking/working out
- B. Sports
- C. Reading a book/quiet time
- D. Talking to family/friends
- E. Other
- F. I need improvement in this area





What is the most common thing/hobby you do during day-to-day duties and deployments that helps you cope with stress, and in turn increases your resiliency?



POLL QUESTION #7

What tools or resources do you use most to personally manage change? (Select all that apply)

- A. Perspective – understanding the mission
- B. Patience and persistence
- C. Measurable tools to measure impact
- D. Willingness attitude
- E. Emotional intelligence





What tools or resources do you use most to personally manage change?



POLL QUESTION #8

What do you think is the most important driver of successful change management?

- A. Clarity of the change
- B. Understanding the why
- C. Measuring implementation of the change
- D. Leadership and communication of the change
- E. Other





How do you successfully drive change?



POLL QUESTION #9

What can EPAC do to support PHS engineers through change?

- Please type your responses in the chat, or submit your response via the Anonymous Feedback link on the EPAC homepage:
<https://form.jotform.com/220703843337049>



KEY TAKE-AWAYS

- ▶ Change is constant, both professionally and personally
- ▶ Find the change management tool that works best for you, and use it in a positive manner
- ▶ Lean on your family for support
- ▶ As a member of our uniform service, you convey to our colleagues, agencies, staff, and the public a level of trust and permanence in the face of change around us
- ▶ Use change as an opportunity for growth
- ▶ Embrace change and remain engaged and committed



CHANGE MANAGEMENT AND OFFICER RESILIENCY

QUESTIONS?



THANK YOU

EPAC Career
Development Subcommittee
&
Senior Officer Panel Planning
Team



LCDR Mary Millner
Team Lead



LT Elena Navas
Moderator



LT Corbyn Navas
Planning Team



LCDR Michael Simpson
CDS Chair



CDR Chris Fehrman
CDS Vice Chair



COMMISSIONED CORPS
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SAVE THE DATES!

EPAC Mid-Year Check In

Date: June 9th, 2023

Time: 1730 to 1930 ET

Location: Dogfish Head Alehouse

800 West Diamond Avenue, Gaithersburg, MD 20878

EPAC General Meeting

Date: July 13th, 2023

Time: 1500 to 1630 ET

Location: Virtual

