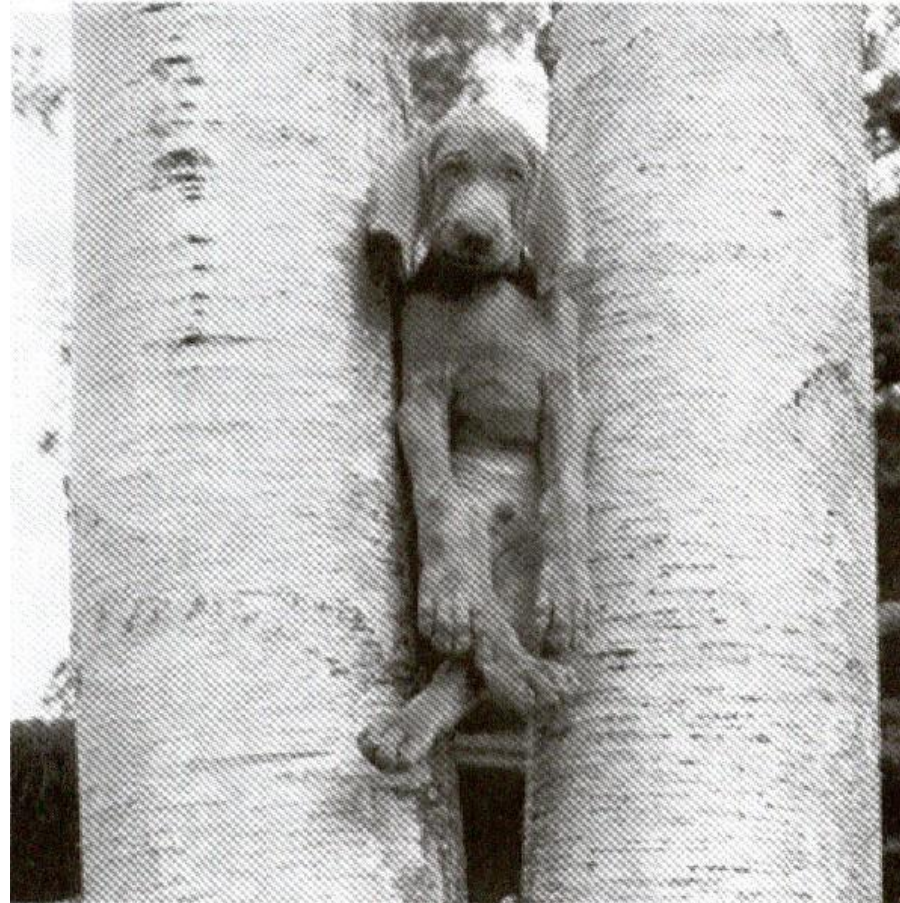




North Carolina Council of Chapters Military Officer's Association of America

Hershell E (Hew) Wolfe
SES-2, Retired Deputy Assistant Secretary of the Army
for Environment, Safety and Occupational Health
and
Colonel, U.S. Army Retired
February 20, 2021

Some days all you can do is smile and wait for some kind
Soul to come pull your butt out of the bind you've
Gotten yourself into.



Authority & Direction

US Constitution: Article 1, Section 8

President

U. S. Congress



National Security Strategy
December 2017

Secretary of Defense
National Defense Strategy
2018

Executive Orders

Legislation



National Military Strategy
2018

Military Department's Strategy
The Army Plan

Uncontrollable Storm



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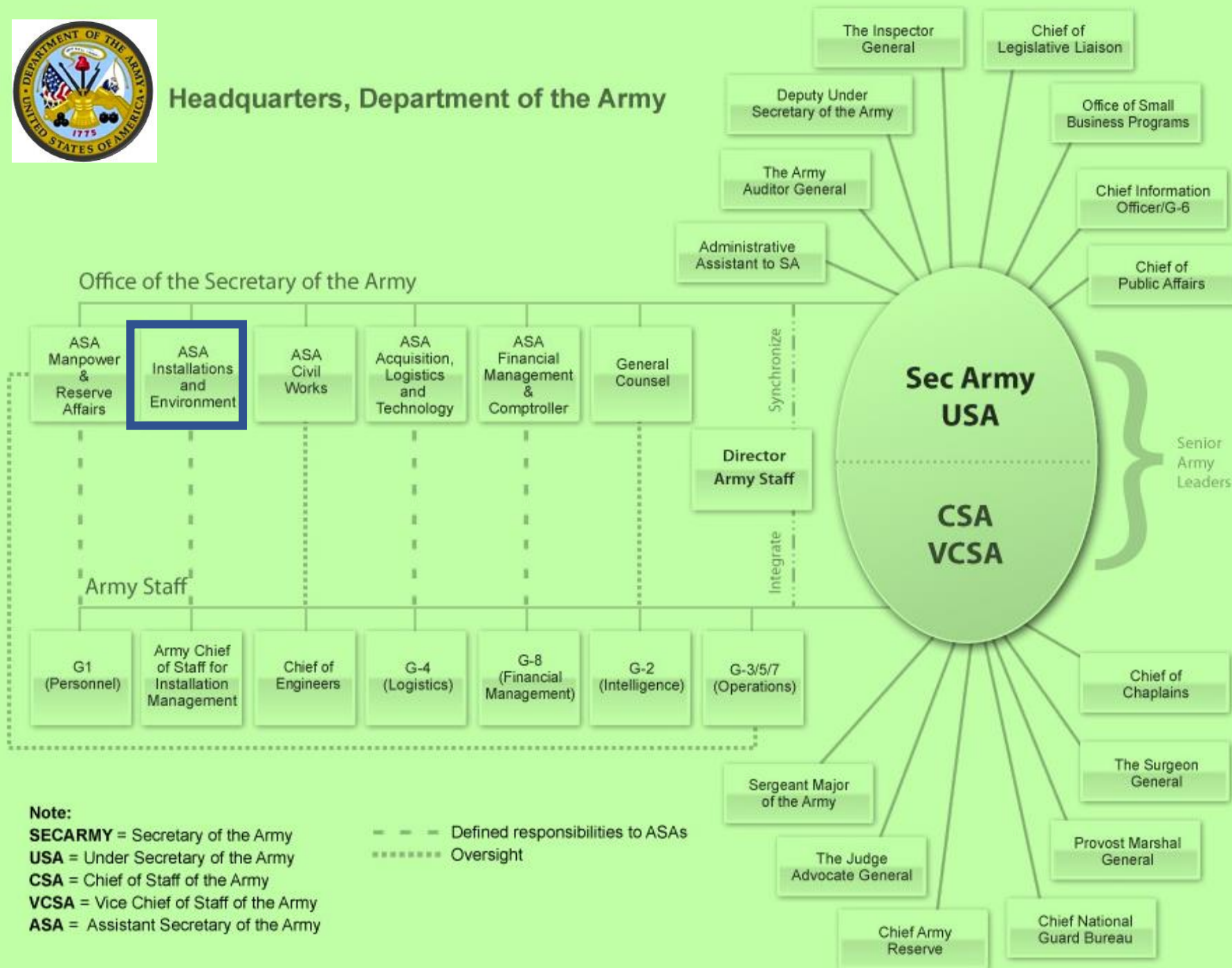


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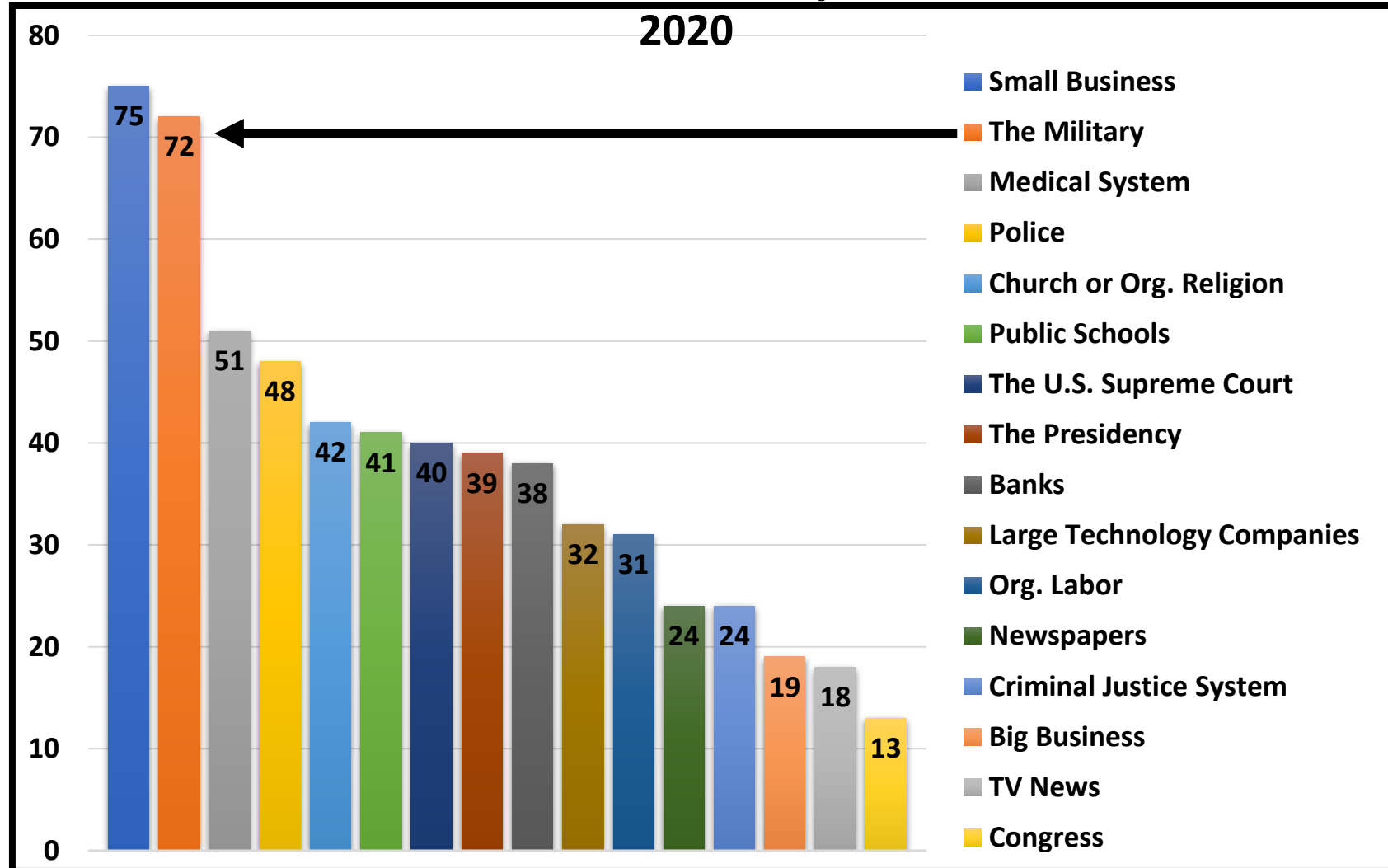


Headquarters, Department of the Army

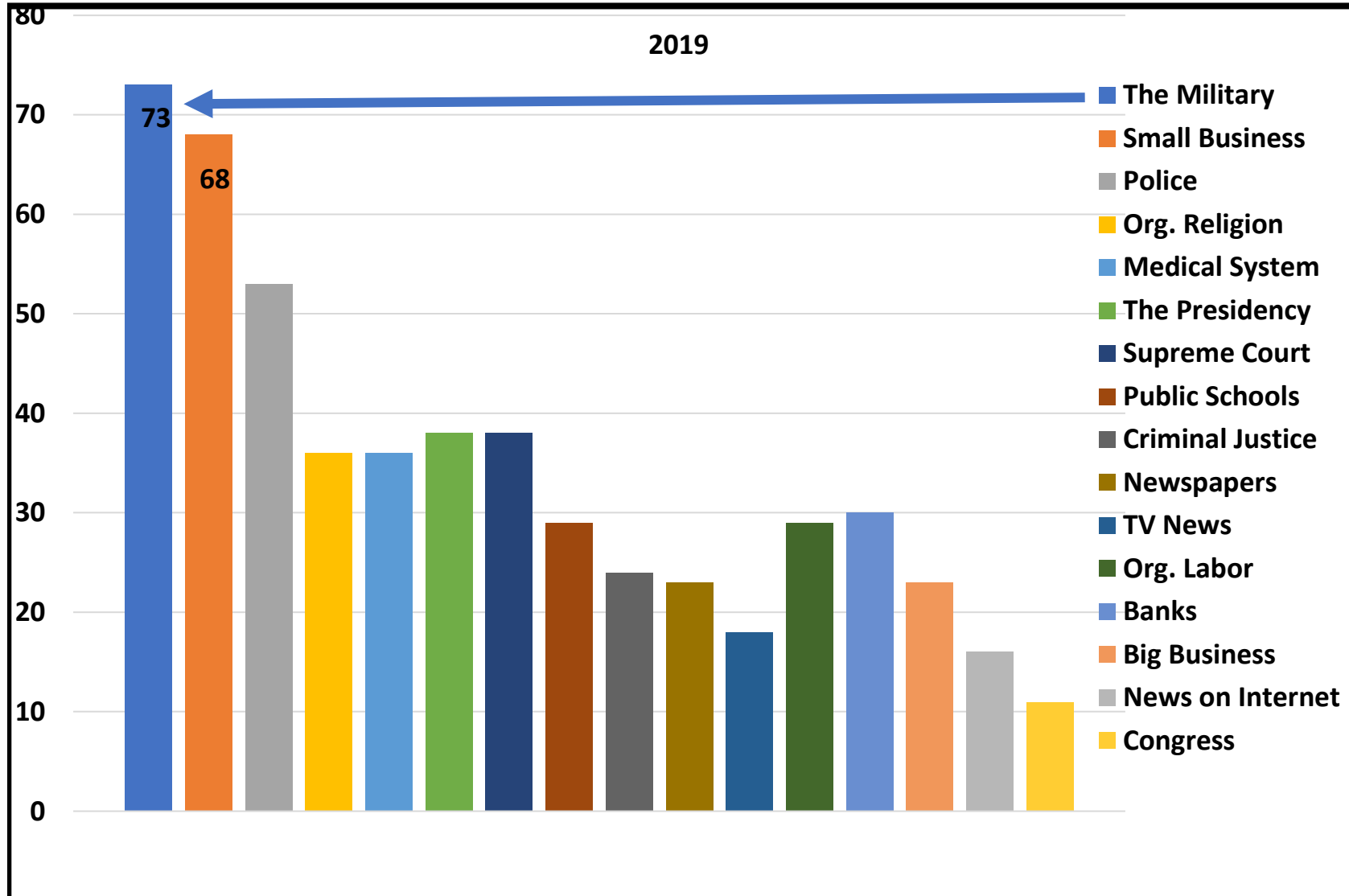


“Which Institutions Do You Have a Great Deal or Quite a Lot of Confidence?”

June 2020 Gallop Poll



***“Which Institutions Do You Have a Great Deal or Quite a Lot of Confidence?”
June 2019 Gallop Poll***



Deputy Assistant Secretary of the Army **Environment, Safety and Occupational Health**

- **Established Army Strategy for Environment, Safety and Occupational (ESOH)**
- **Provided Executive Leadership for all Army ESOH Programs to include Army Reserves and National Guard**
- **Established Policies, Plans, Programs, Budgets, Requirements**
- **Provided Executive Leadership, Advocacy, Oversight and Outreach not only for ESOH, but also**
 - **Army Sustainability**
 - **Natural Resources**
 - **Acquisition Programs (ESOH Issues)(ASARC/DSARC)**
 - **Chemical, Biological, Nuclear and Conventional Treaty Verification and Compliance Official**

Deputy Assistant Secretary of the Army **Environment, Safety and Occupational Health**

- **Served as Army Federal Preservation Officer and**
- **Army Functional Representative for Army Career Program 12 (Safety & Industrial Hygiene)**
- **Army Representative to the Interstate Technology and Regulatory Council**
- **Army General Officer to the U.S./German Technology Data Exchange**
- **Army Environmental Technology Program**
- **Executive Agent for the Department of Defense Unexploded Ordnance Center of Excellence**
- **National Defense Center for Energy and Environment (NDCEE)**
- **DOD Voluntary Protection Program (VPP)**
- **DOD Formerly Used Defense Site (FUDS)**

Deputy Assistant Secretary of the Army **Environment, Safety and Occupational Health**

- **Responsibilities Span a Global Organization that included**
 - **Over \$1.5 billion annually for the Environmental Program**
 - **Oversight for the Safety and Occupational Health for over 1.2 million Soldiers and Army Civilians Employees Worldwide**
- **Worked with Key Personnel in the Army, Department of Defense (DOD), other Military Services, other Federal and State Agency in Developing Policies in Accordance with Presidential Executive Orders, Public Laws, State and Local Standards, DOD Directives, and the Army Mission.**

Deputy Assistant Secretary of the Army Environment, Safety and Occupational Health

Career Chronology:

- 2010 - 2015, SES-2, Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health (DASA (ESOH)); + Adjutant Facility, U.S. Army Management Staff College, Pentagon
- 2002 – 2011, SES-1/GS-15, Special Assistant and Advisor to the DASA (ESOH); Assistant for Environmental Technology, and Assistant for Occupational and Environmental Health, SAIE-ESOH, Pentagon
- 1997 – 2002, Colonel, Assistant Chief, U.S. Army Medical Service Corps and Consultant to the Army Surgeon General for Preventive Medicine Sciences and Adjutant Professor for Preventive Medicine and Biometrics, Uniform Services University of Health Sciences , Falls Church, Virginia
- 2002, Colonel, U.S. Army Retired,
- 1994 – 1997, LTC/COL, Assistant for Occupational Health, SAIE-ESOH and Executive Officer to the Assistant Secretary of the Army for Installations, Logistics and Environment. Pentagon
- 1991 – 1994, LTC, Assistant for Occupational Health and Military Assistant/Executive Officer to the Deputy Assistant Secretary of Defense for Environmental Security, Pentagon
- 1988 – 1991, MAJ/LTC, Director of Health Hazard Assessment and Executive Officer to the Deputy Chief of Staff DEA, U.S. Army Materiel Command, Alexandria, Virginia
- 1984 - 1988, MAJ, U.S. Army Training and Doctrine Command, Fort Monroe, Virginia
- 1980 - 1984, CPT/MAJ, U.S. Army Environmental Hygiene Agency, Aberdeen Proving Gd, Maryland
- 1978 - 1980, CPT, Chief of Preventive Medicine, U.S. Army Eisenhower Army Medical Center, U.S. Army Fort Gordon, Georgia
- 1976 - 1977, 1LT/CPT, Faculty, U.S. Army Academy of Health Sciences, Fort Sam Houston, Texas
- 1974 -1976, 2LT/1LT, U.S. Army 10th Medical Laboratory, Landstuhl, Federal Republic of Germany
- 1972 – 1974, 2LT, Headquarters, 3d Armored Division, Frankfurt, Federal Republic of Germany
- 1966-1968, SGT, U.S. Air Force, 12th Tactical Fighter Wing, Republic of Vietnam

“The Heart cannot exalt in what the mind rejects” RYM

TIME

Behavior vs. Culture

Never confuse temptation with Opportunity

LSS

$$E = Q \times A$$

E = efficiency/effectiveness

Q = Quality

A = Acceptance

Data driven leader rather than a noise driven leader

Making a Decision is Difficult, but Living with a Decision Someone Else Has Made is More Difficult!

Taming the Tongue

- Engage your brain before you do your mouth.
- Words – once they leave the mouth, there is no getting them back.
- Words can be destructive bullets & knives.
- People wear invisible, but real wounds caused by weaponized words.

2/11/2021

B³
Be Brief
Be Bright
Be Gone

D³
Dumb
Defiant
Deceitful

R³
Readiness
Resources
Return on Investment

DATA

“Understanding begins with data When reviewed becomes information That after analysis becomes knowledge Which creates understanding when put into context” Jim Dries/Hewolfe

Anger

“Anger is the wind that blows out the lamp in your mind.”

Robert Ingersoll **“Anger is one letter short of danger.”** Anonymous

Courage is not the absence of fear, but the triumph over it. Nelson Mandela

My leadership Journey Continues...

(Strength, Knowledge, Understanding, Will Power, Courage, Honor, Wisdom, Spirit & Truth)

- ✓ I am an imperfect leader...**moral courage**
- ✓ I have made every leadership mistake in the book...**training versus leadership education**
- ✓ I did not take care of myself physically, mentally, or spiritually...**resiliency and readiness**
- ✓ I did not listen effectively...**listening to understand versus to respond**
- ✓ I did not value patience as a key leadership attribute...**waiting versus acting**
- ✓ I did understand the value in working on my leadership weaknesses...**being self aware**
- ✓ I am an investor in people rather than a withdrawer...**mentor vs. user**
- ✓ I thought that admitting mistakes was a weakness...**ego**

**When you are in deep trouble, look straight ahead,
Keep your mouth shut and say nothing**



2/11/2021

“Accept the fact that some days you’re the pigeon”



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