

GA Program Seen as Model For Process Improvement

A program to improve production in the Graphic Arts Department (GA) has won the attention of Aerospace Center officials, who are recommending it for implementation by other departments and directorates.

Known as "Process Improvement Initiatives" (PII), the program is composed of three components: a management review group, production-level working groups, and a data base of problems, including a historical file of problems that have been resolved.

The management review group determines the priority of the unresolved problems in the data base and assigns the problems to an appropriate working group or

individual to develop a solution. Like the management review group, members of the working groups are volunteers united by a concern for improving production. Working group members are generally engaged in the same type of work.

Many of the problems are submitted by the working groups, although all employees are invited to submit problems that they perceive are having a negative effect on production. A form is provided, allowing the employee or working group to state the problem and a proposed solution.

The problem data base is open to inspection by groups and individuals. In GA, the problems and their

Continued on page 5.



STEPANIK

"We want to have a program that will generate solutions as we move to DPS."

—Major Charles White
Manager of Employee Involvement
Process Improvement Office

Success of Missile in War Made Possible by DMA Data, Visitor from Strategic Air Command Tells Managers



Air-Launched Cruise Missile

A staff member from Headquarters Strategic Air Command, Keith Crompton, told managers at the Aerospace Center recently that navigational information provided by DMAAC was indispensable in proving the war worthiness of a major weapon system.

Precise point coordinate support was provided by the Scientific Data Department's Airfield and Targeting Division (SDF) to support the Air-Launched Cruise Missile (ALCM) with conventional warheads during Operation Desert Storm. The success of the missile in a strike at the onset of the war was made public in

Continued on page 3.

Civilian Pay Changes Slated for Fiscal 1994

By Jim Garamone
American Forces Information Service

The way the federal government pays civilian employees will change radically in the next two years.

Under the Federal Employee Pay Comparability Act of 1990, the way the annual pay adjustment is computed for DoD's general schedule civilian employees, including those in the performance management recognition system, will be in place by January 1994.

The new system will base pay on a nationwide adjustment and a locality comparability payment. That is, federal employees in high cost-of-labor areas will receive more money than those in lower cost-of-labor areas. Currently, the government generally uses only a nationwide adjustment, and all employees in a grade receive the same pay no matter where they work.

"It became obvious that if we wanted to attract quality people in high cost-of-labor areas, we had to pay them competitive salaries," said Earl Payne, director of compensation for DoD. High-cost areas such as New York, San Francisco and Los Angeles were finding it increasingly hard to attract and retain qualified personnel. Pay adjustment programs already implemented in some high-cost areas will continue.

The nationwide adjustment will continue. Tied to the Bureau of Labor Statistics' employee cost index, it is essentially a survey of non-federal salaries. It is what the federal government must compete with when looking for new employees or in keeping those already on board.

Under the new system, general schedule pay will be adjusted by the index minus .5 percent. So if the

employment cost index is 4.7 percent, the adjustment for GS employees worldwide will be 4.2 percent.

Therefore, adjustments for federal (GS/GM) employees will be tied to a standard indicator. Tying the adjustment to the index provides an earlier projection of future increases. With certain exceptions, the government must give the index minus .5 percent.

"This should help federal salaries to at least stay in line with those in the private sector," Payne said.

The real change is locality pay, which will vary by geographic area and, again, be computed by the Bureau of Labor Statistics. While the government would like full comparability between federal and private-sector pay, locality pay is mandated only in areas where private pay is more than 5 percent higher than for comparable GS positions. So if the gap is 4 percent, for example, locality pay may not be implemented.

Defining geographic sectors entitled to locality pay is open for discussion. For example, the pay gap in Washington, D.C., may be over 5 percent, but what makes up the Washington area? Is Fredericksburg, Va., 45 miles south of Washington proper, part of the geographic area?

A nine-member Federal Salary Council will set the boundaries for locality pay areas. The council--made up of experts in pay and compensation, and employee representatives--will survey data from the Bureau of

Labor Statistics before making any recommendations.

Office of Personnel Management official Anthony Ingrassia is the council's acting chairman. He said the council is working under a plan submitted by the bureau to survey 32 metropolitan areas that each have 10,000 or more GS/GM employees.

Questions the council must address before tackling the locality pay areas include determining if pay localities should have a minimum number of federal and non-federal employees for salary comparison purposes. The council will look at local labor markets, commuting patterns and other employer practices when deciding the locality area.

It will pass its recommendations to the President's Pay Agent. The Pay Agent is the director of the Office of Personnel Management and the secretaries of labor and defense.

The federal government will phase in the reduction of local pay disparities. GS employees in the affected areas will not see sudden monster pay raises on Jan. 1, 1994. The pay comparability act requires reduction of local disparities over a nine-year period. At least 20 percent of the relevant pay disparity must be closed in 1994 and an additional 10 percent each succeeding year.

Again, discretion built into the system allows the president to reduce both the nationwide adjustment and locality pay based on a national emergency or severe economic conditions.

On the Move

DMA Director Maj. Gen. William K. James has approved the following personnel actions:

Office of the Comptroller

Patricia A. Franklin was assigned to the GM-15 supervisory accountant position as chief of the Finance and Accounting Division (DMA/CMF).

Directorate of Plans and Requirements

Steven C. Hall was selected for the GM-15 physical scientist position

as Liaison Officer to the Department of the Navy, Office of Support Services. The appointment is temporary, not to exceed two years, which may become permanent.

DMA Systems Center

John W. Bukoski was assigned to a GM-15 general engineer position in the External Development Office (MGXB). The office is in the Modernization Development Group's External Activities Division (MGX).

The Director's Hotline is available for employees who have questions or suggestions for improvements in all areas. Call 263-4178, 24 hours a day. An answering machine will take your call.

...DMA Data Enables Success of Missile

Continued from page one.

January by the Air Force.

According to the Air Force announcement, the 2nd Wing of the 8th Air Force launched seven B-52G aircraft carrying conventionally armed ALCMs on Jan. 16, 1991. It was the first operational use of a conventional, long range stand-off weapon system by Strategic Air Command aircraft.

The B-52s, which took off from Barksdale AFB, La., at 6:35 (CST) that morning, were the first combat airplanes launched in support of Operation Desert Storm. Their takeoff marked the beginning of the air campaign for the liberation of Kuwait.

The mission of the B-52s was to fly to designated air launch points within U.S. Central Command's area of responsibility and attack eight high-priority targets in Iraq. Firing from outside Iraq's air defense network, the seven planes launched a total of 35 missiles, which attacked power generation and transmission facilities and military communications sites.

According to Pentagon spokesman Pete Williams, 31 of the 35 missiles hit their targets.

In a briefing to DMAAC managers, Crompton said, "The DMA point support during Operations Desert Shield and Storm was excellent. Headquarters Strategic Air Command wishes to share this with the people responsible. The accuracy of the ALCM strike would not have been possible without your good work." He added, the results "made believers" of those who had previously been skeptical of the weapon's effectiveness. John Liebsch, DMA liaison officer to SAC, accompanied Crompton on his visit to DMAAC.

Besides being the first ALCM employment, the mission of the seven B-52s was the longest single air combat mission in history. The planes flew a total distance of over

14,000 miles and remained aloft for over 35 hours, refueling four times.

In its statement, the Air Force noted that "coupled with long range bombers and air refueling aircraft, the conventional ALCM provides the Air Force a highly responsive capability to launch very accurate conventional attacks against targets located nearly anywhere in the world, without the support of (overseas) bases."

Besides providing precise point coordinates for the ALCM, DMAAC produced scores of TERCOM map sets for use in the Navy's sea-launched Tomahawk cruise missile in Desert Storm. By knocking out many of Iraq's defense systems, the cruise missiles secured the skies for manned fighter aircraft, enabling the allied forces to achieve a stunning victory while suffering amazingly few casualties.

Secretaries To Attend Seminar

A total of 100 secretaries from DMA components served by the St. Louis Human Resources Operations Office (HRS) are scheduled to attend a seminar on "Management Skills for Secretaries" during Secretaries' Week, according to

Saundra White (HRSDD), coordinator. The secretaries will attend one of two sessions scheduled for April 21 and 23 from 8:45 a.m. to 4 p.m. at the Henry VIII Hotel and Conference Center. The instructor will be Maria Lenoir of Corporate Image, Inc.

Orienteer

Vol. XXXIII, No. 8

The *Orienteer* is a funded, authorized publication for personnel of the Defense Mapping Agency Aerospace Center. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the Defense Mapping Agency or the DMA Aerospace Center. The editorial content is edited, prepared and provided by the Public Affairs Office of the DMA Aerospace Center. Address all communications to:

DMA Aerospace Center
Editor, *Orienteer* (PA)
3200 South 2nd Street
St. Louis, MO 63118-3399

Col. Marcus J. Boyle, USAF
Director
James G. Mohan
Chief, Public Affairs Office
Paul Hurlburt
Editor

"A Past with a Future"



Secretaries Week April 19-25

In Sympathy

Former DMA Deputy Director of Plans and Requirements **Douglas Ray Barrowman** died March 16 following an extended illness. He was an employee of DMA and its predecessor organizations for 32 years.

Mr. Barrowman began his career as a cartographic aid, GS-2, in the Map/Chart Compilation Department of the Army Map Service in 1960. He held numerous key assignments with the Army Map Service and later DMA.

Delivering the eulogy during services March 20, DMA Deputy Director Penman R. Gilliam said he could not recall any instance when Mr. Barrowman complained or said a job was too hard. "Ray will be missed by those of us gathered here today and hundreds of others whose lives he touched. Ray would be the first to tell us not to dwell on what he has done, but instead to look around us to see what we can do to make our lives and the lives of others better. To accomplish that would be the greatest tribute we could pay to Ray Barrowman."

Mr. Barrowman left DMA in January 1992. He is survived by his wife Donna; son, Michael; daughter, Sophia; his parents, Charles and Ruby Barrowman; sister, Virginia Adkins; and brothers David and Bob Barrowman.

Alene W. Hughes died March 25. A cartographer in the Cartography Division of the Aeronautical Chart and Information Center (now DMAAC), she retired in 1970 after 18 years at the Center. In January she was the "Spotlight" celebrity of the month at Laclede Oaks Manor and Convalescent Home in Webster Groves, Mo.

Miss Hughes leaves two nieces and a nephew. Her sister died about a year ago. Interment was in New St. Marcus Cemetery, Afton, Mo.

Kudos

Congressional Page

Franklin Mosley III, son of Franklin P. Mosley Jr. (SDAP) and his wife Bessie, is serving

in the U.S. House of Representatives as a page for Congressman William L. Clay this semester. Young Frank is a junior at Hazelwood (Mo.) East High, where his activities include varsity

basketball, peer leaders club and the human relations committee. His grade point average is 3.5. Mosley is continuing his studies at the House Page School in the Library of Congress.



Rewards and Struggles of the Stepfamily

Today, 80 percent of divorces are followed by remarriage, which means more than 25 million adults may currently be a stepparent and one out of every five children a stepchild. The transition into a stepfamily is not always an easy one.

When Danielle and Alex got married, they both had custody of their children. They were sure their newly created family would be perfect, especially since they had discussed at great length what it would be like.

Danielle and Alex agreed that each would discipline all of the children as if they were their own. Alex was also anxious for Danielle to become his children's new mom, since their real mother died several years ago. Also, Alex knew he would love Danielle's children as if they were his own. Yes, their dream was to have the picture-perfect family. However, they did not plan on any struggles, and there are always some.

Danielle's children rebelled against Alex's strict discipline

practices. Danielle and Alex fought over how each was disciplining the other's children. Alex's children resented Danielle's attempts to become their new mom. The stepbrothers and stepsisters found they did not have much in common and were not sure if they even liked one another.

The family decided to seek counseling at the Employee Assistance Program. Through counseling, they learned to dispel their myths of the perfect stepfamily and began to define what their stepfamily could be.

Each stepfamily needs to establish their own guidelines regarding parenting and discipline, and the role of each family member.

If you are experiencing any difficulties in your stepfamily, or are about to become part of a stepfamily, call us at 4848 for confidential and professional assistance. One of our counselors at the Employee Assistance Program can help!

--Heather Luhmann,
Employee Assistance Counselor

Looking Back

TEN YEARS AGO--Space shuttle flights resumed after a six year break with the flight of the Space Ship Columbia on April 12. In recognition for cartographic support to this and other missions the Aerospace Center received a special certificate from the DoD Manager for Space Shuttle Support Operations ... The April 23 *Orienter* offered employees a choice of six items commemorating DMA's tenth anniversary, including a desk set with pen (\$12) or a mug or paper weight with the DMA seal (\$6). Delivery was promised within eight weeks, in time for the June-July observance.

TWENTY YEARS AGO--The April 21, 1972 issue quoted this passage from a recent Through the Years column in the *St. Louis Globe Democrat*: "100 YEARS AGO: A long-standing stumbling block was removed by the Army, which donated a section of the arsenal grounds to the city for a public park..." The actual date of the transfer was March 29, 1872.

THIRTY YEARS AGO--In the April 20, 1962 issue, Raymond Paulsell traced the history of producing the first orbit chart, "A CHART FOR THE FIRST AMERICAN SPACEMAN." "Early in 1959, telephones at ACIC began ringing with inquiries from McDonnell Aircraft Corporation," the article began, and went on to trace the genesis of production specifications, following guidelines from NASA and McDonnell. "The portrayal of the orbital path offered a particular challenge," Paulsell commented. "Numerous samples were prepared using various colored lines, different line weights, combinations of lines and symbols, and even a unique system of elongated numerical type aligned to the path of the orbit. The elongated numbers were finally selected..." The same issue announced that cartographer Jeter Thompson had recorded a new commercial LP with his jazz quartet Tres Bien. --Wells Huff



...PII Model

Continued from page one.

resolution status are posted on bulletin boards.

"We want to establish a program that will generate solutions as we move to the Digital Production System, a program that will have a long-term effect," said Army Major Charles J. White, program manager for employee involvement in the Process Improvement Office (PIO).

"The PII Program has been endorsed by the Process Improvement Office and senior management because it works."

A main reason for Major White's confidence in PII, he said, is that it brings management and workers together. "With a group providing continuous management review and working groups that function like Quality Circles, we can expect to see quicker implementation of solutions. Management knows how to staff things; employees know the process. It is natural that they should work together."

"PII is a tool for management and at the same time a way that employees can voice their ideas and have a better chance to see them implemented. PII provides a vehicle for building communication and a system in which to maintain that communication. As we enter the DPS environment, we will need a process improvement program that is maintainable."

Making the data base accessible to all is intended to further enhance communication, Major White said. "If people can read the ideas that are

"The idea is to solve any problem that is having a negative effect on production."

--Connie Meyer, Assistant Chief, GA

being considered, it will stimulate more ideas.

PII grew out of a program that started in the former Data Services Dept. (DS), according to Connie R. Meyer, then Assistant Chief of DS and now Assistant Chief of GA. "People on different shifts were trying to solve the same problems without talking to each other. I invited everyone to put their ideas into a data base. I thought some of the problems might be trivial, but I never saw one that was. We came up with 180 problems and solved all but 17 of them. That's 90 percent of them. Granted, some of the problems were not earth shattering. But the idea is to try to solve any problem that is having a negative effect on production. This includes personal problems, although of course we don't solve them in PII. We have places that we can refer people to. So there's really not any problem that management is not concerned about."

The high success rate is due partly to the fact that management is involved earlier and more problems are considered under PII, according to Meyer. "In PII, we use as many of the tools of Quality Circles as possible in solving problems. But we don't just pick one problem to work on. We say, 'If we've got problems, let's work on all of them and solve each problem as soon as possible at the lowest level.' Unlike Quality Circles, management is in on the process from the beginning, so we can implement solutions fairly rapidly."

Although members of PII working groups generally perform the same type of work, the Process Improvement Team concept of working on problems across organizational lines is compatible, Meyer said. "PII is not a system that's laid down, it's flexible. If something works, we do it. With this approach, we hope to have a good program that will perpetuate itself."

Questions about PII may be directed to Major White at 4345.

Note: On March 23, the Mapping and Charting Dept. kicked off its PII; more information in a future issue.

Director's Awards for 1991

*Chief Led Branch with "Vision to Improve and Expand Capabilities"
Litho Specialist "Welcomed Change" and Emerged as a Leader*

The Director's Awards for 1991 have been presented to a branch chief in the Scientific Data Dept. and a lithographic specialist in the Graphic Arts Dept.

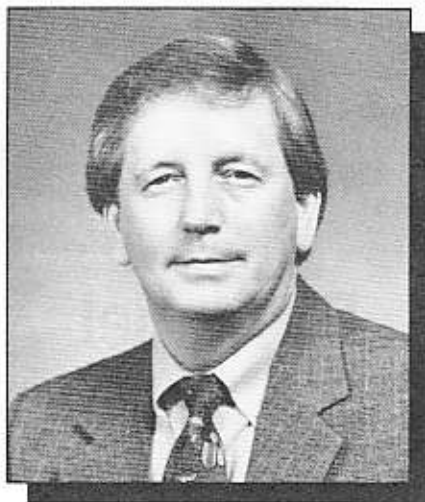
Established in May 1987, the Director's Awards are presented quarterly and annually to recognize the most outstanding job performers. The 1991 awards are the fifth annual awards to be made. Each recipient received \$500 and a reserved parking space for one year.

Receiving the Director's Award for 1991 in the supervisory category is **Danny C. Nash**, chief of the Graphic Design Branch (SDRG). The branch has the responsibility of meeting the Aerospace Center's display, graphic, video and briefing information requirements. Branch personnel interface with individuals, directorates, the DMAAC Director and other agencies.

As chief of a branch with a diversity of requirements, personnel with variable skills, and customers with requests at all priority levels, "Mr. Nash must continually coordinate assignments, adjust priorities, and generate unique production alternatives," officials noted.

"During 1991 Mr. Nash and his branch have been responsible for producing more routine assignments than in previous years. There were also additional first-time requirements for mapping, charting and geodesy support and many high-profile displays and briefings. In all cases, improved and additional capabilities have resulted directly and indirectly from Mr. Nash's vision to improve and expand the capabilities of his organization."

A total of 21 displays were completed in duplicate for simultaneous showing at 3200 S. 2nd St. and 8900 S. Broadway. More than 150 briefing boards, 10 videos, plaques and numerous items were prepared for every department and directorate at



Danny Nash

DMAAC. The total of work orders for 1991 numbered 1,750.

Regarding MC&G production, officials cited Nash for recommending the use of a color copier to produce the Point Positioning Data Base manual. The recommendation saved funds and enabled DMA to meet stringent production requirements.

"Mr. Nash is always willing to accept the challenge and as a result has acquired additional functionality such as the audio-conferencing equipment, training videos for the Digital Production System, and the Federal Share Program, where his branch does work for other agencies in the St. Louis area. In all cases, he leads with vision and performs above the standards in all the supervisory responsibilities."

Receiving the Director's Award for 1991 in the non-supervisory category is **Larry W. David** (GADD), who was promoted to the GM-13 position of supervisory lithographic systems specialist March 22. As project manager for starting production with the Map Publishing Environment (MPE) film writer lab and training personnel to use it, he "was instrumental in the earlier-than-scheduled production of over 88 chart assignments," officials



Larry David

said. The film writer produces color separation negatives for printing from digital files created by cartographers using MPE software.

"Mr. David represented the Graphic Arts Dept. in coordinating between departments the myriad of intermingled duties leading to the production of usable lithographic reproductions," officials said. "He provided the critical 'handshake' between cartographic and lithographic responsibilities that enabled a successful start-up. Officials also credited David for his successful proposal to purchase a low-cost graphics terminal, overcoming skepticism with a point paper; use of the graphics terminal in the film writer lab accelerates MPE production throughput.

Officials praised David for his attitude of "welcoming the increased rate of change now being experienced at the Center and his excitement about the opportunities it brings." During 1991 David completed two non-duty evening courses on the UNIX operating system, used by the MPE, at the University of Missouri-St. Louis.

Cited in an Employee Performance Award as GA's "resident expert with personal computers," David diagnosed and solved major software problems

Continued on page 7.

Civilian Welfare Council



Seated from left: Barbara Kirkendall (NFFE Local 1827), CWC Chairperson Rick Bonnot (TSC) and Sheri Grosse (SD). Standing in front, from left: Mark Duncan (DP), John Noelker (TSC), Laura LaChance (GG, LO, DIS and DFR-C), George Hynes (FE), Rand Seppelin (SC), Lorraine Bartz (GA) and Bud Voit (SD). In back, from left: Ray Fyalka (DP), Rick Roberts (MC), Denise Pezold (DP), CWC Recorder Sandy Tunncliff (SD), Mike Platter (FE) and Carolyn Benford (MC). Contact Sandy Tunncliff at 4778 for a list of all the primary and alternate representatives, officers and advisers.

Director's Awards

Continued from page 6.

during a film writer test for aeronautical data production.

In a commendation by Intergraph, the MPE contractor, which was endorsed by DMA Director Maj. Gen. William K. James, David was praised for his performance on long-term temporary duty during Operation Desert Shield. DMA employees sent to the contractor's site for MPE training were unexpectedly tasked with producing products for Desert Shield in addition to their training. David was commended for "stepping forward as one of the leaders during the Desert Shield production effort." Upon return to GA, David effectively used an early delivery of MPE software and associated equipment to meet the war emergency. "While conducting extensive training of GA personnel on the MPE system, he and only one other employee were at the same time able to generate the urgently needed production assignments, which required long, exhaustive hours of overtime," officials said.

David was named Outstanding Non-Supervisory Employee for the second quarter of FY 91 in GA; he received the Director's Award as Outstanding Non-Supervisory Employee for the fourth quarter of FY 91.

KEEP THE CUP

Refill it. Then recycle it.

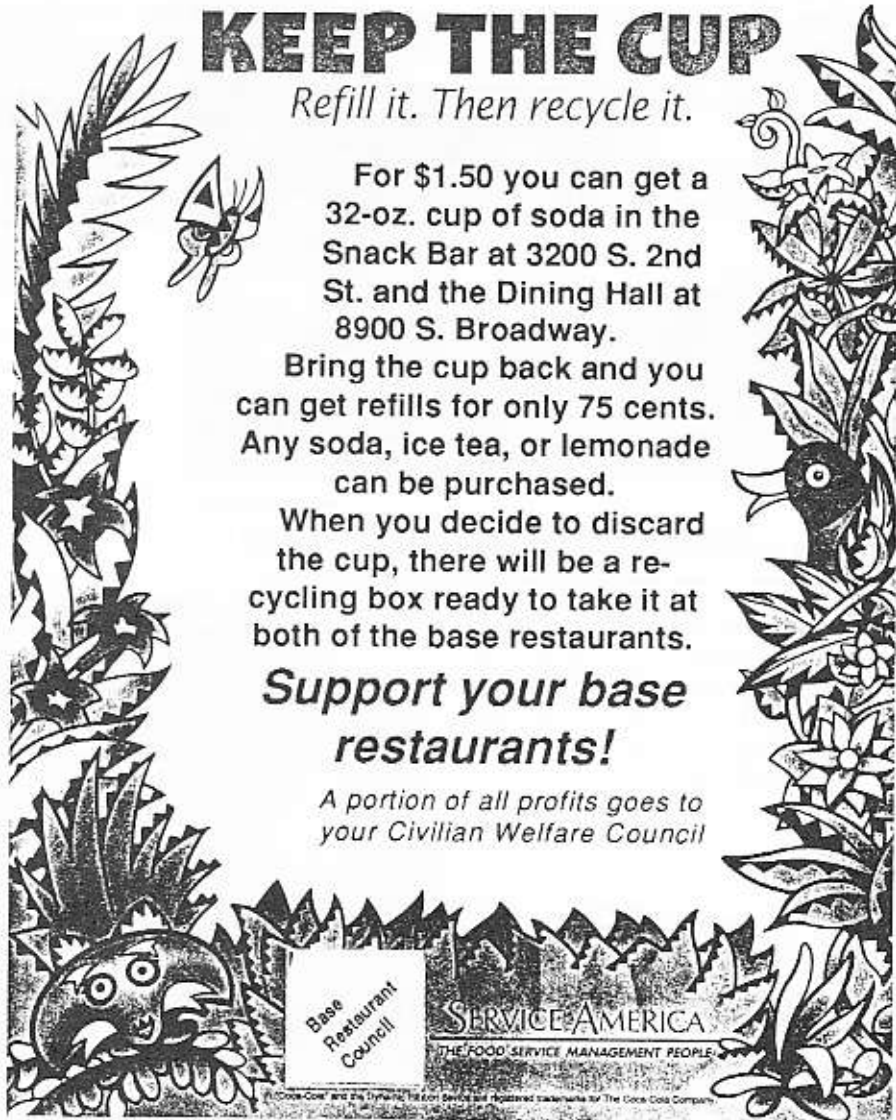
For \$1.50 you can get a 32-oz. cup of soda in the Snack Bar at 3200 S. 2nd St. and the Dining Hall at 8900 S. Broadway.

Bring the cup back and you can get refills for only 75 cents. Any soda, ice tea, or lemonade can be purchased.

When you decide to discard the cup, there will be a recycling box ready to take it at both of the base restaurants.

Support your base restaurants!

A portion of all profits goes to your Civilian Welfare Council



Sports

Undefeated

The DMAAC Blues Indoor Soccer Team won their season finale to capture the Tuesday Night League Championship at the All-American Sports Complex in South St. Louis County. The DMAACers finished their season with an undefeated 6-0-2 record.

The team trailed in the championship game 2-0 at halftime but answered with two goals in the third quarter to tie the game at 2. Hard work paid off in the fourth quarter as DMAAC applied pressure in the final minutes. With one second left on the clock, a loose ball was shot past the opponents' sprawling goalie. After the referee confirmed the goal, the team flocked onto the field to cele-



PHOTO: GEOFFREY LEFARITH

The DMAAC Blues gather after winning championship. Front, from left: Michael Duchek, Jim Reznicek, John Riganti, Andy Tate and Darrell Burke (captain). In back, from left: Mike Doss, Scot Kramer, Courtney Weston, Steve Rankin, Skip Depew, Rick Roberts and Mark Van Lieshout. Absent: Greg Grohman (captain), Bob Langan, Shawn Mara, Mark Gingrich.

brate the sealed victory. All team members will receive a league championship shirt for their season-long efforts.

Team DMAAC will play in another session at All-American on Tuesday nights beginning April 14.

--Michael Duchek

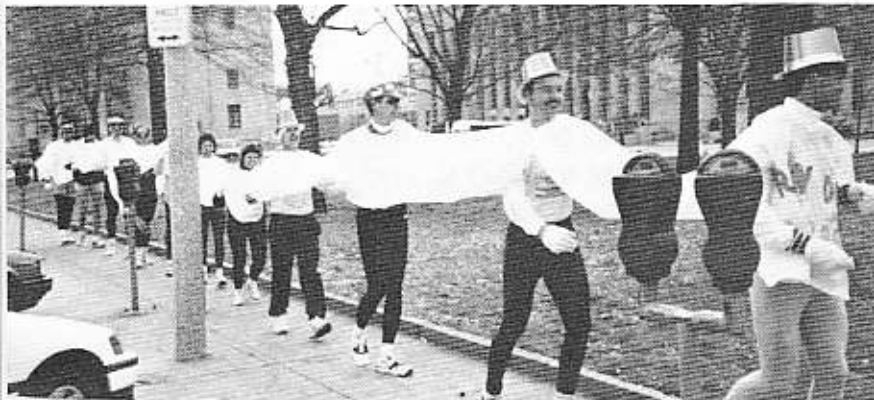


PHOTO: STEVE MROTEK

Dave Berg leads the 1992 DMA Aeropedes off to the St. Patrick's Run.

--Dave Talburt

Aeroimpediment

The DMA Aeropedes had a surprise during their 3rd annual St. Patrick's Run. The 12 Aeropedes members running together under a sheet joined 6,000 in St. Louis' biggest run. As the Aeropedes turned a corner two skateboarders couldn't turn fast enough to avoid a crash and zoomed under the sheet between Aeropedes members. It gave bystanders (and Aeropedes crew) an unexpected display of skill.

On another note, it is time to renew your membership if you are a Run Club member or join. Renewals are \$2 a person or family; new members join for \$5. Send memberships to Club President Jim Takach at SDAE (L-52).



**DEFENSE MAPPING AGENCY
AEROSPACE CENTER**
3200 South 2nd Street
St. Louis, MO 63118-3399

OFFICIAL BUSINESS

BULK MAIL
Postage & Fees Paid
DMA
PERMIT NO. G-2