

"Advancing a tradition of excellence in spatial data through teamwork and innovation."

Orienteer

Defense Mapping Agency Aerospace Center

April 23, 1993

Spring
Cleaning
Challenge

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The "dry season" never really arrived for a geodetic survey of Paraguay undertaken jointly by DMA, Paraguay and the World Bank. Above, surveyors from the DMAAC Geodetic Surveys Division (GGB) conduct field work for the survey, the first phase in a project to modernize Paraguay's mapping capability.

Joint Survey of Paraguay Completed

By Robert A. Zebell
Hq DMA International Operations

The Defense Mapping Agency and surveyors from Paraguay have jointly completed the first geodetic survey of a nation in South

America based on World Geodetic System 84 (WGS 84).

The joint survey was the first phase of a multi-year trilateral mapping agreement involving the Paraguayan mapping agency DSGM (Direccion de Servicio Geografico Militar or Director-

ate of Military Geographic Service) the World Bank, and DMA. The U.S. Ambassador to Paraguay Jon D. Glassman signed the agreement on behalf of Air Force Major General William K.

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DMA Quality Council Approves Six Major Recommendations

Of the PIT for Selection and Development of GM-15s

When the DMA Quality Council chartered a Process Improvement Team (PIT) to recommend changes to the process for developing and selecting GM-15 leaders, they indicated a paradigm shift would be required to achieve the outcomes they envisioned. The Quality Council tasked the PIT to develop a process to ensure that all senior leaders value teamwork, have a track record in supporting DMA goals, and demonstrate broad-based technical and leadership competencies. The Quality Council also recognized that employees cannot become these kinds of leaders without the right opportunities for training and development.

In February, the PIT briefed the Quality Council on its findings and recommendations, which create a planned approach to achieving the outcomes envisioned by the Council. To reach its conclusions, the PIT conducted an extensive, detailed review of the current process. This review included gathering information from other agencies, members of the DMA Senior Executive Service (SES), and GM-15s themselves. Over 90 percent of current GM-15s responded to a survey about their careers, consisting of 25 questions, last October. The information the GM-15s provided proved invaluable to the PIT in formulating its conclusions.

The PIT found that many current GM-15 employees have a broad set of functional experiences within DMA, but some have not had an opportunity for multi-component experience. DMA SES members interviewed by the PIT clearly support the need for multi-component experience, in addition to headquarters experience, in order to develop a broad view of the Agency's operations and mission.

The PIT's study process also yielded a number of other significant findings. For example, mentoring was highly valued among both GM-15 and SES employees, although no formal mentoring program has existed in the



DMA Deputy Director for Human Resources Curt Dierdorff (center) and PIT members, from left: Dr. Dick Berg--Hq RE, Bob Thibodeaux--DMARC, Connie Meyer--DMAAC, Georgia Jones--Hq AQ, Gloria Ockershausen--Hq CM, Paula Bell--DMAHTC, Dan Lockard--Hq PP, and Regina Millard--HRA. Not pictured: Ed Karoly--Hq HR.

Agency. Extensive support for the DMA Leadership Framework and competencies exists among GM-15s. But the PIT concluded that, while these leadership competencies reflect the requirements of a leader, they are not currently related to selection for leadership positions or performance in leadership positions.

To address the shortcomings of the present process, which is largely ad hoc, the PIT recommended the following six improvements:

- Establish a GM-14/GM-15 Leadership Candidate Development Process. This process would include open competition for membership in Candidate Leadership Resource Pools. Two pools were recommended, one for GM-14s who would be provided with developmental opportunities to make them more competitive for future GM-15 positions and another for GM-15s to make them competitive for future SES positions and ensure that particular attention is devoted to attaining preferred leadership competencies.

- Establish methods of assessment/improvement of leadership and technical competencies. This would allow employees to assess their strengths and weaknesses on various competencies and then to establish a career development plan to target those competencies which require strengthening.

- Communicate more effectively with employees. This would involve a focused effort to provide career management information to employees. However, the PIT strongly urged that employees be tasked with ownership of and responsibility for managing their own careers.

- Establish mentoring for PMRS employees. This would provide an opportunity for PMRS employees to receive career counseling and guidance from senior employees and to establish a Career Development Plan, regardless of whether or not they are in the Candidate Leadership Resource Pools.

- Annually review Agency resource requirements. This would establish a corporate process for managing all DMA GM-15 positions and employees selected to the GM-14 Candidate Leadership Resource Pool. Key vacancies would be staffed based on Agency requirements, not on the requirements of individual Components. Thus the size of the Candidate Leadership Resource Pools would be determined by the likely requirements to fill GM-15 and SES positions in the years ahead.

- Implement a revised succession plan. The DMA Succession Plan would be revised, staffed, and put into effect. The plan would identify minimal and ideal assignment requirements for attaining competitive standing and eligibility for GM-15 and SES positions.

The DMA Quality Council voted to approve all recommendations. The Office of Human Resources is now moving quickly to implement the recommendations. When implemented, the proposals will ensure that DMA maintains a continuous source of talented employees from which to draw to fill DMA's key leadership positions. Doing so will enable the Agency to effectively manage its increasingly complex mission requirements and respond to the needs of the nation's warfighters for quality and timely products and services ■

Discarding the "De-Value-Adding":

"Spring Cleaning" Underway

In response to Major General James' "Spring Cleaning" direction, DMAAC established a task force including Air Force Colonel Joel Litman (QI), Sharon A. McSpadden (AO), Lynne E. Puetz (FEE) and Gerald C. Schuld (PPCC) with POCs in each DMAAC department, directorate, and office. The task force strategy, according to Colonel Litman, "was to give every employee an opportunity to help identify unnecessary process steps, regulations, procedures, reports, forms, etc. Even worse are those procedures that subtract value from our products and services—they are 'de-value-adding,' and we need to eliminate them."

To identify the unnecessary, the task force surveyed every employee with a single-question questionnaire; 57 brainstorming sessions were held by DMAAC organizations. As of this date several hundred candidate unnecessary procedures, forms, etc., had been identified by DMAAC employees in the questionnaires and in brainstorming sessions. Work is

The "Spring Cleaning" is yet another signal that "business as usual" is being replaced with a long-term commitment to improving the way work gets done in DMA through employee involvement.

already underway to assess each to determine which DMAAC has control over and to eliminate those that are truly unnecessary or "de-value-adding."

THIS "SPRING CLEANING" is not a replacement for the IG function, suggestion program, or Total Quality Management (TQM) process improvement efforts; it is not a one-time or short-term effort. This "Spring Cleaning" is yet another signal that "business as usual" is being replaced with a long-term commitment to

improving the way work gets done in DMA through employee involvement, according to Colonel Litman. He continued, "Over the longer term, the Opportunity for Improvement (OFI) (DMA Form 5010-4), Process/Structure, being developed by one of DMAAC's six new PITs, will provide employees with the means of identifying and staffing problems and opportunities for improvement." (The OFI Process/Structure will be a DMAAC standard based on the Process Improvement Initiatives (PII) process currently operating in GA, SD, MC, GG, and SO.) "Spring Cleaning" is part of our on-going TQM process improvement efforts; this is our new "business as unusual," he said.

If you have additional ideas that will help DMAAC do business better, use the Suggestion Form 1432-1, the OFI, or send a note to QI (Stop L-29).

Future *Orienter* articles will detail the results of "Spring Cleaning" process improvement. This effort will not be successful if everyone isn't part of it ■

DoD Expanding Junior ROTC Program Size

By Rudi Williams

American Forces Information Service

Nearly doubling the number of high school Junior ROTC programs nationwide will help redirect some 150,000 "students at risk" away from drugs, gangs and other negative influences, DoD officials said. By 1996 DoD plans to expand Junior ROTC programs from 1,500 to 2,900 high schools.

The expansion was the idea of General Colin Powell, Chairman of the Joint Chiefs of Staff, a product of college ROTC. Congress established the program in 1916 in partnership with the military services and high schools across the country. One of the more successful youth training programs in the world, Junior ROTC emphasizes self-discipline, citizenship, personal responsibility, family and social values, and a sound work ethic.

"A strong message of saying no to

By 1996 DoD plans to expand Junior ROTC programs from 1,500 to 2,900 high schools.

drugs is part of the program, as are activities such as summer camps and military orientation tours," officials said. Also, they said, the program provides education in civic responsibility, national and community service and general military orientation. Junior ROTC also teaches such skills as emergency first aid, the importance of teamwork, and the workings of local government.

Before the expansion, the program cost the services \$70 million a year. Another \$50 million was added for fiscal 1993. If expanded to projections by 1996, the program will cost \$150 million a year, officials said. Funding will come from other parts of the

defense budget as a result of downsizing. DoD provides uniforms, books and other materials as well as part of instructors' salaries. Schools provide facilities and the rest of instructors' salaries. Officials place the cost at less than \$300 per student.

Retirees, both officer and enlisted, serve as instructors. Under the law, their retired pay is augmented to the level they received when last on active duty. Schools pay at least half of the difference between retired and active duty compensation, and the services pay the remainder. In some cases, DoD will relieve schools unable to pay salaries.

Officials point out that interested people or schools should have the school write to the secretary of the service whose program they desire. To be eligible, a school must be able to provide a classroom and guarantee minimum enrollment of 100 cadets or midshipmen ■

Surveyors Stake Their Skills on Paraguay...

Continued from page one.

James, DMA Director, in March 1992.

Most of the financial support for the mapping work is being provided by the World Bank through a \$29 million loan to Paraguay.

The mapping work is being done in four phases: a geodetic survey for the entire nation; large-scale mapping, charting and geodetic aerial photography for over half the nation; production

of large-scale orthophoto maps; and production of medium-scale 1:100,000 topographic maps. The orthophoto and topographic maps will be produced in both digital and lithographic form. DMA will receive copies of all survey data, air photography, and hard and soft copies of the mapping products. Other jointly produced products will fulfill the majority of DMA's requirements in Paraguay.

DMA expects that this project will

greatly accelerate the modernization of the Paraguayan national mapping capability and will provide a centralized base for the establishment of a WGS-84 network in South America.

FROM THE START the survey was an adventure for the surveyors from the Geodetic Surveys Division (GGB) based at F.E. Warren AFB, Wyo. GGB is a unit of the Aerospace Center's Geodesy and Geophysics Dept. Many of the operations took place in areas without roads or a significant local population, and the elements did not cooperate as "planned." (The survey had been planned to take advantage of the dry season.)

After the mapping agreement was signed, over 12 tons of field gear, surveying equipment, and monumenting materials were shipped from Cheyenne and Madison, Wis., where the plant that produces the stainless steel geodetic monumenting materials is located. The materials were shipped to Charleston, S.C., for shipment by military air (MILAIR) to Paraguay via Panama. The prepositioning of the material was planned so the gear would be on hand for the dry season in Paraguay (June to November). The MILAIR flights got all the equipment to Paraguay on time and it was put into the U.S. Embassy warehouse, which is located on the banks of the Paraguay River.

The surveyors arrived and started matching up the field teams with their Paraguayan counterparts in the DSGM in anticipation of the "dry season."

Everything was ready to go, and the task was formidable: 167 new geodetic stations were to be monumented by four DMA and DSGM crews. Each crew would have azimuth reference markers for the follow-on surveys to densify the network for very large-scale mapping. After the monuments were in place, eight reconstituted teams with Global Positioning System receivers were to return to the sites to accomplish the actual geodetic measurements.

The monumenting work was the arduous, time-consuming task. The surveyors tried to find as many of the old survey markers as they could so



At 407,000 square kilometers, the Republic of Paraguay appears to be a small South American nation sandwiched between the giants of Argentina and Brazil. However, it is about the size of the European nations of Austria, Bulgaria, Czechoslovakia, and Hungary combined. It is landlocked and has Bolivia, Brazil, and Argentina to its northwest, northeast, and south, respectively.

The nation is divided in half by the north-south Paraguay River with the thinly populated dense scrub forest on a plain to the west called the *Chaco*, and hills and plains to the east. The *Chaco* is home to a significant plant and animal population on the fringe of the Amazon basin. The climate is temperate with the extreme western part of the nation being semi-arid.

The majority of the population lives in the east and is involved with agricultural activities. Major exports are agricultural products and hydroelectric power. The world's most powerful hydroelectric dam, *Itaipu*, is located on the border with Brazil and provides much more power than needed by Paraguay; the excess power is sold to Brazil. While a developing nation, Paraguay is moderately prosperous and has a rapidly expanding economy. Paraguay's mapping, charting and geodetic capabilities are expected to be significantly enhanced as a result of the joint Paraguay-World Bank-DMA mapping project ■



A man-powered raft carries a truck loaded with survey equipment across the Paraguay River.

they could "tie into" the old horizontal and vertical survey networks. Literally tons of stainless steel rods, concrete, and associated materials were used for the new monuments. (See diagram for a detailed description of the latest type of "three-dimensional geodetic survey control point.")

Then the Paraguay River and nearby rivers started rising and did not stop until well into the "dry season," which never really arrived. In short, the surveying teams were to work in a lot of mud and water for most of the next six months. And they often got stuck in the mud and were pulled out

by tractors, graders, winches, horses, and sheer man power.

They crossed flooded rivers on man-powered rafts carrying two and 1/2-ton trucks and hacked their way through dense Chaco scrub forests. Crews were gone from base camps for up to a month. Everything had to be trucked in: gasoline, oil, repair parts, canned military "MREs" (meals "ready to eat"-- the new "C" rations), and other supplies. When they tired of the MREs, they ate the Chaco "fast food"-- wild game brought in by the Paraguayan Army soldiers and officers.

Several areas simply could not be

reached on the ground, and the DMA Paraguay liaison officer, Dave Lehman, arranged to have the survey team work with the Phillips Petroleum Corporation to fly on aircraft to very remote areas. (A side benefit is that the Phillips Petroleum Corporation will establish 44 more control points to DMA specifications in the northeast area of the Chaco where they have an oil exploration concession.)

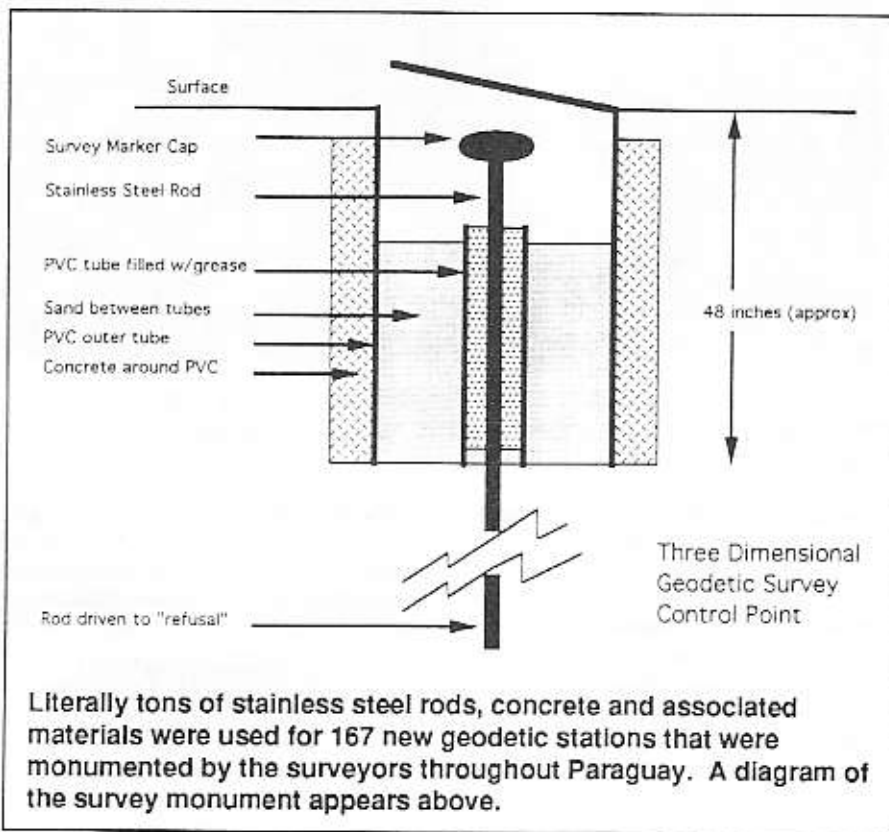
A curious twist to the entire operation is that there were no Paraguayan team members who spoke English; many speak an Indian language, Guarani, and/or Spanish. Naturally, none of the DMA survey team members spoke Guarani, and the two who spoke Spanish were assigned to separate teams to capitalize on their language skills. The DMA liaison office members, Dave Lehman and Rick MacGregor, spent considerable time helping in the field as both are bilingual.

Also, the DMA Paraguay liaison office performed extensive logistic services for the survey teams and coordinated the joint DSGM-DMA plans and other daily operational matters. Finally, the office secretary, Gladys Teresita Cazanave, used her considerable language skills in the DSGM Headquarters and performed many additional critical functions, which helped make the field survey project successful.

In spite of all the obstacles, the survey proceeded well; the field work was completed before Christmas so the surveyors were able to celebrate the holidays with their families.

The final survey task is the complex, simultaneous mathematical reduction and adjustment of the raw field data

Continued on page 6.



Employees of the Quarter

Employees of the Quarter in the DMAAC departments and directorates are also nominees for the Quarterly Director's Award. Recipients of this award were featured in the April 9 Orienter.

NON-SUPERVISORY

Mary L. Burk (SDCA), cartographer, for resourcefulness in coordinating high-priority assignments of Landsat Image maps and other requirements using remote sensing materials.

Dennis G. Dressler (FEMRP), planner/estimator, for saving thousands of dollars and improving safety while completing site preparation for critical equipment deliveries.

Gregory W. Johnson (DPCA), cartographer, for leadership in directing DPC's successful completion of elevation data for Project Restore Hope.

Garratt J. Meeks (MCFC), cartographer, for helping 17 others complete products early for Project Restore Hope.

John W. Rebman (PPM), cartographer, for his performance on DMA-level teams in helping to determine the most efficient and economical computer support for the Digital Production System.

SUPERVISORY

David H. Blechle, Chief of FEMR, the Requirements Branch in the Facilities Engineering Operations and Maintenance Division, for lowering a material acquisition backlog and reducing overtime costs.

John W. Boyd, Chief of SDOA, the Transition Management Branch in the Data Base Systems Division, for leadership in preparing the Scientific Data Dept. for production start-up of the Source Preparation Segment.

Michael C. Faulkner (DPBB), production branch chief, for leading a team that produced a Bosnia special project ahead of schedule.

Michael W. Kazmaier, Chief of the Data Integration Division (PSB), for "insightful leadership" that facilitated the transition from DPS development to production start-up at DMAAC.

...Joint Survey Of Paraguay

Continued from page 5.

with the help of the National Geodetic Survey (NGS) "numbers cruncher," a computer in Rockville, Md. Upon completion of the NGS adjustments, the data will be provided to DMA and DSGM for use in later production of topographic maps as outlined by the international co-production agreement.

HONOR ROLL

The following DMA personnel served in Paraguay during the survey project:

DMAAC geodetic surveyors from Cheyenne

Survey team chief Dr. Herbert Stoughton, field team chief Richard Courbis, Air Force personnel TSgt. Raymond Allen, A1C Monica Knapp, MSgt. David MacLeod, SSgt. Antonio Mireles and SrA. Adam Nowak; Army personnel Sergeant Thomas Durso and Sergeant Ivan Tirado, and civilians Keith Archuleta, Paul Bolain, Douglas Elgin, Kenneth Ferris, Steven Larson, Erik Smith, Brodie Thompson and Brian Whalen.

Hq DMA International Operations Field Office in Asuncion, Paraguay

Liaison officer David Lehman, cartographer Richard MacGregor, administrative assistant Gladys Teresita Cazanave, project driver Modesto Valdez.



Surveyors often got stuck as they established survey monuments in Paraguay last year. Tractors, graders, winches, horses, and sheer man power were used to pull them out.

Paraguayan Military Geographic Service Directorate (DSGM) in Asuncion, Paraguay

Colonel Alder, DSGM Director, and the DSGM officers and soldiers. More than 100 Army personnel participated in the field survey. They drove trucks and provided food, water, supplies and other logistic support such as site clearing and monumentation.

Phillips Petroleum Company, Bartlesville, Okla.

James Bayne, quality control specialist in the Geophysical Branch, International Division.

Paraguayan National Cadaster Service

Professor Oscar Boltes, Director.

World Bank, Washington, D.C.

John McKenna Jr., senior resource planner for Latin America ■

DMA 's New Chief Scientist

Dr. Annette Krygiel, Director of the DMA Systems Center, has been selected Chief Scientist of DMA, subject to OSD approval. She succeeds Dr. Kenneth I. Daugherty, the new DMA Deputy Director.

Dr. Krygiel began her career in 1963 as a mathematician in the Chart Research Dept. of the Aeronautical Chart and Information Center, now DMAAC. She supervised the conversion of all mission-critical software of the department when UNIVAC computers were first installed.

In 1973 she transferred to the Advanced Technology Division, where she was the first staff officer in the Agency responsible for computer science research, development, techniques and engineering in support of mapping, charting and geodesy objectives. In 1978 she transferred to Hq Advanced Technology Division, where she directed research and development with a view to applying computer technology

to the Agency's computer resources.

With DMA's initiation of the Digital Production System (DPS), Dr. Krygiel transferred to the Special Program Office as part of the start-up staff in 1982. She served as Chief of the Communications Division, which studied and designed a new communications system that is a fundamental part of DMA's MARK 90 system. She then served as Chief of the Technical Integration Division until she became Director of the DMA Office of Telecommunications Services (later Technical Services Center). As a component director, Dr. Krygiel served in a dual hat as DMA Deputy Director for Information Systems (now the Information Systems Directorate). In this position, she received the Distinguished Civilian Service Award, the highest award given to a civilian in the Department of Defense.

In 1988 Dr. Krygiel became Deputy Director of the Modernization Develop-



Dr. Annette Krygiel

ment Group at DMASC, where she managed the development and deployment of DPS. For her success with the management of this program, she received the Presidential Meritorious Rank Award in 1991.

Dr. Krygiel became director of DMA-SC Dec. 1. She has also received the Senior Executive Association's Executive Excellence Award and DMA Meritorious Civilian Service Award. Born in St. Louis, she earned her B.S. at St. Louis University and master's and doctorate at Washington University ■

Human Resources *Helpline* Is Working

The Customer Service Representative (CSR) function in the Office of Human Resources (HR) has helped several employees who called the HR Help Line requesting assistance in resolving individual human resources-related concerns. CSR became operational Oct. 1.

Through the efforts of the HR staff in Washington and St. Louis, most issues were resolved within two workdays. Based on the calls received, a number of DMA employees are experiencing problems associated with processing employee benefits and/or payment of awards, within-grade increases, and suggestions. Several others voiced concerns relating to retirement eligibility, death benefits, health insurance, service awards, and the Employee Assistance Program. Three DMA managers used the Help Line to provide suggestions on how the consolidated PMRS announcement process could be improved based on their user experiences.

Issues raised primarily centered on the Washington area. The HR Washington Operations Office (HRW)

DMA employees experiencing unresolved HR servicing problems may call Customer Service Representative Betsy Hinderliter at DSN 356-96HR/9647 or (703) 285-96HR/9647.

has identified specific areas where improvement is needed and has taken steps to improve service/delivery. HRW is looking at workload distribution in the employee benefits area and training additional personnel assistants to assume the less technical aspects involved in processing employee benefits. This will free specialists to focus on the more technical work. HRW has also implemented a new procedure to identify DMA employees eligible for length of service awards, ensuring that employees will now receive service pins in a timely manner. In addition, a review of the Consolidated PMRS Announcement process has been initiated.

Also during this quarter, the first Customer Service random survey was conducted. "Training" was selected as the subject for evaluation. Customer input was solicited from 40 DMA employees randomly selected from among those who had completed training during October-December 1992. They were asked to reflect on the HR products and services they received associated with specific training and rate them in terms of quality and timeliness using a scale of "excellent," "good," "adequate," "poor" and "unacceptable."

Employees were also given the opportunity to offer comments and suggestions on how things could have been done better. Thirty employees completed Customer Service Response cards and provided several useful suggestions which are being evaluated for possible implementation. Based on customer ratings (21 "excellent," 7 "good" and 2 "adequate") the HR training staff appears to be doing a fine job. The next scheduled random survey will focus on "classification" ■

--DMA Office of Human Resources

Small Purchases: What Does *PALT* Mean to You?

By MSgt. Garry Smethers

What is a small purchase? A small purchase is an acquisition of supplies, services, or construction in the amount of \$25,000 or less using simplified purchase procedures.

What is Procurement Administrative Lead Time or *PALT* for short? *PALT* is the time it takes from the instant the Acquisition Office (AQ) enters a purchase request into the computer until the purchase is complete. Now that you know the answers to both questions, this article will attempt to explain what *PALT* for small purchases means to you.

There are standards that govern how long a purchase should take. The standard time for a priority 1-3 is five days; Priority 4-8 is nine days; Priority 9-15 is 40 days for commodities, 30 days for repairs and 60 days for services.

What does all this mean to you, our customer? What it means is this: Knowing how long a purchase is going to take better prepares you to plan so that you get your supplies and services when you need them. Now you are probably saying to yourself, "So this is how long it *can* take, but how long does it *really* take?" From Jan. 1, 1992 through Feb. 15, 1993, the St. Louis Small Purchase Branch (AQSS) completed 5,397 purchase or delivery orders spending \$7,482,027 in the times indicated below.

Priority 1-3 1,066 items purchased took an average of 1.4 days versus the standard 5 days.

Priority 4-8 2,381 items purchased took an average of 2.8 days versus the standard 9 days.

Priority 9-15 9,693 items purchased took an average of 14.6 days versus the standard 40/30/60 days

TOTALS: 13,140 items purchased took an average of 11.4 days

The next question you are probably asking yourself is "Why not make everything a priority 1 and get it right away?" The fact is lower priority



STEPANIK

Purchasing agents Stephanie Meyer (left) and David Brown discuss the *PALT* for a requested small purchase.

requests are being handled almost as quickly as priority requests. This negates the need for false or ambitious priority statements. In addition, assigning a false priority has the effect of penalizing those customers who perform proper procurement planning and submit their packages to AQSS with adequate time to allow for a routine requisition. More importantly, it may jeopardize award of truly critical items.

DESIGNATING A PRIORITY should be based on urgency of need and the required delivery date. Planning is of the essence in keeping the priority levels down to routine procurements. When using the priority designators 1-3, you are certifying that the requisition represents a shortage that prevents performing the mission of your department. By using priorities 4-8, you are certifying that the requisition represents an impaired mission capability. The routine priority designators, 9-15, are for stock replenishment, initial/replacement shortage, bench stock, all routine requirements.

Our goal is to maintain a priority rate of no more than 10 percent. The current priority rate is 21.4 percent. If this rate was lower, the *PALT* for other purchases would be lower than they are now, which equates to a quicker delivery time. The end result is more effective customer support.

In allowing time for your procurement planning, you must consider that AQSS is not the only office that needs to take some action on your requisition. Proper procurement planning means ensuring that all documents and approvals required to allow AQ to award your requirement are in place when the purchase request is received in AQ. If you don't know all the approval levels or documents required, involve AQ at the beginning of the planning process. Having AQ involved with a procurement package at the beginning of your planning rather than the end enables us to provide you with better customer support.

Knowing everything you now know about *PALT* for small purchases, you are ready to begin the procurement process. Our goal is to provide effective customer service by getting the right product in the right place at the right time. DMA has prepared a manual to help you prepare your purchase request. It is DMAM 4245.21, *Planning and Preparing a Purchase Request Package*. AQSS will be happy to help you plan your small purchase procurement. You can reach us by phoning (commercial) 263-8298 or (DSN) 693-8298 ■

Master Sgt. Smethers left this month on terminal leave pending his retirement from the Air Force. His successor is MSgt. Ray Bivins, who arrived last fall from Whiteman AFB, Mo.

Family Leave Coming Soon for DoD Civilians

By Evelyn D. Harris

American Forces Information Service

The Family and Medical Leave Act of 1993, effective Aug. 5, applies to DoD civilians as well as to private sector workers.

Ronald Sanders, principal director for civilian personnel policy at the Pentagon, said the law will apply to all full-time DoD civilians and non-appropriated fund employees. The act does not cover temporary and intermittent employees.

The Office of Personnel Management expects to issue implementing instructions in June.

Guidelines for the program are in place. Sanders said the law guarantees employees up to 12 weeks' unpaid leave following the birth of a child or the placement of a child with the employee for adoption or foster care; or if the time is needed to care for a seriously ill spouse, child or parent; or if the employee is seriously ill and has exhausted sick leave.

Sanders said leave for parenthood must be taken within a year after the event. Although adoption processes sometimes require lengthy investments of time before the child is legally adopted, the law does not guarantee leave for this purpose. Employees who need leave before an adoption may ask their supervisors for permission to use annual leave or leave without pay, but such requests will be granted only at the supervisor's discretion, not under the family leave rules. OPM officials could not say whether the final rules will address this issue.

The family leave legislation also does not address bereavement leave. Currently, employees who need leave

to deal with the death of a spouse, child or parent may use annual leave or request leave without pay. Supervisors use their own discretion to grant such leave. OPM officials don't know whether the final regulations or separate guidance will address bereavement.

The main difference this new legislation makes is that now family leave is mandatory," said Sanders. "Before, it was done at the supervisor's discretion. Another possible difference is length of time--up to 12 work weeks a year. DoD supervisors have been granting leave without pay when employees needed it for their own or their families' illness for a long time."

Employees can take up to 12 weeks of leave all at once or in increments called a "reduced leave schedule," he continued. Depending on the circumstances, they may choose shorter work weeks or shorter days, using the family leave to take mornings or afternoons off while recuperating from an illness or caring for a dependent. The hours of leave taken by the employee under a reduced leave schedule will be subtracted hour-for-hour from the 12-week allowance.

Employees may require employees on reduced leave schedules to transfer to an alternative position with equivalent pay to accommodate intermittent leave.

An employee may elect to substitute annual or sick leave for any part of the 12-week entitlement.

Workers' benefits continue while on family leave. DoD will continue to pay its share of an employee's health insurance premium, but employees must arrange their payments. Employees have some other responsibilities

when they take family leave.

"If at all possible, they should give their bosses 30 days' advance notice of the time they will take leave," said Sanders. "Of course, that isn't practical in an emergency." But it is possible in the case of a normal childbirth, adoption or foster parent situation, according to OPM's advisory.

DoD can require a medical certification before and during the leave period, said Sanders. Also, DoD can ask for a second opinion, but the agency must pay for it.

In most cases, employees will return to their jobs after the leave. If that is not possible, DoD will find as similar a job as possible--same grade, status and working conditions, he said.

He anticipates a slight increase in requests for family leave when people first learn about the program.

"But after that, I believe things will settle down to a manageable level. We will have to find ways of working around the loss of a valued employee. We may reassign another employee or approve overtime for the employee's co-workers--we'll find a way.

"We are going to make this law work," Sanders promised ■

In Sympathy

Arnold J. (AJ) Henerfauth died April 9 in Belleville, Ill. An electrician, he retired in January 1982 after 16 years at the Aerospace Center. He leaves a sister.

Richard R. Metz Jr. died April 13. He was assistant chief of the Aeronautical Information Dept. when he retired in December 1984 after 33 years at the Aerospace Center. He leaves his wife Carolyn and six children.

Edward F. Poniewaz died March 28. A contract specialist, he retired in January 1983 after 34 years at the Aerospace Center. During World War II he served in the Army Medical Corps, receiving Bronze Stars for his participation in campaigns in Northern France and the Rhineland. He leaves his wife Audrey, two sons, and a daughter. Interment was in Jefferson Barracks National Cemetery.

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Honor Roll

SERVICE

35 Years

Burnette, James E.
Kemp, Iris K.

30 Years

Athio, Charles H.
Barnette, Roy E.
Fisher, Harold K.
Gulley, Max E.
Hill, Roscoe
Klingeman, Fred W.
Kurkowski, Jerome James
McIntyre, Peggy L.
Morgan, Shirley V.
Piller, Charles E.
Powers, Edward R. Jr.
Randall, William H.
Savoy, Lester J.
Schmidt, Donald D.
Tsugita, Edward T.
White, Donald W.
Williams, Bonnie J.

25 Years

Bird, Rose M.
Brown, Gail P.
Galloway, J. Michael
Hodge, Julia
Kish, Sharon L.
McCrain, Robert N.
Oakley, Ronald L.
Olczak, Geraldine M.
Patterson, Linda F.
Rees, John W. II
Simmons, Marie E.
Vasse, June K.

20 Years

Allbright, Janet M.
Bratz, Jerry O.
Knight, John H.
Peek, James M.
Skaggs, Wyman E.
Westbrook, Milton Lee Jr.

PERFORMANCE

Outstanding Performance

Gardiner, John W.

Outstanding Performance/ Quality Step Increase

Boone, Jeffrey D.
Cotter, Sylvia A.
Frintrup, Gerald L.
Mouw, Bryce H.
Schmidt, Catherine M.

Special Act or Service

Beleck, Virginia R.
Berger, David A.
Bird, Rose M.
Bollinger, Beverlee K.
Bosley, Preston R.

Bratcher, Donald W.
Breckner, Carole S.
Brown, Ralph G. Jr.
Bryan, Robert
Clarkson, Harold K.
Dreher, Mark A.
Earley, Janice S.
Ellis, Lewin M.
Faulkner, Michael C.
Fenner, Patrice A.
Freeman, Matthew C.
Fuqua, Lee A.
Garwood, Anthony E.
Geyer, Charlton D. Jr.
Glauber, Mary Frances
Gosling, Phil H.
Gray, Patrick C.
Gregory, James A.
Griggs, Charles R.
Hamilton, Joellen
Harris, Thomas G.
Heavens, Joseph Jr.
Hillestad, Thomas J.
Hodge, Jerry M.
Hoff, George E.
Holman, Linda L.
Hornsby, Larry E.
Huddleston, Joseph T.
Hudson, Stephen P.
Johnson, Gordon E.
Jones, David W.
Justus, Jeffrey W.
Kemling, Nathan P.
Key, Sharon M.
Kleemann, Donald E.
Kleen, Karl H.
Marlatte, Vernon L.
Mattison, Ronald L.
McCulley, Kurt E.
McNulty, John J.
Mehaffey, Stoven R.
Mihleisen, Carl J.
Miller, Valerie A.
Moore, Randall J.
Nassif, Helen V.
Nassif, Sherman C.
Neville, Cynthia B.
Nickolaus, Ronald A.
Odell, Nancy K.
Olive, Steven H.
Owens, Cathy Ann
Papcun, Gregory A.
Pearson, Kevin B.
Peebles, Nycie Y.
Pierce, Vincent
Proehl, Christina J.
Raatz, Don L.
Rambo, Lawrence V.
Reed, David W.
Rensing, Doris A.
Riggs, Herschell F.
Romero, Ronald J.
Rudebusch, Dixie S.
Schandler, Michael A.
Schoenberg, Dawn M.
Schwalbe, Gary J.

Simpson, Richard E.
Sparling, Dana E.
Stohl, Kolly J.
Sturley, Janet L.
Sutera, Frank W.
Telford, Steven P.
Thomas, Janice S.
Tremblay, Richard C.
Truccano, Norman D.
Walsh, Dianne C.
Washington, William Jr.
Weiss, Julie A.
Wertz, Felicia
Weymouth, Jeffrey A.
Wilcox, Myra A.
Williams, Richard H.
Zuhlke, David C.

Suggestion Award

Azar, Christopher S.
Bocherer, Thomas L.
Hackworth, Brian E.
Moran, George
Prugger, Michael A.
Schandler, Michael A.

Time-Off Award

Ackermann, Stacy C.
Auth, Barry E.
Beale, James R.
Beleck, Steven T.
Bierman, Chris E.
Brown, Gary L.
Burose, Bernhard W.
Crowe, Gary W.
Croxtton, William M.
Daniels, Clifton E.
Doderer, Darren E.
Fedde, Mark S.
Haase, Jeffrey A.
Hamby, Chris A.
Huffman, Janell S.
Igou, Colleen B.
Jennrich, Brian J.
Johnson, Gregory W.
Kerkemeyer, Alan L.
Magness, Perry O.
McDaniels, Joseph W.
Miller, Mary Jo
Miller, Robert W.
Miller, Timothy J.
Nichols, Harold D.
Penning, Paul W.
Place, Johnnie S.
Poropat, Kay E.
Reinertson, Derek J.
Schury, Ruth I.
Seymour, Jean E.
Snedaker, Marshall G.
Squires, Regina J.
Studt, George P.
Sugent, Patrick L. Jr.
Suits, McCawley
VanDermeulen, Maryann A.
Wall, Marilyn F.
Wayne, Mark A.

Wenger, George J.
West, Margaret M.
Wever, Michael L.
Wilson, Daniel B.
Winters, Arthur B.

PROMOTIONS

Ackermann, Stacy C., GS-11
Alphin, Kevin E., GS-11
Altemueller, John S., XP-10
Aromando, Joseph Jr., GS-11
Bakula, William J., GS-9
Bamford, David A., GS-11
Bauer, Dennis A., GS-13
Bockelmann, Frederick, GM-13
Bonnelt, Stephen D., GS-11
Bove, Mary E., GS-7
Bovee, William G., GS-5
Chapman, Charles M., GS-13
Claxton, James L., GS-9
Crawford, Joseph A., GS-11
Dalrymple, Chad A., GS-11
Densmore, Patrick C., GS-9
Derby, Joyce A., GS-7
Duncan, Jamos H., GS-11
Ellison, Rex E., GS-12
Ferrell, Gary D., GS-11
Hall, James R., XP-8
Hillestad, Thomas J., GS-11
Jones, Ralph L., GS-13
Kemling, Nathan P., GS-9
Kirkendall, Barbara J., GS-7
Kitts, Denise K., XP-8
Kren, Joyce C., GS-12
LeFarth, Rochelle D., GS-11
Levendoski, Richard J., GM-13
Marlinghaus, Karl P., GS-11
McBeth, Matthew V., GS-13
McDowell, Carl W., GS-12
McDermott, Sean F., GS-9
Miller, Mary M., GS-13
Miller, Thomas F., GS-9
Myers, Jean W. Jr., XP-8
Parisotto, Laurencie A., GS-6
Patch, A. Trent, GS-11
Piller, Charles E., GM-13
Riganti, John M., GS-12
Risenhoover, Loren, GS-5
Roll, Christine E., XP-8
Sanchez, Juan, GS-11
Schlake, Janet L., GS-9
Schoenborn, Eugene E., GS-13
Shewmaker, Sherman N., GS-11
Sinan, James R., GS-9
Statun Kottabi, Diane, GS-11
Zweiful, Cheryl R., XP-8

Military Promotion
SSgt. Jeffrey P. Carver

Looking Back

TEN YEARS AGO--Workmen put the finishing touches on wiring for the new pressroom area in Bldg. 2 at the South Annex, where 90,000 square feet of renovated space would be the new home for AC printing.

TWENTY YEARS AGO--Around-the-clock efforts by FE employees and others prevented water damage at the South Annex when flood waters came within inches of entering buildings. Despite 15,000 strategically placed sandbags, water forced its way up through storm sewers and formed a new lake in front of Bldg. 2 before moderating.

THIRTY YEARS AGO--On April 3, Col. Stebbins W. Griffith, commander, officially broke ground for a new \$2.3 million 3-story addition to Building 36. Now known as D Wing, it was the first major addition to the building since its construction. "I share this honor with many persons whose plans and effort have led to this point," said Col. Griffith, "but even greater honors are in store for those who will occupy [the new addition to] this building, when it is completed." ... At a dining-in cer-



Flooding at the South Annex, April 1973

emony at Scott Air Force Base, 130 of the Center's key military and civilian personnel witnessed presentation of the Air Force's Commendation Medal to Col. George Chase, deputy commander, for his performance as ACIC coordinator during the Cuban crisis.

FORTY YEARS AGO--USAF Air Photographic and Charting Service,

then the parent of ACIC, honored the Center with a large article in the April issue of its publication, *Highlights/Shadows*. Noting that a chart "is only as good as its cartographers and their sources," the article traced the evolution of aerial photos into photogrammetry, "a comparatively new science in chart making."

--Wells Huff

Calendar

May	Event	Place	Responsibility
4	Charter Golf	Tamarac GC	R. Sterling/8222
5	Toastmasters	FE Conference Room	R. Harris/4492
6	Toastmasters	South Annex	R. Goehlich/8468
6	ACS Golf	The Orchards GC	R. Hughes/533-6167
18	Charter Golf	Triple Lakes GC	M. Sterling/8222
19	Toastmasters	FE Conference Room	R. Harris/4492
19	FEW Monthly Meeting	Lobby Conf Room	M. Niehaus/4758
20	ACS Golf	St. Andrews GC	R. Hughes/533-6167
20	Bloodmobile	2nd Street & 8900	P. Benson/4047
20	Toastmasters	South Annex	R. Goehlich/8468
26	NFFE Local 1827	2nd St. Dining Hall	E. Hacker/776-8424
27	Bloodmobile	2nd Street & 8900	P. Benson/4047
31	MEMORIAL DAY HOLIDAY		

Contact Debbie Wenzelburger/4142 NLT 12 May to have your June events listed.

Note of Thanks

Thanks to each of you. My second visit to the surgeon's table within four years has been made easier by your prayers, cards, telephone calls, visits and well wishes. The second surgery was to remove adhesions (scar tissue) that formed as a result of the first surgery. There was no sign of the original nor a new cancer.

The following is in response to an often asked question of concern: At the time of the second operation my sick leave balance was more than 2,000 hours. You folks at DMAAC are very kind. Thanks very much.

Andrew A. Jackson, Chief, Production Support Office, Mapping and Charting Dept.

204, Ward Webster--218, Sue Hutchison--614, Earl Stephens--211, Lloyd Hollenbeck--208, Zack Franklin--241 ■

BOWLING--High scores in the Arsenal Mixed League at Shrewsbury Lanes: Barb Speiser--244, Mike

Maske--212, Vickie Jordan--205, Russ Anderson--221, Tom Christoffel--208, Ernie South--241, Charlie Bremser--



The heaviest unicorn file fish ever caught in the world is displayed by Richard Huffman (PSF), who caught it.

Biggest in World

The International Game Fish Association (IGFA) has officially notified cartographer Richard Huffman (PSF) that a unicorn file fish he caught holds the world record as the heaviest ever caught. Richard caught the 5-pound, 12-ounce fish aboard a chartered boat operating out of Destin, Fla., Oct. 14. Destin is in the Florida panhandle.

"The skipper told me he had never seen a unicorn file fish over two pounds," Richard said. The unicorn is actually a pointed fin. Richard caught the fish with a pole and reel using squid for bait in about 60 feet of water. "The skipper had announced that we were leaving, so I thought I'd try one more shot; it was my last cast of the day." Richard had been fishing for red snapper and trigger fish and had caught plenty of them, he added.

The skipper radioed ashore, and an IGFA agent was waiting when the boat docked. "He took us to weigh the fish; it was a world record. After that I completed legal paperwork for about three hours," Richard said.

"I've got the fish in the freezer now. I plan to have it mounted." Years from now, Huffman will be able to "show and tell" about the fish that did not get away ■

Who Do You Want?

In the spirit of TQM, the Equal Employment Opportunity Office (HRSE) would like to have your suggestion for a guest speaker for Unity Month. The speaker's topic should pertain to unity and be of interest to DMA's diverse work force. We are seeking a speaker that you have heard and know has something significant to say. In order to have a contract negotiated in time for a June program, we would need your response by April 30.

We would also like employees to show their pride by displaying items and artifacts relating to their heritage. If you are interested in showing your pride, please contact the EEO Office at 4079 or HRSE/Stop L-43 ■

Spring Into Action ... and

Annual Food Drive May 3 - 14

Bring in your food donations, canned goods and other non-perishable items, sign the "Walk for Hunger" sign-up sheet, and you may be eligible to win a free "Walk for Hunger" T-Shirt!

Employees donating or sponsoring the donation of at least 50 cans or other items are eligible to walk in the Walk for Hunger scheduled on Sunday, May 23, at 1 p.m. in Forest Park, St. Louis, and Blanchette Park, St. Charles. Use the "A. Walker" sign-up sheet, or start one of your own, but be sure your sponsored donations are in the special barrels by May 14, for pick-up by the St. Louis Food Pantry Assn.

Remember:

Hunger Never Takes a Holiday

Sponsored by the
Voluntarism Task Force, Federal Executive



Board of St. Louis

Toastmaster Tolle Places Third at Division Level

Aerospace Center Toastmaster Georgia Tolle (RSOAA) placed third at the division level in the 1993 Toastmasters International speech contest; the division ("F") has 17 clubs. A computer operator, Tolle was first in the same contest at the area level. Her topic was "Dealing with Difficult People." DMAAC hosted the division-level event in the new dining hall April 3. Another AC Toastmaster, cartographer Ruby Harris (SDDA), was second at the area level in a contest to determine the best speech evaluator. Employees are welcome at Toastmaster meetings. Call Ruby for details at 4492.



Georgia Tolle
Gave the best
speech in area

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