

Orienteer

Defense Mapping Agency Aerospace Center

March 26, 1993

Interview
with the
Director

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U.S. Air Force Photo by SrA. Janel Schroeder

Forklift operator SrA. Larry Silverman of the 37th Aerial Delivery Support Branch, Rhein-Main AB, Germany, waits for MSgt. Mark Heflin of the 352nd Special Operations Support Squadron, RAF Alconbury, England, to finish inventory of the pallets before upload onto the C-130. The pallets of food and medicine will be air dropped to civilians caught in civil war in the former Yugoslavia. DMAAC and other DMA components have been providing cartographic support for the peace effort.

DMA Reacts To Crisis in Former Yugoslavia

A TEAM STRATEGY, with teams crossing departmental lines under the direction of the Directorate of Programs, Production and Operations (PP), has been working since January to provide a portion of the cartographic support to meet the crisis in the former Yugoslavia.

In the last eight months, DMA has provided military users a total of 448 1:50,000 Topographic Line Maps (TLMs) covering Yugoslavia and Albania. Of that number 221 TLMs were produced at DMAAC, including 88 that were produced in the last two months using the new team strategy.

All of the TLMs were produced with a single-color overprint incorporating the latest information, and the press run per map was 15,000 copies. TLMs are large-scale maps used to support land operations.

As reported in the press, the United States and allies are preparing a force of 50,000 or more to enforce any peace treaty that may be signed among the warring parties in the former communist state torn apart by ethnic fighting.

To accomplish the recent production under a crisis deadline, four inter-department teams were established in a Jan. 14 All-Department Personnel

Memorandum. Each team was led by an individual from the department charged with leading the team, while program managers from PP directed the total production effort.

A **Source Packaging Team** led by the Scientific Data Dept. (SD) was responsible for cartographic source packaging, control of geographic coordinates, and map grid specifications. The Geodesy and Geophysics Dept. served as a member of the team responsible for all grids and projections.

A **Data Collection Team** led by the Digital Products Dept. (DP) was

Continued on page 4.



MOHAN

Lon Smith leads senior managers in discussing a leadership issue during off-site Leadership Training.

Leadership Training Continues: An Interview With Lon Smith, Director of DMAAC

D **MAAC PUBLIC AFFAIRS** Chief James G. Mohan interviewed Lon M. Smith, Director of DMAAC, about the Leadership Training for senior staff, which began hours before a snow storm that closed DMAAC Feb. 25. Twenty-four members attended the two-day conference, which continued despite the storm.

MOHAN: I really appreciate you taking the time for this interview regarding the recent leadership training for the Aerospace Center Senior staff. I'm still excited about my participation, and I believe it's important that we share the results with the work force.

SMITH: I agree, Jim, the training was very worthwhile and successful. I'm pleased to share the results.

MOHAN: I guess the first question is why does the senior leadership need leadership training?

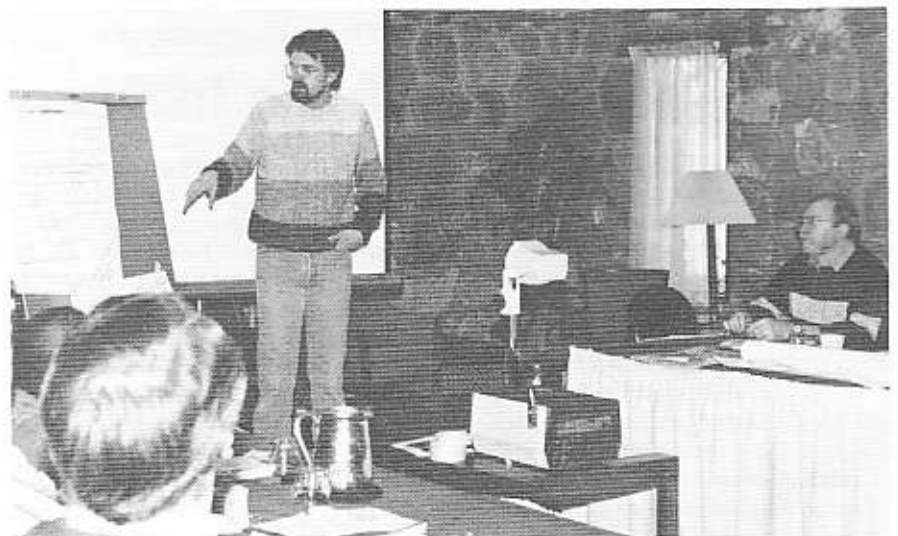
SMITH: My first response is that we all must continue to learn and grow in our professional lives -- this applies to senior personnel as well as others. Secondly and more specifically, we have committed ourselves to establishing an environment which is based upon Total Quality Management (TQM) principles. This requires a change in our leadership approach as well as learning new skills. In DMA we are addressing the following question -- How do we internalize the principles of TQM and continuous improvement in people at all levels? One action in response to this question

has been the development of the DMA Leadership Development Program (LDP). As you know, this program is designed for leaders at all levels with LDP I for first-level supervisors, LDP II for second-level supervisors and program managers, and LDP III for SES-level personnel. The theme for the training was "Leadership and Management in a TQM Environment" and it was designed to continue and build upon the LDP.

MOHAN: Can you be more specific about the training?

SMITH: Certainly, we addressed leadership and management and the differences between them, organizational culture, empowerment, teamwork and teams, and communications.

Each topic was handled somewhat differently. For example, everyone participated in an exercise to define how we see the current Aerospace Center organizational culture--first in groups, then collectively. After that, we again met in small groups to define the "Future State" of our organizational culture--that is, what we want to become, what we want to value, and how we wish to operate. This will be the beginning point for our plan for continuous improvement. For the empowerment topic, everyone received a book, *ZAPP* by William C. Byham, Ph.D., and we watched two videos during the Thursday dinner. Our discussions of leadership, management, teamwork, and teams were as a collective group. Finally, we conducted

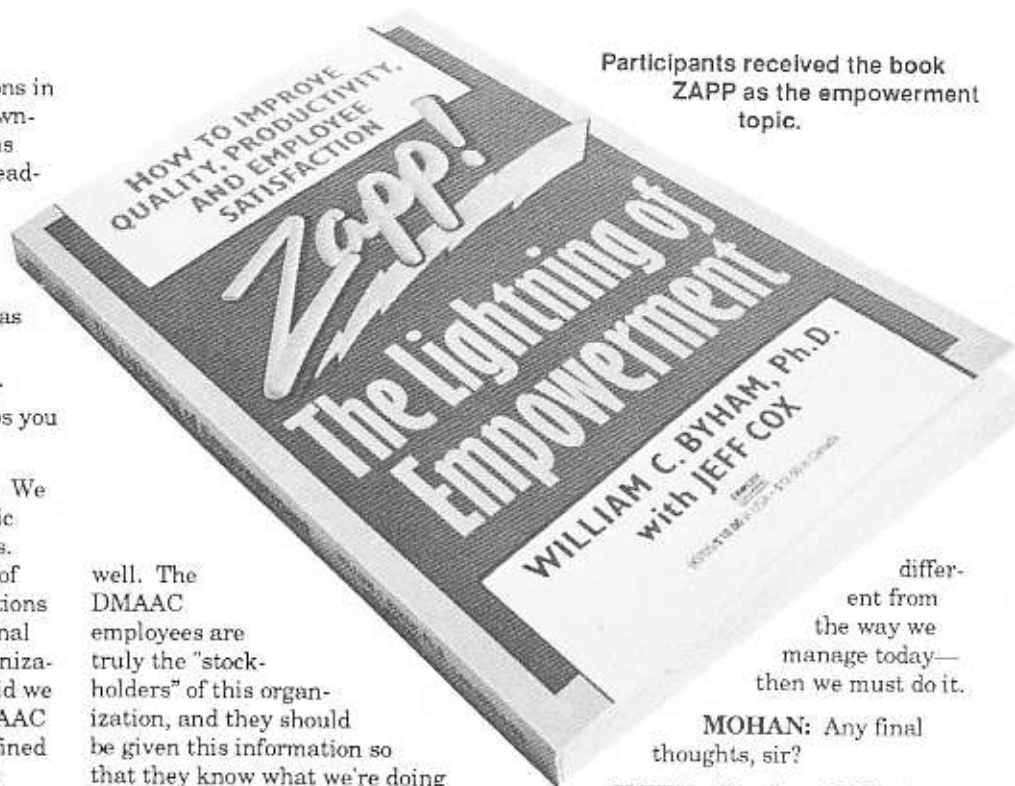


John Rees (GG) presents a point to DMAAC senior managers.

"brainstorming" on communications in four teams looking at upward, downward, lateral, and communications with the other components and headquarters. We not only described what we are doing right but identified where we need to improve. We can do better and there were some very creative ideas that we are now pursuing.

MOHAN: Was there a product or output from the training? Perhaps you could discuss the plan further.

SMITH: Yes, there were several. We went into the training with specific plans to generate specific products. I've already discussed the results of our brainstorming on communications and the "future state" organizational culture, but I need to discuss organizational culture further. Not only did we define and agree on what the DMAAC culture should become, but we defined barriers that must be overcome to evolve into our new organizational culture. We also agreed to collectively develop a plan with specific transition objectives and actions to be able to overcome the numerous barriers to this transition. Our goal is to make this plan specific—not only in regard to objectives and actions, but also in regard to measuring our degree of progress towards accomplishing the transition. Establishing such measurement means will not be easy, but unless we do, we have no plan—only goals. We also had a freewheeling evening brainstorming session, led by Bill Brown, to develop a "State of the Center" report format for presentation to Major General James and the headquarters staff quarterly. We plan to make this type of "State of the Center" report available to each employee as



Participants received the book ZAPP as the empowerment topic.

well. The DMAAC employees are truly the "stockholders" of this organization, and they should be given this information so that they know what we're doing well and where we need to focus our process improvement to do even better. During our meeting, we also agreed to reexamine the Productivity Index (PI), currently being used in evaluating production personnel. I know this effort will be of great interest to most employees. We are very much interested in having a recognition system that encourages teamwork.

MOHAN: Did you accomplish everything you intended to?

SMITH: Not everything; we need to spend more time focused on empowerment—of organizations, supervisors, and employees. We need to move away from theoretical discussions and towards specifics. We need to be able to describe what empowerment will mean for every employee—how it's

different from the way we manage today—then we must do it.

MOHAN: Any final thoughts, sir?

SMITH: Jim, I would like to say that I found this experience to be very positive and rewarding. The participation of each and every person in attendance reinforced in my mind the talents and commitment of the leadership of the Aerospace Center. We plan to pick up the pace. In the next few months we will complete the DMAAC Plan for Continuous Improvement. In addition to the Quality Council meetings, we will continue to meet as a group and address leadership and TQM with the emphasis upon action. The Agency's and our focus on leadership is right and necessary. I believe it's already making a difference in how we do business, and that difference will grow as we continue to learn through training and experience.

MOHAN: Thank you ■

On the Move

The Director of DMA has approved the assignment of **John Appollony** as GM-15 physical scientist in the DMA System Center's System Verification Office (MGIT) in Reston, Va. In assignments that are temporary, not to exceed one year, and may become permanent, **Maria M. Gruenewald** was selected as GM-15 physical scientist in DMA-SC's Data Extraction Division (MGE) in St. Louis, and **Kelley Lillegard**

and **Grayson Solomon** were each selected as physical scientist, GM-15, in the Headquarters DMA Digital and Topographic Division (PPD).

In other action, **Sandra J. Daniell** was promoted Technical Director of the Defense Mapping School (HR-DMS), and the Comptroller announced these reassignments, effective July 11: **Cynthia Bogner** as Chief of Manpower and Management (CMM), and **Laura Snow**, now CMM Chief, as

DMAAC staff changes on page 7.

Chief of Program/Budget (CMRP). A competitive recruitment action will be processed to fill Snow's current position during Bogner's absence to attend senior service school.

In the Acquisitions, Installations and Logistics Directorate, **Mary K. Garcia** was reassigned Chief of AQC, the Systems Center Contracts Division, and **Edward J. Solkowski**, now AQC Chief, was reassigned Chief, Washington Contracts Division (AQW) ■

Teams React To Crisis...



Members of Interdepartment TLM production teams from 3200 S. 2nd St. pose proudly with their product.

Continued from page one.

responsible for the administration and tracking of data collection. The team ensured that common source material was provided for chart compilation in both DP and the Mapping and Charting Dept. (MC). It also managed data collection procedures using the Feature Extraction systems in each department and ensured that common geographic coordinates were used. In a final step, the team was responsible for the matching of all maps, including matching between departments and with charts produced by the DMA Hydrographic/Topographic Center in Brookmont, Md., and Louisville, Ky. An independent review team composed of subject matter specialists inspected all materials for consistency, completeness, and correct portrayal before product finishing. The Data Collection team was also responsible for hard-copy source material that was scanned into digital files by scanner operators in the Graphic Arts Dept. (GA).

A Finishing Team led by the Mapping and Charting Dept., was responsible for the administration and tracking of product finishing. This team reviewed proofs of each finished chart before printing. The match proofs, showing all colors and printing layers on one simulated press sheet, were printed from color separation negatives produced by GA lithographers on a laser filmwriter, which is part of the Map Publishing Environment (MPE) system. Negatives are produced on the filmwriter from files of digital data. The Finishing Team also assembled an independent team composed of personnel from all five production departments to perform a Final Cartographic Review (FCA) prior to printing.

A Printing Team led by the Graphic Arts Dept., was responsible for the administration and tracking of all printing and distribution functions, including the filmwriter operation, lithographic platemaking, and the printing, according to specifications, of

the required number of copies of each chart. The last link in the multi-team effort, this team provided daily status reports to PP and all of the departments.

The team concept was employed in large part because of the short due date, according to Gerald Schuld, Chief of PPCC, the Charting Branch in the Directorate of Programs, Production and Operations. Explained Kim Moore (PPCC), the TLM crisis production manager, "With team leaders across departmental lines, reporting and coordination was simplified; for example, to obtain updates on collection status, one person could provide this information even though more than one department was involved in collection activities."

The cooperation among departments regarding operational aspects of the project was unprecedented, said Jim Palmer (DPD), the Data Collection Team leader. "It isn't like we just divvied up the work. There was daily contact between teams as well as

In Former Yugoslavia



Interdepartmental production team members from 8900 S. Broadway were indispensable to the crisis effort.

within teams. Somebody from one team was always talking to somebody from another team."

Besides faster production, such cooperation enabled a more consistent interpretation of specifications, Schuld noted, helping to improve quality.

Schuld added, "The impetus for the team concept came from Headquarters, which has been encouraging us to look at team concepts. I believe this project is a tribute to our senior managers because we went from concept to implementation in three days. It was a bold move in that everyone had to give up some control in order to accomplish the goal." Schuld also praised the dedication of employees and project managers, who worked "around the clock" to accomplish the project.

The team approach has paved the way for future collaboration, said Les Kemp, Chief of DPD, Digital Production Division 2. "Now we're in another crisis activity, and we've gone outside the department to bring in additional people from MCD (the Feature

Extraction Division)." Of course we'll reciprocate this support, which is indicative of the type of interaction that needs to take place as we move toward a production system that is more and more interdependent."

A technical improvement was developed during the crisis production in which Feature Extraction Segment (FE/S) equipment was linked via Ethernet cable to the MPE system. Before the improvement, collection output from FE workstations was copied onto magnetic tape and hand-carried to the MPE work area. The hookup also allows MPE scanner output to be sent to FE workstations for data collection activities.

In the Graphic Arts Dept., employees in the Photo/Plate Division (GAD) performed non-traditional film correction work in order to reduce production cycle time. "The joint efforts of cartographers from DP and MC and lithographers from GAD resulted in the creation of a special film holdout mask that saved many hours of hand

negative correction work," said Steve Sachsenheimer (GAD).

"Team GA proved that it is ready to adjust to the rapidly changing world environment," declared Bonnie Williams of GAPA, the Production and Support Office Operations and Engineering Branch. "For the Yugo crisis we initiated a 'just-in-time' work flow to assure that we had the right skills and resources when required. Clear channels of communication were provided, with specific points of contact that we relied on for coordination, production status, and technical information exchange at any time of the day or night, seven days a week." Team members moved within the different divisions and branches of GA to provide needed skills, and the shift structure was changed to accommodate the work flow at odd hours and minimize overtime. In the Printing and Finishing Division (GAE), printing capacity was maximized by detailing qualified individuals to assist with press operations ■

Questions and Answers About Priority Placement

EDITOR'S NOTE: The following questions and answers are intended to provide an understanding of the DoD Priority Placement Program "Stopper List." The information was prepared by the St. Louis Human Resources Operations Office.

The Department of Defense Priority Placement Program ("Stopper List") provides the principal mechanism for placing employees affected by changing manpower requirements in other DoD positions. Through the Priority Placement Program (PPP), the skills of displaced employees are matched with vacant positions at other DoD activities at which the employees are willing to work. The job match is accomplished through a computerized referral system, and if the new job involves a move to another location, the costs of moving the employee and his/her household are borne by the government. If the new job is at a lower grade level, the employee's grade or pay is saved to the maximum extent permitted by law.

Following are some specific questions and answers which provide additional detailed information on pertinent aspects of the Priority Placement Program.

1. How does the PPP work?

Those employees who are affected by Reduction-In-Force (RIF) and those who decline to accompany their function that has been transferred to another commuting area are registered in a computerized system that is operated in Dayton, Ohio, by the DoD Data Support Center. Computerized listings are sent biweekly to every DoD Civilian Personnel Office in the world. This listing is called the "Stopper List" and contains the skills, grades and priority of registrants who are available for jobs at each location.

2. How are employees referred for placement under the PPP?

Employees are referred for placement with numeric priority 1 through 3. The priority is assigned based on the severity of the employee's proposed personnel action. For example, an employee facing RIF-separation is assigned a Priority 1 while an employee with a RIF offer of a change to lower grade one grade below the

current grade held, is assigned Priority 3. The assigned priority then dictates what type of recruitment actions are "stopped" when a "Stopper List" match occurs.

3. What happens when the "Stopper List" is received at a DoD Civilian Personnel Office?

The title "Stopper List" describes the action to be taken. When there is a vacant position that matches the skill and grade and carries the appropriate priority on the Stopper List, all recruiting action stops and the job is offered to the registrant.

4. Is the offer mandatory or does the manager have a choice?

The offer is mandatory, and this is rigidly enforced. Of course, the registrant must be fully qualified for the job including meeting any reasonable specialized factors.

5. How do managers feel about the mandatory placement of registrants in their vacant positions?

We have outstanding support from most managers and supervisors since they understand the reason for the placement. Additionally, they know that they are getting a fully qualified employee.

6. Do you have any statistics on the success of these mandatory placements?

In the past few years, DoD has conducted five follow-up surveys on a fairly extensive basis, and in each case the malplacement rate has been 1% or less.

7. With that type of success, the registration requirements must be rigid. Are they?

In order to be registered, the person must be "fully qualified" and performance or conduct must not be in question.

8. How many offers does the registrant have from which to choose?

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.

One. The employee is told at the time of registration that only one valid offer is authorized, so they are careful to select locations and skills that are acceptable.

9. Can the registrant select any DoD installation in the world for registration purposes?

No. The registering Civilian Personnel Office official selects the geographical parameters considered to be necessary to assure placement, and the registrant can then designate activities in that area that would be acceptable.

10. Is the PPP cost-effective?

The General Accounting Office has reviewed the PPP thoroughly and reported that several million dollars are saved each year in severance pay and unemployment compensation avoidance. Additionally, savings are realized by retaining skilled people within DoD.

Questions regarding the Priority Placement Program should be directed to Chris Reed, Personnel Operations Branch, St. Louis HR Operations Office, at (commercial) 263-4325 or (DSN) 693-4325 ■

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Open Season Features Lower Rates for FEGLI

By Evelyn Harris

American Forces Information Service

Federal employees have an opportunity to choose government life insurance at new, lower rates during an open season from March 29 through April 30.

The Office of Personnel Management reduced the rates of Federal Employees Group Life Insurance by about 11 percent, from 18.5 cents to 16.5 cents biweekly for \$1,000 of coverage. The reduction was effective Jan. 10, the first day of the first pay period of 1993. DoD officials said paychecks due Jan. 29 or later reflect the change. The personnel office was able to cut the rates due to lower mortality rates and built-up interest on reserves. The insurance plan covers 4.1 million employees and retirees.

OPM Insurance Policy Division Chief Abby Block said the agency wanted to offer employees who had declined the more expensive coverage another chance to enroll. Current enrollees may add to their coverage. Employees already enrolled and satisfied with their present level of coverage do not need to do anything.

Open seasons for life insurance are rare, Block said. The last one was seven years ago.

Partial Schedule of Basic Insurance Withholding Premium Per Pay Period		
Annual Pay	Basic Insurance	Biweekly
\$15,000-\$16,000	\$18,000	\$2.97
20,000- 21,000	23,000	3.80
25,000- 26,000	28,000	4.62
30,000- 31,000	33,000	5.45
35,000- 36,000	38,000	6.27
40,000- 41,000	43,000	7.10
45,000- 46,000	48,000	7.92
50,000- 51,000	53,000	8.75
55,000- 56,000	58,000	9.57
60,000- 61,000	63,000	10.40

Employees who wish to enroll or add to their coverage should complete a Standard Form 2817, available from civilian personnel offices. Employees of DMA St. Louis may obtain the form from Patsy Coleman or Sandy Tomazos in HRSAL, the Information Services Branch of the Work Force Acquisition/Retention Division. The mail stop is L-12 and the phone number is (commercial) 263-4946 or (DSN) 693-4946. OPM is distributing booklets explaining the insurance program to DoD agency personnel offices. It also has a hot line for agency headquarters insurance/benefit advisers.

Basic Federal Employees Group Life

Insurance coverage is equal to the actual rate of an employee's basic pay, rounded to the next \$1,000, plus \$2,000. The premium cost is not linked to age, so a 25-year-old and a 50-year-old who make the same salary pay the same premium--although employees age 35 and under received double benefits at no extra charge. From age 36 to 45, the extra coverage drops 10 percent a year.

Rates for additional insurance options A, B, and C are also lower for most age groups. Rates for Option A, an additional \$10,000 coverage, are lower for everyone 60 and younger. Option B provides coverage up to five times the rate of basic pay after the pay is rounded to the next \$1,000. Option B rates, calculated per \$1,000 of coverage, are lower for all ages.

Payments for Option C, family coverage, have also been reduced. Family coverage costs are linked solely to the age of the employee and do not increase with family size.

Retirees may not participate in the open season. To carry federal life insurance into retirement, employees must have been enrolled for the last five years before retirement, said Block. Retirees' insurance premiums are deducted from their pensions until age 65 ■

Calendar

April Event	Place	Responsibility
1 Toastmasters	South Annex	R. Goehlich/8468
6 Toastmasters	FE Conference Room	R. Harris/4492
8 ACS Golf	Tamarac GC	R. Hughes/533-6167
14 ACS	Holiday Inn SW/ Viking Conference Ctr	P. Cronin/846-8567 R. Harris/4492
15 Bloodmobile	2nd Street & 8900	P. Benson/4047
15 Toastmasters	South Annex	R. Goehlich/8468
16 Toastmasters	FE Conference Room	R. Harris/4492
21 FEW Monthly Meeting	Lobby Conf Rm	M. Niehaus/4758
22 ACS Golf	Legacy GC	R. Hughes/533-6167
21 SECRETARIES DAY		
28 NFFE Local 1827	Contact Union Office	E. Hacker/776-8424

Contact Debbie Wenzelburger/4142 NLT 14 April to have your May events listed.

On the Move

At the Aerospace Center

Colonel Joel M. Litman, Assistant Deputy Director for Programs, Production and Operations (ADD/P), has been reassigned as Chief of the new Aerospace Center Quality Improvement Office (QI).

Richard A. Burroughs (MC) has been reassigned as Assistant Deputy Director for Programs, Production and Operations (ADD/P).

Sharon A. McSpadden (HRSF) has been reassigned as Chief of the new Aerospace Center Administrative Office (AO).

Harold W. Madison (DMACSC/PD) has been reassigned as Chief of the Scientific Data Dept. (SD).

For staff changes elsewhere in DMA, see page 3.

Secretaries Week

All Day Seminar Set

A one-day seminar based on the theme for Secretaries Week--"Secretaries: a Past with a Future"--will be held for secretaries at DMA in St. Louis during Secretaries Week. To accommodate all secretaries, the seminar will be presented twice, April 22 and April 23.

The seminar will be held at the Holiday Inn St. Louis Airport/Oakland Park, 4505 Woodson Road, beginning at 8 a.m. with coffee and danish each day. Welcoming remarks will be presented by Digital Products Dept. Chief A. Clay Ancell. The program topics are "Coping with Change," "Our Self Esteem" and "Improving Your Professional Image." The presenter will be Pat Kenney, Ph.D., president of J & K Associates, human resources and personal growth consultants, of Dayton, Ohio. There will be a luncheon from 11:30 to 12:30, and the seminar will conclude at 3:30 p.m.

The program coordinator for the third annual secretaries program is personnel development assistant Sandra White (HRSD). About 100 secretaries are expected to attend the seminar on one of the two days scheduled. Watch for more information about this event in the days ahead.

Sports

CGA To Tee-Off April 6

Charter Golf Association will begin its 1993 season on April 6. Any DMAAC employee or military personnel and their spouse is eligible to join. We will play 11 events at different courses in the two-state area. All events are 18-hole tournaments with the last event a special outing where awards will be issued.

Membership fee is \$12, but players are responsible for their own green fees.

Personnel interested in joining should contact Mike Sterling (MCBC) at 8222.

More Action at Shrewsbury Lanes

The Real McCoys bowled a 904 high single game. Individual high games were Sue Hutchison - 204, Paul McCoy - 234, and Marty Hutchison - 204. Due to an injury, Kathy McCoy was there in spirit to cheer her teammates on. Others with high scratch scores: Don Powers - 246, Clyde Turner - 668, Sue Hutchison - 587, Diana Harwell - 478, Ray Sovar - 624, Denny Dummeyer - 245, Janice Alphin - 563, Monica Mroz - 220, and Pat Wiese - 243.



STEPANIK

These items were found in disposal containers marked for classified waste only. They pose a hazard to destruction personnel and should not have been placed there.

Never Mix Classified Waste, Trash

A bag full of general trash was turned in to Safety officials after the items were found mixed in with classified waste. "Several of the items were metal, and all of the items should have been placed in a trash container," said Ewart H. Adams, acting chief of the Scientific Data Dept. Production Support Office (SDP), who turned the items in.

The Safety Office reminds all personnel never to place general (unclassified) trash items in classified waste receptacles. "Items such as those found constitute a safety hazard to the people working in the destruction branch," said Ernie Peters, Chief of Safety and Health (SH). Questions about waste disposal, including classified waste and hazardous waste, should be referred to department Safety representatives or SH at 4621.

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