



DMA News  
**LINK**  
West

# *Team Production Begins*

Vol. 1, Issue 2 • March 25, 1994

## Interview with DMAAC Director

# "Our Culture Must Change"

**I**n his remarks after receiving the DMAAC command colors last month, William J. "Bill" Brown, challenged employees to change their culture. In this interview, the DMA News Link West expands upon the new Director's remarks.

**NEWS LINK:** What priorities for DMAAC do you envision as the new Director?

**BROWN:** Certainly, our first priority is the successful implementation of the Digital Production System. We are making good progress in this implementation. Our second priority is the changing of our culture. We are attempting to change the culture of DMA from one of micromanagement to one that empowers employees. We are not making good progress in this area.

**|| We are attempting to change our culture from one of micromanagement to one that empowers employees. ||**

**NEWS LINK:** How do you define culture?

**BROWN:** Basically it's the attitudes and beliefs held by Aerospace Center leaders and employees, and the manner and procedures used to conduct the Aerospace Center's business.

**NEWS LINK:** As Director, how will you work to change our culture?

**BROWN:** In February 1993 the Aerospace Center leadership team met at a training conference where we focused on defining the current Aerospace Center culture and what we believe was the desired culture.

I want to work with the leadership team to create that desired culture. Every Aerospace Center employee has a representative on that leadership team. Employees should work with their leaders to assist in implementing the change in culture.

**NEWS LINK:** What do you plan to focus on during your tour as Director?

## DMA News LINK West

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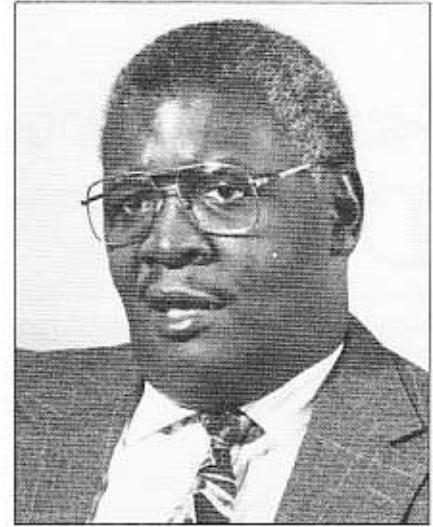
**DMA Director** - Major General Raymond E. O'Mara

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### Inside the News Link

Interview with DMAAC Director	2
DMA News	4
Aldrich Ames, Security and You	4
Dreams Can Come True	5
Team Production Concept Becomes a Reality at DMAAC	6
On the Move	8
Accolades	11
Walk for Hunger	12



**|| We need something that will allow us to recognize when more than minor changes are required. ||**

**|| A partnership has been defined as 'a relationship in which each has equal status and certain independence but also has formal obligations to the other.' ||**

**|| Each of us must take responsibility to utilize our full capabilities and to be the best that we can be. ||**

There are two concepts I plan to focus on during the next few years. They are *re-engineering* and establishing *partnerships*.

**NEWS LINK: How will re-engineering help us to change our culture?**

BROWN: Re-engineering has been defined as "the *fundamental* re-thinking and *radical* re-design of business *processes* to achieve *dramatic* improvements in critical, contemporary measures of performance." Some critical measures of performance are cost, quality, service and speed.

If we intend to remain a viable organization into the next century, we need to make radical changes in the way we do business. This does not mean that there is a plan to abandon

our continuous process improvement program. This program has served us well, but it is time to supplement it with something which will allow us to recognize when more than minor changes are required.

**NEWS LINK: How will establishing partnerships help us to change our culture?**

BROWN: *Partnership* has been defined as "a relationship in which *each* has *equal status* and certain *independence* but also has formal *obligations* to the other." A partner is one who cooperates (works together toward a common goal or purpose) with another on a venture. There are four groups—customers, employees, managers and leaders—that should be the foundation for building teams to forge these partnerships.

**NEWS LINK: Can you give us an example of the partnerships you envision for DMAAC?**

BROWN: We have started a pilot project to establish team production in three of our production departments. We need to move forward with this concept and expand it to establish teams which include production and support personnel as partners.

**NEWS LINK: What attitude for the individual employee would be most appropriate in our changing environment?**

BROWN: The key to our success will be the full participation of each employee. Each of us must take responsibility to utilize our full capabilities and to be the best that we can be.



## Assessment Underway of Training in Sexuality Issues

During the month of March the DMA Human Resources Directorate, Equal Opportunity Division (HRE), is conducting an assessment of the long-term effectiveness of the *Managing Sexuality in the Workplace* training program series.

The training focused on increasing the understanding of how sexuality issues, such as sex discrimination, sexual harassment and sexual attraction impact on the workplace.

This follow-up evaluation looks at how much the training participants have been able to apply the knowledge and skills learned during the training program to the DMA workplace. The evaluation will be conducted by Martin B. Kormanik of O.D. Systems Inc.

The training programs were conducted between June 1992 and June 1993 for all DMA managers, supervisors and team leaders.

All those participating in the training will be asked to fill out an assessment form that takes approximately 15 minutes to complete.

Completed forms can be sent directly to Mr. Kormanik at O.D.

Systems Inc., in order to ensure confidentiality.

Results of the evaluation will be reported back to DMA HRE for strategic planning of future EEO and human resource management training initiatives.

## Museum Preserves Memory of Holocaust

The U.S. Holocaust Museum,

which opened last April, has become a major tourist attraction in Washington, D.C. It sits on 1.9 acres of land donated by the federal government 400 yards from the Washington Monument. Private donations funded the construction and preparation of the museum, which tells the story of the Nazi Holocaust. Its permanent exhibits describe the systematic, state-sponsored

### Days of Remembrance



April 3-10

genocide in which 6 million Jews were murdered, and also

details the fate of other targeted groups. As stated by Miles Lerman of the U.S. Holocaust Memorial Council, the museum was not built to fan the fires of bitter memories, "but to teach and sensitize visitors to the fact that brush fires of xenophobia and hatred, unless checked in time, have a tendency to turn into ravaging infernos with a velocity that can no longer be controlled."

## Essay

Many Americans were shocked when on Feb. 22, 1994, CIA employee Aldrich Ames and his wife Rosario were arrested on charges of spying for Russia. "How could this be?" many wondered. "Isn't the Cold War over?" The plain and simple fact is that as long as we have secrets to protect, there will be adversaries who will attempt to gain that information.

Questions have also been raised as to why it took so long to catch the Amesese, particularly since their lavish lifestyle should have been a tipoff. After all, isn't it odd that they could afford a \$540,000 house in Arlington, a 1992 Jaguar, and a farm and condominiums in

## Whose Job Is It Anyway?

Colombia on his \$70,000 annual salary? Then, too, a search of his work area turned up classified documents totally unrelated to his work in counternarcotics.

Who is responsible for reporting suspicions about a cleared employee's unexplained wealth or interest in classified materials unrelated to his work? We are — you and I. When we question why "security" didn't unearth the Amesese as traitors earlier, we ask the wrong question. The better

question is, "Who was aware that the Amesese had an extravagant lifestyle, and who was aware of his interest in counterintelligence projects in Russia and did not report that information?" That is where the security system may have been the weakest. So, ask yourself, "Am I aware of any information regarding a DMA employee that could possibly indicate he or she may be a security risk?" If you answer that question with a "Yes," contact your security office or Human Resources personnel security representative today. Your identity will be held in confidence, and there is no harm to the person involved if an investigation finds there is no problem.

# Women's History Month

## Dreams Can Come True

By Debbe Bencoter

She sprints quickly across the playground, leaps into the air and mounts the bars with a grace not normally seen in one so young. And as she fluidly moves from rung to rung she dreams of a day in the not so distant future when she will dazzle the masses and stand atop the podium wearing her own Olympic gold as the anthem plays and the flag slowly rises. Even though she is not yet 10, she practices every day in pursuit of her heart's desire.

As the years pass she continues on her chosen path, working harder and harder each year. There are many times when she wishes to just run and play like other girls, but she keeps that dream in sight and continues to strive toward it. The hurdles come—like an unexpected injury that keeps her from practicing for several weeks. But she perseveres and starts winning competition after competition.

Finally after many aching muscles and some heartbreak, she reaches the pinnacle of that tortuous climb to the top. And as that illustrious medal is placed around her neck she realizes that it was her action that made this dream come true.

Most of us don't have dreams so grand as winning an Olympic medal, but we all have aspirations of some sort. Some want riches; others simply want job success. But things don't just happen no matter how deserving we may be. Experience teaches that the way to transform our wishes and hopes into reality is hard work and perseverance.

Success comes in many forms. It



### Overcoming Hurdles

Consultant Patricia Ball provides advice on "Overcoming Career Hurdles," a three-hour seminar attended by 150 employees of DMA St. Louis during Women's History Month. A video tape of the seminar is available from the Equal Opportunity Office (HRSE). Call Federal Women's Program Manager Margy Spezia at 4090 to borrow a copy.

is relative to how you feel about yourself and not necessarily how others view you. It is individual and means something totally different to every one of us. It is the culmination of who we are, where we are, and where we want to be. It can be something so simple as learning a new recipe, or something so complex as becoming the president of a major corporation.

So how do we climb our own personal ladder to the top? Rung by rung; that is, set a goal and take steps towards reaching it. You want to become a lawyer? Enroll in pre-law classes. You want to become a professional athlete? Practice, practice, practice. You want to improve your golf game? Take lessons from a pro.

The point is that each of us must decide what we want, where we want to be, and take steps toward getting there. Of course, there's bound to be pitfalls along the way; but to reach our own personal peak we must never give up. Each of us must continue on that path to our own personal dream.

Enroll in that class. Ask for that extra experience that might qualify you for that job you want. Network and find those that can help you make your own desires come to pass. Dare to succeed. Dare to dream. Take action NOW!

*A purchasing agent in the St. Louis Contracts Division (AQS), Debbe Bencoter is a volunteer member of the Federal Women's Program Committee for DMA St. Louis.*

# Team Production Concept Becomes a Reality at DMAAC

**A** NEW CONCEPT in production was implemented at DMAAC last month that could change the way DMA does business for all time. In a pilot program, three teams composed of members from several departments and job specialties took over some entire projects that ordinarily would be fed piecemeal through the production pipeline.

Three production departments—Digital Products (DP), Mapping and Charting (MC) and Scientific Data (SD)—have each been assigned control of a team. The DP Team is using the Digital Production System (DPS) to produce Digital Terrain Elevation Data (DTED), the SD Team is using the DPS to produce 1:50,000 Topographic Line Maps (TLMs), and the MC Team is using non-DPS systems to produce aeronautical versions of Joint Operations Graphics (JOG As).

Members of the three teams all have production experience in one of the three departments or the Graphic Arts Department (GA). Only persons with DPS training were selected for the two teams engaged in DPS production. Team members are assigned directly to the chief of the department leading the team.

"The team production concept is one of the tools being used in government and private industry to improve efficiency in operations," said Harold W. Madison, DMAAC Deputy Director/Deputy Director for Production. "The objective of Team Production is to instill pride of ownership of a product or service in the team members while meeting or

exceeding the customer's needs. Team production is accomplished through a flattened organizational structure with fewer levels of management than the classic vertical structure."

The pilot program at DMAAC will demonstrate how the "cradle to grave" approach to production will result in employees gaining (1) more knowledge of the complete production process, (2) more input in decision making and (3) satisfaction of ownership of the product. Said Madison, "The pilot program will assist senior leadership in the implementation of the concept of team production, which should improve employee morale."

As noted by DMAAC Director William J. Brown at the Change of Leadership Ceremony and in an interview with the *DMA Link* (See pages 2-3), the pilot project is an important first step in changing the culture of DMA.



Harold Madison

*"The pilot program will assist senior leadership in the implementation of the concept of team production, which should improve employee morale."*

**EACH OF THE TEAMS** in the pilot program is comprised of a GS-13 team leader and GS-11 and GS-12 production personnel with skills needed to accomplish the team projects. Each department in charge of a team chose the team's leader from a group of voluntary candidates with supervisory

experience. The team members were then selected by the team leaders and department chiefs from voluntary qualified applicants. The teams range from 8 to 11 members in size. Specialists will be brought in to support project scheduling and other production support activities.





Team members cross train their counterparts to produce maximum input for project accomplishment. From left are Zach Minks (DPEC), Walt Rohn (SDCA), Mike McAmis (SDAF) and Jim Takach (SDAE).

"The makeup of the teams represents a cross section of the work force," said Madison. "There was no intent to create an all-star team."

To acquaint one another with the overall project, the team members will cross train each other. They have also received training in team building provided by the Directorate of Human Resources (HR). Work space for each team has been provided by the host department.

**PROVIDING A 'HOT START'** for the production teams, the Directorate of Programs, Production and Operations (PP) assigned jobs to each team from the FY 94 production inventory.

The pilot program will operate through the end of the fiscal year. Evaluations will be conducted quarterly and at the end of the program.

Team production performance will be evaluated according to criteria established by HR. These will include standard criteria, such as "quality of work" and "production rate," and also special criteria, such as "team member satisfaction," "communication," and "process improvements."

For individual team members, the "360-Degree Method" of performance evaluation will be used. Under this concept, all members of the team will be rated by their supervisor, their peers, and customers. Performance standards for the 360-Degree Method were developed by HR.

**THE OPPORTUNITY TO CROSS TRAIN** was a common thread that ran through responses of cartographers who explained why they volunteered for the program. "I've done a lot with the Source Preparation Segment," said Jim Takach (SDAE). "I thought I'd learn more about the other segments like the DE (Data Extraction) and PG (Product Generation). Right now I'm working on the PM (Production Management) Segment. It's something new to take in."

"I came from the manual side of the house," said Deborah Sterling (MCAC), who is working with the Map Publishing Environment (MPE) and Feature Extraction Segment (FE/S). "Now I'm being cross trained, which is fun. In crisis production, we worked well in teams, so I wanted the opportunity to work on a team again. It's also an opportunity to meet new people. By the time we've finished, each one of us will have experienced what each department does and aspects of the PP procedure."

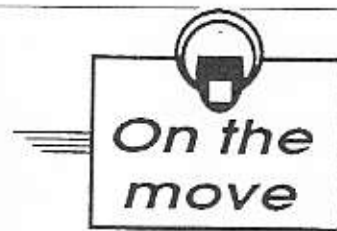
Pat McManus (MCFC), who is also working with the MPE, is already familiar with the MPE system. "I volunteered for the program because I wanted to apply the knowledge I had acquired in different ways," he said.

Officials believe that the Team Production pilot program is only the beginning. Said the DMAAC Director, "We need to move forward with this concept and expand it to establish teams which include production and support personnel as partners."

Gene Potts (right), the new Chief of HRSE, the Equal Opportunity Office, spent 18 years as Chief of Civilian



Personnel at the Defense Contract Administration Services Region (DCASR) and its successor, the Defense Contract Management District, in St. Louis. He earned his B.A. from Central Methodist College and came to St. Louis in 1962 as a personnel intern in the Army Aviation Material Command. He later worked for the Mobility Equipment Command and served in the 131st Fighter Wing of the Air National Guard.



"I feel very strongly about fairness for all employees regarding recruitment, promotion and training, and that's what I'll pursue here," he said.

Gene and his wife Diana have a son Kevin in medical school at Duke University and a daughter Karry at Lindbergh High School.

The DMAAC Director has approved two promotions in the Geodesy and Geophysics Dept., Dennis Van Hee as Chief of GGA, the Geosciences Division, and Ludvik Pfeifer as Chief of GGB, the Geodetic Surveys Division. GGB relocated from Cheyenne, Wyo., last year.

## Retirement

Boiler equipment mechanic Frank Reis (FEMTH) is scheduled to retire March 31. A Marine Corps veteran, he served in a tank unit from 1951 to 1954. He came to the Aerospace Center in 1977. His parting comment was, "Hang in there, girls and boys. Don't get down in the mouth about the job. You will all make the big day of retirement." His plans call for travel, hiking, working on his property, and "getting up when I please at the camp."

## Kudos

Victor Rodriguez, accompanied by his mother Patsy Rodriguez (SDAE), left March 23 for Australia to play international baseball. A fifth grader at Bierbaum Elementary in South St. Louis County, Victor will celebrate his 11th birthday down under. He was selected by five St. Louis area high school coaches, who are traveling with the team.

## Accolades

### Promotions

Adams, Ewart H. Jr., GM-14  
 Altemueller, John S., XP-11  
 Bakula, William J., GS-11  
 Bove, Mary E., GS-9  
 Bovee, William G., GS-6  
 Bowes, Thomas, GM-14  
 Boyd, John W., GM-14  
 Boyle, David A., GM-14  
 Brandenburg, Craig, GM-14  
 Burris, Harry R. Jr., GM-14  
 Camarda, Thomas P., GM-14  
 Claxton, James L., GS-11  
 Collins, George N., GM-15  
 Corio, Joseph, GM-14  
 Daniels, Clifton E., GS-13  
 Dickerson, Jane E., GM-14  
 Densmore, Patrick C., GS-11  
 Derby, Joyce A., GS-9  
 Edwards, Robert G., GM-14  
 Farris, Phyllis A., GM-14  
 Flauaus, Richard J., GM-14  
 Friederich, James E., GS-12

Greiner, Glenn L. III, GS-9  
 Gruenewald, Maria M., GS-15  
 Hassell, John R., GM-15  
 Hansen, David A., GS-12  
 Heaton, Vonna Weir, GM-15  
 Hoffman, Donald A., GM-14  
 Hughes, David L., GS-12  
 Jackson, Andrew A., GM-15  
 Johnson, Walter G., GM-14  
 Kelch, Frederick W., GM-14  
 Kemling, Nathan P., GS-11  
 Kirwin, Gary A., GM-14  
 Krueger, Kurtis M., GS-12  
 Lackey, Gary N., GM-14  
 McCrain, Robert N., GM-14  
 McDermott, Sean F., GS-11  
 Meece, Michael W., GM-14  
 Meyer, Connie R., GM-15  
 Miller, Thomas F., GS-11  
 Molli, Dennis L., GM-14  
 Nelson, Robert J., GS-12  
 Olson, James T., GS-14  
 Panula, Jack Jens, GM-14

Prokasky, Stephen S., GM-14  
 Pryor, William W., GM-14  
 Rauh, David E., GM-14  
 Ray, Shirley M., GM-14  
 Rees, John W. II, GS-14  
 Renschen, Christina L., GS-12  
 Schmieder, Leroy D., GM-14  
 Schwartz, Thomas A., GM-14  
 Sharick, Darrell A., XS-10  
 Shaughnessy, James J., GM-14  
 Sinas, James R., GS-11  
 Skinner, Kurt B., GM-14  
 Smith, Donald W., GM-14  
 Snowden, Danny W., GS-13  
 Suchland, Mark C., GM-14  
 Sykes, Livingstone B. III, GM-15  
 Triggs, Curtis W., GM-15  
 White, John M., GS-14  
 Willsey, Barbara L., GM-14

### Military Promotion

*Selected for promotion to senior master sergeant:*  
 Bivins, Ray W. Jr.



## Service

### 35 Years

Duncan, Richard H., SC  
Smith, John L., AC  
Weikel, Ira L., AC

### 30 Years

Anderson, Raymond W., AC  
Bartlett, Fitz J., Jr., SC  
Fierst, John R., AC  
Gardner, Joan E., CSC  
Goodwin, John L., AC  
Heisserer, Theon L. Jr., AC  
Kaczmariski, Edmund J., RC  
Lewis, Elvin D., AC  
Stotts, Jerry A., SC  
Truss, George C., AC  
Yarborough, Len Jr., SC

### 25 Years

Allen, Robert, AC  
Crain, Dennis R., SC  
Dierkes, Andrea M., AC  
Jones, Carmella J., AC  
Kearney, Norman J., SC  
LeVault, Linda K., AC  
Olson, Charles A., AC  
Petty-Savoy, Nora A., AC  
Schleifer, Michael L., SC  
Strothman, Joy J., HQ

### 20 Years

Bohnert, Charles M., AC  
Butler, Phillip R., AC  
Denison, Jerry L., AC  
Flood, Colleen F., AC  
Giarrappa, Donald G., AC  
Glass, Richard A., SC  
Gillyon, Roy B., AC  
Hubacek, Mary A., SC  
Hunter, Joan I., AC  
Kreis, Thomas N. Jr., HQ  
Martinez, Randy J., AC  
Mecava, Michael L., AC  
Mooy, Linda L., AC  
O'Driscoll, Patrick D., RC  
Owens, Clarence Leroy, AC  
Papke, Barry M., AC  
Recknagel, Stuart L., AC  
Taggart, Gary D., AC  
Taylor, Patricia J., AC  
Tolfree, Patricia A., AC

## Outstanding Performance/ Performance Award

Agnew, Jeffrey F., AC  
Archibald, Cheryl L., RC  
Argabright, James C., AC  
Azar, Tammy L., AC  
Baker, Steven P., RC  
Bauer, Dennis A., RC  
Bazan, Eugene J., AC  
Behrens, Susan J., AC  
Bohrer, Victoria M., AC  
Bonner, Alan S., AC  
Boyer, Debra K., HQ  
Brandon, Margaret A., RC  
Brauer, Leonard E., RC  
Braunel, Glenn T., AC  
Breville, Gerald L., AC  
Brown, Donald E., RC  
Burnham, Sharon M., AC  
Callies, Randal W., AC  
Cannady, Sheree A., HQ  
Chapman, Charles M. Jr., RC  
Christian, Donald R. Jr., AC  
Chryst, Thomas J., AC  
Cobb, James R., AC  
Cole, Rose Ann, AC  
Covington, William R., AC  
Damschroeder, Denise, AC  
Davis, Beverly J., AC  
Degenhardt, Sharon A., AC  
Dickerson, Jay L., AC  
Dierkes, Richard B., AC  
Dilg, Donald C., AC  
Doll, Mary E., AC  
Dollar, Dolores M., AC  
Douglas, David L., AC  
Dowdell, Richard Wodtke, AC  
Dreher, Mark A., AC  
Ehrhard, Darlene, HQ  
Dufford, Mark K., RC  
Dukes, Eddie W., RC  
Ellington, Alan R., AC  
Flecke, Pamela A., AC  
Foerg, E. Denise, AC  
Fultz, Delores, RC  
Georges, Debbie Jo, AC  
Gephart, Richard A., AC  
Gerszewski, Gertrude A., AC  
Graham, Joanne I., HQ  
Grossnickle, Effie Ann, RC  
Hackworth, Brian E., AC  
Hall, Kathryn Marie, RC

Hall, Kelly D., AC  
Hanson, Karen L., AC  
Hantak, Phyllis J., HQ  
Hawkins, Richard H., AC  
Hinesman, Mark E., AC  
Hinterleitner, Bruce E., AC  
Hochstetter, Helen Patrice, AC  
Hogan, Timothy F., AC  
Hovis, Martha J., AC  
Hunt, Jo Ann, HQ  
Ingram, John R., AC  
Joerding, Mark J., AC  
Kaiser, Emma L., AC  
Kemp, Lottie B., AC  
Kirkwood, Allen L., AC  
Kmetz, Kathryn A., AC  
LeBlanc, Lori D., AC  
Lewandowski, Andrew G., AC  
Maret, Ronald W., RC  
McGaugh, Linda S., AC  
McGuire, Glenda N., RC  
McIntyre, Charles W., AC  
McIntyre, Steven M., RC  
Meyer, Linda K., RC  
Middleton, Betty A., AC  
Moore, Linda M., HQ  
Morrison, Eunice D., RC  
Morrison, Tim A., AC  
Mundy, Gloria J., AC  
Musgrave, Ray E., AC  
Nickles, Ronald G., RC  
Oestreich, Chris S., AC  
Parker, Nicholas C., AC  
Peterson, Brian M., RC  
Picarelli, Ethel J., RC  
Ray, Ellis B., RC  
Robben, Vincent D. J., AC  
Rodgers, Carmen Y., AC  
Rodriguez, Patsy L., AC  
Ross, Earl J., AC  
Rouland, Lori R., RC  
Schmidt, Charles A., RC  
Schwalbe, Gary J., HQ  
Sills, Jacqueline G., AC  
Singleton, Michelle Y., AC  
Snowden, Danny W., AC  
Stecher, Carol Rose, HQ  
Stevens, Frances H., AC  
Stragliati, Victor J., RC  
Strohecker, James D., RC  
Thacker, Tommy G., AC  
Tolfree, Patricia A., AC

*Continued on page 10.*

**Outstanding Performance/  
Performance Award**

*Continued from page 9.*


Tomazos, Sandra B., HQ  
Trexler, Paul L., AC  
Waymire, Kelly S., AC  
Weiss, Shelley R., AC  
Whittington, Mary Ann G., RC  
Williams, Betty J., RC  
Williams, Charles O., AC  
Wilson, Daniel B., HQ  
Winfrey, David C., AC  
Woods, Beverly A., AC  
Woodyard, Keith A., AC  
Wuthrich, Floyd K., AC

**Performance Award**

Abel, Gerianne M., RC  
Ackermann, Michael C., RC  
Agin, Wayne R., AC  
Allen, Theresa M., HQ  
Anderson, Denise L., AC  
Andrews, Jimmy S., HQ  
Arakaki, Darlene K., HQ  
Athie, Charles H., HQ  
Baker, John K., AC  
Barbeau, Rex A., AC  
Barkhymer, William E., AC  
Bartlett, Spencer L. Jr., RC  
Beckeman, Ronald, RC  
Becker, Mary Ann, AC  
Beckett, Thomas J., RC  
Bell, Patricia A., RC  
Benson, Duane C., AC  
Bjerke, Jeffrey C., AC  
Bjerke, Patricia Anne, RC  
Bohler, Delores S., AC  
Bohnert, Charles M., AC  
Bonnot, Rickey A., RC  
Bonucchi, Marion G., AC  
Bovinette, Jacqueline K., AC  
Bowes, Diane E., AC  
Brabec, Linda E., AC  
Brauer, Judith A., RC  
Brehmer, Michael R., HQ  
Brewer, Elmer W., AC  
Brown, Phyllis A., HQ  
Buchanan, Deborah B., RC  
Buckwalter, William S. Jr., AC  
Buehler, Karen A., AC  
Burks, Charles H., AC  
Bush, Cassandra J., AC

Butler, Charlene M., RC  
Camp, Julie Ann, AC  
Campbell, Betty O., RC  
Cash, Judith A., AC  
Causey, Russell W., AC  
Cina, Alan C., RC  
Cline, George M., AC  
Coleman, Patsy A., HQ  
Colona, Angelo R., AC  
Coplin, Shirley A., RC  
Couch, Alvin W., AC  
Cowen, Sharon B., AC  
Crawford, James D., AC  
Culiberk, Patricia J., RC  
Daniels, Laurie J., RC  
Davis, John R., AC  
Davis, Joseph T., AC  
Debruler, Vernon, RC  
Dedic, Robert C., AC  
Delisle, Carla A., HQ  
Denicke, Rickey W., AC  
Dickerson, Betty A., AC  
Dierker, Mary A., HQ  
Digby, Pamela K., HQ  
Dixon, Charlie D., AC  
Dixon, Evelyn Louise, HQ  
Domek, Donald P., AC  
Donahue, Dennis L., AC  
Doyle, Sharon A., AC  
Drazen, Jane F., AC  
Duemler, Donald J., HQ  
Duncan, Jackie N., AC  
Dunne, John F., AC  
Dvorchak, Jill S., HQ  
Eddy, Robert C., AC  
Edwards, Richard G., AC  
Ellis, Lewin M., AC  
Erickson, Lee E., AC  
Fles, Mary P., SC  
Folluo, Dorothy A., RC  
Ford, Gwendolyn, AC  
Fox, Joyce E., RC  
Freeman, Silvia D., AC  
Garrett, Karen A., AC  
Gatliff, Marty, AC  
Gatlin, Lucille R., RC  
Gavin, Stafford P. Jr., RC  
Gillum, Jack M., RC  
Glauber, Mary Frances, AC  
Gockel, E. Jean, HQ  
Godfrey, Tina M., RC  
Goehlich, Roland F., AC  
Grassman, Charles Lee, AC

Greytak, Lillian L., RC  
Gross, Diane L., AC  
Grouzos, Peter M., AC  
Guimbarda, Richard A., RC  
Gundlach, Barbara E., RC  
Gurley, Hanley W., AC  
Haar, Catherine A., AC  
Haar, William M., AC  
Hainstock, David M., AC  
Hamilton, Randall D., AC  
Hehmeyer, Janice M., HQ  
Heisserer, Theon L. Jr., AC  
Henson, Donald E., AC  
Hercules, Margaret M., HQ  
Hirschfeld, Scott M., AC  
Hodge, Mary F., AC  
Hoffmeyer, Gene T., AC  
Holcomb, Linda K., RC  
Hopkins, Claudia L., RC  
Hosfeld, Rosalie A., RC  
Houser, Susan M., AC  
Huffman, Richard C., AC  
Hugyez, Kathlyn R., AC  
Hulsey, Richard N., AC  
Hunter, Elizabeth B., AC  
Hunter, Joan I., AC  
Hutson, Edward W. Jr., AC  
Jackes, Franklin R. Jr., AC  
Jackson, Marcelee S., RC  
Johnson, Craig F., AC  
Johnson, John W., RC  
Jones, Sheri A., RC  
Kaczmarski, Edmund J., RC  
Kaufmann, Cheri L., AC  
Keller, Mary J., AC  
Kelley, James M., AC  
Kerr, Gary G., AC  
Kersting, Kay K., AC  
Kilcullen, John W. Jr., AC  
Kimple, Monique B., RC  
Kish, Sharon L., RC  
Klein, Nancy T., HQ  
Koniak, Paul P. III, AC  
Konieczny, Thomas J., RC  
Krafft, Mary T., HQ  
Kren, Joyce C., RC  
Lamprecht, Jerry C. Jr., RC  
Lamprecht, Tracy M., AC  
Lanham, Penelope A., AC  
Laws, Pamela A., HQ  
Letrello, Michael F., AC  
Lewis, Roy C. Jr., AC  
Livingston, Lorie G., AC



## Accolades

Maloney, Terrence R., RC  
 Maness, Edward L., HQ  
 Manson, Rubbie L., HQ  
 Martin, Julie A., AC  
 Martin, Renee D., RC  
 Massa, David G., AC  
 Massey, Sharon R., AC  
 Masson, David D., AC  
 Maupin, Joan K., AC  
 Maxwell, Susan M., RC  
 McAmis, Michael D., AC  
 McMartin, Dawn Y., AC  
 Meeks, Charles W., AC  
 Mentel, Eugene J., RC  
 Meyer, Ava R., RC  
 Miller, Allen D., AC  
 Miller, Mary F., AC  
 Milsap, Jon D., AC  
 Mitchell, Carlene I., RC  
 Moe, Gregor P., AC  
 Moen, Lee G., AC  
 Mohr, Patricia A., RC  
 Moon, John M., AC  
 Mooney, Vivian F., AC  
 Morris, Ann L., HQ  
 Morris, Carla J., AC  
 Morris, Sharon A., HQ  
 Mosby, Arlene R., AC  
 Murphy, Marilyn A., AC  
 Myles, Mary, RC  
 Nance, Kimberly, AC  
 Newman, Linda F., RC  
 Noelker, John L., RC  
 Norman, Martha H., AC  
 Norrenberns, Marianne C., AC  
 Novich, Alan F., RC  
 Oakley, Ronald L., AC  
 O'Connor, Dennis D., AC  
 Oeser, Linda L., AC  
 Parker, Jim A., AC  
 Patterson, Linda F., RC  
 Paulus, Barbara L., HQ  
 Pizzo, Larry R., AC  
 Plumart, Larry A., AC  
 Politte, Cassandra J., AC  
 Porthouse, Thomas E., AC  
 Powell, Samuel L. Jr., AC  
 Pratt, Linda M., AC  
 Pratte, Linda K., AC  
 Puente, Marjorie D., AC  
 Purk, Joseph M., AC  
 Purlee, Barbara A., RC  
 Radomski, Rita G., AC

Rau, John M., AC  
 Ravetta, Helen J., HQ  
 Redman, Benny J., AC  
 Reed, Marshall R., AC  
 Reichling, Sue A., HQ  
 Reiersen, Gerald V., RC  
 Rhone, Belinda, AC  
 Rice, Walter, RC  
 Robertson, Donald W., AC  
 Robinson, Michael J., RC  
 Robinson, Roy R. Jr., AC  
 Roth, Jules R., RC  
 Routh, Patricia J., HQ  
 Ryan, Margaret A., RC  
 Savant, Cecile M., RC  
 Scaturro, Rose E., HQ  
 Searce, Sam F., RC  
 Scher, Eric R., AC  
 Schifferdecker, Carolyn G., RC  
 Schlepp, Neil L., AC  
 Schlueter, Elaine M., HQ  
 Schoenberg, Dawn M., AC  
 Schoenborn, Eugene E., RC  
 Schrewe, Robert F., HQ  
 Schuchman, Kelly M., HQ  
 Schwarz, Thomas E., AC  
 Scott, Locha Cherie, AC  
 Scroggins, Theresa A., RC  
 Seaton, Billie D., AC  
 Sewell, David P., AC  
 Sewell, Emma L., RC  
 Simmons, Marie E., HQ  
 Sinclair, Stephen J., AC  
 Skelton, Judy D., HQ  
 Smith, Marianne C., AC  
 Snider, Ronald K., RC  
 Spezia, Margaret M., HQ  
 Staggs, Charles A., AC  
 Stanford, Alice J., RC  
 Strickland, Kathleen, AC  
 Stubblefield, Flynn J., AC  
 Stump, Harold D., AC  
 Sudheimer, Lynda L., AC  
 Swanson, John K., RC  
 Swart, Jesse E., AC  
 Takach, James R., AC  
 Taylor, Doyle K., RC  
 Thilman, Carol L., HQ  
 Thompson, Zane H., AC  
 Tolcou, Debra J., AC  
 Tomlinson, Marybeth, RC  
 Toots, Kelvin E., HQ  
 Trescott, Bradley W., HQ

Tucker, Kenneth D., HQ  
 Tunnicliff, Sandra L., AC  
 Tuthill, Joseph E. Jr., AC  
 Vandeven, Madeleine L., RC  
 Vanmeter, Richard H., AC  
 Voigt, Charles A., AC  
 Voit, Rolland L., AC  
 Voller, Mark H., AC  
 Votruba, Donna M., AC  
 Wagoner, Donald E., RC  
 Walker, Carol A., AC  
 Walker, Frederick W., AC  
 Warburton, Sherry Ann, AC  
 Washington, Roscoe E., AC  
 Wells, Robert L., AC  
 White, Clarence H. Jr., AC  
 White, Sandra E., HQ  
 Whitehead, Cynthia A., AC  
 Whitmore, Franklin D., AC  
 Wicks, Ruby J., AC  
 Wilhelm, Richard, RC  
 Williams, Edward T., AC  
 Williams, Iris J., HQ  
 Wills, Elliot J. Jr., AC  
 Willsey, Melvin L., AC  
 Wilson, Michael S., AC  
 Winkeler, Mary K., AC  
 Winkler, Mark E., AC  
 Woodcock, Lillian M., AC  
 Zimmer, James L., AC

### Outstanding Performance/ Quality Step Increase

Anderson, Douglas W., AC  
 Bekanich, Nicholas Jr., AC  
 Callahan, Paul X. III, AC  
 Carter, Linda M., AC  
 Cutler, Cecil H., AC  
 Foster, Andrew J. G., AC  
 Kistler, Alice F., AC  
 Ligibel, Gregory R., AC  
 McElroy, Dan W., AC  
 Murphy, Connie D., AC  
 Schneider, Wayne P., AC  
 Stutzman, Betty J., AC  
 Woehrle, Virginia R., AC  
 Wright, Donald W., AC

### Quality Step Increase

Bainbridge, Terry C., AC  
 Simpson, Richard E., AC  
 Toohey, Joseph L., SC  
 Wesloh, David G., AC



## ACS Golf Schedule

(For more information call  
Ray Hughes/533-6167.)

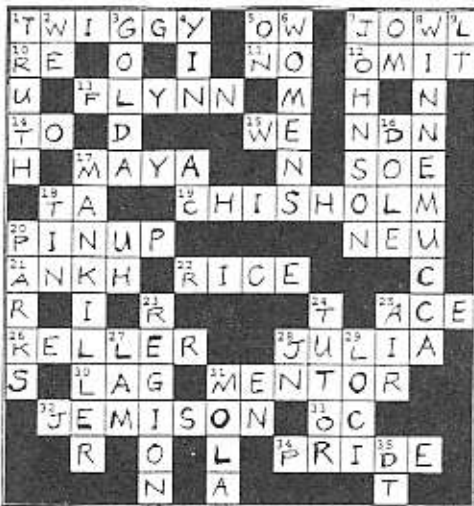
Columbia.....	April 7
Eagle Lake.....	April 21
Fox Creek.....	May 5
The Legacy.....	May 19
New Melle Lakes.....	June 2
Tamarack.....	June 16
Eagle Springs.....	June 30
Oak Brook.....	July 7
St. Andrews.....	July 21
Belk Park.....	August 4
Innsbrook Estates.....	August 18
Clinton Hills.....	September 1
Locust Hills.....	September 15
The Orchards.....	September 29
Terre Du Lac.....	October 6
Warrenton.....	October 20
Cherry Hills.....	November 3

## Slugs Move to Top

The Arsenal Mixed League reports that the Alley Slugs are making their move. After the position round for the second half, they are out in front followed by Hot Shots, Real McCoys, Strike Breakers, Two of Hearts, Tom's Cats, Roller Coasters, We Four, and It's a Miracle.

-Pat Wiese

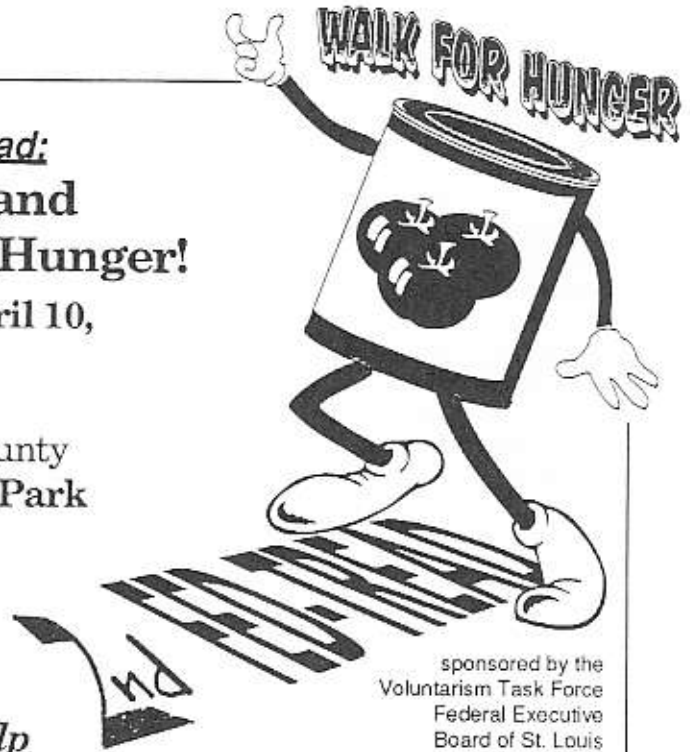
## ANSWERS to Women's History Puzzle in the March 11 DMA News Link West.



DMA Link - West  
March 25, 1994

## 2nd Fed Tread: Sign Up and Walk for Hunger!

Sunday, April 10,  
1 p.m.  
Tilles Park  
St. Louis County  
Blanchette Park  
St. Charles



sponsored by the  
Voluntarism Task Force  
Federal Executive  
Board of St. Louis

## You Can Help Feed Your Hungry Neighbors

FED TREAD II is held in conjunction with the Food Pantry Association's WALK FOR HUNGER '94. All donations will be distributed directly to hungry people, more than half of whom are children. Make the Fed Tread II walk a family event! Enjoy the "Family Fun Fair" at each location and help fight hunger.

## It's Easy and Fun to Participate

The Walk for Hunger is a 10 kilometer (6.2 mile) stroll through beautiful Tilles Park or scenic Blanchette Park. Most people can complete the walk in three hours or less. Of course, you can stop for rest or refreshments. And, you can enjoy the "Family Fun Fair" of special activities at each location. This event is fun for the whole family!

To participate, ask your friends, family or coworkers to sponsor you by pledging a specific number of canned goods for every kilometer you walk. Sponsor sheets are available from CIW, extension 4142. Anyone obtaining pledges of 50 cans or more is eligible to win a new Fed Tread II baseball cap. Donations will be collected prior to the walk.

Defense Mapping Agency  
CIW, Mail Stop L-10  
3200 South Second Street  
St. Louis, MO 63118-3399

Official Business

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