

DEFENSE MAPPING AGENCY

LINK

March 25, 1996



*Entertaining night owls and insomniacs
... with bluegrass
see page 13*

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On the cover

DMA's Les McIntyre at the console.
See story on Page 13 (photo by Larry Franklin)

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UP FRONT

Cultural transition team members named

The DMA Cultural Transition Team members, reflecting the diversity of the work force by business unit, gender, geographic location and ethnicity, have been selected.

Chartered by DMA Director Air Force Maj. Gen. Philip W. Nuber and the Executive Board, the team will focus on "how we do the work," and will have a multi-faceted role in the design and development of change activities.

Earl Phillips and Bill Hogan, directors of the Operations Group and Requirements and Policy Integration Group, respectively, are the CTT's co-chairmen. Edie Seashore, Seashore and Associates, is the principal facilitator while Ira Leifer, assistant director of Human Resources Organizational Development and Training Team, is serving as internal consultant.

The CTT has 23 members who will perform their production duties in addition to their cultural change work. The team will meet alternately in the Washington, D.C. area and St. Louis.

At their first meeting, the CTT will begin to look at the Corporate Culture Survey results and ongoing team implementation work within DMA.

Team members are: Michael Andrew, Installation Management; Greg Arnold, Planning and Analysis; Richard Badley, Edna Dorman, Denise Droneburg, James Hall, Barbara Ivery, Robert O'Connor, Janet Schiff, Michael Schneck, Jerry Schuld, Mark Strahm, Jim Walter and Virginia Wren, OG; Tom Becherer and Jo Ann Martin, IM; Mary Clawson and Jack Teller, Acquisition and Technology; Robert Gathright, Procurement and Contracting; Jill Heininge, General Counsel; Kaye King, Comptroller; Joe Obermeier, RP and Jackie Rhodes, HR. ■

BITS AND BYTES

Air Force Maj. Gen. Philip Nuber

The question before many is still, "What will be the best, long-term personnel system for future employees of NIMA when it is formed?"

Everyone is thinking about the pluses and minuses of both "Excepted" and "Competitive" service. From what I have learned, it appears to me that the best long-term answer is for NIMA to be an Excepted Service agency. Now before you quit reading, let me tell you my thoughts are based on the briefings I have received and the feedback I received from you when I had teams going around the Agency asking for your "personal" concerns. I thought it to be very important that we used the "A" word in the personnel business—"Personal"—and not the "E" word—"Personnel." "Personal" happens to be the most important characteristic of any "E" word system.

Many are asking is, "If NIMA decides to design an excepted service personnel system, how will that affect my career status? Will I be able to apply for jobs at other Federal agencies?"

Let me define "career status" and what it means. Moving to an excepted service system under NIMA will not eliminate the career status of DMA employees who have earned career status by completing three continuous years of service in the competitive service. Once employees earn career status, they

cannot lose it by moving to an excepted service system. Moreover, those employees can apply for any vacancy in the Federal Government that requires career status, regardless of whether their current organization has one of many excepted service personnel systems.

For those DMA employees without career status now, the NIMA team has said that they are requesting legislative authority to allow those employees to gain career status by completing the remainder of their three years as an excepted service employee in NIMA.

Your other concerns, such as questions about benefits, security clearance requirements, grievance procedures, union representation and other topics, have been heard by the DMA and NIMA teams, and are being worked. Employee news releases as well as this issue of the Link have more information on how your concerns are being addressed, such as recommending inclusion of unions where they now exist, and extension of Merit System Protection Board appeal rights to all NIMA employees. Those features would be new for an intelligence organization, but show the concern of the DMA and NIMA team leadership for meeting the needs of all employees. Please, keep reading and listening to the information



being presented. Educate yourself as part of the professional development I discussed in my last column.

Overall, I believe the flexibility provided in an Excepted Service system will offer far greater individual opportunities and will allow for the creation of a homogeneous organization (NIMA) that will continue to serve the Customer with outstanding results.

I welcome your thoughts on my views. ■

Taking risks and responsibilities

by Army Col. Dave Tarbox

Risk taking at DMA: a career stopper, career enhancer or organizational effectiveness dynamic?

Hierarchical organizations have traditionally discouraged risk taking. The trend may be reversing. At DMA, we already have taken needed risk by reducing our layers of management. The goal is to provide even better products and services to our customers. If the Agency can take such a risk, why can't individual members of the Agency?

The dictionary defines risk as "exposure to the chance of loss; the degree of probability of such loss." We might consider the opposite of risk taking as doing what's always been done before. The core value we prize in this Agency is initiative. Obviously, taking initiative incurs risk. Now, if taking risk leaves us open to the potential for loss, why should we bother? Well, risk taking also opens individual and organization to the potential for gain beyond the assets risked.

Certainly, risk taking has to be viewed in the context of our job environment and our type of job. What are the assets risked? DMA's assets include more than 7,000 highly-trained employees, facilities worth more than \$2 billion, a \$800 million budget and a reputation as premier map and chart makers.

Assessing vulnerability

In assessing ability and vulnerability to risk taking we have to ask where in the organization are we? How much of DMA's assets would we jeopardize by taking a risk?

Depending on where we are in the organization, we may control all of the Agency's budget, some of it, just a fraction of it or none at all. We may manage a large number of employees, a small number or none at all. We may control some of the Agency's policy, or some of its procedures or none. Therefore, if our judgment is poor and the risk real, how much of an effect would that risk taking have on the Agency?

In terms of reputation, would taking the risk and having it turn out well enhance our reputation or would the reverse be true? That is a tempting question to ask, but the real question is would taking the risk increase the effectiveness of the organization, and conversely, if the risk fails, would the failure seriously injure the organization's ability to perform its mission?

Empowerment

Helping employees become comfortable with risk taking is where managers most come into play. Creating an atmosphere where subordinates feel empowered is the key. If employees know that management trusts them to do the right thing without asking, that's empowerment. Knowing they can seek management's guidance without censure helps cement that trust.

Setting limits on empowerment can help both parties feel more comfortable with the trust being bestowed. Work hours, production levels, quality standards and fiduciary actions are just a few examples of potential areas where employees can be empowered. Sometimes guidelines set by higher authority will get in the way. In these cases, challenging those very guidelines is a good form of risk taking. Once management establishes its trust,



Col. Dave Tarbox

the stage is set to empower employees. This, in turn, sets the tone for needed risk taking.

The bottom line is that we are seeking a more efficient work force that realizes it's okay to take risks and seek to solve issues at their level while confident that management will support their effort and judgment.

Management has to be comfortable that the payoff of getting a more efficient work force is worth the angst of "letting go" of the reins a little and possibly risking some of the Agency's assets. Just how much damage could empowered employees do if they were to make ill-advised actions? Again, try to think in terms of things measurable: percentage of the organization's budget, production time and quality levels. Second, and this is the most important issue, calm yourself with the realization that most employees have no desire to screw up the organization.

The vast majority only want the best of things to happen to their organization. Employees want the organization to do well because they

are tied together by their own psyche. If the organization is doing well, they must be doing well, and they most likely go home at the end of the work day or weekend feeling good about the job they are doing.

Accepting responsibility

Employees accepting the latitude to take risk shoulder the responsibility to explain the actions after the fact (accountability). After all, what good is it to take a risk if no one else can gain from the experience? If, as we've discussed, management has set the tone for empowerment and trust, then management can reasonably expect the risk takers to come forth and share their good and bad risk experiences. Gathering these and disseminating them as experiences to grow on "lessons learned" can only help employees and managers to see risk taking in action, its gain and pitfalls and learn from the experiences.

Looking to the future is undeniably part of management's responsibility. Today's subordinates must be groomed to become tomorrow's managers and Agency leaders. Encouraging risk taking now creates a learning environment and a confidence level that will pay off when the risk takers become the Agency's future leaders.

A new look at risk taking

We need to look freshly at risk taking in DMA. Instead of calculating just the amount of loss that could possibly be incurred, we need to look at the potential gains—gains in efficiencies of time, procedure, fiscal savings, to mention a few. If all levels of management and all rank and file employees look for ways to improve the Agency's processes and products, then the stage is set for

everyone to take the necessary risks! After all,

We Value:

Our Customers!

People who demonstrate pride, **initiative**, commitment, integrity, loyalty, and professionalism.

A *culture* that promotes diversity, mutual respect, communications, candor, **trust** and caring.

An *environment* where teamwork, **risk taking**, creativity, adaptability, and common sense flourish.

Excellence and **accountability** in all we do! ■

— Colonel Tarbox is Commander,
Eastern Installations

SecDef announces new policy on radiation exposure

Secretary of Defense William J. Perry has announced that personnel are relieved of any security obligation they may have incurred in connection with their military involvement in nuclear testing to establish the validity of a service-connected disability.

The Secretary said, "In the interest of fairness to the many veterans who have so honorably served our country, in coordination with the Department of Energy, I hereby authorize veterans seeking to establish a medical disability in connection with exposure to nuclear

radiation to divulge to the Department of Veterans Affairs the name and location of their command, duties performed, dates of service, and related information necessary to validate exposure to nuclear radiation.

"This authorization does not relieve veterans of responsibility for continuing to protect specific technical information that could contribute to the development of a

weapon of mass destruction or the application of nuclear technology," Perry said in his memorandum.

DMA points of contact for this issue are J. Ford Johnston, Site Security Policy Office (703) 275-8444 (DSN 235-8444), and Dottie Garrison, Personnel Security Program Manager (703) 275-8346 (DSN 235-8346). Please contact them directly if you have any questions. ■

DMA hosts Senate visitors



Curt Ward (right), deputy director, Operations Group, escorts Senators Robert Kerrey (left) and Charles Robb during the senators' March 1 tour at Bethesda.

Two U.S. Senators, both former military officers, visited DMA recently for a first-hand look at how the Agency produces its current products and is beginning to support the 21st Century warfighter on a digital battlefield.

Sen. J. Robert (Bob) Kerrey, vice chairman of the Senate's Select Committee on Intelligence, and a member of the Senate

Appropriations Committee, and Sen. Charles S. (Chuck) Robb, a member of the Senate's Select Committee on Intelligence and Army Services Committee, toured DMA's Bethesda facility March 1, where they were hosted by DMA's Director, Air Force Maj. Gen. Philip W. Nuber.

It was the first visit to DMA by either Senator, although Kerrey earlier had seen DMA demonstrate a

terrain visualization system, PowerScene™, at the Pentagon.

Curt Ward, deputy director, Operations Group, said the briefings were well received. "They were definitely interested in what we're doing, and appreciated the opportunity to visit."

Both senators are veterans of Vietnam. Kerrey, a Democrat from Nebraska, was a Navy Seal and Medal of Honor winner. Robb, a Democrat from Virginia, was a Marine. ■



CIO supports intelligence community

Editor's Note: This is the first in a series of articles about the organizations expected to comprise the National Imagery and Mapping Agency.

The Central Imagery Office was established in 1992 by the Director of Central Intelligence and the Secretary of Defense. It is a joint intelligence community-Department of Defense activity that has been designated as a combat support agency within DoD.

In November 1995, the DCI, Secretary of Defense and Chairman the Joint Chiefs of Staff, announced their intention to form a new National Imagery and Mapping Agency. All CIO personnel and resources are scheduled to be incorporated into this new agency when it becomes operational in October.

Until NIMA is operational, the CIO will continue to fulfill its mission of ensuring responsive imagery support to the intelligence community, DoD, the National Command Authority, Congress and other government departments and agencies. As a combat support agency, the CIO is primarily responsible for providing timely imagery support to military operations during peace, crisis and war.

The CIO develops, recommends and implements policy and formulates guidance and standards for training personnel. The agency also manages requirements related to the tasking, collection, processing, exploitation and dissemination of imagery. Agency personnel develop imagery standards and architectures to foster equipment interoperability.

This ensures that these standards and architectures are consistent with programs conducted by civil organizations that use imagery from national collection systems.

Since its creation, the CIO has also promoted a new relationship between imagery producers and users through its management and oversight of the U.S. Imagery System. This system emphasizes the full integration of imagery capabilities, including national, theater, tactical and civil resources. ■

—External Affairs
Central Imagery Office



Central Imagery Office headquarters building

photo courtesy of CIO

NIMA team endorses excepted personnel system recommendation

Work force figures into equation as transition team begins working details

The recommendation that NIMA adopt an excepted service personnel system received the endorsement of the Senior Steering Group, comprised of senior-level government and DoD officials, after a March 11 briefing by the NIMA Implementation Team. The recommendation, as part of the overall NIMA implementation plan, still requires government-wide coordination through the Office of Management and Budget, before going to Congress for approval by April 15.

The NIMA HR Working Group and DMA HR representatives conducted a series of information briefings for employees of DMA, CIO and Defense Dissemination Program Office (DDPO) after the working group decided to recommend an excepted service system. The DMA work force used several venues to submit their feedback: DMA employee focus groups solicited and provided input to the NIMA team and the HR functional transition team tasked to design the recommended personnel system.

Employee feedback revealed several common themes:

Fear of the unknown

The work force expressed their uncertainties associated with excepted service and frustration, saying that specifics concerning the excepted service personnel

system to be adopted by NIMA were not addressed. These specifics cannot be defined at this time because the personnel system to be adopted by NIMA has yet to be designed.

Plans call for the NIMA HR Transition Team to build the system's components during transition planning. Certain DMA initiatives, however, have been recommended by the NIMA HR group for consideration during transition planning: JOB* and the new performance appraisal system (ACE) were among the new initiatives cited. Ongoing activities such as compressed work schedules, telecommuting and Long-Term Full-Time Training were also recommended for inclusion in the new NIMA personnel system.

Move to excepted service

Many employees questioned why 7,200 DMA members are changing personnel systems instead of the other members of the smaller organizations. In this case, officials explained that plans are to develop the best possible personnel system for all employees affected by the consolidation to NIMA.

Employees currently under the excepted personnel systems have many of the same concerns and fears that those employees under the competitive personnel system are experiencing. Neither want to give up or exchange the benefits they're familiar with.

Officials reiterated that there is no one excepted personnel system. Agencies choosing an excepted personnel system develop a system to meet their work force and mission needs. Moving to an excepted personnel system is the one way NIMA can keep the best of both systems, retaining desirable features and adding other features to further enhance the system. Competitive service, overseen by the Office of Personnel Management, cannot allow the agency as much flexibility in making these modifications to benefit the NIMA and its work force.

Drawdown implementation

Likewise, concerns about drawdowns and the possibility of a Reduction in Force and how NIMA would choose to implement a RIF were also voiced. Officials said that some of the entities to be consolidated into NIMA have drawdown requirements already in place, and these are not expected to change because of NIMA. Officials said it is impossible to predict if NIMA, once up and running, will face future drawdowns. There is no certainty how the new organization would choose to implement a drawdown, especially since a personnel system has yet to be established. Mission requirements and the work force would remain major considerations in implementing any drawdown, and a RIF would be a last resort.

Objectivity of new personnel systems

Focus group trends indicated that employees believe that the excepted service systems make it easier to fire employees and generally believe that excepted service is too subjective, and therefore prone to abuse and excesses. To the contrary, officials reported that under the DIA and CIA excepted service systems there are internal appeals procedures for all employees with final appeal to the head of the agency. The excepted systems employed by the DIA and CIA contain clear sets of standards for promotion, as well as Inspector General and EEOC processes for discrimination complaints and rigorous internal review rights and procedures.

For NIMA, the HR working group recommended the continuation of union representation where it already exists and Merit System Promotion Board appeal rights for all employees. Both recommendations are precedent setting in the intelligence community.

Security clearances

Across DMA, concern continues to linger over the possibility of moving to a full Top Secret with 100 percent polygraph requirement. NIMA officials reiterated that what is being recommended is a multilevel security system, basing clearances on the kind of work performed and its

environment. Currently, CIA requires a Top Secret clearance with polygraph for all its positions, while DIA requires a Top Secret clearance for all positions and requires a polygraph for some. In DMA, 85 percent of the work force holds a Top Secret clearance, with polygraph required for some positions.

Benefits

Lastly, there appeared to be a misunderstanding about such benefits as retirement or leave accrual under excepted service. Transferring into an excepted personnel system will not affect retirement or leave accrual benefits already acquired, officials stressed. These benefits are tied to government service, not to a competitive or excepted service system. Additionally, CIA and DIA, under their excepted personnel systems, follow the same sick and annual leave accrual system as DMA does under the competitive personnel system.

The next steps

Details continue to be worked. The HR Working Group completed their work shortly after the NIMA concept of operations was completed. The group is being replaced by an HR functional transition team, whose objective is to continue working the

details of the personnel system and coordinate the efforts of other business unit transition teams. The transition team will refer to employees' views as they design the new personnel system.

NIMA officials have said that the HR functional transition team is working one of the most important and complex aspects of merging several organizations into one. The team's efforts will address the transition to excepted service; the resolution of the military Joint Manning Plan; the development of awards and recognition mechanisms that support NIMA goals; and the creation of a strategy to match everyone coming to NIMA to a position in the new organization. The team's goal is to ensure that personnel-related issues are resolved in an open and timely way, according to officials.

At presstime, DMA HR was in the process of answering the many specific questions resulting from the DMA focus groups. NIMA officials said they will continue to keep employees apprised as information is available. ■

DPS process changes underway

Improvements to DMA's Digital Production System are under way. They are based on recommendations made last year by Data Generation reengineering teams.

The improvements encompass three processes: source package generation, stereo extraction, and graphic and digital finishing.

Everybody involved in the digital production process will be affected by the improvements, according to DG system engineers associated with last year's reengineering studies.

Best of the best

One of the DG Reengineering Teams examined DPS production operations DMA-wide to identify the best-of-the-best production practices. These BOB operations will be the first to be implemented agency-wide, as production managers and employees work in partnership with the BOB Implementation Team composed of members from all of the production sites.

Production-site training of co-workers in new operational procedures was begun in February with a series of briefings explaining how production is going to be done differently and why.

Meanwhile, DG's Process Improvement Office (ODGI) and the Acquisition and Technology business unit have begun to collaborate on short-term technical modifications to the Digital Production System.

Operational and technical changes

The operational and technical changes are intended to achieve two main goals: reducing production cycle time and labor hours and



photo by Tom Barash

System engineers Phil Vargas, Mary Brown and guidebook for Data Generation reengineering

These changes will start within a year, system engineers say.

Metrics processes are being established by the DG Metrics Team, which will show, in time, not only an improved production process but areas within the process that need improvement.

carrying out the spigot concept. Under the spigot concept, DMA will be able to tap into the DPS production pipeline at different stages to provide data that meet customer needs.

Implementation of the reengineered production process in 1996 is focusing on DPS core activities for specific products, which will have implications for many others. The core activities are

multiproduct operations and Topographic Line Map finishing.

"These core activities basically represent the breadth of DPS capability," said ODGI system

Combining operational and technical changes, the reengineering team leaders seek to cut average cycle time for producing a finished product on the DPS

"The DPS was designed so that the process of populating and maintaining the mapping, charting and geodesy database was incorporated into the production process."

— Mary Brown

engineer Phil Vargas. "During reengineering we focused on stereo extraction, which covers a suite of products. Focusing on this process allows us to reduce the cycle time, labor hours and machine hours for as much of the stereo extraction process as possible."

Vargas added, "While this allows us to extract for multiple data sets, we will still have to wait until the end of the pipeline to provide the products."

"The DPS was not designed to provide interim or customized data sets, but implementing the spigot concept will allow us to do that," explained system engineer Mary Brown, ODGI's lead for technical changes.

from 428 days at present to 282 days by 1998.

"The DPS was designed so that the process of populating and maintaining the mapping, charting and geodesy database was incorporated into the production process," Brown said.

"Inclusion of this process in the production flow impedes our ability to provide products in a timely manner. Minimizing the lockout period associated with database maintenance will cut our average cycle time by about 60 days," she said.

Beyond the short-term technical modifications to the DPS, reengineering activity will focus on executing digital production with commercial, off-the-shelf hardware and software.

"DPS customized hardware and software doesn't give us the flexibility we'll get in a COTS-based hardware and software environment," Brown said.

The long-term improvements are scheduled to occur over the next several years.

Enthusiasm for reinvention

The guidebook for the reengineering implementation is a 350-page study prepared by OG's Data Generation reengineering team. The study contains hundreds of recommendations, which were briefed to senior management in October.

"Senior management has enthusiastically supported our efforts and endorsed our recommendations," Brown said. ■

— by Paul Hurlburt

Space Management team releases survey

The DMA Space Management Team conducted a customer survey examining the process for allocating space, moving offices or altering space.

Results will be used to find ways to better manage space, speed up the process, cut costs and decrease the impact on production, according to team members.

Two survey questionnaires were distributed to DMA employees. The primary questionnaire was given to 91 employees at Bethesda, Reston, St. Louis and Merrifield. Those surveyed represented executives, managers/team leaders, administrative, technical specialists, clerical and military. Pay grades ranged from GS-3 to Senior Executive Service.

Survey results helped the Space Management Team see that the present process is not working very well. It indicated a high rate of incomplete work, poor coordination, bad timing and more.

The following list outlines major concerns expressed. The numbers in parentheses represent the number of references made to each category.

- Completeness (136) - requirements not fully met before move-in day. This includes telephones, computers, equipment and furniture.

- Timeliness (94) - moves/renovations took too long to complete.

- Coordination (94) - better coordination and feedback needed between customers and Installation Management. Better coordination also needed between offices involved in the space management process.

- Customer Impact (20) - excess downtime due to equipment not being ready, furniture not set up and more.

- Inferior Work (19) - work not completed to customer satisfaction.

- Insufficient Space (15) - insufficient space allocated for offices, equipment and storage.

- Cleanliness (13) - space not properly cleaned before move in day.

- Poor Planning (7) - poorly planned moves, renovations, etc.

The secondary questionnaire was a focus group survey directed to DMA units/offices currently involved in space management. These surveys asked each focus

group how it would reinvent its portion of the space management process. There were 26 focus group surveys conducted. An e-mail message was also sent to all DMA employees, soliciting responses on how the space management process was working and how it could be improved.

This survey succeeded in its purpose of providing insight into the major concerns and expectations DMA employees have about IM's Space Management process. The Space Management Redesign Team is sending its findings to the Executive Board for further action. Additional comments concerning space management should be referred to any of the following team members:

Process Owner: John Bukoski
Team Office (703) 275-5916
Team Leader: Melinda Brown
Fax (703) 275-5934
Team Facilitator: Tracey G. Amos
Team Members: Erick Knowles,
Rodney Moore, Phil Robertson,
Sean McDermott, Richard
Tremblay and Ernie Peters. ■



McIntyre

Blue grass on the air

litany of old and new works—from Flatt and Scruggs and Bill Monroe to the Seldom Scene and James King. But he doesn't always follow his playlist. Some Saturday nights his listeners, from as far away as Pennsylvania (and, on occasion, Australia) determine the program. He works the phones and console by himself, and by 7 on Sunday morning, when his relief arrives, he's ready for breakfast and bed.

What is bluegrass, anyway?

"It's old-time, string band music that incorporates jazz and western music styles," explained McIntyre, who draws on his own vast collection of music to feed his faithful flock. On a rare occasion he will not have what his listeners request.

The advent of bluegrass is closely associated with Nashville musician Bill Monroe who in the late 40s took his acoustical style music on the road as Bill Monroe and the Bluegrass Boys. But bluegrass roots reach back much further to the Celtic music of Ireland, Scotland and Wales, the radio host said.

As for devoting weekends to playing bluegrass for thousands of fans within a 150-mile radius of Washington? "You gotta love it to understand it," observed McIntyre, who earned a degree in economics from East Tennessee State University at Johnson City, not far from his hometown of Erwin. "I grew up on this kind of music. It's part of my makeup," he added.

McIntyre, 54, also enjoys such new age musicians as George Winston and the jazz that another WAMU radio host, Bob Bamberger, plays on Saturday evenings prior to

his show. And just for kicks, perhaps, he collects western movies.

The Army veteran spent some 20 years playing a six-string guitar with a five-person group called *None of the Above* which appeared throughout the Washington area.

Though no longer a member of any group, he plays with the "garage gang" every Tuesday night near Warrenton, Va., where from 6 to 20 "pickers" have gathered for more than 20 years.

"We're pretty far outside of town," explained McIntyre in a rich East Tennessee accent, "so we don't bother the neighbors."

For sure, his listeners aren't bothered. He has a faithful following as evidenced by some 50 calls he received during his March 3 broadcast, when he pretty much put his playlist aside. "They were calling the tunes," he said.

McIntyre came to work for DMA in 1987 after 12 years with the Army and 10 with the Coast Guard. He has been in the Washington area since 1970, and while he has seen a lot of music groups come and go, he has seen the appetite for bluegrass music grow steadily. Besides the traditional information outlets, there are now six "cybergrass" web sites on the Internet for fans who want to know the date and location of the next festival or just to talk bluegrass.

McIntyre recently caught the 2nd annual Cabin Fever Festival in Williamsburg, Va., and is looking forward to attending the annual picking this summer in Galax, Va., one of the longest-running festivals in the country. He also reviews records for *Bluegrass Magazine* published in Warrenton, Va.

For the record, he knows his show, besides being for lovers of bluegrass, is also for "night owls and insomniacs." ■

— by Carl Goodman

The signal was loud and clear. Every Saturday night, 50,000-watt WSM-Nashville, epicenter of radio's Grand Ole Opry, one of the longest-running country music programs in the land.

As a young boy growing up in rural East Tennessee, Les McIntyre listened intently to the parade of regulars on the program: Hank Williams, Ernest Tubb, Lester Flatt and Earl Scruggs, Bill Monroe and many others.

That was yesterday. Today, his Saturday nights are spent listening to and playing vintage and contemporary music with a bluegrass base on American University's WAMU-FM, Washington's public radio station that feeds a hearty appetite for bluegrass music.

The show, which runs from midnight Saturday to sunlight Sunday, is called "Bluegrass Overnight." The program observed its 10th anniversary in December, according to McIntyre, who shares the console every third Saturday with bluegrass brothers Al Steiner and Bill Foster.

On a recent Saturday night, the DMA contracting specialist played a

GPS program office lists home page

A new site on the World Wide Web is being developed by the NAVSTAR Global Positioning System Joint Program Office to get feedback and provide information on the world's most accurate operational navigation satellite system.

The program office, located at the Space and Missile Systems Center, Los Angeles Air Force Base, Calif., is responsible for acquiring and sustaining GPS. With its home page, the JPO seeks feedback from GPS users so that the office can better meet their needs.

Information on the system can be found through the World Wide Web on the Space and Missile Systems Center Home Page at <http://www.laafb.af.mil> under Programs of Interest. More information can be obtained by calling (310) 363-0758 or DSN 833-0758.

Emerging technologies, the status of projects and the latest GPS features and capabilities are available on the web site. The JPO wants the user to know how to use GPS to improve mission performance, to be aware of new applications and techniques to integrate it, and to learn users' needs for the future. *Air Force News*

Booklet provides insight on CSRS retirement income

"Increase Your CSRS Retirement Income: A Guide to the Voluntary Contribution Program" has just been published by a Washington firm. The DMA Career Resource Centers are offering free copies of the guide to all employees as long as supplies last.

The booklet is a comprehensive guide to the benefits available only to federal employees enrolled in the Civil Service Retirement System, including CSRS-Offset, according to Human Resources officials. CSRS workers can invest up to 10 percent of their total career pay into the government-sponsored, tax advantaged plan.

Copies of the guide are available at the Bethesda Career Center, located in Erskine Hall, Room 545, from 10 a.m. - 2 p.m., Tuesday through Thursday or at the St. Louis Career Resource Center, in Building 22, during business hours Monday through Friday. For more information on Career Resource Center programs, please call the Bethesda Career Resources Center at (301) 227-2205 or Darlene Azar at the St. Louis Career Center at (314) 263-4976.

DMA selects new program manager for EEO, diversity

Clyde L. Williams was named the DMA program manager for Equal Employment Opportunity



Williams

and Diversity. Williams transferred to DMA from Eglin Air Force Base, Fla., where he was the EEO program manager for discrimination complaints. He has received many awards, including the Air Force Outstanding EEO Award for Discrimination Complaints in 1992.

An Air Force veteran, Williams has a bachelor's degree in business management from the University of Maryland and a master's degree in administration from Central Michigan University. He can be reached at (703) 275-8434.

Post councils to host DMA birthday meal

The Bethesda Post Restaurant and Civilian Welfare councils are co-sponsoring a special dinner for all employees and contractors at DMA Bethesda April 17. All American Food Services Inc. will only serve the following meal from 10:30 a.m. - 2 p.m. in both the Sharkey (Erskine Hall) and the DMA Chart House (Ruth Building) restaurants:

chicken breast stuffed with cornbread
choice of two vegetables – parsley/whole potatoes, rice pilaf, roasted red potatoes, peas with pearl onions, or green beans
dinner roll with butter
choice of cake (chocolate or vanilla)
choice of one drink-coffee, tea, soft drink

No substitutions or refills are available. The meal costs \$2 and must be purchased in advance with a meal ticket. Council members will be selling tickets in each restaurant March 25 to April 12, Monday through Friday, 11 a.m. - 1 p.m.

Personnel will receive a special gift unique to this event with each ticket purchased.

Reporter flies PowerScene™

St. Louis Post-Dispatch reporter, Harry Levins (left) receives briefing on the operation of PowerScene™ from Stephen Hux of the Enhanced Prototyping Product Environment Lab. Levins later "flew" PowerScene™ and toured Arc Digitized Raster Graphics and the Map Publishing Environment areas to gather background information for a feature story on DMA's support to operations in Bosnia for a Sunday edition of the newspaper. (Post photographer Wayne Crosslin standing rear). ■



photo by Jim Stepanik

IN MEMORIAM

A funeral Mass for **Deacon Maurice H. Yahl**, a former cartographer at the Defense Mapping Agency and a member of the archdiocese's first permanent diaconate ordination class, was celebrated recently at Holy Redeemer Church in Webster Groves, Mo. Yahl, 64, died after a long battle with heart disease. He retired from DMA in 1985 for health reasons. He is survived by his wife, Nora, six sons and two daughters.

Glover E. "Gene" Abernathy, a former aeronautical analyst at DMA from 1948 to 1980, died recently. He is survived by his wife, Marcella, two sons, two daughters and 13 grandchildren.

Wallace Alt, a former DMA employee from the mid 1950s until the mid 1960s, passed away recently. He is survived by his wife and 13 children.

NEWS CLIPS

Tennis, anyone?

With warm weather approaching, the DMA St. Louis Tennis League is forming. The league is open to all current and retired employees and their spouses. To receive an application call Bill Pittman at 314-263-4133. Applications must be received no later than April 8.

Survey schedules reunion

The 50th anniversary reunion of the Inter-American Geodetic Survey is set for May 16-19 in San Antonio. For more information, call Penny Hughes at (210) 492-4251 or write to P.O. Box 781731, San Antonio, Texas 78278.

Correction

The caption for a photo of the nuclear-powered aircraft carrier USS George Washington incorrectly identified Navigation Information and Services as the makers of DMA hydro products. Cartographers in Data Generation East produce the products. The photo appeared in the Feb. 26 Link. ■

A Memorable Journey

24 Years of the Defense Mapping Agency

DMA's 24th birthday celebration, scheduled for April 16 in St. Louis and April 18 at Bethesda, is a family affair. Employees are encouraged to bring their immediate family to enjoy the awards ceremonies, open house, refreshments and special activities for kids.


DMA Link

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