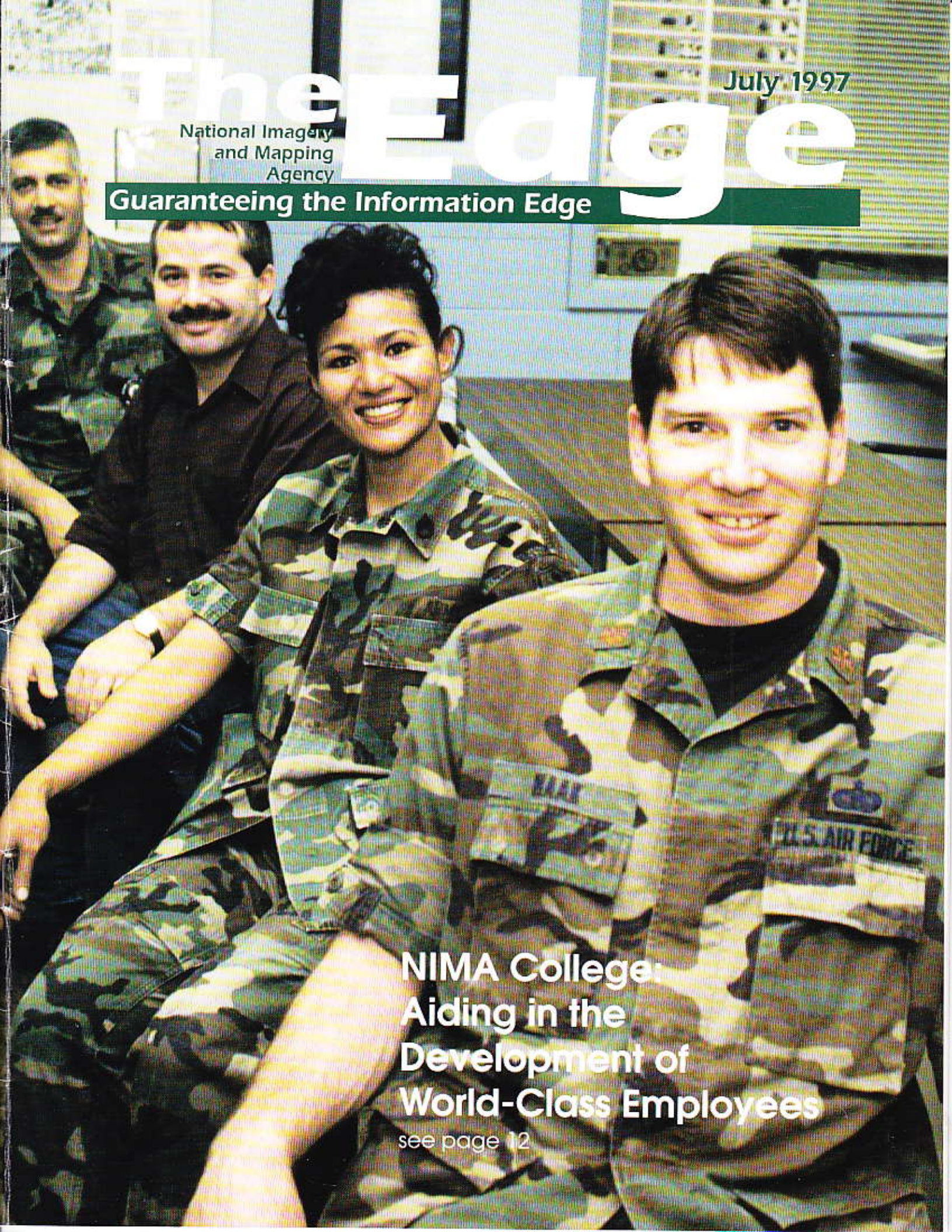


July 1997

National Imagery
and Mapping
Agency

Guaranteeing the Information Edge

The Edge



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Aiding in the
Development of
World-Class Employees**

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Brian Roy, Army
Sgt. 1st Class Chris
Jaeger.
Photo by John Her.

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693-4142, or e-mail to **The Edge**.



As I See It

I'm airborne again. Heading home after a visit with the First Marine Expeditionary Force (I MEF) and Third Fleet (C3F) aboard his Flagship. I learned a lot. Some of what we can do for them but more than that, what they are doing with our products across the board. I can report that we are very relevant in their operations. Together we are pushing the envelope in the delivery and use of imagery, imagery intelligence, and geospatial information. And it's really exciting. Though information on paper is useful, they are, more and more, creating that "info on paper" from databases that we and others provide. I was really amazed at how rapidly our operating forces are infusing new technologies into their activities. We may be slightly out in front but believe me, we are not out on a lonely point.

It's becoming clearer to me that there are no havens and that, in this fast paced revolution, feeling comfortable should cause us to feel uneasy. Turns out that the Hatter wasn't mad after all.

J. J. Dantone, Jr.

NIMA's New HR Management Approach

Incorporating the Best of All Systems

NIMA officials, in collaboration with the Office of Human Resources, are designing an integrated agency human resources management system applicable to grades GS-15 and below. The new system will incorporate the best features of the DoD civil service, rank-in-person and successful private sector systems.

NIMA currently operates with several different human resources systems (DoD civilian, CIA-affiliated and military), which are not integrated in support of the Agency's mission, core values and vision, and which limit NIMA's ability to build work force capabilities necessary to excel in the new business environment.

During February, HR conducted interviews with senior leaders and held focus groups with participants nominated by the directorates, offices and unions to gather broad-based customer input to recommend design criteria for a new NIMA human resources management system. Their recommendations emphasized the strategic role and value of human resources management, broad goals and objectives for system design, evaluation criteria that customers could use and how roles and responsibilities. They strongly recommended NIMA use its flexibility as an intelligence community agency to move away from a rule-based system, creating an optimum human resources system which supports customer requirements.

Results from interviews with the senior leaders, extensive research into private industry initiatives and focus group sessions provided the framework for the subsequent efforts of a 25-member project steering team. The group is co-chaired by Bobbi Lenczowski, associate deputy director for Operations; and Russ Gustin, chief, Resources and Programs Office, Systems and Technology Directorate; the vice-chair is Ed Obloy, general counsel. Human Resources is represented by three members: Regina Millard, director; Hythia Young, deputy director; and Pam Brunger, chief, HR Plans and Analysis Division.

"The new system isn't just about rules, procedures and processes," Millard said. "It's really about management practices and how we can achieve full engagement of all NIMA members to contribute. The effort they lead must also be compatible with the intelligence community's initiatives to move toward a common human resources architecture."

Their successful collaboration has defined the design concept for the new system presented to the NIMA Senior Leadership Council (SLC).

Rear Adm. J. J. Dantone Jr. has approved the recommendations. Three key concepts underpin the new system and six key components further define it. Of this effort,

Dantone said, "I can't think of anything more important." Leo Hazlewood, deputy director for Operations, said "a lot of good work" had gone into the system and that it was "essential for our success" as an agency.

The three key concepts are:

Strategic Orientation

NIMA will institutionalize a strategic orientation to work force planning based upon forecasts of customer requirements, the NIMA business plan and strategic outcomes and programmed Agency resources. The annual Strategic Work Force Plan will identify employee competencies and skills based on projected mission requirements.

Person-Based

The new system will be "person-based" and focus on employee capabilities and skills within broad career structures with clearly defined and measurable competencies. Employees will be evaluated on how they contribute to the Agency's mission and their potential in defined competencies.

Broad-Banded

NIMA will establish a simplified broad-banded pay structure with broadly defined occupations. Compensation will be linked to employee performance and competencies.

The six key components:

Strategic Workforce Planning

NIMA will develop a Strategic Work Force Plan for the Program Objective Memorandum time frame with annual review and update. Once approved by the SLC, it will directly influence human resource management decisions such as hiring, allocating promotions, retraining and refortifying skills, and creating budgets for performance-based pay increases and awards.

Performance Management

Annual performance appraisals will focus on employee contributions with multiple rating levels (which replace current pass/fail rating levels). Appraisals will be based on individual performance plans established between employees and their supervisors at the beginning of each appraisal cycle.

Performance plans will include specific work outcomes and core competencies employees are expected to demonstrate.

Competency Analysis

NIMA will conduct an Agency-wide competency analysis based on current and projected future work requirements. This will result in a new occupational structure for NIMA with defined competency sets needed for success in each occupation. Broad input by the work force will provide the data for this analysis.

Pay and Rewards

Employees will receive performance-based pay increases within the pay range defined for their band subject to the overall budget for base pay increases. Employees will also be eligible for performance-based monetary and non-monetary awards.

Promotion and Assignment

Employees will be evaluated for promotion between pay bands based on demonstrated performance combined with potential in competencies defined for the next band. Required competencies will be established for each occupation at each band. Movements within a band and corresponding increases in pay do not constitute "promotions" under the new system but provide very real career enhancement opportunities. Employees will be able to readily identify desired assignments. Assignment decisions will be driven by NIMA priorities and individual development needs and will be made by supervisors or career panels.

Career Development

NIMA employees will have access to published career information for each occupation, at each band level, including required competencies and recommended or required training. The National Imagery and Mapping College (NIMC) will build and maintain a curriculum linked to these career requirements. Periodic career development sessions will be held between employees and supervisors/mentors to assess developmental needs and identify appropriate activities to meet those needs.

When will the new system be implemented?

The Project Steering Team will continue to oversee the detailed development and implementation of the new system. Starting July 14, design teams, including managers, supervisors, union representatives and employees, will define the specific details of the six components, including processes and procedures. They will also work cross-cutting issues — the best methods to communicate with and inform employees; and the technology needed to implement the new system. Their proposals for each component will be piloted, the results evaluated, and modified to support full system implementation projected for Oct. 1, 1998. NIMA will follow current human resources guidance until the Agency further develops and implements the design concept.

NIMA's work force will be continuously informed of development and implementation milestones through the Intranet, NIMA News, *The Edge* articles and other media in the near future! ❖

The Red Team recently briefed the NIMA director and Senior Leadership Council, providing a status of process improvements and a report on new process findings.

Findings and results for this cycle include:

Communication

E-mail survey results indicate that the majority of employees surveyed (59 percent) had not heard about the Red Team. Of those who had, the majority had learned about it via e-mail.

The verbal survey results show that the majority of employees (64 percent) were unaware that NIMA headquarters was considering relocating from the Fairfax facility. Of those who had, the majority found out about it via e-mail. Conclusions reached by this survey indicate that even with accessibility concerns, e-mail provides some level of communication. However, Rear Adm. J.J. Dantone Jr. recommended that all managers and supervisors take personal responsibility for communicating news to the work force in a timely manner and in providing mechanisms for employees to interact with management.

Publication Distribution

The process of distributing unclassified news publications such as the *Edge*, *Legalines*, *Health and Safety* pamphlets was investigated and at most sites is

Red Team Report

by Mary Ellen Seale

working well. At the Washington Navy Yard, however, publications are received without distribution instructions. Upon the team's recommendations, new codes have been created.

Reimbursement for Local Travel

A Red Team award, reimbursement for local travel is working well. Employees have a clear understanding of the process, which is easy and straightforward. The team is investigating an employee suggestion to automate the travel form.

To date, employees have submitted nearly 50 process suggestions for the team to consider. The sampling list has been narrowed to those "universally applicable to *all* NIMA employees." Unique process recommendations have been forwarded to process owners for action.

Employee suggestions continue to be appreciated, and new process recommendations should be sent via e-mail to Mary Ellen Seale at SEALEme@NIMA.mil. Or they may be called in (toll free) to 1-888-NEW-NIMA. ❖

When someone mentions a "super model," visions of Cindy Crawford or Kathy Ireland may come to mind. But when the NIMA Geoid Improvement Team talks about a super model, chances are it's referring to the Earth Gravity Model 96 (EGM96), the major part of the enhancement of the World Geodetic System (WGS) 84.

The original World Geodetic System model was computed from data available in 1984. Developed from satellite positioning techniques and ground surveys, it yielded a highly accurate representation of the whole

determine how well it was doing," Kenyon explained. "It was truly an international effort, from the people who were providing data, evaluating and using the model, to the people who were making fundamental changes on how their vertical reference systems are being utilized."

The improvements using this geoid will, among other things, help ground surveyors with Global Positioning Satellite (GPS) receivers calculate a more accurate orthometric height and three dimensional position over previous systems. It also will improve satellite orbit determination and the quality of measurements collected by geodetic satellites, providing enhancements to GPS positioning benefiting navigational accuracy.

The EGM96 gravity model will provide improved detailed gravity information used as input to advanced inertial navigation systems on board the F-117 Stealth Fighter,

along with the B-2 Bomber, increasing navigation and targeting accuracies.

Another application is an improved Ocean Topography Model which will greatly aid the oceanographic community in its understanding of global circulation patterns of tides and currents.

"Oceanographers need accurate ocean topography models for the study of global sea level change and time variable patterns such as the

Gulf Stream," Kenyon explained.

Additionally, the new model will provide the fundamental vertical reference frame for the detailed local geoid modeling being performed over regional areas.

"A detailed local geoid is extremely important in local construction and engineering projects, such as new road projects," he said. "For example, the new geoid was used by NIMA in 1996 for an important road construction project in Bosnia."

Many members of the Geoscience Branch provided support in the collection, processing and evaluation of the preliminary data, but a core group from St. Louis and Bethesda operated as the primary planning, computational and analysis team. Including Kenyon, they were Jim Davenport, John Factor, Larry Kunz, Dennis Manning, Richard Salman, Howard Small, Ron Trimmer, Dennis Van Hee, and Barbara Wiley.

The success these individuals experienced with this tough assignment is typical of this group, says Jim Akers, Geosciences branch chief. "I've never seen these people shy away from a challenge."

Several group members said they felt working in the international ring provided an experience they will not soon forget. It gave them new ways to look at their processes and helped develop a network of resources they knew they would be able to call on in the future. And they delivered a fine product. ♦

Cindy Crawford or Earth Gravity Model 96:

Which is the Super Model?

by Don Kusturin

Earth's dimensions and included more than 10 million gravity points with satellite altimetry over the oceans and geodetic positions derived from Doppler satellites. The new super model is based on nearly 30 million gravity points from the extensive Geodesy and Geophysics Department database.

"Many of these data points," said Steve Kenyon, WGS 84 team leader, "were collected over areas that were previously denied to the scientific community, such as the former Soviet Union, China and Greenland."

The EGM96 Geoid is accurate worldwide from one half to one meter, a significant improvement over the WGS 84 model (with an accuracy of two to six meters). It was so significant, Kenyon added, that positive feedback has been received worldwide.

"We got enthusiastic feedback from China," he said. "They were more impressed with EGM 96 than their own geoid models for their country—and these were developed from data we didn't have access to."

The super model project was a joint effort between NIMA, NASA/Goddard Space Flight Center, Ohio State University and the scientific community around the world.

"International researchers did tests on different gravity fields and geoids to

NIMA's first annual External Customer Assessment survey is complete. The good news: customer satisfaction is high, but there is room for improvement.

Approximately 830 customers from 22 customer organizations received the survey; 367 of them were returned. Grade levels of the civilian respondents ranged from GS-07 to senior executive and from E-4 to flag officer in the military. The functional roles of respondents varied from analyst and staff officer to organizational commander.

The survey data provide a baseline for customer satisfaction with NIMA information, products and services and will be repeated annually to allow NIMA to track progress toward improving customer satisfaction. The annual survey data also will help customer support teams and business units continually improve customer satisfaction.

Two indices were developed from the survey data—a Customer Satisfaction Index and a Secure Customer Index. Overall, approximately 80 percent of the respondents indicated they were “satisfied” to “very satisfied” with NIMA information, products and services. (World-class commercial organizations routinely score in the upper 90 percentile in comparison, suggesting that NIMA is off to a respectable start, but can improve).

The Secure Customer Index provides a clearer, more detailed view of how customers feel toward the organization. This index categorizes

Customer Survey Reveals Satisfaction, Opportunities for Improvement

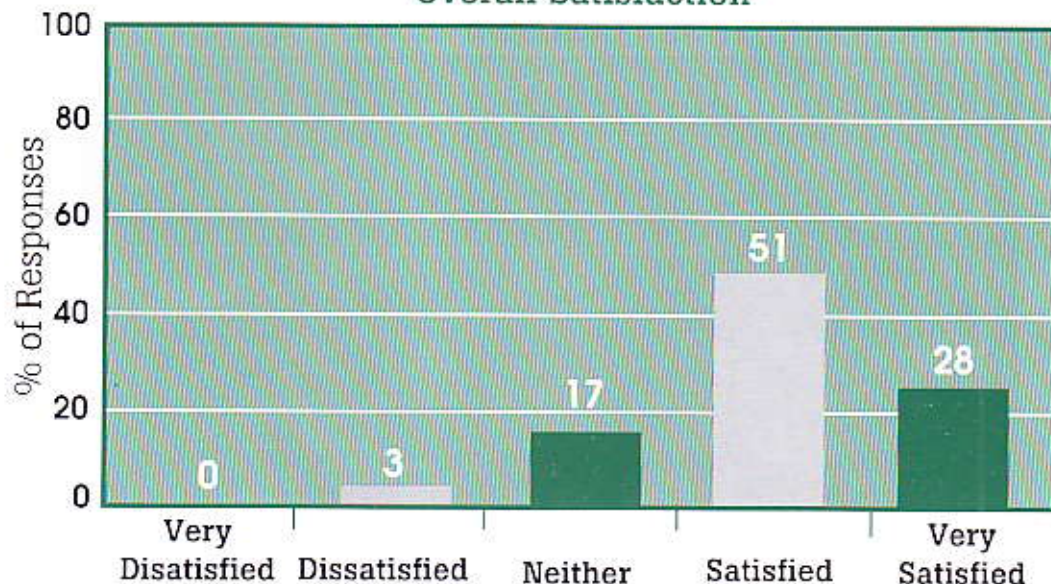
by Mike Brennan
Customer Support Office

customers into four groups that provide an indication of how customers will behave toward the organization. The categories—secure, favorable, vulnerable and at risk—are based on how customers respond to both the satisfaction and loyalty questions.

This Now In

Approximately 52 percent of the respondents can be categorized as either secure or favorable, which means they are either satisfied to very satisfied and unlikely to switch, even if a viable option were available to meet their needs (“...we have a good relationship with NIMA, and there would be no reason for me to request service elsewhere”). About 39 percent fall into the vulnerable category, which categorize them as “fence-sitters” who would at least consider an alternative if one were available (“...depends on the level

Overall Satisfaction



of quality of the alternative"). Only nine percent of respondents are "at risk" customers.

The Top Five

The "Top Five Customer Identified Issues" section of the survey revealed what is most important to customers. Respondents ranked the responsiveness of NIMA personnel to requests for information as most important, followed by knowing whom in NIMA to contact for assistance. Rounding out the top five issues were accessibility of NIMA personnel, timeliness of geospatial information and NIMA's development of useful new technology products. Customer satisfaction levels with each of these top issues ranged from 88 percent for personnel responsiveness to 70 percent for the development of new technology products.

The survey also identified areas in which customers are extremely satisfied and areas of difficulty. Survey data revealed customers requested information by hardcopy most frequently, followed by Intelink and the telephone, respectively. Satisfaction level for hardcopy was 85 percent; for Intelink, 70 percent; and for the telephone, 78 percent. Nearly three-fourths of the respondents indicated that NIMA information was "always" or "usually" used in their organization's decision-making process and was integrated into policy or operational planning.

Two questions on NIMA's functional management of the U.S. Imagery and Geospatial Information System (USIGS) were included in the survey. Forty-one percent of these respondents

"agreed" or "strongly agreed" with the statement that "NIMA is exercising a leadership role with respect to the overall management of USIGS." Twenty percent, however, checked the "don't know" response. Only 18 percent agreed or strongly agreed that the imagery management roles across USIGS are clear for organizations such as NIMA, the National Reconnaissance Office and the Defense Intelligence Agency.

More Comments, Please!

Nearly three-fourths of the respondents took full advantage of the open-ended questions to explain their check-box responses. Respondents were generally very pleased with NIMA personnel, citing many employees by name. Most respondents provided specific examples and offered numerous suggestions for improving service. A number of respondents recommended NIMA provide more imagery and geospatial policy information on Intelink. The more critical comments and suggestions for improvement were almost exclusively related to NIMA's business processes.

Customers in the "vulnerable" and "at risk" categories indicated that they can be brought into a higher category if NIMA investigates and successfully acts upon customer feedback.

To make full use of the survey results, COA's Assessments Division (COA) will work with each NIMA business unit, Customer Support Team and the Corporate Improvement Team to identify opportunities for improvement. Details of the survey data are being published in a pamphlet to be distributed to NIMA employees. Another of COA's 1997 goals is to use the annual NIMA Customer Conference in November as a forum for reporting actions taken by NIMA in response to customer feedback.

Without a demonstrable response to customer input, the survey and other external assessment tools will be ignored and viewed by Agency customers as a waste of their time. Giving attention to the voice of NIMA's customers will not only improve their satisfaction, but NIMA's as well, through the knowledge that we provide a level of service highly valued by our customers. ❖



Corporate Vacancies Open to Transitioning Employees

by Tim May, Office of Human Resources

The following is intended to assist NIMA employees and military members who are in transition due to the printing and distribution consolidation.

Federal government contractors and other private sector employers who are recruiting for employees now have an avenue through NIMA's external (Internet) web site.

"This is for the benefit of our civilian employees and military members leaving the Agency," said Brenda DePuy of the NIMA Office of Human Resources Policy Division (HRG). "Corporate employers place their vacancy information directly into the database and HR moves the information to the NIMA Intranet-HR home page."

Employees may be interested in private sector employment due to imminent retirement, work force

restructuring, realignment of skills or a desire to remain in a particular commuting area rather than transfer to other locations.

"We're currently providing transition assistance for employees in Philadelphia and those throughout the Agency affected by the printing and distribution consolidation," DePuy noted. "NIMA's Internal Placement Program (IPP) and DoD's Priority Placement Program (PPP) are excellent resources for continued federal employment. HR transition centers at each major geographic area are providing means of exploring government and private sector employment — the ability

"This is just one of many ways we are assisting our work force with changing circumstances and changes in their career paths..."

continued on page 19

Two Honored by Intelligence Group Congratulations

by Tammi Kiser-Sparks

Two NIMA Systems and Technology Directorate employees were the recipients of National Military Intelligence Association awards, presented June 6 at the association's 23rd anniversary banquet at the officers club at Fort Myer, Va.

Cartographer James Bellenger received NIMA's first national military intelligence award in recognition of his work designing a Digital Point Positioning Data Base (DPPDB) exploitation workstation and the associated software used to obtain precise geositions for military intelligence planning and targeting. He currently is serving as a technical project leader in NIMA's Research, Technology, Test and Evaluation Office.

Tricia Holden, chief of NIMA's Military Operations Support Branch, received the NMIA Vernon A. Walters Award, named in honor of Lt. Gen. Vernon A. Walters, former deputy

director of the CIA. Holden received the award for exceptional service in support of military intelligence by mobilizing advanced imagery sensor resources in support of Task Force Eagle operations in Bosnia and Operation Uphold Democracy in Haiti.

"By improving the scope and quality of intelligence extracted from imagery, she provided our warfighters a strategic and tactical advantage on the battlefield" the citation read.

NMIA, a non-profit voluntary professional association, seeks out, celebrates and honors individuals who provide professional excellence and dedication to duty in support of military intelligence.

The awards ceremony honors the successes of dedicated professionals and the vital mission they perform. Each recognized success makes support to military intelligence more credible to the public and strengthens the community.



Photo by Tom Stipanovich

Keith Watson and Ray Fyalka check map source.

NIMA Laid Foundation in Operation Kirby for Cobra Gold

by Denise Vermeulen

United States Air Force, Marine Corps and Army forces, along with their Thai equivalents, marshalled their forces in May to carry out a simulated defense of northeastern Thailand. Both convoy and combat operations relied on data supplied by NIMA.

The operation, termed Cobra Gold, was supported with pre-existing NIMA products, as well as data and products generated during Operation Kirby, another installment in the TopoFORCE XXI series of service exercises. The

primary goal of the series is to stress-test and improve the imagery and geospatial production community's capability in responding to the Army's rapid geospatial data needs.

Additional goals of Operation Kirby, held in December, were to refine rapid data content and format with respect to future customer system requirements, test and evaluate NIMA's capability to rapidly disseminate TopoFORCE data sets via electronic communications systems, expand the product mix to include other service needs and make data available for use in the Cobra Gold exercise.

Under Operation Kirby, about 500 employees, guided by project leader Dave Reuman, worked around the clock testing both system capabilities and employees' creativity and ingenuity. Those involved produced imagery and geospatial information at sites in Washington, D.C., and St. Louis, as well as the U.S. Army Topographic Engi-

neers.



Patricia Pokorney replicates a data set for Operation Kirby on the Remote Replication System.



Dave Bidinger, Julene Logterman review a negative in the Map Publishing Environment, as Jack Miller, technical lead, looks on.

neering Center, Fort Belvoir, Va., and the National Reconnaissance Office.

"To achieve the stated exercise goals, a production approach was taken emphasizing the production infrastructure, including the employment of multiple production systems at multiple production sites," Jack Miller, technical lead, said. "In the future, we'll have to deal with a more complex production environment which may include multiple government organizations as well as outsourced contractor assets."

The result of both operations was a hybrid product—an image analysis facilities diagram and geospatial information generated by data collected in the Feature Extraction System (FE/S) and Interactive Quality Review System (IQRS) areas. Production of image maps featuring minimum essential data sets (MEDS), digital terrain elevation data (DTED) and transparent map symbolization were a first.

DTED was collected in record time on Data Extraction Segment (DE/S) and the BC1 analytical stereo plotters at multiple sites. Multi-site management procedures were developed which successfully integrated data from five production systems at three separate sites to produce DTED and MEDS.

Digital point positioning data bases (DPPDB) were produced in a crisis mode and the majority of these products were subsequently distributed via the gateway to all users with access to secure computer systems.

The gateway acted as a "data dissemination point," said Lisa McCurdy, of the Electronic Gateway Department, Dissemination Division. After receiving the data from the collectors, it was hosted on the SIPRNet, manned 24 hours a day for the 72-hour exercise with its four person staff—McCurdy, John Curtis, George Manders and Hershell Riggs.

Although data were successfully transmitted, feedback from the 29th Engineering Battalion led to numerous improvements in read-me files, as well as downloading instructions.

Operation Kirby was meant to show the military how NIMA and its co-production partners could support their future rapid geospatial data needs, Miller said. The lessons learned should improve future exercises and NIMA's response to true crisis situations.

"People knew what to do and did a good job," Reuman said. ❖

*Hot Links to
Operation KIRBY
data are accessible by
anyone having
SIPRNet connectivity
via the NIMA
SIPRNet Homepage
effective June 1997.*



Photo by John Doe

Broadhurst

Opportunities for Education and Professional Development Available at NIMA's College

by Jennifer Lafley

Sitting at his desk at the National Imagery and Mapping College's headquarters, Fort Belvoir, Va., David Broadhurst faces the tough challenge of incorporating the four schools that make up the college.

As the new director, a primary goal is developing a curriculum at each school—the Defense Mapping School, Systems Training School, Career Development School and National Imagery and Analysis School—one that serves the needs of both employees and customers.

"We want the college to be a quality learning center," he said, "where employees receive relevant skill-based training and professional education."

Keeping NIMA's strategic direction and business plan at the forefront, Broadhurst focuses much of his energy on ensuring that NIMC is aligned with the strategic direction of the Agency and resourced to execute the college mission.

"As the Agency moves towards offering more digital services online," he said, "employees and customers will need additional training."

He also plans to incorporate new training delivery technology—moving away from the classroom setting and bringing courses to the customer through web-based

Every addition to true knowledge is an addition to human power.

— Horace Mann

and tele-video learning.

College credit can be earned at NIMC for many of the courses offered. And because each school has its own dean, courses are designed to complement the needs of the Agency.

"Our vision is to integrate professional training with skill-based training to aid in the development of world-class employees," he explained. "We want the schools to be centers of excellence where employees and customers desire to continuously learn."

The Schools

Defense Mapping School (DMS)
Col. Mark Vincent, USA, Commandant
(703) 805-2557
Motto: "Strength through Knowledge"

The facility at Fort Belvoir, long the home of the Defense Mapping School (DMS), is known for its excellent training, offered to students from federal agencies and services worldwide. Housed partly in a building on post that was originally designed to be a high school, the long corridors and classrooms are conducive to concentrating on courses such as geodetic survey, terrain analysis, cartography and photolithography. It's not unusual to see students outside on the grounds putting their course work into practice working with Global Positioning Satellite receivers.

DMS is celebrating its 25th anniversary this month. The school serves military, civilian and international students, both at Fort Belvoir and on location in 20 countries. Instructors travel and work with local students, as well as international students.



Photo by John Cox

Vincent

National Imagery and Analysis School (NIAS)
William Hopkins, Dean
(202) 314-1020

NIAS offers courses designed to develop and sharpen the skills of NIMA imagery analysts. It offers courses in the areas of imagery analysis, requirements management and analyst professional development (such as briefing techniques and written communication). Imagery analysis training includes the National Imagery Analysis Course (NIAC), post-NIAC courses and imagery science courses.

Currently, only NIMA employees are enrolled in NIAC; however, plans are in the making to offer advanced imagery analysis courses to external customers.

"Ultimately, we want our school to be the leader in imagery analysis training for imagery users across the U.S. government and imagery community," Dean William Hopkins said. "This is NIAS's greatest challenge."

NIAS classes are held in Building 213 (Navy Yard) and other NIMA locations.



Photo by John Cox

Hopkins

Systems Training School (STS)
Steve Handwerk, Dean
(703) 805-5202

Mission: *To provide leadership in the baselining, design, development, conduct, and evaluation of training programs in association with the acquisition of new systems and/or software tool kits.*

The Systems Training School was developed to provide prerequisite training for new systems analysts and training on mapping and intelligence production systems.

Although the Systems School offers courses in computer training and word processing at the Navy Yard, Bethesda and St. Louis, Dean Steve Handwerk's biggest challenge is to

continued on page 14



Photo by John Cox

Handwerk

Opportunities for Education and Professional Development Available at NIMA's College continued from page 15

design training programs that will give employees and customers the skills needed to use, operate, and maintain the U.S. Imagery and Global Geospatial Systems (USIGS) that will be fielded over the next six years. Handwerk works closely with the program managers who are developing the new systems.

"We're in the process of designing comprehensive turnkey programs for NIMA and its customers," he said. He anticipates the Systems School's customer base will include not only NIMA employees but other DoD and agency personnel.

Career Development School (CDS)

Ira Leifer, Dean
(703) 275-5759

The Career Development School (CDS) supports NIMA employees through the development of individualized, career-based training and education programs.

Matrixed to the college from the Office of Human Resources, the CDS actively participates in the college's assessment activities for both current and future needs. The results of those activities are integrated into mission-essential courses that support continuous learning opportunities for basic, intermediate and advanced skills.

Dean Ira Leifer keeps in mind a quote: "You think you understand the situation, but what you don't understand is that the situation just changed." With that in mind, the CDS offers a variety of courses designed to enhance employees' changing professional development. Courses such as Effective Interviewing, Power of Customer Service, Stress Management and Financial Planning will be offered this summer. Most of the classes offered are held in St. Louis, Bethesda, Building 213 and Reston.

"We see our role as supporting NIMA employees in getting their work accomplished and at the level we and our customers expect, given the speed of change," Leifer said.



Leifer

photo by Richard Gromshay

Registrars

Lynn Keleher
Fort Belvoir (703) 805-3213

Elaine Watkins
Bethesda (301) 227-2115

Ruth Rothermel
St. Louis (314) 263-4021

How to Register for Classes

Each business unit has a designated "training coordinator" who has information on class dates and eligibility and can assist in the preparation of the required form, "Request, Authorization, Agreement, Certification of Training and Reimbursement" (DD-1556-1). They work with the registrars, who manage the class quotas and training facilities. Training opportunities also are listed on the NIMA OSIS LAN, the Internet and the Intelink.

Other Programs

The courses available at the various schools do not replace the Long-Term Full-Time Training (LTFTT) program, developed by the Office of Human Resources. The primary emphasis of LTFTT is specialized graduate-level studies at nationwide colleges and universities in geospatial/mapping and land use, imagery, intelligence and computer science. The LTFTT program is open to all full-time NIMA civilian employees and is advertised once a year around July/August. Recommendations are made by the Senior Executive Resource Board, with final approval by the director, NIMA.

Challenges Ahead

"Our instructors and staff are highly dedicated to the training mission. But we have a great deal of work ahead to begin offering the courses that will help NIMA move in the direction outlined in the business plan," Broadhurst said. "Our Agency will be successful in meeting the needs of our customers if we have a solid training and education foundation and framework. Our purpose is to provide our employees training and education required to guarantee the information edge." ❖



Photo by John Lee

Instructor Jorge Toledo talks with a student.

NIMA Airmen Receive Air Force Association Honors

Congratulations

Two airmen assigned to NIMA recently were honored by the Air Force Association, Spirit of St. Louis Chapter, St. Louis, Mo.

Master Sgt. Jay W. Brewster and Staff Sgt. Calvin D. Gray were named Outstanding Airmen of the Year at an awards ceremony sponsored by the chapter. Both received a plaque inscribed with the St. Louis skyline and a one-year membership in the Air Force Association.



Brewster

Brewster was cited for his effective and efficient management of the NIMA St. Louis warehouse. In March, he was tasked by the regional commander to create an evacuation plan for the warehouse during a potential flood of the South Annex. Brewster supervised the loading and evacuation of 150 tractor trailers filled with critical production supplies, reprotat and geodetic survey equipment.

"He accomplished this remarkable feat in 14 days," his nomination read. The sergeant was also recognized for his work in the community and his church. Among his outstanding qualities highlighted in his nomination was "his superior ability to balance dedication to the Agency's mission accomplishments with his concern and caring for his people."



Gray

Gray was awarded for his work as chief, Military Personnel, NIMA St. Louis and for his "outstanding support to customers at a multi-service, geographically separated unit."

Gray implemented and tailored a training course on performance reports, the Military Awards Program and the Performance Feedback Program, which increased awareness and the importance of the programs. Additionally, he was honored for his work in coordinating St. Louis' 1996 National Salute to Hospitalized Veterans. "Gray is a natural leader with the uncanny ability to motivate personnel towards achieving goals and standards...a dynamic noncommissioned officer who can accomplish anything." ❖



Building an Alternative Career: Wood You?

by Jennifer Lafley

Dena Edelblute

At an age when most girls preferred playing with dolls, Dena Edelblute hung around her father's basement workshop growing up.

"I loved the smell of sawdust," said Edelblute, a Bethesda cartographer who once helped her father panel their family room. But neither she nor her father ever guessed their hobby would someday lead her to building cases and designing molding that would surround valuable art displays in museums — and be pictured in magazines like *Architectural Digest* and *Mid-Atlantic*.

Like many of the events in her life, she said, it wasn't planned — it just sort of happened.

Her first love was art, particularly sculpture — her major at Towson State University in Maryland. She also discovered she enjoyed science.

"It's a good thing," she says now, "because it was a major reality check

when I tried to find a paying job with an art degree!" To ensure employment, she continued at Towson, receiving her masters in geography. Her first job was with the Defense Mapping Agency.

Edelblute, petite and energetic, took her first course in carpentry for fun. From there she advanced into cabinet making.

Then came the gamble.

She quit her government job to become a master carpenter.

"I simply wanted to see if I could do it."

She soon found herself the head cabinet maker at the Walter's Art Gallery in Baltimore. Building and designing cases for art displays, she also designed the portico to the fourth floor painting gallery.

Just the opposite of being an artist, Edelblute worked on the premise that her display cases weren't to be noticed.

Off Hours

"They are built to accentuate and frame the art," she said, "like the frame of a picture."

The Science of the Art

"There's a real science to building display cases for art and it's always changing," said Edelblute. Air flow, lighting, building materials and aging process are taken into account.

"The out-gasses are always a consideration as the wood ages." Before a display case is built, materials are tested for a month.

Edelblute worked closely with the curator, deciding on how the show should unfold — the colors of the walls and cases and, most important, the lighting. Her mapping ability also proved useful when she once designed and built mapping panels for an exhibit.

"When I would start a job with new carpenters, I always got a few surprised looks at first," she said. She was also reluctant to ask for help and learned how to move the 100-pound material that is used to build the cases.

Edelblute also worked at the Holocaust Museum for two years and was impressed with the sense of dedication and enthusiasm of the museum staff.

"Besides being interesting, the people I worked with were very dedicated to collecting and preserving artifacts," Edelblute said. "There was a real excitement about the new museum."

The Return

But eventually she was ready to return to the cartography field. "I began to miss working in my field."

In some ways, though, she sees a similarity in the jobs.

"Whether it's building a case or creating a chart or map, it involves the creative process," she said. "You have a problem to solve: to make something simply, with exacting order and accuracy."

She also started a new hobby — flying — another big change in her life.

Although she didn't change professions this time, she changed her

marital status when she married her flight instructor, Gary Edelblute, an Air Force aviator now serving as a squadron commander in Saudi Arabia.

So, what will she do next?

"I'll continue my career as a cartographer," she said. But her eyes light up at the prospect of her and Gary buying their first home. "When I go out to look at houses, I'm always thinking about how they would look if I knocked down a few walls, hung some molding and improved the woodwork."

Then, smiling, "I can practically smell the sawdust!" ❖



Like a frame on a picture, Dena Edelblute's cases are meant to highlight displays at the Walter's Art Gallery in Baltimore—not draw attention to themselves.

"...the people I worked with [at the Holocaust Museum] were very dedicated to collecting and preserving artifacts..."

Teamwork Leads to Big Win for NIMA Imagery Analysis

by Sharon Alexander

In May, when the National Regional Server (NRS) was operationally down, imagery analysts at two NIMA Operations Centers (NOCs) were unable to send softcopy imagery to workstations to be included in imagery-derived intelligence products.

Intelligence analysis and production operations were disrupted for imagery analysts (IAs) who were not CIA-affiliates at the Washington Navy Yard, as well as those at the Pentagon. CIA-affiliate IAs at the Navy Yard were not affected due to a backup system called Advanced Consoli-

dated Exploitation System (ACES), which required higher security clearances. provide user training on ACES for the selected IAs. Chip Amos and Pat Carpenter of CN made the necessary system changes to allow access by the affected IAs. Within 10 business hours, the IAs had access to ACES and were able to resume their duties.

"Unfortunately," said Skidmore, "the waiver was a short-term solution that stipulated the selected IAs only had access to ACES until the NRS was stabilized." A week later, more NRS problems surfaced, and the users at the Navy Yard and Pentagon once again needed ACES access. To do this, however, CN had to negotiate a new waiver.

The CN team decided a permanent solution was needed. Over a 48-hour period, a series of meetings and conversations came about that culminated in a solution.

"The team designed a change to the ACES environment that not only provided access for the [Pentagon] and [Navy Yard] users," Skidmore explained, "but which also met CIA and NIMA security requirements for access."

CN employees Walker, Williams, Doug Samons, Randy Ogden, Amos and Jene Parotte, with Mission Support employees Sherrill Nicely and Bob Smith, drafted an emergency project plan and briefed it to CN management. Three days later, the system was designed, the request for change (RFC) written and approved, hardware acquired, software installed and an updated security plan submitted along with new data flows for the CIA Security Review Board. Two days later, the system was completely built, installed and tested in its final location.

"Normally, an RFC alone takes 30 days for approval and hardware acquisition takes 90 days," Skidmore said. "What took three years to produce originally was replicated and deployed in just five days. In fact, the team beat the emergency project plan by two days!"

Because of the extraordinary efforts of the team and technical know-how, he added, NIMA has a functional backup capability for its Navy Yard and Pentagon IAs. ❖

"What took three years to produce originally was replicated and deployed in just five days. In fact, the team beat the emergency project plan by two days!"

dated Exploitation System (ACES), which required higher security clearances.

Because of the disruption of intelligence operations, NIMA/IA and the Networks and Enterprise Systems Office (CN) had to react quickly to develop a solution so the affected IAs could resume their duties.

The major concern was getting CIA security approval for the Pentagon and nonaffiliates at the Navy Yard to use ACES. Built over a three-year period, ACES was a part of the CIA computer architecture. The CN team's senior engineer, Les Walker, decided to tackle the issue head on and developed a concept to satisfy security and operational needs.

After extensive negotiations, Tad Skidmore, of CN, persuaded CIA and NIMA security offices to agree to a waiver that allowed selected IAs at the Pentagon, and nonaffiliate IAs at the Navy Yard, to access ACES.

"This was enough to keep the intelligence flowing," Skidmore said.

Additionally, CN made arrangements with Pat Williams at the Navy Yard to

Joe Goines Jr. was selected to fill the Defense Intelligence Senior Executive Service position of deputy associate director, Source Management Division, Geospatial Information and Services Office, Operations Directorate. The appointment became effective June 8.



Goines

Goines previously served as the chief, Marine Navigation Department, Source Management Division, Geospatial Information and Services Office, Operations Directorate.

Janet L. Blair-Fleetwood was selected to the Defense Intelligence Senior Executive Service position of deputy comptroller, Office of the Comptroller, Corporate Affairs. She previously served as chief, Program Budget Division, in the Comptroller's Office.

William R. Alder Jr., was selected to fill a newly established NIMA two-year rotational assignment to the National Reconnaissance Office. He will serve as deputy director, IMINT Acquisition and Operations Directorate. As senior

ON THE MOVE

NIMA official at NRO, he will facilitate the numerous partnership efforts between NIMA and the NRO and will report directly to Rear Adm. J. J. Dantone

Jr. on all NIMA issues. Prior to his new assignment, Alder was associate deputy director, Systems and Technology.



Alder

Corporate Vacancies Open to Transitioning Employees

continued from page 9

to view corporate job listings increases employees' options."

Transitioning employees can access the corporate job listings by visiting the NIMA Intranet-HR home page at — <http://hr.nima.mil/>

Simply click "Job Opportunities" in the right-hand blue rectangle, then select "Corporate Jobs Database."

DePuy is quick to remind employees that this information is entered directly into the database by private employers. HR does *not* screen the information displayed and employees are encouraged to contact employers with any questions as HR does not maintain information on the advertised jobs.

HR is notifying current NIMA contractors of the new recruitment capability and there may be additional listings in the next few weeks, so keep checking the HR home page.

"This is just one of many ways we are assisting our work force with changing circumstances and changes in their career paths," DePuy said. "We want to assist them in every way possible."

Questions regarding civilian employee placement assistance should be directed to HR advisers in the Customer Service Units (CSUs). Military members may contact service representatives in the Military Personnel Division concerning transition assistance. ♦

Note: There are legal restrictions on employment with contractors with whom federal employees have had working relationships. If you have questions concerning possible conflicts of interest please contact the Office of General Counsel (GC) for advice.



"It's Dracula alright, but I thought he was supposed to turn into a bat!"



NIMA Directories Designed to Help You Find What You're Looking For

by *Connie LaVorgna,*
Administrative Services Division

The April NIMA Information and Internal Services Directory (FOUO version IV with yellow cover) was distributed in late April. Version III of the NIMA April classified SECRET Directory (white with red printing) was distributed early in May. Except for the alphabetical employee listing, both versions contain the same Information and Services Directory (Blue Pages).

Classified directories are available to employees located in a Sensitive Compartmented Information Facility (SCIF), classified work site, or those located in an office where the directory can be stored in an approved security container. Previous editions may not be recycled and must be destroyed by shredding or by any means authorized for destruction of classified material. If you did not receive a copy or require additional copies contact James Newman, MSAB, (301) 394-0009, DSN 290-0009, or fax (301) 394-0017.

The Blue Pages (found in both directories) provide information, in alphabetical order, of all NIMA's commonly used and most sought-after internal services, with phone numbers for the appropriate NIMA locations—everything from Admin Services to work requests. The format has been

changed to make it easier to read. It clearly shows that "if you're here, you call this number." Many items are cross referenced. For example, would someone look under "shuttle" or "bus" for more information on the shuttle bus? One can look under either category, as "shuttle bus" tells you to see "bus."

The information in the Blue Pages has been expanded in this new edition to include more information on other sites, including NIMA Navy Yard and Westfields. A Customer Comment Form is included in the Blue Pages and MSAB encourages everyone to use it if they have comments or suggestions. Simply fill it out, remove it from the book, and send it to MSAB, Mail Stop D-2.

The next reprint of the NIMA Information and Internal Services Directory will be published in October. It is only as reliable as the information that is provided to the MSAB office. If you move locations, relocate to another office, change phone numbers or mail stop codes, please provide this information to Connie LaVorgna via e-mail, or send the information to MSAB (mail stop D-2). With everyone working together we can make the NIMA Information and Internal Services Directory a valuable tool. ❖

Retirements

Angie Morgan, a security assistant in Mission Support, retired June 6 with more than 17 years of federal service. Morgan worked in the registry in Bethesda, passing and receiving personnel and contractor clearances.

Robert Tervo retired July 3 after 38 years of federal service. Tervo is a senior intelligence officer in the Studies and Analysis Division of the Plans, Programs, and Analysis Office.

Army Lt. Col. Louis DeSanzo, regional program manager for Central and Eastern Europe in the International/Coproduction Division, departed NIMA June 20. His official retirement from the Army will be Sept. 30, with 27 years of service. DeSanzo spent two other tours at NIMA's legacy organizations; the U.S. Topographic Command and the Defense Mapping School. DeSanzo and his family are settling in Pittsburgh, Pa.

At a recent reception and ceremony sponsored by the Office of Business and Industry Relations of Fairfax County, Va., NIMA was recognized for its support to Hutchison Elementary School, Reston, Va.

This annual event honors all school/business partnerships for volunteer efforts throughout the academic year. Fairfax County School Superintendent Robert R. Spillane addressed the audience.

Each year, new partnerships are awarded a plaque at the ceremony. Established partnerships are given a current year brass plate to affix to the existing plaque that was provided the first year of the partnership. This is NIMA's fifth year partnering with Hutchison. NIMA employees representing all the business units at Reston volunteered to participate in a wide variety of activities, including tutoring, reading, sign language interpretation of books, speakers bureau, fun fair and a geography bee.

NIMA Recognized for Support to Partnership School



Linda Tsagos, NIMA's school coordinator for Hutchison, and Curt Ward, acting chief, Geospatial Information and Services Office, represented the Agency at this event. The plaque is on display in the lobby at Reston along with the children's artwork.

If you would like to participate in one of NIMA's school partnerships, contact Joan Mears in the Washington area at 301-227-2057 or Sharon Smith in St. Louis at 314-263-4142.

IN MEMORIAM

Roy F. Harbit, 50, a geodesist with NIMA's Geodesy and Geophysics Department, Geometric Geodesy Branch, Edwards Air Force Base, Calif., died at his home in Sacramento May 8.

Harbit was assigned to DMA and, subsequently, NIMA, from September 1991 until May 1997. He found his calling as a geodesist after returning to college in the mid 80s, earning a bachelor of science in physics. While attending school, he was elected to the national Physics Honor Society, Sigma Pi Sigma. He enjoyed his job so much that his personal license plates read "GEODESY." He is survived by his wife and three sons, all of Sacramento.

Summer Hires Return to NIMA Sites at St. Louis, Washington

by Monica Conroy

Summer's here, and as NIMA employees go about their daily routines, they may notice some new faces in the hallways. It's the return of the summer hires!

The DoD Summer Employment Program, headed by Chris Reed, Student Educational Employment Program Manager, St. Louis, gives select college students the opportunity to go from deep frying to faxing and from life guarding to communications linking. This year, NIMA created 50 student positions and placed them at agency sites in St. Louis and the national capital area.

Working for NIMA isn't your average run-of-the-mill summer job. For most, their closest contact with a government operation involves mailing something at the post office. So first day jitters were common.

"I was scared to death," remembers Elizabeth Matzko, a second-year hire out of Visual Information, Bethesda. "I was afraid to touch anything."

But soon, all the preconceived notions were put to rest.

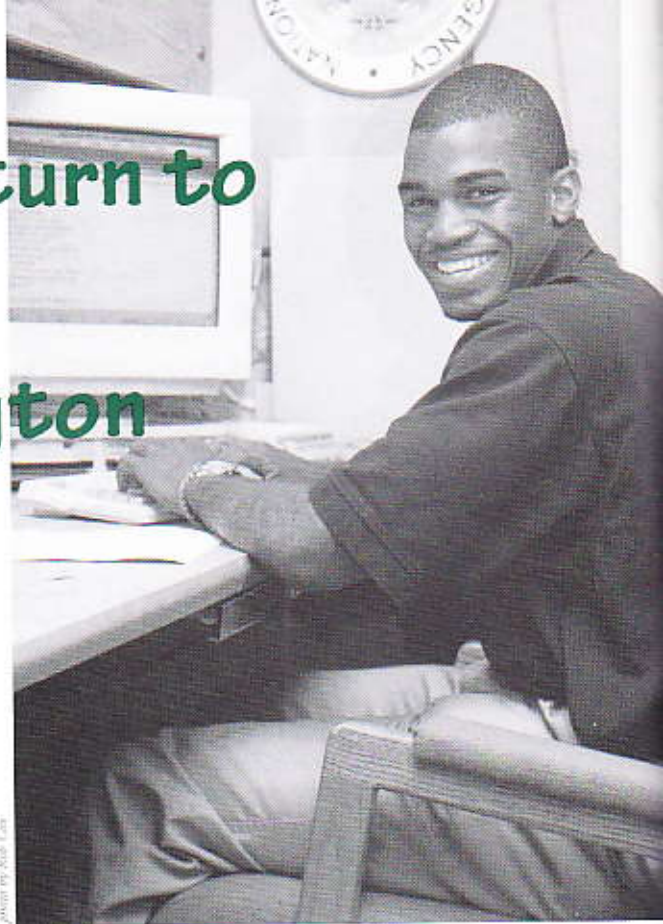


Photo by John Cox

Willie Commons

"I expected mostly accountants and stuffed shirts," said Kelly Morris, an office automation clerk in St. Louis.



Photo by John Cox

Laurie Fagan



Photo by Jim Strupacek

Kelly Morris

"But what I found were really nice, friendly people eager to help me learn."

Opportunity is what attracts most summer hires to the program. Willie Commons III, who will begin law school in the fall, said, "It's rare that undergraduates get a job like this. I'm fortunate enough to be spending my fifth summer here. It has been a valuable experience, not just for practical

reasons, but as a resume builder and for the financial support that it offers as well."

Matzko, a graphics design major at Bob Jones University, was most impressed with the hands-on experience.

"I expected to be watching people do things, but they gave me real graphics design jobs that would really be used. They trusted me enough to let me be on my own. I really appreciated that."

Laurie Fagan works as a clerk in the Pentagon and says the skills she has acquired will help carry her through her future career as a veterinarian.

"I've gained the ability to communicate with all kinds of people and learned what to do to gain a handle on any situation. It's been a great job."

"Working for NIMA has really instilled the desire to continue my education after college," said Jessica Dragone, who is co-oping as an imagery analyst at the Washington Navy Yard. "I spend my day surrounded by so many



photo by Bob Cox

Jessica Dragone

intelligent people; it makes me realize how much there really is to learn."

Some of the summer hires have learned so much they find themselves training incoming superiors.

"Because of my experience gained while working here, I was the one they assigned to train a new contract specialist on how to do close-outs," Commons explained. "It gave me a real sense of accomplishment."

When asked if they would recommend the summer hire program to others the response was a unanimous and enthusiastic "yes!"

"If people get the opportunity to work here, I definitely recommend it," Matzko said. "It's a great atmosphere, a great place to work. If I could get a permanent job here, in my field, I'd be very happy."

Once they become part of the program, Commons urges hires to take advantage of the reemployment option and return the following summer.

"It's an advantage for future employers to see that you have had that type of experience year after year. With consistency at this level they'll know that you've been doing something right."

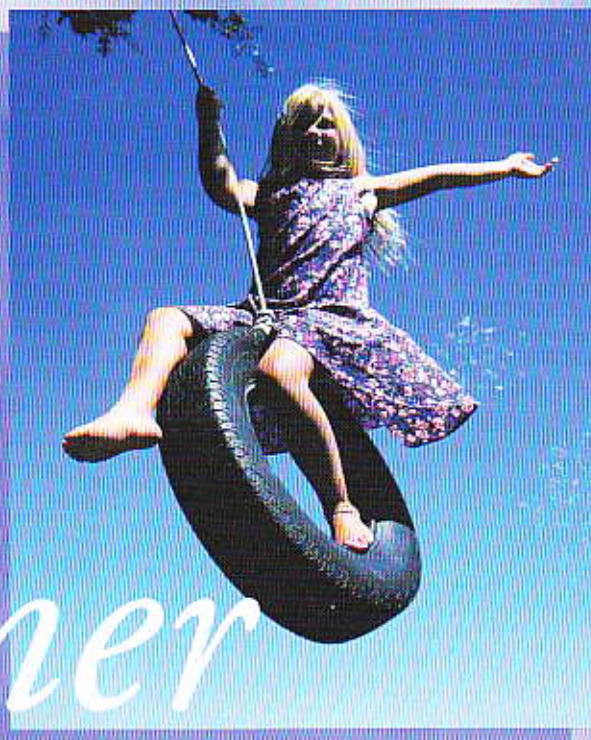
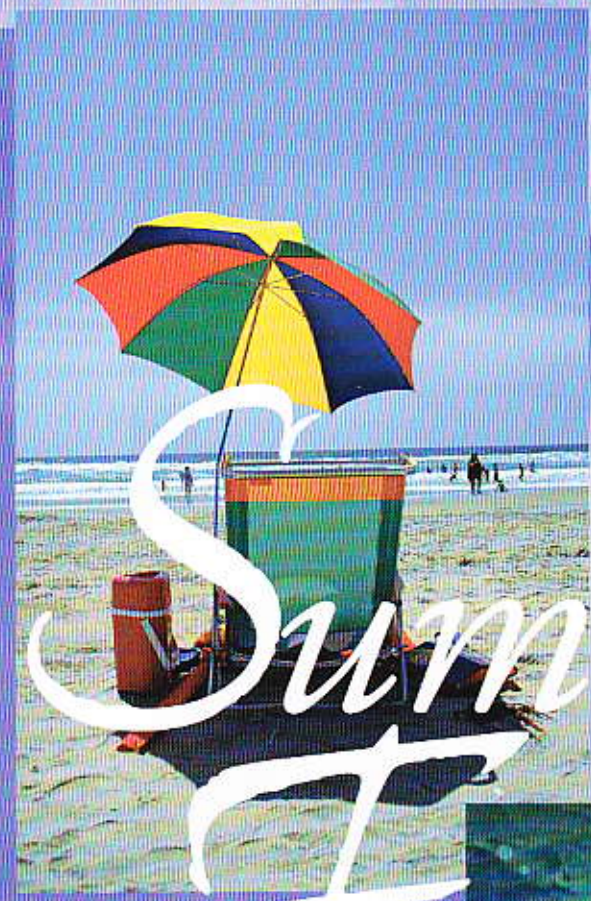
Stephanie Mattingly, a returning hire out of Human Resources in St. Louis, said, "It gives you a sense of responsibility and an awareness that [the real world] is not as easy as it seems." ❖

Monica Conroy is a summer hire assigned to the CP staff in Bethesda.

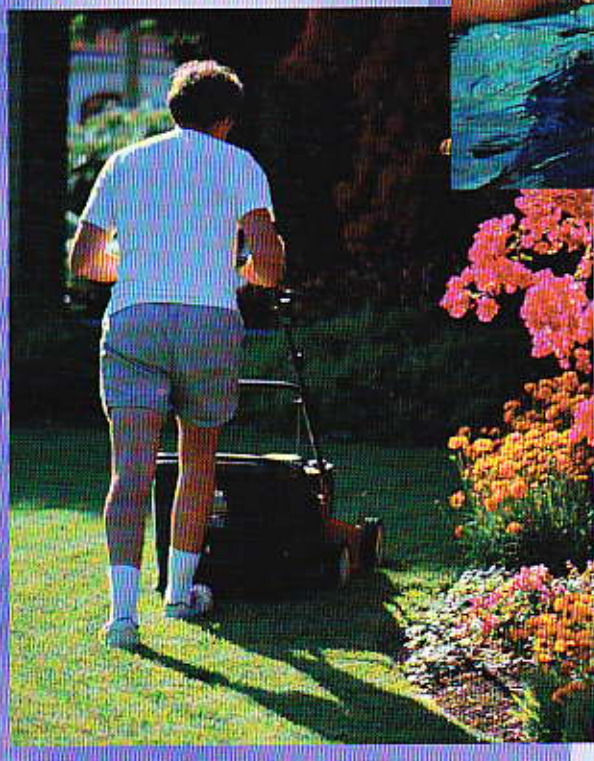


photo by Bob Cox

Elizabeth Matzko



Summer Fun



*Remember, Safety doesn't
take a vacation.*