

NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

GUARANTEEING THE INFORMATION EDGE
DECEMBER 1998



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EDGE

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WORKFORCE21

WORKFORCE21 SPECIAL EDITION



Featuring aspects of NIMA's
new personnel system

beginning on page 11

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COMMAND POST

The holidays are a time of reflection on our personal and professional lives. Since our formation two years ago, NIMA has laid the foundation to be the nation's premier imagery and geospatial information service.

As we reflect on the past and look to the future, we must remember that our leadership in providing timely, relevant and accurate imagery, imagery intelligence and geospatial information is based on our most important asset—our people. As we lead in guaranteeing the information edge, so, too must we lead in developing our people edge.

That is why, as we at NIMA open a new chapter of history called the 21st Century, we are also opening a new volume in our personnel system. The title of this new way of doing personnel business is called *WORKFORCE21*.

WORKFORCE21 is a powerful tool for focusing people on solving the critical problems facing our nation. Every NIMA employee has a part in *WORKFORCE21*. This system recognizes the unique qualities you bring to NIMA and takes advantage of the insights and talents found among a diverse workforce. Through *WORKFORCE21*, you will enjoy more freedom and responsibility to design your careers.

WORKFORCE21 is a process that involves people. You will not be entering this process alone. Supervisors will help. Human Resource professionals will help. Your colleagues will help. I intend to conduct many Operational Readiness Reviews in fiscal 1999 and 2000 and will share the results with you. I ask for your active participation and feedback to make this system work for all of us.

As you will see in this issue, *WORKFORCE21* is a big investment for NIMA and is one more step to ensure we can go forth and conquer by *GUARANTEEING THE INFORMATION EDGE*. I know you will meet this challenge with all the pride, initiative and professionalism you bring to your daily excellence in service.

I wish all of you a happy, safe, healthy, and peaceful New Year in 1999.

Happy Holidays!



James C. King
James C. King
Lieutenant General, USA

NIMA Hosts Customer Conference

by Paul Hurlburt

NIMA made a special effort to interact with customers from the Intelligence Community, Department of Defense and other agencies of the federal government at the third annual NIMA Customer Conference, held Nov. 4-6 at the National Reconnaissance Office (NRO) conference facility in Chantilly, Va.

"The conference was designed to facilitate a two-way exchange of information—both for NIMA to impart its message and for customers to identify issues and concerns, as well as pass along compliments [about NIMA support]," said John Greene, chief of the Integration and Assessments Division, Customer Support Office. "The main thing was to bring customers in and let them interact with NIMA staff."

More than 250 customers, from enlisted personnel to senior executives, representing military and national interests, met in a series of workshops and briefings. Added to NIMA personnel that took part, conference registration totaled 435.

The day before the conference, many participants also took part in two events in Reston: the NIMA Liaison Officers Workshop, organized by Air Force Maj. Julie Keck, and the NIMA Mapping, Charting and Geodesy (MC&G) Officers Pre-Conference under Army Lt. Col. Paul Harwig.

Before the Customer Conference, customers were asked to list the topics "they wanted to hear more about," said Customer Conference organizer Steve Wernle. The most appropriate format—workshop, briefing or white paper—was subsequently selected to convey the information.

Lt. Gen. James C. King, NIMA Director, addressed both the Liaison Officer Workshop and the Customer Conference. And Keith Hall, director of the National Reconnaissance Office, spoke on the "mission partner" relationship between NIMA and the NRO. Navy Rear Adm. Tom Wilson, J2 (Intelligence), Joint Chiefs of Staff, also addressed the conference.

Other speakers represented the Defense Logistics Agency, National

Intelligence Council and U.S. Central Command (CENTCOM).

In his keynote address before the plenary session of the Customer Conference, King spoke of his role as functional manager of the Intelligence and Geospatial Community (ICG).

In a rapidly changing world, the Community "needs to be able to support national decision makers and the Department of Defense in their efforts to shape the international



John Greene addresses the NIMA Customer Conference.

security environment in ways favorable to U.S. interests," King said. "We must transition away from our close ties to 20th century products and develop 21st century business practices and skills to maximize new and emerging information technologies."

NIMA, the director added, will ensure that customers "are able to achieve an unprecedented degree of information superiority." The Agency "is transitioning to providing information, accessible through an open architecture, and is increasingly reliant on economic, commercial systems," he said. NIMA "will set the Community's policies, standards and procedures, forcefully represent the interests of you, the user, and develop and field with you the

policy, strategy, organization, people, training and equipment needed."

Chairman of the National Intelligence Council and cochair of the National Civil Users Board, John Gannon, provided one of the conference's most enthusiastic endorsements of NIMA.

"The quality and responsiveness of NIMA to customers is unexcelled across the community—and I see the other INTs every day," he said. Gannon conceded he had not initially supported the establishment of NIMA and had argued against it to former CIA Director John Deutch. NIMA's performance changed his mind. Noted Gannon, "I was concerned about degradation of service, and I have not seen it—and I watched like a hawk for it! You have demonstrated that the quality of service has not changed. ...I come here today to congratulate you."

Among customers attending the conference, Ron Bijea, a civilian with Headquarters U.S. Army Europe (HQ USAREUR), said, "I came here to see the future USIGS (U.S. Imagery and Geospatial Information System) plans, production and architecture from the NIMA perspective. This conference has provided me with a good view of where NIMA is trying to go in the future and the challenges for USAREUR."

Army Maj. Don Peters, chief, geospatial information system plans and requirements, CENTCOM, said, "I'm learning more about my job because of this conference, and I'm gathering plenty of information." He also appreciated the opportunity to meet "face-to-face" with NIMA CENTCOM liaisons, he said.

And Navy Cmdr. J.C. Barker, of the office of the Commander-in-Chief, U.S. Naval Forces Europe, said, "This year the organization [NIMA] has really taken shape; the vision is good. I'm also glad that you have a plan to fund what needs to be done."

See the related article on the Customer Survey, page 6.

Patrick Swan of the Congressional and Public Liaison Office (CP) provided information for this article.

NIMA-CIA Team Receives DCI Quality Improvement Award

by Paul Hurlburt

A joint NIMA-CIA Computer and Communications Operations Team was one of five receiving the 1998 DCI Quality Improvement Award.

Presented by CIA Executive Director David Carey, Oct. 27 at the CIA headquarters in Langley, Va., the award recognizes members of NIMA's U.S. Imagery and Geospatial Information System Services and Operations Office (SN).

The award cites the team with adopting an innovative concept to share communications operations through staffing and facilities consolidations, with NIMA computer operators certified as CIA communications officers. The team also simplified message handling processes,

while increasing the capabilities of the technical systems involved.

Estimated savings from the consolidation amount to more than \$1.6 million annually. At the same time, system outages have plummeted 78 percent, resulting in a system availability of 99.99 percent.

Support from the Institute for Quality Management and Raytheon Technical Services also was recognized.

"CIA's future depends on efforts to cut costs and change the way we do business," Carey said in his remarks. He praised the teams

for meeting "tough criteria" to earn the award, which emphasizes teamwork, data collection and analysis, and the need for quantifiable, sustained improvements.

Members of the Computer and Communications Operations Team are Robert J., Terry H., Michael G., James Shoup, Clarence Dennie, Albert Mehlbaum, Esther Major, Thomas Mink, Robert Murn, Leo Pompliano and Larry Rowell.

Estimated savings from the consolidation amount to more than \$1.6 million annually. At the same time, system outages have plummeted 78 percent, resulting in a system availability of 99.99 percent.

PURCHASE CARD UPDATE

Purchase Card Expansion Makes Government Purchases More Efficient

In keeping with the National Performance Review's primary goal of making government operations more efficient, the Procurement and Contracting Directorate (PC) expanded the purchase card program on a global scale for purchases under \$2,500.

"Over the past three years, the number of purchase cardholders has expanded from 105 to more than 700, with the number of purchases exceeding 16,000," said Mitchell Feldman, of NIMA's Procurement and Contracting office. "The estimated value of purchases is \$13 million for fiscal 1998 and, in fact, for transactions below \$2,500, the purchase card was used 98 percent of the time." That's 12 percent higher than the average reported by other Department of Defense agencies, he added.

Feldman said the government-wide commercial purchase card program provides NIMA with an invaluable tool for conducting business. And a recent survey of cardholders revealed positive feedback, including reduced procurement lead-time and a high degree of confidence in the program. "The only concern was the restriction placed on the purchase of desktop computer systems," he said, noting that such systems must meet exacting standards to ensure compatibility and to promote a high level of standardization throughout the Agency.

As the Agency approaches full implementation, the training of new cardholders and approving officials is a continuous process to compensate for the normal turnover and realignment of personnel. PC offers a com-

prehensive one-day training module with a guide containing procedures and formats to assist cardholders in placing purchase card calls. To register, employees should contact their office training coordinators.

NIMA's 2nd Annual External Customer Survey Results Published

by John Greene
Customer Support Office

More than 440 customers responded to NIMA's second annual External Customer Assessment survey.

Surveys were sent to more than 1,250 customers from 22 organizations. The 35 percent return rate reflected a broad range of NIMA's customers: all unified commands, the military services, and several intelligence agencies, federal departments and civil organizations.

Overall, 72 percent of the respondents indicated they were satisfied with NIMA information, products and services. Satisfaction with our tasking, analytic, production and dissemination efforts was 79 percent or better. Overall ratings for quality, credibility, professionalism, expertise, respon-

ingly approve of NIMA's efforts to make information available electronically through such means as *Intelink*.

Just Numbers?

No. In fact, over 50 percent of the respondents took full advantage of the open-ended questions to explain their check-box responses. Many customers provided specific examples and offered numerous suggestions for improving service. Many expressed concern regarding who will pay the operations and maintenance (O&M) costs of fielded systems such as the Requirements Management System, Remote Replication System and Imagery Display and Exploitation

System beginning in fiscal 1999. Similarly, many of our customers wanted to know more about how NIMA will transition from products to digital information in the years ahead.

In general, respondents were very pleased with NIMA personnel, and often used the opportunity to cite by name those persons with

whom they had interacted. Many of our customer support initiatives—the NIMA Liaison and Technical Representative programs, in particular—received numerous compliments.

As is evident from the comments, too, customers remain hopeful that NIMA will use the information from this survey to improve its information, products and services, and indicate that filling out the survey is a good way to tell NIMA what they think about the quality of service provided.

So We Can Basically Relax, Right?

No, not at all. In fact, the task at hand is to follow up: to focus on and maintain the high scores, and to shore up the low ones—using the written

comments as a springboard for immediate action.

Internal to NIMA, the survey results were briefed to the NIMA Senior Leadership Group (SLG) and plans have been developed within the three Directorates—in particular within the offices that participated in the survey—to address issues and concerns raised by our customer base. These plans include actions such as coordinating customer visits more closely; consolidating conferences where possible; and ensuring consistency and accuracy in our “message” to the customer. The Director, Customer Support, will track our follow-up. CO will also work with NIMA/PA to incorporate survey data into the NIMA Performance Measurement System as briefed at the Quarterly Performance Measurement Reviews. Most importantly, the Director, NIMA, will report to the workforce periodically how we're doing.

Externally, NIMA sent a message to our customers, assuring them of NIMA's policy to continue to provide O&M support to NIMA-installed systems. We will also communicate more clearly our initiatives to provide information digitally in addition to hardcopy production. At the fall Customer Conference (which will predate publication of this article), we will report back those actions taken in response to what the customers have told us. NIMA has also established an InReach Program for Fiscal 1999, that will help educate the customer about NIMA and provide the customer an opportunity to communicate with NIMA seniors.

In Summary...

Without a demonstrable response to customer input, the survey and other external assessment tools will be ignored and viewed by our customers as a waste of their time. Showing we have heard our customers, and that we

...Respondents were very pleased with NIMA personnel...

siveness and value of service provided to the customer organization were above 70 percent and, in some instances, approached a 90 percent approval rating. In addition, not only did customers indicate they knew whom in NIMA to contact for the information, product and/or service they need but, once contact was made, the staff technical expertise levels, and currency, accuracy, accessibility and usability of materials, are all higher this year, especially among NIMA's tasking and production elements.

Ratings were also higher this year than last for our efforts to convey information regarding imagery and geospatial policy and procedures—both in a more timely fashion and electronically. Customers overwhelm-

ON THE MOVE

are working hard both to build on the positives and reverse the negatives, will not only improve their satisfaction, but NIMA's as well, through the knowledge that we provide information, products and services highly valued by our customers, and critical to the successful completion of their mission.

The grade levels of the civilian respondents ranged from GS-5 to senior executive, while E-3 to flag officer responded for the military. The functional roles of respondents varied, from all-source and imagery analyst to staff officer and organizational commander.

These data update last year's established baseline of customer satisfaction with NIMA information, products, and services. The survey will be repeated annually to allow NIMA Customer Support teams and business units to track progress toward improving customer satisfaction.

The NIMA Customer Support Office (CO) was the lead element within NIMA conducting the survey. CO was assisted by International Survey Research, which is the same business firm that assisted NIMA Plans, Programs and Analysis (PA) in the conduct of the NIMA Workforce Survey. CO worked with selected NIMA business units to identify critical success factors or key performance indicators (KPI) for their activities. In most cases the business units chose to write their own questions; others submitted lists of KPIs about their products/processes. In each case, CO fit those submissions into the survey format. Many of the questions asked were repeated from last year's survey in an effort to determine whether NIMA had done better or worse in a particular area. Other questions were new and will become part of next year's questionnaire.

Jean L. Lemon is the new deputy director, Customer Support Office, Operations Directorate (DO). She previously served as the chief, NIMA Operations Center, Imagery Analysis Office, DO.

Dr. J. Edwin Henson was named Associate Deputy Director, Systems, Systems and Technology Directorate (ST).

Russell T. Gustin moves to the Associate Deputy Director, ST position. Gustin is currently the Chief, Resources and Programs Office, ST.

Patrick D. Warfle is the Deputy Director, Imagery Systems Acquisition and Operations Directorate, National Reconnaissance Office. Warfle was the Deputy Director, Plans, Programs, and Analysis Office, Corporate Affairs Directorate.

NIMA's General Counsel **Edward J. Obloy** was promoted to the highest Defense Intelligence Senior Executive Service (DISES) executive level (level 06) in a ceremony hosted by NIMA Director Lt. Gen. James C. King on Oct. 28. Judith Miller, General Counsel for the Department of Defense and Robert M. McNamara Jr., General Counsel for the CIA, attended the ceremony. Obloy, legal advisor to the Director of NIMA and the primary legal authority in NIMA, reports directly to the Department of Defense General Counsel.

A native of Cleveland, Obloy received his bachelor of business administration degree from Ohio University in 1970, juris doctorate degree from the University of Toledo in 1973 and masters of letters and law degree from the Georgetown University Law Center in 1981. He was first admitted to practice law in Ohio on Nov. 3, 1973.

In 1990, the President of the United States awarded Obloy the rank of meritorious executive in the Senior Executive Service. He also received the Defense Mapping Agency (DMA) Distinguished Civilian Service Award; DMA Meritorious Civilian Service Award; and DMA Outstanding Employee of the Year Award. On Sept. 29, 1997, the President again awarded him the rank of meritorious executive in DISES. On Jan. 11, 1997, the Secretary of Defense presented Obloy with the Office of the Secretary of Defense Medal for Exceptional Civilian Service.

His promotion to the DISES executive level 06 was effective Sept. 27.

Targeting Conference Hits the Mark

by Jim Mohan

NIMA's Targeting Support Conference, held Oct. 27-29 in St. Louis, not only showcased the Agency's critical role in targeting today, but also laid out NIMA's ambitious plans for the future.

Many attendees described the most important accomplishments of the three days as opening the lines of communication among the various elements of the Targeting Community. The event, they said, proved an excellent forum for the discussion of issues, free exchange of ideas and defining of roles.

Among the attendees were representatives from the major commands and military services: the 609th Air Intelligence Squadron and 509th Operational Support Squadron, Joint Warfare and Analysis Center, Cruise Missile Support Activity, Naval Strike and Air Warfare Center and the Tomahawk Program Office, Defense Intelligence Agency, National Recon-

naissance Office, and contractors and members of the private sector. Also taking part were NIMA's Customer Support Office, Imagery Analysis Office, Geospatial Information and Services Office, Information Services and Training Office, Plans, Programs and Analysis Office, and the Office of the Chief Financial Officer.

In welcoming the participants, NIMA Director Lt. Gen. James C. King set the conference tone, stressing the need for candid and open dialogue—not just during the three days in St. Louis, but in the future as well.

Communication was critical, the general said, because in today's resource-strained environment, no one group can assure the success of the targeting mission.

"But by sharing information, working together in coordinated team effort, we can do it," King said. "We need to be information sharers—not information hoarders."

King told the group that NIMA was committed to assuring information superiority to meet the needs of *Joint Vision 2010* by bringing together imagery, imagery analysis and

geospatial information to give the true operational picture to the commander.

"NIMA's geospatial mission is key to giving the commander the operational picture, which is imperative if that commander is to have dominant battlespace awareness," he said.

King closed his remarks by saying that from his many years in the intelligence field, he felt that targeting was "one of the brightest lights in the constellation of operations we do as a military."

Conference organizer Russ Smeds then took the podium and outlined the three basic themes the conference would cover during the next three days.

"First, where is NIMA today in targeting support? Second, what do NIMA's customers want? And finally, what will NIMA's role be in the future?"

The conference agenda, he added, was a collaborative effort between NIMA and its customers.

"In the initial message we sent out, a number of topics were proposed but we asked our customers for feedback on other issues they felt were important," he said. "The final agenda reflected these topics and was key to the success of the conference."

The idea, he said, was to get everyone using the same sheet of music. The long range-plan of the conference was to develop a consensus of what the future should look like and how joint solutions could be reached.

For NIMA, the conference's thrust was identifying areas where it could better support customers.

"NIMA doesn't select the targets," Smeds noted. "That's done by the military commands; but NIMA's support is critical to successful targeting."

After two days of "nuts and bolts" topics like support and building communications links, the final session looked well into the next century. Topics included Precise Targeting Vision, Imagery and Geospatial Community Operations in



Lt. Gen. James C. King stressed the need for communication, strong team effort and commitment to assuring information superiority to meet the needs of *Joint Vision 2010* in his remarks at the conference.

Photos by Jim Mohan

the 21st Century, and NIMA's Research and Development Efforts in Geodesy and Geophysics to Improve Targeting Accuracy.

Organizing such a conference took a concerted team effort, Smeds said.

"GI took the lead, but we couldn't have pulled it off without the help of Imagery Analysis, Customer Support Office, ST and Plans, Programs and Analysis. We also received considerable assistance from Mission Support West, which supplied a space large enough to hold the crowd. Originally, we thought we'd have 30 to 40 participants. But we ended up with more than 200 people taking part. So finding a place to accommodate a crowd that size became a big priority, and [Army] Col. Larry Ghormley's folks really came through."

Smeds also praised Security for its "outstanding job" of working all the clearance issues and in badging everyone. "All of this made a very positive impression on our customers, which in turn projected the professionalism of NIMA," he added.

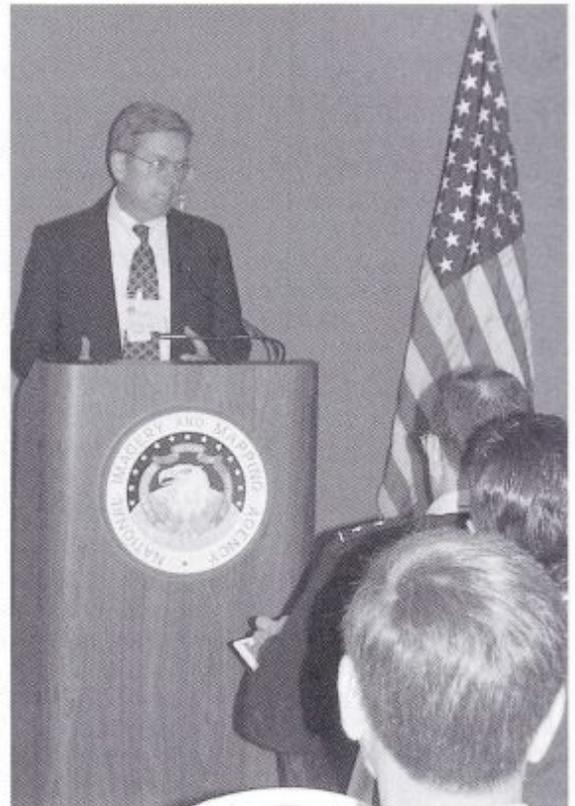
Along with logistical efforts of pulling the conference together, support from senior Agency leaders played a major role in the success of the conference.

"General King was here to kick things off," Smeds explained, and [NIMA Deputy Director] Leo Hazlewood helped close the event. Irv Buck (CO) and Curt Ward (GI) also really stood behind the effort."

But in the final analysis, he said, the most important work lies ahead.

"We have to follow through on what we learned and, more importantly, what was promised, because our ability to support the customer is the key to NIMA's success. Putting on this conference was a lot of work, but the real hard work starts now."

Russ Smeds said although NIMA doesn't select the targets, its support is critical to successful targeting.



Have Excess Leave? Contribute to the Leave Transfer Program

As the year's end approaches, employees with excess annual leave can donate annual leave to approved recipients through the Voluntary Leave Transfer Program.

Leave transfer assists fellow employees who are experiencing medical or family emergencies and have exhausted all of their available paid leave. Interested DoD employees can donate annual leave to other NIMA employees by completing a Leave Donor Form (OF 630-A) specifying the number of hours they wish to transfer to a specific recipient. They can also donate leave to employees outside of NIMA by completing Form OF 630-B.

CIA Affiliates also can participate in the Leave Transfer Program, but cannot contribute leave to other federal agencies.

In any one year, employees can donate the lesser of one-half of the annual leave you would accrue during the leave year, or, the number of hours remaining in the leave year.

DoD employees should contact Cynthia Smith, NIMA HR Central Operations Office, at (314) 263-4888, for more information and a list of approved recipients. CIA affiliates can contact their directorate human resources advisor.

*Susan H. Meisner
Human Resources Communications Manager*

Holiday Spirit Encompasses Many Cultures

by Anna Hamann

As we leave the universal American Thanksgiving Holiday and approach the religious and cultural holidays in December, many hope for more than just presents. They relish reminiscing about a time in childhood when life was simpler and more innocent. We feel sure that behind all the fun and glitzy decorations, there must be a message of "something more"—some key to life, hope and happiness.

In the culturally diverse U.S., there are three major celebrations in December which help celebrate this "something more" dealing with hopes and happiness—Hanukkah, Dec. 14-21; Christmas, Dec. 25; and Kwanzaa, Dec. 26-Jan. 1.

Hanukkah

Jewish families celebrate the eight days of Hanukkah, the Festival of Lights. On each night the *shamash*, or guardian candle, is lit. The *shamash* is used to light one candle for each successive day of Hanukkah. It is celebrated to remind Jewish families of this ancient story: In the Hebrew year 3594 (167 B.C.), King Antiochus, the last in a line of Greek rulers following the reign of Alexander, decided to force his subjects to adopt the customs and religion of the Greeks. The practice of Jewish rituals such as the Sabbath was outlawed and the worship of Greek gods and the sacrifice of pigs, unclean beasts to the Jews, replaced the traditional worship in the temple. When Antiochus' soldiers entered the village of *Modi'*, erected an altar and commanded the Jews to bring a pig to sacrifice, the old priest Mattathias encouraged his five sons and their followers to fight the soldiers. He passed on the leadership to his son, Judah the Maccabee, before his death a short time later. Eventually, Judah and his followers liberated Jerusalem and reclaimed the temple. When the Jewish high priest began to dedicate the temple, only one jar of lamp oil (enough for one day) was found. When he lit the Menorah with it, the Menorah miraculously burned for eight days!

Christmas

Christmas is a celebration of the birth of Jesus Christ. Born nearly two thousand years ago, Christians believe him to be the Son of God. Scholars generally agree he was not born on Dec. 25. Many Christians, however, believe the Nativity took place on the 25th—but which month is uncertain.

During the reign of Clement of Alexandria (before 220 A.D.), five dates in three months of the Egyptian year were said to be Nativity, one corresponding to Dec. 25. During the third century, it was a common belief that Christ was born on the winter solstice, based on an interpretation of

some prophetic scriptures placing it on March 25. Another third century writing indicates that the apostles ordained that the feast be kept on the 25th day of the ninth month which, at that time, meant December. The Roman Church finally fixed Dec. 25 as the birthday of Jesus Christ after the great persecution that took place around A.D. 130, and backtracking 12 days from the visitation of the wise men from the East (January 6.) The wise men had seen an unusual new star in the sky and knew it told of the birth of a special king. To bring honor to the child, they brought three gifts: *gold*, a gift fit for a king; *frankincense*, burned in worship of God; and *myrrh*, a sign of mortal humanness, used to bury the dead. Though questioned for several generations by the Eastern Church, the Roman day, Dec. 25, became universal in the fifth century. Many Christians today continue to emphasize celebrations on Jan. 6, the Epiphany, or the Manifestation, or the Three Kings Day.

Kwanzaa

Kwanzaa is a secular holiday that was conceived in 1966 by Dr. Mualana Karenga. Karenga wanted black Americans to have their own holiday so they could celebrate their own unique history. The word Kwanzaa means "the first fruits of the harvest." The celebration focuses around seven important principles, called *nguzo saba*. Each night, people gather together to light the candles of the *kinara* and to share their thoughts on the special principle of that day. The gatherings take place for seven days until all seven candles have been lit, and all seven principles have been discussed. The seven *Nguzo saba* are:

Day 1, *Umoja*, unity; Day 2, *Kujichugulia*, self-determination; Day 3, *Ujima*, working together; Day 4, *Ujamaa*, supporting one another; Day 5, *Nia*, purpose; Day 6, *Kuumba*, creativity; Day 7, *Imani*, faith in ourselves and the world. On the sixth day, which falls on Dec. 31, there is a great feast called the *karamu*. This is a joyous celebration of music, happiness, folktales, song and dance. During the feast everyone sips from the *kikombe cha umoja*, the cup of unity, and the *zawadi*, gifts, are exchanged.

Regardless of which of these occasions you celebrate, they all involve loved ones, a feast, exchange of presents and that "something more"—themes of hope and happiness.

The 1998 NIMA Holiday Season Planning Committee wishes you and your family the best of this holiday season, Peace, Joy, and Happiness!



WORKFORCE 21

Strategic Workforce Planning:

The Cornerstone for WORKFORCE 21

by Joan Mears

Strategic Workforce Planning (SWP) is the cornerstone of *WORKFORCE 21*. It's the *WORKFORCE 21* planning process aimed at ensuring NIMA has the right human resources available to meet its immediate business objectives as well as its long-term strategic goals.

As part of the SWP process, the occupation councils identify trends and critical gaps in current and future workforce skill needs. This results in an Annual Workforce Plan that targets hiring, assignments, promotions and pay budgets to meet the Agency's needs and accomplish its mission.

SWP is of primary benefit to management; however, it also will help employees understand the predicted trends.

"SWP will provide valuable information for all employees to use when making career decisions and developing Individual Development Plans," said Rick Stidsen, *WORKFORCE 21* Implementation Lead for Strategic Workforce Planning. He's been working on the module since April 1998. "Employees will have the information necessary to make decisions to either strengthen the skills they have or develop new ones." SWP should help to clarify the "big picture."

SWP is a cyclical three-phase process that supports the overall objectives of NIMA's Strategic Plan:

Phase I: Occupation Needs Assessment—falls on the Occupation Councils to analyze workforce trends and future requirements for each NIMA occupation. They also recommend new or revised developmental programs and evaluate human resource programs affecting the occupations.

Phase II: Program and Resource Allocation—has the Comptroller's Office (CM) using the inputs from

the Occupation Councils to develop program and budget allocations for each directorate, then integrate them across the Agency through the Program Objectives Memorandum (POM)/Intelligence Program Objectives Memorandum (IPOM) and Budget Estimate Submission (BES)/Intelligence Budget Estimate Submission (IBES) processes. The final result is an Annual Workforce Plan that identifies specific workforce authorizations, budgets and allocations for hiring and promotions.

Phase III: Directorate Workforce Planning—allows NIMA's directorates and Occupation Councils to execute the Annual Workforce Plan.

Overall responsibility for SWP rests with the Executive Resources Board. But the Comptroller monitors execution of the plan, and the Plans, Programs and Analysis Office prepares an annual assessment of the overall planning and execution process.

"We'll have to measure SWP so we know how well it's working," Stidsen said. "Measurements will tell us if the Agency is going in the right direction."

Labor-Management Continues Negotiations on WORKFORCE 21

NIMA's recognized labor organizations, located in St. Louis and Bethesda, have been welcome participants in the design and implementation of *WORKFORCE 21* since the project's beginning. (See "Union President Says *WORKFORCE 21* Will Benefit NIMA Employees," September issue for more on one union official's view of *WORKFORCE 21*.)

Although *WORKFORCE 21* was designed for all NIMA employees, application of its processes to bargaining unit employees is subject to fulfillment of the Agency's labor relations obligations. Formal agreement with the unions has already been reached on Performance Management. Supervisors should fully engage their bargaining unit employees in the performance planning and IDP activities.

Agreement on other *WORKFORCE 21* policies or procedures, such as Assignments, Promotions and Performance Pay, is still under negotiation. Consequently, application of those processes to bargaining unit employees will likely occur in stages over the course of the transition year (fiscal 1999) as negotiations are completed. Bargaining unit employees may refer questions or comments on *WORKFORCE 21* directly to union officials.

NIMA's General Counsel:

Willingness and Ability to Change Are Crucial to WORKFORCE21's Success

by Kathleen Ball

If anything, NIMA's new WORKFORCE21 is unique—primarily because it was created by NIMA for NIMA. And it represents the most fundamental change to hit the Agency since its creation. So said Ed Obloy, general counsel and vice chairman of the WORKFORCE21 Project Steering Team.

"This is a system that is truly NIMA from beginning to end," Obloy said. "It was created by us for us. No one other single change has touched everyone in NIMA like WORKFORCE21."

Obloy said NIMA is shifting from a paternalistic personnel system to one placing greater responsibility on individuals—both supervisors and employees. And, he added, that aspect may cause some people to be skeptical.

"People are skeptical of what they don't understand." He cited an experience he had in Eastern Europe after the fall of the Berlin Wall. "As my 60ish Czech driver explained, the elderly were elated because they didn't believe they would experience freedom in their lifetimes and the middle-aged were drawn to the economic and political opportunities liberty brought them. But the young people were confused and scared. They always had someone else

determining their destiny. For the first time in their life, they had the freedom to choose and they had decisions to make. It was frightening for them."

Although clearly not as dramatic, WORKFORCE21 represents significant change in the way people will manage and progress in their careers within NIMA. Obloy said employees will know more about career paths and opportunities, enabling them to make more informed decisions about how to succeed and advance. "They will not need to depend on anecdotal information like they did in the past."

The first immersion into the new personnel system for many Agency employees will be in the next six months as they navigate the performance management process, develop their individual development plans (IDP) and encounter a person-based assignments process and new promotion system. "WORKFORCE21 will clarify the skills NIMA needs to achieve its goals now and in the future," he said. The performance management process will create opportunities for supervisors and employees to share expectations and discuss any gaps existing between expectations and ability to deliver on those expectations. Employees will identify their career goals through IDPs that bring these goals to the attention of their supervisors and managers. Supervisors and managers will be held accountable for how they develop their employees.

The second major change for employees and managers will be in fiscal 2000 when performance pay is introduced. "Performance management and performance pay will provide us with the opportunity to assess an individual and/or team's performance and contribution to the Agency's mission and reward accordingly," Obloy said. "Of course, as important is providing ongoing, constructive feedback so employees

understand the decisions that are made."

Obloy believes the most difficult aspect of managing change is managing expectations. "We need to be clear about what employees and managers can expect from WORKFORCE21 and each other. The performance management process will create opportunities to share expectations and discuss any gaps which might exist between expectations and our ability to meet these expectations."

Initiative for WORKFORCE21

When NIMA was created, its foremost liability, said Obloy, was its lack of a common personnel system. "Human Resources did a great job of cobbling together the legacy systems which got us through our first two years. NIMA senior leadership then seized the opportunity to introduce revolutionary change in how we manage our human resources." He also credited senior leadership for allocating the resources and giving it a high level of support.

Obloy credits implementation team leader Pam Brunger, HR Director Regina Millard and her deputy, Hythia Young, as being the catalysts for WORKFORCE21. "They recognized early on that it would take a partnership between our HR professionals and line officers to develop the unique system that resulted in the creation of the Project Steering Team," he said. "HR leadership has done a tremendous job of keeping the old systems running while devoting many HR resources to support WORKFORCE21."

The Project Steering Team Experience

Serving in a leadership role on the PST has been very rewarding for Obloy. "There was an early commit-

**'WORKFORCE21
represents
the most
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ment by people and organizations that you often don't see in a group of 25-30 people," he said. "Most members stayed engaged, and those who couldn't recruited other members of their organization to step in and take their place." Obloy considers the PST a very diverse group with a common goal and unwavering commitment. "We're each respected for our opinions and brought our own unique experiences to the project. It was frustrating at times working with so many people and waiting for everyone to come to consensus, but I think the PST is a model for how to do things well in NIMA." He said "open and candid conversations" brought the committee to a shared understanding of the issues, enabling members to make informed decisions that people understood and could commit to. "They were based on what is good for NIMA."

Leadership for *WORKFORCE21* will evolve over the next couple of years, Obloy said. "I expect the PST to remain in a 'steering' role through at least one full performance pay cycle. NIMA is going to need a 'Knowledge Team' to support managers and employees as they navigate the new system." Obloy went on to explain, "I chose the term 'Knowledge Team' to distinguish it from a 'helpdesk' since *WORKFORCE21* is so much more than PeopleSoft, the software which will be used to manage *WORKFORCE21*. *WORK-*

FORCE21 is a system which represents an entirely new way of managing human resources in NIMA."

**Dynamic and Inclusive
Workforce**

"*WORKFORCE21* is a vehicle we can use to build an inclusive and dynamic workforce," said Obloy. "It will provide employees the opportunity to be identified and break through barriers existing with the mechanisms we currently have in place." In addition, the strategic workforce planning process provides a tool to enable us to build a diverse workforce through employee recruitment, development, promotion and retention.

Although NIMA is making dramatic changes in its Human Resources system, Obloy said, it is not alone. The National Security Agency, Defense Intelligence Agency, and Central Intelligence Agency are working with NIMA to form what will eventually be a common human resource architecture. Each is building into its respective programs commonality which will provide mobility and developmental opportunities for employees. This will lower barriers

and make it easier for employees to transfer among the agencies.

"NIMA has surpassed other agencies in efforts at establishing HR systems," Obloy said. "In building *WORKFORCE21*, other agencies are surprised when they examine what we've accomplished given the time and resource constraints we have been operating with. *WORKFORCE21* is a vanguard for the Community and we expect other agencies to springboard off NIMA's success."

The challenge ahead, he noted, is to make *WORKFORCE21* work.

"There are no closed doors. Employees and managers must see it as the sense of urgency we need to effect lasting change in NIMA. If there is any drag at all it will be because of our inability to communicate the opportunities for both them and the organization. If we can help people discover and understand these opportunities, they'll accept the change."



Ed Obloy

Cool and Classy

Meet *WORKFORCE21's* Implementation Team Leader

by *Vieta Williams*
Human Resources

It's Friday afternoon, and for many the start of a weekend. As NIMA employees make the short trek to their cars and their commute home, a few stalwarts stay behind continuing to work. Pam Brunger is one of those few.

As program manager for *WORKFORCE21*, Brunger has spent the last two years coordinating the Agency-wide initiative to build a new Human Resources management system designed to benefit both the Agency and its employees.

At NIMA's establishment in October 1996, Human Resources worked diligently to integrate the diverse human resource policies and procedures from NIMA's predecessor organizations.

"We discovered that implementing an amalgamation of human resource systems would not be in the best interest of NIMA," Brunger said. "The multiple legacy human resources systems and rules were complex to understand and administer. Coming from different organizations and cultures, we didn't speak the same language." Brunger explained that even common words often had very different meanings, depending on a person's legacy background.

"We had an ideal opportunity to collaborate as a new organization in developing our own integrated system," she said.

It was Brunger who authored the proposal to create a new NIMA HR system in her previous position as chief of Human Resources' Plans and Analysis Division. In January 1997, the senior leaders approved the

underlying concept of her proposal and a new initiative, later named *WORKFORCE21*, was well on its way.

She subsequently worked with contractors to conduct extensive research on existing Human Resources systems in both the public and private sectors. NIMA senior leaders and employees also were interviewed to learn what they believed the NIMA

Photo by John Iler



Pam Brunger

Human Resource Management system needed to accomplish.

"It was important to get input at the onset from our employees about the type of HR system they wanted," she

"I'm really grateful for the opportunity to work with people with such incredible initiative, talent and intellect and who believe in this design."

said. "We were contemplating fundamental changes to what we've known about human resource processes for years so it was critical that we solicited that type of information internally and externally to get us started."

The results from the fact-finding missions were put together and, in March 1997, a project steering team (PST) was established. Brunger credits the foresight of HR Director Regina Millard and Deputy Director Hythia Young in recognizing that Human Resources could not lead the *WORKFORCE21* initiative independently. Both knew that the success of this initiative would require Agency-wide involvement.

To maximize Agency input and create a diverse and synergistic knowledge base, Millard and Young recommended that the PST be led by Roberta Lenczowski, deputy director of Operations; Russ Gustin, associate deputy director of Systems and Technology; and Ed Obloy, general counsel.

Brunger provided program management oversight and direction to several teams designing and helping to implement *WORKFORCE21*. From July to October 1997, 85 NIMA employees participated on eight teams that created designs for the individual components of *WORKFORCE21*. Upon approval of the design, the *WORKFORCE21* implementation team was established. She says that the best part has been working with such a diverse team of experts and professionals.

"I'm really grateful for the opportunity to work with people with such

incredible initiative, talent and intellect and who believe in this design," Brunger said.

Implementation team members expressed the same enthusiasm about

her. Several members cited Brunger's dedication to the initiative as being the sustaining force of its success. And many credit the success of the team to Brunger's management style.

"Pam energizes everyone on the team

because she never stops," said Dave Kraus, Occupation Council implementation team leader. "No one has put in more time or has been more involved in this effort. Her tireless dedication has been an inspiration to everyone on this team."

For nearly two years a typical workday for Brunger lasts from 12-14 hours. Her agenda revolves around countless *WORKFORCE21* meetings in and around the Washington area. When meetings aren't scheduled, she is usually working in her office in the Ruth building basement with a constant stream of people popping in and out to ask her questions and run by ideas. "I don't mind the interruptions because most of them are necessary," she said. "There are so many things happening in parallel on this team that interruptions are inevitable for everyone."

The *WORKFORCE21* effort has been operating at full force since its beginning. Formidable obstacles have added pressure that has been felt by the team as they strive to produce a quality product. Under so much pressure, Brunger might have crumbled; instead she produced a diamond. Team members observed that she has an incredible ability to stay cool during chaos and to persevere in spite of turmoil.

When asked why she thought that she was chosen to lead this effort, she simply attributed her being selected to the fact that she was the one who willingly advocated an integrated human resource management system.

However, Project Steering Team cochair, Russ Gustin says otherwise.

"Pam was chosen because of her breadth and depth of knowledge, coupled with her desire to improve and revolutionize current human resources processes," said Gustin. "Her ability to conceptualize a long-term plan, balanced by her excellent attention to detail, has enabled us to make significant progress. She is a real joy to work with and she has demonstrated her ability as a senior leader within NIMA."

Pam admits that the *WORKFORCE21* initiative leaves little time for her personal interests, but she doesn't protest. She says that a majority of her energy comes from her belief that she is doing the right thing for the organization and the collaboration that exists on her team. Her husband, Jim, agrees.

"Pam draws from within," said Jim. "I have to spend more time demotivating her in the evening than motivating her to get up and go to work in the morning. I encourage her to keep doing what's she doing because it's working for her."

Jim also works in Human Resources as the labor relations officer. It was only two years ago that he and Pam were married. Jim says that he tries to avoid discussing *WORKFORCE21* with Pam at home and that contrary to popular opinion, he doesn't get the inside scoop. Pam appreciates the fact that her husband works for NIMA because he can understand her situation.

"He's been very supportive about this and understands because he too is in the middle of this change," she said.

For Pam, being *WORKFORCE21* program manager has provided her many learning and growing opportunities personally and professionally.

Pam reflected that she's learned that there's a huge journey between an idea and its implementation. She also learned that implementation never really ends in the sense that the *WORKFORCE21* implementation team will continually evolve the processes and tools over time.

"What ultimately matters is the actual results achieved, and just as important, *how* they are achieved—*WORKFORCE21* addresses both," she noted.

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PeopleSoft

Implementation at NIMA

The following is an interview with Michael R. Brehmer, a member of the NIMA technical staff responsible for the deployment of the PeopleSoft system. He worked on the team that evaluated a number of automated human resource management systems that NIMA considered for WORKFORCE21. Since acquiring PeopleSoft software, he has worked with planning, resources and systems integration to deploy the software.

Q: Why are we using PeopleSoft? What makes it the best program for the agency?

A: Several factors influenced the decision to acquire the *PeopleSoft* software.

- NIMA's analysis of its functional requirements for *WORKFORCE21* showed that *PeopleSoft's* capabilities best fit those needs.
- *PeopleSoft* builds flexibility in its software to use a myriad of features. It also builds capabilities which emulate "best practices" found in human resources operations across government and industry.
- *PeopleSoft* uses state-of-the-art database systems as its backbone and is incorporating web technology to simplify use and access.
- *PeopleSoft* has an integrated toolset for managing the software and multiple tools for reporting.
- The National Security Agency (NSA) also completed an extensive evaluation and chose *PeopleSoft*. The Defense Intelligence Agency (DIA) also selected *PeopleSoft*.
- *PeopleSoft* is an industry leader in human resources systems and is used by numerous Fortune 500 companies, state and local governments, major universities, and a growing number of other federal government departments and agencies.

Q: What are the major features of PeopleSoft?

A: *PeopleSoft* is a comprehensive system that covers all aspects of the human resources process. In addition to doing basic personnel actions such as promotions, assignments, benefits transactions, awards, and retirements, *PeopleSoft* has modules devoted workforce development, administration and compensation, as well as monitoring the workplace. It can be used in applying for training courses, updating competencies and skills, planning long-term career goals, recruiting and applying for positions, setting up performance plans, doing performance evaluations, and managing various aspects of employee and labor relations.

Q: What benefits will employees see from using this type of software?

A: Many *WORKFORCE21* concepts are directly supported by *PeopleSoft*. Rather than having multiple systems, *PeopleSoft* provides a single integrated approach to human resource management. This results in faster and more accurate processing and timely customer service. As *PeopleSoft* software is deployed across the Agency, employees will have direct access to their human resources system. Through this access, they will be better able

to take charge of their careers at NIMA. As web capability is deployed and enhanced, employees will find that *PeopleSoft* allows them access to critical data and relieves them of the requirement to fill out paper forms.

Q: It is my understanding that there have been delays in the release of *PeopleSoft*. Why have there been delays?

A: When NIMA first acquired *PeopleSoft*, it began to work loosely with NSA on issues of joint interest. With DIA's subsequent purchase of *PeopleSoft*, the DoD Intelligence Community decided that the best approach to implementation was to create a common core capability among the three Agencies. Subsequent delays in implementation were partially the result of having to work a common baseline with three entirely different legacy personnel systems and different human resources management approaches. Within NIMA, *PeopleSoft* is replacing four major legacy personnel systems as well as at least 10 smaller ones. Frankly, some delays were also caused by the magnitude of the *PeopleSoft* system. Though many of the modules of *PeopleSoft* are being phased in through a series of releases, the interrelationship among modules and integration of processes has caused all three Agencies to work on larger "chunks" of the system than initially intended.

Q: What is filling the void until we receive the software?

A: NIMA will continue to use its legacy personnel systems to support the processing of personnel actions to pay employees. Some modifications to data structure and routines have made it possible to support interim *WORKFORCE21* activities such as the new assignments process. In such areas as career management, performance planning, and skills collections, NIMA has developed interim automated processes which will emulate *PeopleSoft* processes. Once data is input into these interim systems, it will be transferred over to *PeopleSoft* without requiring additional data entry on the part of employees and supervisors.

Q: *PeopleSoft* is supposed to be available on everyone's desktop at some point. What is the time frame for that? And what will employees do absent desktop access?

A: NIMA is in the process of transitioning its major business systems from the Sensitive But Unclassified (SBU) network to the new Secret Collateral Enterprise Network (SCEN) (See story, page 18). This transition will take approximately three years. For reasons of security, *PeopleSoft* will be implemented immediately on the SCEN. As part of this transition, Human Resources staff and key administrative personnel

will immediately transition to the SCEN to provide access to the *PeopleSoft* system. Kiosks are also being set up across the Agency at all locations to allow employee access to *PeopleSoft*. Before being given access, employees will be trained in procedures on how to access the SCEN as well as *PeopleSoft*. The interim processes for career management, performance planning, and skills collections will be available on networks at multiple security levels.

Connectivity Comes to NIMA

By John Iler

The workforce clamors for it and management extols it. Everyone wants connectivity—the ability to electronically communicate production and administrative information throughout the Agency with a minimal amount of muss or fuss.

But working within a framework that's only a couple of years old and an organization that's comprised of eight predecessor organizations, many with their own communications processes and security systems, clearances and restrictions, the transition is bound to be difficult. Just ask Dr. David R. Harris, NIMA's chief of the U.S. Imagery and Geospatial Information System Services and Systems Office.

"This is the best job I've ever had," he said from his Reston office. "But it's also the hardest job I've ever had."

Harris' job is to bring about this connectivity while ensuring that personal computer systems throughout the Agency are Year 2000-compliant and capable of using standardized software.

"Senior leaders have expressed a desire to increase NIMA's ability to communicate and exchange data," Harris said. "And users want better connectivity—so that's what we're trying to provide."

Present plans call for conversion of 90 percent of NIMA's Sensitive But Unclassified (SBU) workstations to the Secret Collateral Enterprise Network (SCEN) over the next two years.

WORKFORCE21 and Geospatial Systems: The Primary Drivers

A driver for the introduction of the SCEN into NIMA is *WORKFORCE21* and the PeopleSoft software, which will allow users to directly enter and retrieve personnel data. Because of the sensitive, and classified, nature of the data, PeopleSoft will not be available on SBU workstations but will be hosted on the SCEN. Another essential driver is the need to provide connec-



Lt. Gen. James C. King (right) and Dr. David R. Harris prepare to launch the change to SCEN during the Nov. 9 ribbon cutting ceremony at NIMA headquarters in Bethesda.

tivity for all geospatial systems via the SCEN.

But one problem looming over the conversion is that most of the Internet will be inaccessible on SCEN systems.

"The firewall will prevent surfing on all but the Secret Internet Protocol Router Network (SIPRNet)—the Intelligence Community Internet," said Lt. Col. Tom Ruoff, SCEN Program Manager. "There currently will be no web browser capability to the nonclassified environment." He acknowledged this would be a "major limitation," especially with NIMA business offices. But he said his office is researching technology that will solve this problem. One product under review, CYBERSHIELD, will allow a SCEN user to surf the Internet in a secure mode. Another product under review, MIMESweeper, will guard against "cookies"—browser files that leave revealing trails and viruses.

Ruoff concedes this technology will not be ready during the transition, but believes it could be ready by

the end of fiscal 1999 if authorized by the security and intelligence offices.

Because NIMA does have mission requirements for widespread Internet access and the CYBERSHIELD capability is not yet approved, approximately 10 percent of the SBU devices will not be converted. These will comprise 300 desktop workstations and 200 kiosks. Those who maintain their SBU desktop computers will need access to SCEN workstations to assess some forms of e-mail and PeopleSoft.

Phase Out

Harris said 3,300 workstations throughout NIMA would require either replacement or updating. With but few exceptions, Apple Macintosh computers will be phased out and replaced with PCs running Microsoft Windows NT. Newer Macs, on the SBU, will be outfitted to work with NT systems and to use compatible e-mail software; however, they may not be able to access the SCEN. And many

Sun systems will be replaced because of Y2K issues and the inability to run NIMA Exploitation System software.

"We'll continue to use Macintoshes as long as there are good business reasons to continue on with the Macs," Harris said. However, there are some 600 older models that will be incapable of working with the requisite software and will require replacing.

The schedule for implementing the changes is aggressive. A ribbon-

"We expect we'll reach the 100 percent mark by September 2000," Harris said.

Besides updating computer hardware and software, existing network and fiber optic cables also have to be replaced with a characteristic blue fiber optic cable identifying it as being SCEN.

"We've got a small army installing this cable now," Ruoff said. "We're also installing patch panels in each office as well as new servers." Forty-

36, then Washington Navy Yard and Bethesda."

E-Mail on a Secure Network

Once a SCEN workstation is operational, employees will be able to receive and send e-mail between the SCEN and the SBU via a Secure Mail Guard (SMG)—but here, said Harris, is where it gets tricky.

Users will be able to send unclassified e-mail with or without attachments outside the firewall, the barrier that blocks the secure network from the insecure Internet. But they must first open the attachment to inspect and verify the classification level of the message, before the system will allow it to be sent.

The SCEN will accept incoming messages with attachments, via the SBU local area network (LAN), only if the message has been digitally signed using the Fortezza technology. As

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Making the Switch from SBU to SCEN

cutting ceremony held Nov. 9 in Bethesda kicked off the drive and Harris expects 50 percent of NIMA's systems to be migrated by next year—at a rate of 250 computers a month.

nine servers already have been added, with an additional 49 to be installed this fiscal year. "Our basic initial thrust is Reston and St. Louis Building

DPS Classification Change Speeds Standardization, Saves \$\$\$



Photos by John Iler

From left to right: Mike Carr, ST/S-SE, system engineer; Roxanne Bird, EEA/AR, security engineer; Dick Williams, DO-GI, physical scientist; Bill Dempsey, CA-MS, AIS Security; Tom Haugan, EEA/SN, system engineer; Jim White, EEA/MO, system engineer.

by John Iler

After NIMA migrates to the Secret Collateral Enterprise Network (SCEN) over the next two years, users will have the ability to communicate quickly, securely and effectively.

Thanks to the network, the standardization it brings and the centralized support, users will be able to access their *WORK-FORCE21* data via PeopleSoft software and send and receive messages classified secret and below.

But what of those who use top secret systems? For NIMA employees at the Washington Navy Yard, kiosks will be installed providing them access to the SCEN. Those using the Digital Production System in Reston, Bethesda and St. Louis, however, will see the classification of their system changed from top secret to secret.

"Reclassifying the Digital Production System is probably the biggest single

Continued on page 20

always, incoming messages without attachments can be sent from the unclassified network to the SCEN without the need of Fortezza technology. This technology helps to ensure user authenticity. "That's why each user will have an SBU account and an SCEN account," Ruoff explained. Purchased from NSA, the Fortezza cards will allow users to send mail with attachments to themselves or others on the SCEN.

"The Fortezza card," Ruoff said, "unlocks the attachment—arms it, if you will, and enables it to be sent to those on the classified network. Alternatively, users can choose to save the attachment to disk and physically take it to their SCEN desktop, but they have to remember that any external media, either floppy disk or Zip drive, becomes classified the instant it's put into a SCEN drive."

Ruoff concedes the system isn't the "most elegant" in its approach, but is a significant first step. "What it does," he said, "is place a human being in the loop and enable incoming material to be reviewed for content and for viruses." Each SCEN user will receive training on the Mail Guard before being issued a Fortezza card.

"We're doing this for a variety of reasons," Harris said. "First, we want accessibility across NIMA—and with *WORKFORCE21* and PeopleSoft, it's

made it that much more important. But there's always been pressure to clump the Agency's diverse systems to create connectivity and efficiency"—a job he knows from experience is easier said than done. "Of course, our ultimate goal," he said, "will be to provide a single workstation that will provide support for all internal and external business needs."

Look, Ma—Limited Hard Drive Access!

One new aspect of the SCEN workstations is that users will have limited access to their hard drive. "It's simply easier to manage the system if you limit access to the hard drive," Ruoff noted. Users can store data on floppy or Zip drives while backing up their data on the server. "In fact," he added, "each user will be responsible for backing up their data to servers."

According to Chief Information Officers (CIO) and DoD regulations, backups and archives must be maintained for five years. "The lack of full accessibility to the hard drive," Ruoff said, "will move everyone that much closer to standardization."

Other benefits of the new SCEN workstation will include unprecedented support. "If your PC is faulty or needs maintenance, we'll see it before you do," Ruoff said. "If you can't connect to the server, we'll be aware of it before you are and we'll be working on the fix." By taking over

the support functions of a number of independent offices, efficiency will be significantly increased and at substantial cost savings.

"The bottom line is, customers have to have NIMA products and we have to meet deadlines. Our job from the start was to bring all the dissimilar predecessor organizations into a common network. We know people have problems with change, but that's where senior management support has been very helpful. It's been 100 percent!"

Harris and Ruoff are enthusiastic players and both love every minute. "It saves NIMA literally millions of dollars and increases connectivity," Ruoff said. "And I love being awakened at 3 a.m. and told the circuits are down or something else needs immediate attention." He calls Harris a "positive visionary" dedicated to "making this all come to pass." As for Harris, he is thrilled with the progress so far and optimistic about the future.

"Like everyone else," he said, "we can't always get everything we want, but with our budget, we can't be avaricious and we can't complain. We are, after all, a support organization. We're here to serve our customers and to enhance geospatial and imagery production."

challenge facing us this year," said Air Force Lt. Col. Tom Ruoff, SCEN Program Manager. According to Ruoff, it's "one of the smartest things we've done" and will initially save approximately \$20 million, and more in succeeding years.

The decision was made after a classified internal review determined that, though the system was rated for processing top secret information, no information above secret was discovered.

According to Mike Carr, who led the Geospatial Information (GI) Security Assessment Team formed on June 26, the move began much earlier.

"As early as June 1994, the Director of Central Intelligence had approved the policy of downgrading most imagery and imagery products to secret collateral," he explained. "And in 1996, he approved policy downgrading Planned Imaging Data and Pre-Imaging Predicted Ephemeris Data to secret collateral."

The GI Security Assessment Team was formed under the auspices of the Directorates of Operations and Systems and Technology to evaluate the most appropriate security environment to support geospatial production as NIMA crosses into the Year 2000. On Aug. 3, Stephen Roberts, director of National Imagery and Geospatial Policy, released a letter verifying that NIMA's Digital

Production System content was at the secret collateral level. Three days later, the team's designation changed. It became the GI Decompartmentalization Implementation Team, again with Carr leading the way.

"*WORKFORCE21*, aligning geospatial production and the need for major cost savings were all major factors in making this all happen," said team member Dick Williams. "And, of course, the Agency's goals of producing information at the lowest possible classification level."

The team is currently working detailed implementation issues and schedules with a target implementation date of June 1999.

Rewarding Work Through Performance Pay

Most NIMA employees will participate in a fundamentally different pay system when the Agency switches to pay banding and performance pay under *WORKFORCE21*.

Pay banding will affect employees currently in the General Schedule pay system. Instead of pay grades (GS-01 through GS-15), the pay structure will have five bands. In addition, the well-defined steps within each GS grade will no longer be a feature of the pay system.

Once implemented, an employee's salary for a specific GS grade and step will map directly into a band. For example, a GS-12, Step 8, will move into Band III, but a GS-13, Step 1, would map to Band IV.

"The pay band architecture," said Mike McManus, *WORKFORCE21*'s implementation lead for pay banding and performance pay, "will be used as a frame of reference for assignments, promotions, performance management, and career development as well as performance pay."

Performance Pay

Under the GS system, employees receive within-grade increases for satisfactory performance, and may be identified for quality step increases for exemplary performance. Under *WORKFORCE21*, these funds become the money to be used for performance pay. "Thus," says McManus, "the new Human Resources system doesn't affect the amount of money available for pay—only the way it's distributed."

"Under *WORKFORCE21*," he added, "pay increases compensate the contribution of actual performance." Defining performance pay as a "within-band monetary increase," he said NIMA will award performance pay based on an employee's performance rating and ranking, available budget, current salary level, contribu-



Photo by John Her

Mike McManus

tion to NIMA's mission objectives and other performance inputs, such as supervisor recommendation—and even the job market.

Performance pay, which will be determined based on performance evaluations completed during the first quarter of each year and paid out in the second, is distinct from band-to-band promotions, McManus explained. Promotion panels for each occupation and each band in the occupation will commence during the third quarter. Some will be selected for promotion from a lower to a higher band in recognition that they have acquired more skills and attained a higher competency level.

Although performance pay salary increases and bonuses will be distributed in the second quarter of each year, monetary awards, such as Special Act awards, can be given at any time during the year.

Pay banding and performance pay processes begin in fiscal 1999. Employees began participating in the performance pay process this fall with its new performance management

approach. Next fall, after a complete performance cycle, pay for performance decisions will be made, with pay changes in February 2000.

During this transition year, traditional step increases for the standard GS grades will still be in effect. Because the pay-banding structure requires software modifications for the Defense Finance and Accounting Service, nearly one year will pass before that office can accommodate the new approach. Therefore, NIMA will use the promotion panels as if the bands were in place but will affect promotions consistent with the old GS grade structure.

Pay Pools

Decisions on performance pay will be made by "pay pools." A pay pool is an organizational unit or group of units across the Agency in which decisions regarding pay-for-performance are made.

"The function of pay pools," McManus said, "is to determine the distribution of performance pay on an annual basis." Pay pools will be established in the directorates. Each pay pool will have a pay pool manager and preferably pay pool panels composed of rating supervisors and the pay pool manager. At least 25 employees should constitute a pay pool.

"Pay pools may be large or small, as determined by each directorate," he added. "Pay pool decisions will be reviewed by at least one higher level." Based on the pay pool's decisions, an employee could see a permanent salary adjustment, a onetime bonus, both an adjustment and a bonus, or neither.

"When pay increases are given to merely reward time spent on the job, they cease to be incentives," McManus said. "*WORKFORCE21* seeks to reward our people for the work they do and the contributions they make—for the services they render, both to NIMA and our customers."

CIA Affiliates and WORKFORCE21

by Janet Stiegler
Human Resources

To what extent will NIMA's CIA-affiliated employees be integrated into *WORKFORCE21*?

To the greatest extent possible, says Rick Stakem, associate deputy director of Operations and NIMA's focal point for CIA on *WORKFORCE21* issues. "Full participation of NIMA's CIA-affiliated employees is an achievable goal, but it requires the concurrence and collaboration of the CIA. This includes formal agreement from CIA's executive director, who is currently working with the three directorates to which our employees map."

Over the summer, NIMA's senior leaders and *WORKFORCE21* implementation leads provided briefings about the proposed new human resources system to key groups and people at CIA headquarters in Langley, Va. In September, at the request of NIMA Director, Lt. Gen. James C. King, the CIA named its associate deputy director for administration as a point of contact with whom Stakem could begin to work.

"Clearly, a transition to *WORKFORCE21*'s pay and promotion cycles and banding structure present the greatest challenges," Stakem said. For CIA employees—including those in NIMA—promotions are considered *twice* a year for each grade by office-level career service panels. Directorate-level panels consider promotions from GS-15 to Senior Intelligence Service, and even from GS-14 to GS-15 within the CIA's Intelligence and Administration directorates.

In Stakem's view, NIMA's CIA-affiliated employees will prosper under *WORKFORCE21*'s pay and promotion design.

Progressive Concepts

"The concepts behind *WORKFORCE21* are very progressive, and motivated employees will fare well. But CIA-affiliated employees are paid by the CIA and their

careers are partially managed by CIA; so we need to work the technical and administrative issues associated with that relationship."

Other issues, he added, should be easier to resolve. "CIA already has a person-based assignment process, so the *WORKFORCE21* assignment design presents no significant change."

With respect to skills analysis, the CIA is collecting employee skills data to rank hiring and training needs and meet "surge" requirements. NIMA will use skills data for these as well. Skills also serve as the underpinning of *WORKFORCE21*'s performance management, assignments, and promotion processes.

"Only CIA's Directorate of Intelligence (DI) has established occupation councils similar to NIMA's model," Stakem noted. These councils set competency levels and validate expertise needed for promotion. NIMA's Imagery Analysis Council is part of the DI Council and the performance criteria and standards it sets will serve imagery analysts at both NIMA and CIA.

"Both agencies," he said, "recognize the benefits of sharing skills data and establishing reciprocity in how we validate the acquisition of skills and expertise. We simply need to formalize those procedures."

Performance Management

Performance management, even within CIA, is not standardized. The DI uses a five-level performance evaluation scale with a standard set of competencies for all employees. The Directorate of Science and Technology and the Directorate of Administration use a seven-level scale which allows managers to select their own key job elements (critical elements).

CIA appraisals are prepared on an annual basis but at different times for different grades. "NIMA," Stakem said, "is seeking CIA's concurrence to use the new NIMA performance planning and evaluation form for all CIA-affiliated employees and to adjust the performance evaluation reporting cycle of CIA-affiliated employees to the annual performance evaluation cycle established under *WORKFORCE21*."

Regardless of the issues of appraisal forms and schedules, NIMA is initiating a performance planning process with its affiliate population. "Good performance planning is like motherhood and

CIA Employees or NIMA?

Stakem believes it is important to distinguish the participation of NIMA's CIA-affiliated employees in *WORKFORCE21* from their continued status as CIA employees. An Oct. 16 Memorandum of Agreement between the Secretary of Defense and the DCI instructs NIMA's director and CIA's executive director to develop a proposal to address the status of CIA positions and personnel in NIMA within the next 90 days. (King subsequently issued a memorandum to all NIMA employees, indicating his intention to recommend that current CIA affiliates be

affiliated population into *WORKFORCE21*."

In the final analysis, he believes full participation of CIA-affiliated employees in *WORKFORCE21* is achievable. "It's important to remember that fiscal 1999 is the transition year. Ideally, we would have liked CIA concurrence when we first implemented *WORKFORCE21* on Oct. 1; however, the reality is that applicability of *WORKFORCE21* processes to NIMA's CIA-affiliated employees will have to be phased in as the year unfolds."

'Full participation of NIMA's CIA-affiliated employees is an achievable goal, but it requires the concurrence and collaboration of the CIA. This includes formal agreement from CIA's executive director, who is currently

apple pie," Stakem observed. "Everyone's for it." He encourages supervisors to conduct performance planning discussions with their CIA-affiliated employees just as they do with other NIMA employees during the October 1998 to March 1999 timeframe. CIA affiliates also should prepare individual development plans (IDP), as this allows both supervisors and employees to focus on employees' long- and short-term career goals and training needs.

allowed to retain their CIA affiliation for life or convert to DoD employment if they choose.) It is CIA's preference to look at the participation of NIMA's CIA-affiliated employees in *WORKFORCE21* concurrent with that 90-day effort.

"Affiliate participation in *WORKFORCE21* can work regardless of who controls the slots and dollars," Stakem said. "There will be technical and procedural issues no matter what decisions are made, but that need not prevent us from integrating NIMA's CIA-

WORKFORCE21 Occupation Councils: 'Caring For the Health of the Occupations'

by Terence Meehan

A major supporting element of NIMA's new personnel system is the "Occupation Council" system.

Twenty-five councils (see accompanying box for the list of chairmen), each representing one of NIMA's occupations, are responsible for understanding the future of the occupation in NIMA, assessing the current status of the occupation, defining the path for career development of employees, and overseeing the promotion process. In accomplishing this mission, Occupation Council members, who represent the desired diversity of the occupation across the Agency, share the responsibility and work closely with line managers, who remain responsible for employees assigned to their organizations.

Dave Kraus, WORKFORCE21 implementation lead for Occupation Councils, describes the councils as a "group of people dedicated to helping people."

Each Council consists of a chairperson and at least two other members. NIMA's Executive Resources Board approves the council composition. The chairperson and council members serve two-year terms. Half of the initial membership, however, will serve only one-year terms, to create a staggered rotation of council members in the future.

Duty on the council is expected to be a part-time activity for all participants, and a term of two years should allow as many people as possible to serve on their occupation's council at some point. The chairperson is from the highest band in the occupation, or from the Defense Intelligence Senior Executive Service (DISES), Defense Intelligence Senior Level (DISL), or Senior Intelligence Service (SIS) level. Members may be either supervisory or non-supervisory, but the majority of each council must be supervisory, according to WORKFORCE21 design.

Kraus stresses the importance of the Occupation Councils and their work

during the implementation of each design component of WORKFORCE21.

"The Council concept has value even if nothing else had changed in the human resources system for NIMA," he said. Across government, personnel system reengineering seeks to reduce the number of occupations and to broaden individual career options.

The work of the councils is considered so critical to the Agency's attainment of mission objectives, said Kraus, that NIMA's senior leadership has endorsed inclusion of a performance element to evaluate their work on the council in the performance plans of all council chairpersons and members.

Guides Signal the Way Ahead

The councils are publishing a series of occupation guides. These books, one for each occupation, are the roadmaps for employees and supervisors.

The guides identify skill requirements for the occupation, and describe performance elements, sub-elements and standards for the occupation at each band level. Employees and supervisors use these elements in completing annual individual performance plans. Guides also specify skill requirements for promotion eligibility to higher bands and suggest training to acquire knowledge and develop skills.

Although guides are unique to an occupation, each will contain some cross-functional skills and performance elements such as "customer service" or "oral/written communication," as well as skills and performance elements unique to the occupation. One performance element required of all NIMA employees will be the "Work Styles" element, which underscores adherence to NIMA's core values. Some common performance elements will be required for all supervisors and managers, irrespective of occupation.

As guides were completed in draft, councils circulated them to various



Dave Kraus

offices for review. The WORKFORCE21 website, accessible from NIMA's Digital Daily Edge, on the Intranet, will post all occupation guides. The initial presentation is as a file but they will soon be formatted so employees can search specific topics.

Other Responsibilities

During the standup of the 25 councils, WORKFORCE21 officials cautioned members to work closely with business office management to clarify responsibilities and coordinate across councils to standardize procedures. Such standardization will help to smooth the implementation of other processes in which the Occupation Councils have roles.

The councils, while not serving as "promotion panels" themselves, will convene promotion panels. The Occupation Council chairperson appoints the panel chairperson(s) and members. All diversity considerations are taken into account in the panel composition.

The council provides minimum criteria, in the occupation guide, for promotion eligibility, and provides specific guidance to panels on selection criteria. The council would also review, and forward to the panel, employee requests for exceptions to the eligibility criteria.

In support of Agency strategic planning, each council prepares an annual occupation analysis report. This report identifies the current strengths and weaknesses of the occupation and assesses the Agency need for the occupation and the occupation needs for skills both in the short term (one-two years) as well as in the longer term (three-five years). Data from this report will be used in the Program Objective Memorandum/Intelligence Program Objective Memorandum process and help sharpen the focus on personnel resources required to support NIMA's mission and vision. Long range planning will also identify new skills needed to meet evolving requirements, and enable supervisors, employees and NIMA College officials to make long range plans for acquiring those skills.

Communicating Between Councils

Each Occupation Council chairperson is a member of the NIMA Board of Occupation Chairs (BOCC). This board meets twice monthly to share information between occupations and to establish policies and procedures that apply across occupations and councils. The BOCC will provide guidance and processes for actions such as cross-occupation movement or cross-occupation skill validation.

In summarizing the work of the councils, Kraus emphasizes that "the Occupation Councils will work to ensure *WORKFORCE21* is successful."

But that should not be a problem, Kraus says. The Occupation Councils are all about taking care of and developing our people, and "doing right by our people has been the gist of *WORKFORCE21* all along. The councils have taken that message to heart. They are really doing it."

| OCCUPATION | CHAIRPERSON | ASSISTANT | PHONE |
|--|--------------------|----------------------------|------------------------------|
| ACQUISITIONS | Gene Smalling | Morris Solomon | 301-227-7711 |
| AERONAUTICAL ANALYSIS | Curtis Triggs | Steve Prokasky | 314-263-4808 |
| BUILDING OPERATIONS | Jim Matzko | William Rawlins | 703-264-7311 |
| CARTOGRAPHY | Jan Schneier | | 703-264-7303 |
| ENGINEERING SUPPORT | Don Cuming | Tom Reynolds | 301-227-4046 |
| ENVIRONMENTAL SAFETY | Barbara Horton | John Dezan | 301-227-2330 |
| FACILITIES MANAGEMENT | Jim Matzko | Mark Claywell | 703-264-7311 |
| FINANCIAL MANAGEMENT | Janet Fleetwood | Karen Baer | 301-227-7079 |
| GEODESY & GEOPHYSICS | Ken Burke | Tom Berra Emmett Burton | 314-260-1064 301-227-4752 |
| GEOSPATIAL ANALYSIS | Steve Wallach | | 301-227-3232 |
| HUMAN RESOURCES | Hythia Young | Bobby Webster | 301-227-2740 |
| IMAGERY ANALYSIS | John Oswald | Mike Rains | 202-863-3133 |
| IMAGERY & GEOSPATIAL SCIENCES | Katy Smith | Vonna Heaton | 301-227-7494 |
| INFORMATION SERVICES | Eileen Hood | Jan Lithgow | 202-863-3236 |
| INFORMATION TECHNOLOGY | Jimmy Boyd | John Webster | 314-263-4930 |
| LEGAL & REGULATIONS | Ed Obloy | Andrew Deranger | 301-227-2268 |
| LOGISTICS/WAREHOUSE/ MATERIALS HANDLING | L.J. Roberts | | 301-227-7085 |
| MANAGEMENT SUPPORT | Cindy Wright | Pat Edwards | 301-227-7086 |
| MARINE ANALYSIS | Steve Hall | Adam Veracka | 301-227-3370 |
| MEDIA PRODUCTION | Pat Cribb | Bill Anderson | 202-863-3236 |
| NIMA STAFF OFFICE | Tom Coghlan | Jeanne Gillis | 301-227-7963 |
| REGIONAL ANALYSIS | Bill Croisetiere | Randy Flynn | 301-227-2598 |
| SECURITY | Jerry D'Alessandro | Bob Schilpp | 301-227-2029 |
| SYSTEMS ENGINEER | Bobby Laurine | Bud Brune | 703-808-0876 |
| TASKING & REQUIREMENTS MANAGEMENT | Lloyd Rowland | Mike Jackson | 703-799-6884 |



Photo by Jim Moihan

Trainers in St. Louis discuss WORKFORCE21 training proposals.

WORKFORCE21

101

by Vietta Williams

On a warm summer Monday in July, Darlene Scott began an adventure that would educate her for a lifetime.

Scott, a Bethesda Geospatial Information and Services (GI) employee, was volunteered by her team leader to participate in the Train-the-Trainer Workshop for WORKFORCE21. Scott and 26 colleagues from across NIMA were given three weeks to learn and be able to train hundreds of NIMA managers on a system of which they had minimal or no knowledge.

Scott says she was nervous initially because she didn't know what to expect, but as she became more comfortable with the training material and her ability to train, her confidence rose.

"I feel a sense of accomplishment from all of this," she said. "I'm confident enough now to tackle any project that is put before me and just go for it! This experience definitely helped me to grow personally and professionally."

Like Scott, many of the original 26 trainers expressed the same sentiments.

Phase I training objectives for WORKFORCE21 were to educate the NIMA workforce on the main processes of the Agency's new human resource management system, including assignments and hiring, performance management, performance pay and promotions.

Tight Working Group

The trainers quickly formed a tight working group. With some 1,100 supervisors and managers to train in a four-week time frame, they knew they had a formidable task awaiting them. They needed to be able to depend on one another.

"The camaraderie of the team was extremely impressive," Scott said. "We supported each other and operated as a team. We backed each other up constantly, and that encouraged us to take more risks and succeed."

The levels of training expertise of the team ranged from beginner to expert.

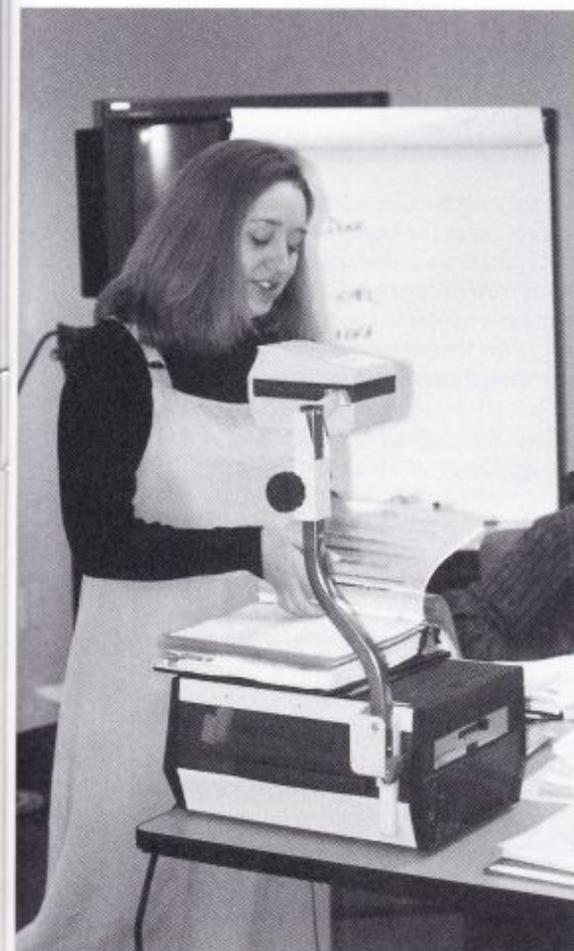
"By the end of training, all of the trainers had achieved the expert level with their training skills, as well as a solid education in WORKFORCE21," said P. J. Rooney, Phase 1 training coordinator. "The majority of managers attending were pleased with our efforts."

Lenore Guthrie, NIMA assistant inspector general, agreed.

"I thought the training was successful," she said. "There was a ton of information to learn in a short amount of time, but all-in-all, the trainers did an excellent job communicating the material."

From Aug. 12 through Sept. 4, the managers and supervisors were trained in the Washington and St. Louis areas. And in mid-September, employee training began.

An Education for A Lifetime ➤



Jennifer Powell

Right On Target

The initial training plan for employees called for the volunteer trainers to continue their efforts until all NIMA employees were trained. However, the *WORKFORCE21* Project Steering Team (PST) decided to have NIMA supervisors and managers train their employees.

"I think that decision was right on target," said St. Louis trainer Sharon Smith. "Supervisors and managers are going to be the ones working with their employees, explaining the new concepts and exercising their new responsibilities under *WORKFORCE21*. So why not have them train their people as well?"

The PST's decision was in harmony with the results of the Workforce Survey, which revealed that employees have the highest level of trust with their first-line supervisors or managers.

"*WORKFORCE21* depends upon a strong partnership between employees and their supervisors," Rooney said.

"Having supervisors train their employees on the processes involved in *WORKFORCE21* fosters that partnership right from the beginning."

Nearly the entire NIMA workforce has been trained on *WORKFORCE21* processes for performance management and individual development planning. NIMA business unit supervisors and managers worked with aggressive speed to make sure their employees received training. GI, the largest organization in NIMA, had more than 70 percent of the workforce trained by mid-October.

Strong Interest

Trainers throughout the Agency reported that employees were interested in the materials, asked difficult questions and engaged in good discussions about the processes of the new system. In the spring, Phase 2 training, to be led by training coordinator Steve Handwerk, will concentrate on the tools side of *WORKFORCE21-PeopleSoft*. There will also be training on the planned use and procedures for doing Phase 3 skills analysis as well as continuous workshops on performance management, promotion panels, pay pools, etc.

The training effort is only one of several communications mechanisms to provide information about *WORKFORCE21*. All employees are encouraged to continue to talk with supervisors about the system, read the available literature and search the *WORKFORCE21* website for updated information.

Rooney credited the trainers and the enthusiasm they displayed for the success of the training program.

WORKFORCE21 trainers attend class at Ft. Belvoir, Va.



P. J. Rooney

"It's a tremendous feeling for all of the trainers to be able to witness their teaching successes filter throughout the Agency as more employees are being trained," she said. "I think that we all learned a great deal about being effective change agents and have gained a greater appreciation for the excitement that change of this magnitude presents for everyone."

Assignments Under *WORKFORCE21*: Equal Opportunities

by Janet Stiegler

Denise, a GS-11 (or Band III) administrative officer, yearns for a change in her job—she's ready for some new challenges.

Prior to *WORKFORCE21*, she would check for openings within NIMA and, perhaps, other federal agencies for a GS-11 or GS-12 in her job series, hoping that a new position would be more interesting and perhaps lead to further advancement.

She either applied electronically or submitted her application along with any additional material requested in the job announcement, then waited. In a few weeks, or months, she might hear from the hiring official or, more often than not, her application would disappear into a black hole.

Scenarios such as this will soon be a thing of the past at NIMA. Under *WORKFORCE21*, would Denise have to remain an administrative officer? Not necessarily! Today's assignment process offers her broader opportunities.

Although Denise had always been interested in accounting and budgets, the old system gave her few opportunities to pursue them. She often felt her chances for moving into a new field were limited by the fairly rigid requirements associated with each occupational series and grade. On her own, she had assumed extra responsibilities for doing reports on credit card purchases and travel expenses, and she had completed a course in accounting at the local community college.

Now look at this scenario. In the weekly *WORKFORCE21* Assignment Opportunity Notices (AON), Denise notices a number of assignments requiring financial management skills. She reviews the required skills for each assignment and determines she meets the stated proficiency levels for a budget analyst position in the comptroller's office. She completes the assignment application that includes a section in which she rated herself on her proficiency level for both required and desired skills. (The

self-assessment will not be necessary when Phase 3 employee skills data is captured in *PeopleSoft*.) When finished, she sends it directly to the selecting official.

"The assignment process can help individuals develop new skills or improve on those they already have," said Vicky Hendrix, *WORKFORCE21* implementation team leader for assignments. "This makes employees more competitive for promotion in the future."

If selected, Denise will not get an immediate pay increase, but will have the opportunity to acquire and develop skills in the financial area. The assignment will provide her with new experience and skills that could make her more competitive for promotion when the occupation-wide promotion panels convene.

Promotions

Now jump ahead. It's the second quarter of the fiscal year. Denise has performed admirably in her new assignment for six months when the annual promotion panels are announced. She recently received a performance pay increase for her work during the previous year as both an administrative officer and a budget analyst that put her in the top half of payband III of the Management Support occupation. She wonders if she should self-nominate for promotion to Band IV.

What guides her thinking?

Occupation guides for each occupation will list skills needed for promotion. To gain promotions, employees must apply for them. It doesn't mean they will be selected, and if they are, it doesn't necessarily result in a change of assignment.

To be eligible, employees must demonstrate skills in the current band at the required proficiency level as well as demonstrate a number of skills at the higher level that will be specified in the occupation guide and in the promotion opportunity announcement.

Applying for consideration for promotion is the responsibility of the individual. However, management should encourage qualified employees to submit requests for consideration. If an employee doesn't apply, it just won't happen.

Who decides who gets promoted?

Promotion panels will convene by occupation and perhaps by band in the third quarter of every fiscal year. The majority of panel members must be members of the occupation. A core group of at least three panel members will serve on promotion panels for the occupation at all band levels. Band-specific members will also serve on promotion panels. The panel reviews the application package and may request input from the supervisor. Interviews may also be conducted. Promotion panels must evaluate candidates against two areas—skills and performance. The application process may include a variety of requests—a resume, a narrative history, and/or examples of how skills requirements have been met.

Back to Denise. After reviewing the criteria for promotion to Band IV in both the Management Support (where she is still mapped, as a former administrative officer) and the Financial Management occupations, she decides to self-nominate for promotion to Band IV in the Management Support occupation, which reflects her highest skill sets. Her newly acquired budget experience has given her a breadth of skills desired of employees in the Management Support Group. Her application is ranked with other contenders, but she is not selected for promotion this cycle. However, unlike past years, she is given feedback directly addressing the areas in which she needs to grow. It's now up to her. But she's confident of success. By next year, she plans to have the skills to allow her to compete successfully for promotion in both occupations—Management Support and Financial Management.

Skills Analysis to Figure Prominently in *WORKFORCE21*

by *Vietta Williams*
Human Resources

Some employees want to change career directions, but find little guidance as to what skills are required for the new field. They feel frustrated because they've acquired new skills outside of their current job and wish they could more clearly use them in their present job—or even a new one.

Many of these frustrations can be addressed with a skills management system designed to identify each employee's range of skills. Enter *WORKFORCE21*, a system that allows more opportunity for individuals to apply for jobs using those skills.

"The skills management system will help employees describe all of the skills they possess that are related to the work done in NIMA," said Jack Hild, *WORKFORCE21* skills analysis implementation lead. "A person's qualifications for jobs will be judged in large part on the match of their skills to the jobs in question. Of course, other factors such as education, unique job experience, performance records, and results from personal interviews will still be considered."

The skills analysis process was divided into three phases. In August 1997, Phase I began with the skills team examining 650 position titles and analyzing skill variances and similarities to identify occupation clusters. In the following months, further analysis resulted in 24 NIMA occupations identified under *WORKFORCE21*. A 25th was the recent creation of the Geospatial Analysis occupation.

Phase II identified detailed skill requirements for each occupation. "Many of these data were collected from senior subject matter experts within NIMA," Hild said. "But coordination with other intelligence agencies also influenced the skills definition of about two-thirds of our common occupations."

Phase III centers on the creation of personal skills profiles by all NIMA employees. Employees will use the Skill Inventory Library (SKIL), or NIMA's skills database, to record their proficiency levels for skills, tools, and knowledges as enumerated for their assigned or other occupations.

In October, pilot projects tested the database and software interface for usability. The Skills Analysis team also ran demonstrations of the software to educate NIMA employees on the system and make them aware of what was coming. According to the skills analysis team, feedback from pilot project participants about the software has been extremely positive.

During Phase II, the Skills Analysis team found there were many situations where identical or similar skills were required in multiple occupations. Twenty-four cross-occupational skills were identified. "What's most important about these cross-occupational skills," Hild said, "is that they form the threads between occupations and should help make movement across occupations easier for multi-skilled employees."

Bill Welch is one of many who participated in the Phase III employee skills collection. As a career development facilitator, he believes the new skills database will be an asset to employees attempting to build their skill base.

"Once SKIL is fully operational," he said, "I anticipate that employees will find it essential when attempting to make informed decisions about their careers."

Over the next few months, employees can expect to receive Phase III skills briefings. Data collection began last month and will continue through mid-March 1999.

The skills database, when used with the Occupation Guides, will provide all employees with rich data for exploring career opportunities. In their current positions, they will be able to see clearly where they would

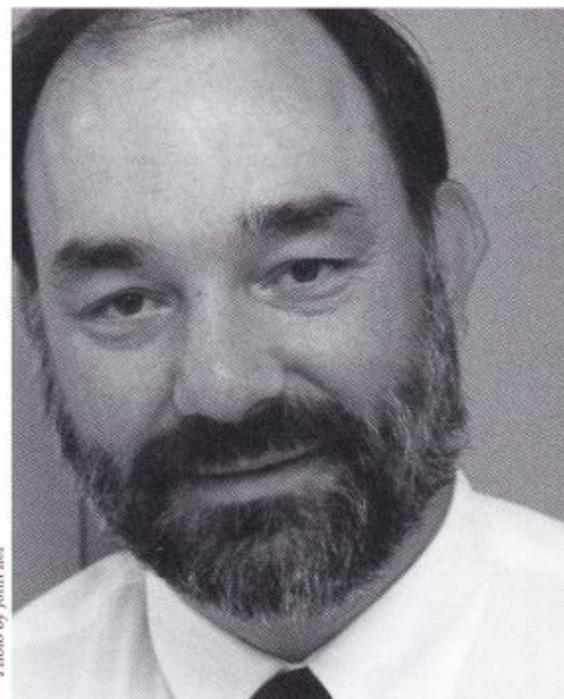


Photo by John Iler

Jack Hild

benefit by improving specific skills and meeting the skill requirements of other occupational areas.

In the future, skills data will be used to help establish the minimum eligibility pools for promotion and to assist managers filling assignments and creating special project teams. The data will also provide the NIMA College valuable insight into training needs based upon knowledge of future skill requirements.

"Overall, I'm very pleased with the support from all of the directorates during the sometimes tedious task of identifying occupation skills," Hild said. "While the Human Resources staff, Skills Analysis team, American Institutes of Research and Booz-Allen contract support have been outstanding, none of those groups have the knowledge to identify all Agency employee skills. The credit for the quality of the occupation-specific skill data belongs to the hundreds of subject matter experts who participated in this effort."

Performance Management to Offer Rewards, Greater Flexibility

by Paul Hurlburt

WORKFORCE21 gives employees a chance to earn pay increases based on their performance and contribution to mission objectives, and offers greater flexibility in responsibly planning their careers.

These are key points employees need to associate with performance management under WORKFORCE21.

"I expect many people will appreciate the opportunity to earn more money for their performance," said Dave Ridley, the WORKFORCE21 implementation lead for performance management. "There's no guarantee of a raise just for sitting in your job."

More Communication, Better Accountability

WORKFORCE21 builds on the trust most employees have in their first-line supervisors, as documented in last year's Workforce Survey. Following WORKFORCE21 performance management guidance will strengthen that relationship. A minimum of three conferences will occur between the supervisor and employee during the yearlong performance rating cycle.

The planning phase encourages employees to articulate their career goals and obtain their supervisors' support.

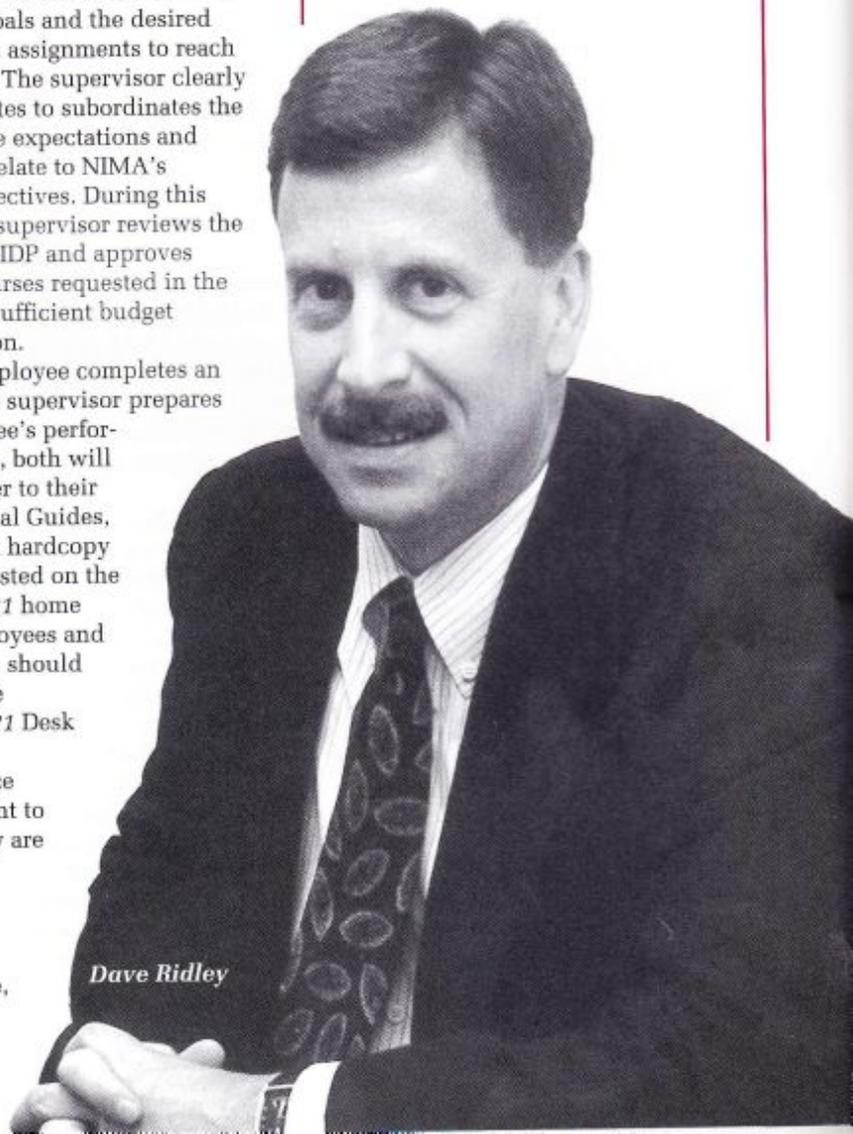
First, they fill out an individual development plan (IDP). The employee outlines his or her short and long-term goals and the desired training and assignments to reach those goals. The supervisor clearly communicates to subordinates the performance expectations and how these relate to NIMA's mission objectives. During this period, the supervisor reviews the employee's IDP and approves training courses requested in the IDP, given sufficient budget authorization.

As an employee completes an IDP and the supervisor prepares the employee's performance plan, both will want to refer to their Occupational Guides, available in hardcopy and also posted on the WORKFORCE21 home page. Employees and supervisors should also use the WORKFORCE21 Desk Guide for Performance Management to ensure they are following guidance.

"In the Planning Conference,

supervisors document their management expectations up front," Ridley said. "The supervisor will understand a subordinate's goals, and employees will understand the elements of a performance rating. This improved communication should limit misunderstandings at performance evaluation time."

A conference to assess an employee's performance is required mid-cycle to ensure mutual agreement on status and provide another opportunity for discussing improvement where needed.



Dave Ridley

FOR NIMA ENGINEERS AND STATISTICIANS

$$\text{Rating} = \sum_{i=1}^n S_i W_i$$

S_i = Score of a specific element where the score ranges from 1 to 5.

W_i = Final weight assigned to each element (Sum of all weights must equal 100. W_i varies from 10 to 100 in increments of 5.)

i = Number of the element. The maximum number of elements is 10.

When performance is deemed less than satisfactory at any point in the cycle, a Performance Improvement Plan (PIP) must be completed that specifies what actions the employee must take to improve and how the supervisor plans to monitor those actions. A PIP should never be the first indicator to an employee that performance is below par.

"The concept is to encourage discussion before a problem reaches this stage," Ridley said, noting that "supervisors are required to confront any performance problems right away to give employees a chance to get better."

Supervisors are required to give direct feedback to all employees during performance evaluation discussions, held after the end of the rating cycle. At this time, each employee will receive a numerical performance rating. Before rating an employee, supervisors must seek assessment data from the employee's customers, peers and subordinates, if any. These data must be incorporated into the annual evaluation provided to the employee. Employees complete a self-assessment form, which supervisors also use as input.

To arrive at an overall performance rating, supervisors will rate the employee's performance on a scale of 1 to 5 for each of the employee's critical performance elements. Each of

those scores will then be multiplied times the weight (percentage value) established at the beginning of the year for that element. For example, if an employee received a rating of four on an element judged to have a weight of 15 percent, the score for that element would be 60. The weights for all elements must add up to 100. Weighted ratings for each performance element will be added together to provide a total performance rating on a scale of 100 to 500.

The final performance rating of an employee will be submitted to a pay pool by the evaluating supervisor, along with the scores of other employees in the employee's pay pool. These ratings will help determine the distribution of pay-for-performance pay bonuses and performance pay adjustments for the following year.

Some standard elements will be used. A critical element for all NIMA employees deals with "work styles." Work styles are behaviors and work characteristics that demonstrate commitment to NIMA's core values. It will measure the extent to which the employee exhibits appropriate and desired behavior and work characteristics, including how he/she interacts with others. Every NIMA employee will have the same work style critical element and sub-elements.

All supervisors will be evaluated on how well they perform their supervisory and leadership duties against a common set of elements. Up to nine of the critical elements for any employee will deal with "work activities." These critical elements describe activities associated with the mission and objectives of NIMA, the specific business office and the individual's occupation.

In short, *WORKFORCE21* enhances performance management to better serve NIMA, as well as its managers and employees. Every performance plan links to the Agency's strategic objectives. Managers have the authority to hold employees accountable for their performance and reward those who perform well. Plus, as Ridley puts it, "employees will get to see a direct relationship between performance and pay."

Classy, cont'd from page 15

"*WORKFORCE21* lays out principles and methodologies for how we can plan for and prepare ourselves and our organizations to contribute to the achievement of NIMA's strategic vision; it demands that we hold ourselves accountable for taking charge of our own careers; it demands supervisory accountability for making human resource decisions and providing honest feedback to employees about those decisions; and it expects that we all behave in accordance with NIMA's core values."

She continues. "I believe *WORKFORCE21* will be a key driver in transforming NIMA into a world-class organization. My dream is for other organizations to point to *WORKFORCE21* in the years ahead as a human resource system worth emulating."

Employees and supervisors are getting an extra three months—until March 31—to complete the planning process during this transition year. This decision accommodates managers' requests to have sufficient time to do this task well. Next year the completion deadline will fall on Dec. 31.

Web-based forms for IDPs and performance plans will be posted to the *WORKFORCE21* home page for people with access to NIMA's Sensitive But Unclassified (SBU) network and, in the near future, the Secret Collateral Enterprise Network (SCEN). Microsoft Word forms already on the SBU and INTELINK, as well as hardcopy forms.

All data collected in hard- or softcopy will eventually be converted to PeopleSoft and transferred to the SCEN during its implementation as NIMA's primary network.

Relationship between **WORKFORCE21** and the Senior Executive Human Resource Systems

by Jerry Pittman,
Human Resources

Although statutory requirements limit NIMA's flexibility where the Defense Intelligence Senior Executive Service (DISES), Defense Intelligence Senior Level (DISL) and Senior Intelligence Service (SIS) are concerned, many of *WORKFORCE21*'s tenets are already included in the DISES/DISL/SIS systems for NIMA executives.

The DISES/DISL/SIS have a commonayscale consisting of one broad band and six levels. The pay of DISES/SIS members is fixed exactly to one of the six pay levels, but the pay of DISL employees can be set anywhere within the band.

This payscale is managed like the NIMA pay-for-performance system. Employees must compete for appointment into NIMA's executive service; and, once in the service, movement within the pay band is based on their performance, not longevity. The DISES/DISL systems consider employees for movement within the payband and/or performance award/bonus as appropriate. The SIS system considers employees for movement within the payband semiannually and for exceptional performance award annually.

As with other *WORKFORCE21* assignments, DISES/DISL/SIS vacancies will be advertised through the same announcement system or filled by directed reassignment of a current DISES/DISL/SIS member, based on the needs of the Agency.

The NIMA Executive Resources Board (ERB) acts as the DISES/DISL/SIS occupation council. The ERB chartered the Executive Development Group (EDG), which is in the process of drafting performance standards for executives and designing a process to develop other employees for executive assignments. Knowledge, skills and abilities have already been identified for executives, and the EDG will identify developmental resources for employees to work toward an assignment as either a DISES, DISL or SIS member.

Agency officials will continue to identify ways in which we can ensure commonality between federal senior executive human resource systems and *WORKFORCE21*.

WORKFORCE21 Career Development Centers Offer Employees New Tool

by Susan H. Meisner
Human Resources

NIMA employees have a new career tool at their disposal—upgraded Career Development Centers, or "CDCs." These CDCs, located in Bethesda, St. Louis, Washington Navy Yard and Reston, support all NIMA employees as implementation of *WORKFORCE21* continues.

The CDCs have expanded their role in career development, transition assistance, and goal and career planning. They will assist all NIMA employees with *WORKFORCE21* issues centering on individual career choice and skills development.

WORKFORCE21 gives employees personal responsibility for their own career. According to Ira Leifer, assistant director, Organization Development/Career Management, the CDC improvements were a first step in guiding this process. "NIMA felt it was important to resource the CDCs to support employees taking this responsibility," he said.

So what's improved about these upgraded Centers? "The facilities in St. Louis and Bethesda are new and larger, to better serve their NIMA customers," Leifer explained. "They will provide career assistance in a more spacious, accommodating environment. Improvements to CDC sites in Reston and Washington Navy Yard are under consideration."

All the Centers also have upgraded their services and library holdings. Each CDC has a staff of professional Career Development Facilitators (CDFs) who recently completed specialized training in the career development process. They can answer questions about different occupations, career changes, lateral assignments, internal and external government assignments and private sector job opportunities. And they can ease the way through the goal-setting and career planning process.

According to Bethesda CDC Facilitator Laura Jones, "The training improved our ability to provide up-to-date information on the changing career environment. It stressed the importance research and assessments play in a career," she said. "We can help you look at all options available to you."

What Hasn't Changed:
**A Brief Look at
Employee
Services,
Benefits**

by Vietta Williams

Although NIMA can expect many changes due to *WORKFORCE21*, some things will remain the same.

Services such as employee assistance program, facilitation and mediation, and those involving labor relations, to name a few, will not be affected procedurally under *WORKFORCE21*.

Between April and June, NIMA subject matter experts and *WORKFORCE21* representatives participated in 16 "fit" sessions to determine the degree to which the existing 40 services and benefits processes would fit in with the *WORKFORCE21* design. The fit sessions also attempted to judge the degree to which these processes would fit in with the *PeopleSoft* software (see story on *PeopleSoft*, page 16).

"Even though these processes were not specifically redesigned for *WORKFORCE21*, it was important that we look at each one to determine if changes were necessary," said Jackie Rhodes, implementation team lead for Employee Services and Benefits. "As a result of our review, the fit teams determined that services and benefits processes could be supported by *PeopleSoft* to facilitate data and workflow. The review showed all processes to be compatible with the *WORKFORCE21* design with minor adjustments."

When fully deployed, for example, *PeopleSoft* will promote a self-service system enabling employees to gain direct access to their benefits information and make changes to their health and life insurance.

PeopleSoft will fully integrate the Human Resources and manpower databases and house data on the Defense Acquisition Workforce Improvement Act (DAWIA) requirements. Currently, DAWIA information is stored in a stand-alone database that tracks information about DAWIA-certified employees and positions requiring DAWIA certification, training requirements and more.

Additional services remaining intact are workforce adjustments, such as the Priority and Internal Placement Programs, diversity management and special emphasis programs, senior-level programs and leave.

Employee Services and Benefits will be processed through *PeopleSoft* as part of the initial *PeopleSoft* implementation.

"Employees should continue to see accurate and timely processing of all benefits enrollments and changes," said Rhodes. "Only the automated tool is changing." Employee self-service capability, DAWIA record-keeping and other new applications will be supported by *PeopleSoft* in the future.

The bottom line is employees will continue to receive the same services and benefits available before *WORKFORCE21*. "At the moment, everything will stay the same," Rhodes said. "In the near future, however, we can look forward to process improvement with the help of *PeopleSoft* and some procedural changes along the way that will benefit NIMA employees in the long run."

NIMA Charts To The Rescue

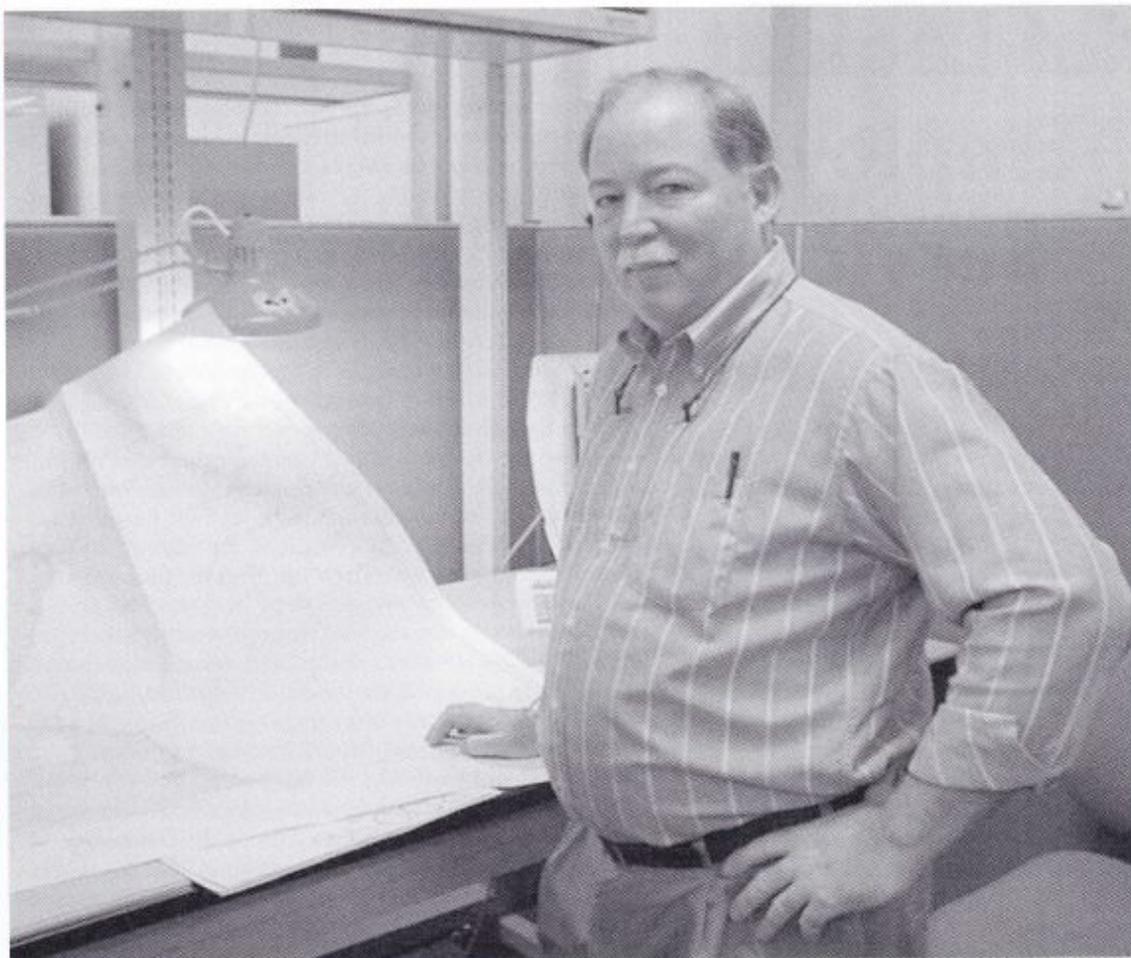


photo by John Iller

David Barnes

by Howard Cohen

Hurricane Mitch, one of the strongest ever to hit the Caribbean and Central America, with 180 m.p.h. sustained winds, slammed into Honduras Oct. 30.

The storm continued to produce torrential rains which caused catastrophic floods and landslides throughout the region. Thousands of people are either dead, missing, or homeless and in need of dire assistance.

The British warship HMS *Sheffield* was deployed in the Caribbean Sea when the call came from the Ministry of Defence [Navy] diverting the *Sheffield* to Honduras in order to provide humanitarian aid. However, there was one problem—there were no charts aboard for that area.

An ocean away from the U.K. Hydrographic Office, NIMA's World-Wide Navigational Warning Service (WWNWS) watchdesk would soon get the call.



photo by Air Force Staff Sgt. Cedric H Rudisill

An U.S. Air Force pediatrician, entices a boy to stick out his tongue as he checks the boy's throat in a temporary field hospital setup by U.S. Army and Air Force medical personal in Honduras, on Nov. 11.

A service provided by the Marine Navigation Department (GIMM), WWNWS is designed to provide around-the-clock safety-of-life-at-sea messages for its customers, the U.S. Navy and merchant fleets of the world.

David Barnes, a marine analyst in GIMM who had just celebrated his first year at NIMA, recalls answering the phone just before 1 p.m. on Oct. 31. This was to be a slightly different call.

"It was Ian Page, a Radio Navigational Warnings duty officer for the U.K. Hydrographic Office, asking for 10 NIMA charts that were necessary for the HMS *Sheffield* to arrive in Honduras," Barnes said. It wasn't a standard "safety at sea" message. Nevertheless, "the watchdesk," as

it is referred to, responded in a manner exceeding the customers' request.

That phone call would soon trigger a series of other calls that would bring together GIM's Staff Duty Officer John Reef and GIMM's Project Support Manager, Chuck Dwyer. "The plan was to [photocopy] GIMM's master standards of the charts and FedEx [Federal Express] them out to the U.S. Naval Base at Roosevelt Roads, Puerto Rico," Dwyer said. Once there, the U.S. Navy would "airdrop" the package to the *Sheffield*.

Everything had to be in the hands of FedEx within four hours to make a Nov. 2 delivery. It was going to be a close call. Royal Navy Cmdr. John Brown, the duty commander, Ministry of Defence [Navy], expressed his concern about the timetable.

A Better Way

The operational experience of Barnes, a U.S. Coast Guard Academy graduate and a 15-year veteran, paid big dividends.

"I was familiar with the fact that Search and Rescue Coordination Centers had charts," he said. Needing a way to get the charts into the hands of the *Sheffield* faster, Barnes knew two ways to get a plane in the air. "One is to call the Rescue Communication Center (RCC), and the other is to call the Duty Officer at the air strip. Needing the charts and quick delivery, I called RCC in Miami," he said.

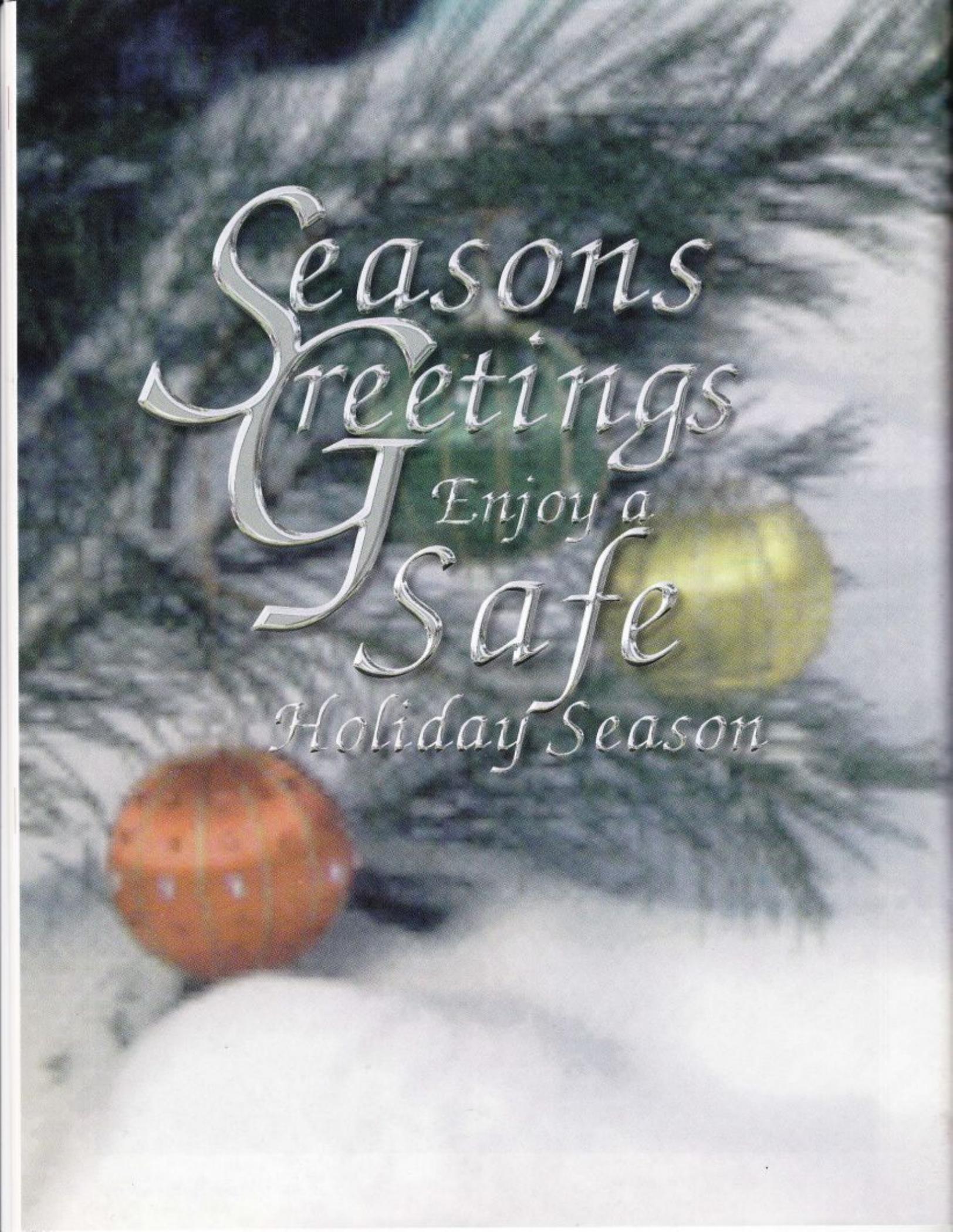
Coast Guard District Miami responded to the call saying they had nine of the 10 charts. That was acceptable to Brown. "Not only did the Coast Guard have the NIMA charts needed, they agreed to make the airdrop to the waiting HMS *Sheffield*."

Mark Schultz, Associate Director for Geospatial Information Management Division, added: "The diverse maritime backgrounds of the marine analysts within GIMM, such as Merchant Marine Licensed Deck Officers, ex-Navy and Coast Guard navigators and quartermasters, as well as state and federal maritime academy graduates, make them not only an asset to NIMA but to our customers and allies as well. Such was demonstrated in this case."

The first plan would have taken 48 hours. Thanks to Barnes' savvy, NIMA's charts arrived aboard the HMS *Sheffield* some 18 hours later. The *Sheffield's* reaction? Why, they were "ecstatically happy," Brown said.

U.S. Coast Guard C-130 transport plane



A close-up photograph of a Christmas tree branch covered in snow. A gold ornament is visible on the right side, and a red ornament is on the left side. The text is overlaid on the image.

Seasons
Greetings

Enjoy a

Safe

Holiday Season