

NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

KNOW THE EARTH...SHOW THE WAY
APRIL 2002



NIMA
Statement of
**STRATEGIC
INTENT**

January 2002

**Rising to the Challenge
of a Rapidly Changing World**

Also in this issue:

What the Director's HR Precepts Mean to Employees and Supervisors

April 2002

EDGE

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On the Cover

This issue addresses two vital topics: NIMA's plans for the future and the Director's Precepts for Human Resources. In two articles that begin on page 5, Jeri Buchholz explains how changes to NIMA's personnel system will affect employees and supervisors. In an article beginning on page 8, Mark Aglio outlines the meaning of the NIMA Statement of Strategic Intent for our country, our customers and our employees. Pam Martin designed the cover.

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ON MY MIND...

My Commitment to You—the NIMA Work Force

In early February, I communicated to NIMA employees my vision to align the NIMA Human Resources Program with our mission, strategy and direction.

The text of my message is the basis of two articles in this month's *Edge*. In the first, Human Resources manager Jeri Buchholz outlines the major changes as they affect employees. In the second, she outlines major changes as they affect supervisors. Both articles are worth your careful attention, whether you are a supervisor or not.

Together, the 10 precepts outlined in my February message provide the focus for how we lead people every day. I also encourage you to review these precepts, which are presented in this issue.

In Precept 1, "Accountability," I clarified NIMA managers' roles and responsibilities. I hold them responsible for the accomplishment of the mission and for the fundamental management tools, processes and decisions involving their employees. The two—mission accomplishment and people management—must be congruent.

Several of my precepts deal with actual or possible changes regarding the alignment of our NIMA Occupational Specialties, the structure of our pay bands and how we assign, evaluate and promote people.

These changes enhance our ability to accomplish the Agency's mission, especially by strengthening the relationship between employee and manager. They make our personnel processes more efficient and easier to use, and add the flexibility necessary to meet rapidly changing conditions.

At the same time, I have not abandoned the system for planning and rendering performance evaluations, and I am committed to a pay system that rewards employees based on their demonstrated performance.

While I hold managers accountable for managing and governing their employees, in Precept 9, I have charged the Human Resources Directorate to oversee these processes and to help promote consistency across the Agency. HR serves as our "corporate conscience" for both management and employees. Communication from HR, reinforced by managers who share this responsibility to constantly engage their employees, is essential to make our personnel processes work.

I expect the highest standards of performance. Our mission demands it. At NIMA we have an unparalleled opportunity to do exciting, important work. As Director, it's my job to show the way. I challenge you to define new opportunities to support our customers and to continuously improve our organization.

I am 100 percent committed to creating an environment that encourages our employees to do their best. Through our HR processes, I will ensure that employees who demonstrate a sense of energy, ownership and personal commitment to work will be rewarded.

I will not waiver from that commitment, even though I know that it means I must sometimes make difficult decisions to keep us on track.

I see what NIMA can and will be. We can only get there if every one of us works toward those goals every day.



JAMES R. CLAPPER, JR.
Lieutenant General, USAF (Ret.)
Director

IG Begins **Fraud Watch!**

By James Sheldon
Investigator, Office of the Inspector General

The Office of Inspector General has initiated a new program called *Fraud Watch!* The objective of *Fraud Watch!* is the detection and prevention of fraud targeted against NIMA by external and internal sources.

Why does NIMA need such a program? According to the IG's Policy, Oversight and Investigations Division (OIGI), fraud is the single most costly crime against the government, and NIMA is not immune. Fraud impacts an agency's mission performance; deprives an agency of finite resources; and causes loss of public confidence in the agency's ability to be a good steward of taxpayer dollars.

The most significant fraud occurs in the contracting and procurement arenas. Any agency that outsources over \$1 billion annually is a target-rich environment for unscrupulous people who want a piece of the pie and will do dishonest things to get it. Within the past year alone, OIGI efforts identified a major contractor mischarging NIMA more than \$1.5 million.

Contracting and procurement are not the only areas where fraud occurs. OIGI is equally interested in internal fraud schemes, including time and attendance fraud, purchase card misuse, travel voucher falsifications and workers' compensation scams.

***Fraud Watch!* is a departure from the IG's traditional method of operation.** The program's focus is on identifying efforts to rip off NIMA, as opposed to internal systemic or management issues. And, rather than waiting for complaints to surface, the *Fraud Watch!* team will aggressively seek them out.

The program uses a three-pronged approach. First, create a level of fraud awareness among NIMA's employees through education, including specialized training to specific audiences on indicators of fraud.

Second, conduct analysis of targets with historic fraud potential to determine if vulnerabilities exist and if they're being exploited.

The third prong involves conducting investigations. Because NIMA's OIG does not have the authority to conduct criminal investigations, OIGI partners with the Defense Criminal Investigative Service (DCIS), the Defense Department's lead criminal-fraud investigation agency, in this and the first two areas.

In cases where it is determined that criminal investigations will not be pursued, OIGI will complete administrative investigations that can result in disciplinary and/or recoupment actions.

***The Fraud Watch!* team is highly experi-**

enced and well-equipped to take on the program's challenges. The team lead, Jim Sheldon, has over 33 years of experience as a federal investigator, including 24 with the Air Force Office of Special Investigations. Lynn Martin, a veteran of the Defense Mapping Agency, is a certified contracting officer with over 20 years' experience. Dan Rapert, in St. Louis, has more than 20 years of law enforcement experience and served as an investigator with the NIMA West IG office for the last two years.

Fraud Watch! is here to protect NIMA's ability to "Show the Way!"

Employees who have questions or concerns can reach *Fraud Watch!* through the OIG Hotline, at 1-800-380-7729, or the IG Web page. They can also report complaints to the Department of Defense IG Hotline, at 1-800-424-9098.



Photo by Gerald Goodin

Assistant Inspector General for Policy, Oversight and Investigations Jan Christensen, left, discusses *Fraud Watch!* with team members, from left, Investigator (Intelligence) Jim Sheldon, the team leader, Administrative Investigator Army Maj. Danny Rapert and Contract Investigator Lynn Martin.

NIMA's Employees Are the Foundation of Our Success¹

By Jeri Buchholz

The NIMA Strategic Intent and the Director's Guiding Precepts provide broad guidance to the work force on a way forward for both the NIMA mission and the management of people. Many employees are asking, "What does this mean to me?"

Big Change #1: Your resume, performance evaluation and EDP (Employee Development Plan) will be used for all career decisions.

Of those three documents, you will be responsible for the resume and EDP.

The streamlining of administrative processes relies heavily on capitalizing on automation. Automation allows us to develop paperless processes. Additionally, in a highly dynamic work environment, automation allows your records to follow you wherever you go—to working groups, through reorganizations, to a change of supervisors.

The biggest change will be using PeopleSoft employee self-service. PeopleSoft employee self-service has come a long way in a few short months. The EDP



NIMA Director retired Lt. Gen. James R. Clapper Jr. addresses the work force on his Guiding Precepts for revising NIMA's personnel system.

is already online with links to two modules: competency levels and training. The resume module will be available in June, about the same time that CIA employees will be entered into PeopleSoft. While we understand access to the Secret Collateral

Enterprise Network (SCEN, soon to be Aqua) remains difficult for some employees, it is no more troublesome than paperwork lost in the mail system, locked in your supervisor's desktop or just completely lost. Additionally, update of these files is, generally speaking, an annual event—and considering the benefits (promotion, assignment, long-term full-time training)—worth the effort.

Big Change #2: Your management team makes decisions about your career.

The Key Component Evaluation Boards are charged with making decisions about your pay and advancement. This has several benefits. Time after time

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About the Author

Jeri Buchholz is the Chief of the Human Resources Corporate Programs and Policy Division in the HR Directorate. She came to NIMA in 1999 after serving as an HR professional at the Defense Intelligence Agency, U.S. Information Agency and Office of Personnel Management. She is certified by the Society for Human Resource Management as a Senior Professional in Human Resources (SPHR).



¹NIMA Strategic Intent

Employees Are Foundation Of Our Success

continued from page 5

we have surveyed the work force and you have told us that you have confidence in your first-line supervisor. This person knows you, knows the work you do, and understands the contribution you make every day to the NIMA mission. This person is in the best position to recognize and reward your accomplishments.

Big Change #3: It will be far more important for your assignment, your organization and your NIMA Occupation Specialty (NOS) to be in alignment.

It will also be important for you to be working in an NOS that supports the future mission of the Agency. If you have been contemplating making the "leap" from cartography to geospatial analysis—now is the time. Similarly, if you have been working in an assignment away from your technical area of expertise and have gained the competencies you were looking for, now is the time to contemplate moving back to your professional discipline in the organization that is responsible for that work. You might also want to change your NOS to align with your assignment. These decisions and actions are yours.

NIMA's Commitment

NIMA is committed to aligning its human resources plans, policies and services to our Strategic Intent and Core Values. The Agency recognizes that all that we do is completely dependent on our most important resource, our people.



Photo by Rob Cox

"The PeopleSoft database must be utilized in order to be appreciated," says Barbara Laws, Chief of the Geospatial Library in Bethesda. "I love it! It saves me time and it's easy to use."

Director's Guiding Precepts

Precept 1: Accountability. The Key Components will be responsible for evaluating performance, determining salary increases and bonuses, and promoting employees assigned to their organization.

Precept 2: Alignment of NIMA Occupational Specialties (NOSs). We will tether NIMA's occupations, which we will call NIMA Occupational Specialties (NOSs), to where they most logically "fit" in relation to our organization.

Precept 3: Band 6. We are considering adding a sixth pay band to our below-Defense Intelligence Senior Executive Service (DISES) rank structure in FY03.

Precept 4: Performance Evaluation. The system for planning and rendering performance evaluations remains conceptually unchanged.

Precept 5: Total Pay Compensation (TPC). We will continue to distribute pay to employees based on their demonstrated performance.

Precept 6: Promotion Philosophy. Promotions should be primarily influenced by what the Agency generally—and each Key Component specifically—requires to perform the mission, based on Strategic Intent, corporate need, employee readiness and available funding.

Precept 7: The Evaluation Process. Key Components will establish formal deliberative bodies—called Key Component Evaluation Boards (KCEBs)—which will make compensation, bonus and promotion decisions for employees in their respective organizations.

Precept 8: Assignments. Managers have authority to fill vacancies throughout the year.

Precept 9: Management and Governance. Key Components will manage—and HR will oversee—these processes.

Precept 10: Communication. Communication with employees in this context is crucial.

Managers Are Only as Good as Their People

By Jeri Buchholz

The NIMA Strategic Intent and Director's Guiding Precepts result in some big changes for NIMA supervisors and managers. The key focus is management accountability. The Director's charge is clear:

"Just as I hold Key Components and all managers and supervisors responsible for accomplishment of the mission (whatever their specific responsibility may be), so shall I hold them responsible and accountable for the fundamental management tools, processes and decisions involving their employees. The two must be congruent. All of our processes must include meaningful feedback to employees, to ensure our people understand the decisions we have made."

Big Change #1: The Employee Development Plan (EDP) just increased exponentially in importance.

The EDP is going to be part of all decision-making processes that affect employees' careers. Make sure your employees have them and execute them. Make sure they capitalize on on-the-job training and training offered by the National Imagery and Mapping College.

BIG Change #2: What you write in an employee's evaluation matters.

Up until now, the total weighted rating of an employee's evaluation was the primary driver in many decisions. No more. Your words will have impact. They need to be concise and meaningful. Keep this in mind when writing employee evaluations.

BIG Change #3: First-line supervisors execute the transformation.

Your day-to-day decisions create the change the Agency needs to transform for the future.

Every choice you make should put NIMA one step closer to the goals of the Strategic Intent.

BIG Change #4: Communication was important before—now it is critical.

You are the primary point of contact for employees on their mission, their assignments and their careers. Use the resources currently available to you (the

HR Message of the Month and your HR Consultants) and watch for new resources to roll out to you in the coming months.

The Director says it best:

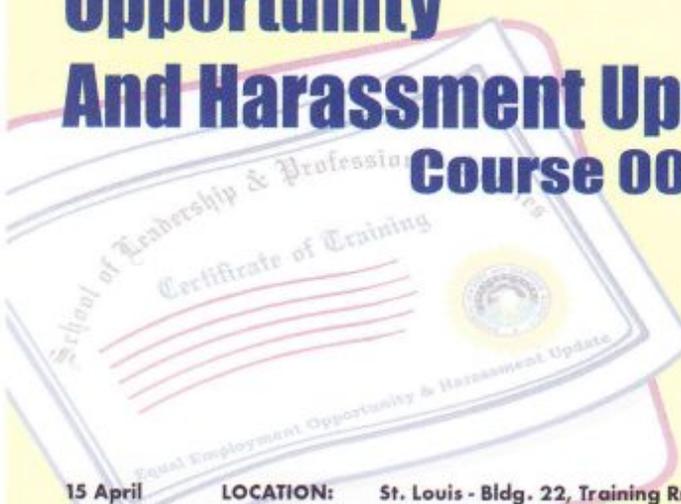
"I hold NIMA's leaders and supervisors accountable for timely, fair, responsible and effective human resource decisions. There can be no equivocation or ambiguity about this—period."

NIMA 

School of Leadership and Professional Studies

ONE DAY COURSE

Equal
Opportunity
And Harassment Update
Course 000372



0730 - 1530

- Understand the basic EEO laws and regulations.
- Define managerial roles for implementing agency wide compliance.
- Reduce the possibility of poor management practices becoming issues in EEO complaints

REGISTER WITH YOUR TRAINING COORDINATOR

15 April	LOCATION:	St. Louis - Bldg. 22, Training Rms. A/B
16 April	LOCATION:	St. Louis - Bldg. 22, Training Rms. A/B
24 April	LOCATION:	D.C. Area - Erskine Hall, Training Rms. 4/5
16 May	LOCATION:	St. Louis - Bldg 36, Training Rms. 2A-3
19 June	LOCATION:	D.C. Area - Erskine Hall, Training Rms. 4/5
6 August	LOCATION:	St. Louis - Bldg 22, Training Rms. A/B
7 August	LOCATION:	St. Louis - Bldg 22, Training Rms. A/B
10 September	LOCATION:	D.C. Area - Ft Belvoir, Bldg. 215, Rms. 105
10 October	LOCATION:	D.C. Area - Erskine Hall, Training Rms. 4/5
24 October	LOCATION:	St. Louis - Bldg 22, Training Rms. A/B
6 November	LOCATION:	D.C. Area - Erskine Hall, Training Rms. 4/5

Statement of Strategic Intent Draws Warm Reception

By Mark A. Aglio

A “ubiquitous knowledge map” will give customers a common digital picture and predictive assessment of potential battle spaces and intelligence areas of interest. That’s the outcome envisioned in the new *NIMA Statement of Strategic Intent*.

Announcing issuance of the document, which replaces the 1999 NIMA Strategic Plan, NIMA Director Retired Lt. Gen. James R. Clapper Jr. said it would “serve as the apex, or pinnacle, of our strategy for the future.”

Clapper and NIMA Deputy Director Joanne Isham challenged senior leaders to thoroughly review a draft *Statement of Strategic Intent* at an off-site in January. The leaders wrestled with several proposed changes and emerged with consensus on the framework and wording of the final document.

NIMA was privileged to have Director of Central Intelligence George Tenet at the off-site. He heartily endorsed the *Strategic Intent* and recommended additional emphasis on the importance of people in intelligence. As a result of his comments, enhancements were made to the statement in this area.

“NIMA’s *Statement of Strategic Intent* is more than a set of lofty goals,” said Rob Zitz, Director of the InnoVision Directorate. “Given the terrorism of Sept. 11, our nation has high expectations of the Intelligence Community. NIMA’s role is more vital than ever. And we shall not fail our nation.”

The key changes in the *Strategic Intent* reflect NIMA’s reaction to a rapidly changing world. The document lists 10 goals and

supporting documentation, which were crafted to clearly describe the end states needed for NIMA to adapt to and meet changing world and customer information and data needs. (The goals are listed in the box on page 9. The complete *Strategic Intent* is online at <http://164.214.214.2.59/general/strategicintent.pdf> on the Intranet and <http://www.nima.mil> on the World Wide Web.)

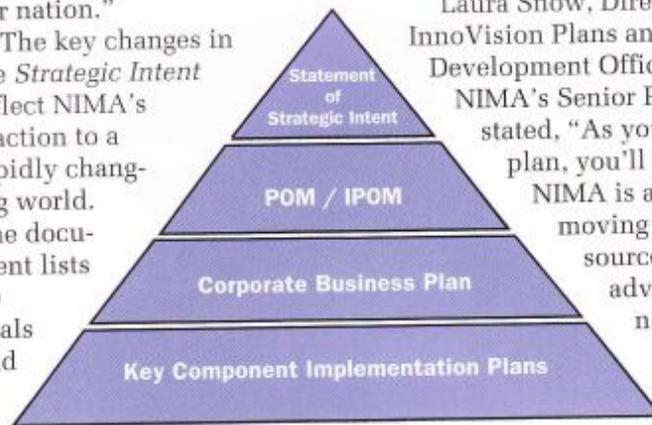
As one NIMA employee observed, “The *Statement of Strategic Intent* has meaning to not only every NIMA employee, but to every American seeking to maintain his or her freedom. If NIMA employees don’t find themselves in the document, then they’re just not looking!”

Laura Snow, Director of the InnoVision Plans and Program Development Office and NIMA’s Senior Planner stated, “As you read the plan, you’ll see that NIMA is aggressively moving to insert new sources, sensors, advanced technology, analytical trade craft and best practices into our business and production environment.”

Along with the Director and Deputy Director, senior leaders of the InnoVision Directorate have taken the themes of the *Strategic Intent* to NIMA’s customers and the work force. Numerous briefings and one-on-one meetings have taken place with key leaders in the Department of Defense and Intelligence Community and, without exception, praise has been heaped on NIMA as the creator of an innovative and highly visionary future plan of action.

The *Strategic Intent* sets the direction for a number of subsequent program documents. Simply put, it will enable NIMA “to begin our transformation,” said Tom Coghlan, Director of the Financial Management Directorate.

Emanating from the *Strategic Intent*, NIMA’s POM (Program Objectives Memorandum) and



About the Author

Mark Aglio is a NIMA staff officer in the InnoVision Directorate's Plans and Program Development Office. He came to the Defense Mapping Agency in 1986 after serving as the Comptroller for the Federal Labor Relations Authority and Deputy Comptroller for the Federal Mediation and Conciliation Service.

IPOM (Intelligence Program Objectives Memorandum) provide a clear understanding of the resources needed during the next seven years for the transformation outlined in the *Strategic Intent*.

The Corporate Business Plan will provide a look at the key thrust areas for NIMA over the next two fiscal years. Scot Currie of the Office of Business Transformation is leading development of the plan with a team of Agency experts.

"The key to a successful Corporate Business Plan lies in the measurable end-states established," Currie said. "Without clarity of effort, NIMA will be unable to draft actionable implementation plans to specifically address task accomplishment towards our goals."

Look for the new NIMA Corporate Business Plan to appear on the NIMA Intranet during early summer.



Photo by Rob Cox

Laura Snow (seated at right), Director of the Plans and Program Development Office (IP), meets with InnoVision Directorate personnel who assisted in developing the *Statement of Strategic Intent*. IP Deputy Director Paul Mich is holding the publication. Seated on the left is Dr. Bill Wooden, Chief of the Plans Division (IPP). In back, from left, are IPP staff Ken Berger, Mark Aglio and Ron Wright.

"The *Statement of Strategic Intent* charts the course for information and decision superiority," the Director states in the

opening message. "The nation depends on us for it. Customers demand it of us. Our tradition of excellence assures it."

Goals and Concepts

Key concepts contained in the *Statement of Strategic Intent*:

- NIMA has coined the term **Geospatial Intelligence** to encompass all the skills and expertise that reside in NIMA today, including imagery, imagery intelligence and geospatial information.
- NIMA's vision has been changed to "**Know the Earth...Show the Way.**" The first three words capture the concept of information superiority provided by NIMA's digital knowledge map fusing imagery and geospatial information, while the final three words convey the action orientation of NIMA's service to its customers.
- The term *U.S. Imagery and Geospatial Information System (USIGS)* has been changed to **National System for Geospatial Intelligence (NSGI)** to describe the totality of technology, policies, capabilities and

doctrine of a multi-intelligence environment.

The 10 goals of the *Statement of Strategic Intent*:

- 1) First and foremost, we **MUST NOW** (and always) respond to analysis and production demands—in what we recognize is a perpetual state of crisis.
- 2) We **MUST** champion and complete a complex set of major investments, to move us to the **NEXT** level of the National System for Geospatial Intelligence (NSGI).
- 3) We **MUST** forge the **AFTER-NEXT** environment by constantly driving future technical trends and applying them to operational needs, inserting technology rapidly and providing relevant Geospatial Intelligence, services and solutions.
- 4) We **MUST** align our human resource plans, policies and

services with our *Strategic Intent* and Core Values, in recognition that all that we do is completely dependent on our most important resource, our people—government and contractor.

- 5) Continue the transformation of our business model by using best practices to enhance our position as the premier Geospatial Intelligence provider.
- 6) Lead the NSGI as Functional Manager.
- 7) Capitalize on all forms of traditional or non-traditional data—to include National Technical Means, airborne, civil and commercial sources.
- 8) Champion multi-intelligence collaboration.
- 9) Rely on our partners—both domestic and foreign—to help conduct our mission.
- 10) Transform our infrastructure.

New Disclosure and Release Process Will Benefit Customers and Security

By Robert McCanna and Jennifer Lovitt Riggs

NIMA staff and customers need a better way for the Agency to share its information, data and products and derivatives.

An Integrated Process Team (IPT), led by Mark Hanna of the Office of International and Policy (OIP), has developed a new Disclosure and Release (D&R) process.

Disclosure reveals classified intelligence—orally, in writing or using any other medium—without providing the recipient a copy of such information for retention. (They can see it and hear it, but they can't keep it.) Release is providing the recipient of classified intelligence with a copy of such information—orally, in writing or using any other medium—for retention. (They can see it, hear it and keep it.)

Says Hanna, "The IPT is determined to promote cohesive and consistent responses throughout NIMA, to make NIMA's D&R process easier for our customers, and to make NIMA more effective at protecting its information and technology from improper disclosure or release."

Andy Mason represented the Directorate of Production on the IPT, which includes a core group from OIP, including Robert McCanna, Robert Pritchard, Jennifer Lovitt Riggs and Katherine Zimmerman. All the NIMA organizations that are frequently involved in D&R supported the IPT's work: the Analysis and Production Directorate, Acquisition Directorate, Office of Corporate Relations, Office of General Counsel, Information Services Directorate and

Security and Installation Operations Directorate.

The team's work resulted in a new Disclosure and Release Division (OPID), led by Kemp Lear, which will focus policy and process support for D&R issues. Some other accomplishments of the team include:

- development of a coherent policy for the D&R of geospatial intelligence, including derived products;
- design of a virtual D&R support network with trained representatives in every NIMA organization that receives frequent requests to disclose or release NIMA information;
- better online access to documents on D&R policy; and

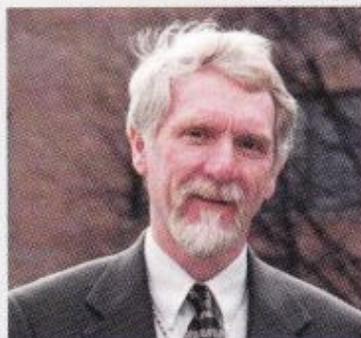
- development of online training modules to help NIMA employees better understand the Agency's disclosure and release policies.

Importance of D&R

D&R is a key component of NIMA's planning, production and dissemination functions because most NIMA customers operate in fluid coalition environments. These include joint operations, joint peacekeeping missions, demarches undertaken by national decision-makers, and emergency responses of national, state and local authorities.

NIMA's objective to provide a common operating picture must address customers' ability to share geospatial intelligence.

About the Authors



Robert McCanna has supported geospatial policy and disclosure and release (D&R) policy in the Office of International and Policy (OIP) for more than four years, fielding all the requests for exceptions. He also has more than 20 years as a geospatial analyst and classification manager. This experience provided the IPT with an important, long-term perspective on D&R issues in NIMA and among NIMA's customers. McCanna earned his bachelor's degree in geography.



Jennifer Riggs has supported OIP since the D&R IPT started. Previously, she helped revamp NIMA's Integrated Imagery Requirements Reviews, the process by which NIMA identifies customers' future imagery and geospatial intelligence needs in the context of their all-source intelligence needs. A consultant with Booz Allen Hamilton, she has a master's in international relations from the Fletcher School of Law and Diplomacy, affiliated with Tufts and Harvard Universities.

At the same time, NIMA must protect information. Improper or inadvertent D&R diminishes the national security advantage provided by existing technologies and forces NIMA to accelerate the maturation of new technologies, sources and methods.

"Most people understand that inadvertent or improper D&R can compromise intelligence information, operational security and information dominance," Hanna said. "However, many people do not understand that improper or inadvertent D&R also compromises NIMA's International data-sharing and co-production agreements." Such agreements impact about 25 percent of NIMA's data holdings.

Background of IPT

The IPT began by researching all current national guidance that governs protection of military and intelligence information. The team then surveyed NIMA organizations that support D&R to identify best practices. Dynamic Process Modeling© (DPM) was used to produce an animated map of each organization's process for handling D&R and compare the findings across organizations.

Later, the IPT interviewed external organizations, including the Defense Intelligence Agency, CIA Collection Requirements and Evaluation Staff, National Security Agency, Department of State, Unified Commands and others.

The external organizations were very receptive. "Southern Command even asked us to leave the maps behind for internal training," Mason said, "and we were glad to help."

One of the first findings of the IPT was that NIMA's D&R structure lacked the centralized support and training necessary to be completely effective. Another finding was that NIMA's focus on D&R has been at the dissemination point. This is too late; it



Photo by Rob Cox

Among those who contributed to the work of the Disclosure and Release Integrated Process Team are, from left, Robert McCanna (OIP), Mark Hanna (OIP), Katherine Zimmerman (OIP), Paul Polk (OCR), Jennifer Riggs (OIP), Mike Hodge (IS) and Don Collier (OIP). Not pictured: Tom Bright (P), Gordon Ferrari (P), Tim Flanery (P), Randall Flynn (P), Teresa Stasiuk (OGC), Marc Hunter (P), Robert Humphries (P), Andrew Mason (P), Joan Mears (OCR), William McGill (OCR), Ford Moseley (OIP), Rickey Norgaard (P), Robert Pritchard (OIP), Mirga Remavicius (P), Adam Veracka (P), Charles Walton (A) and James C. Williams (SI).

introduces last-minute delays, causes re-work and requires NIMA to say "no" when it might have said "yes."

In a report published in August and available on the SCEN, the IPT made three major findings and three associated recommendations. The following paragraphs capture the major themes in this report, entitled *Accepting the Challenge*:

To move forward, NIMA must accept the significant challenges posed by D&R. First, NIMA must adopt a culture change and come to view D&R as essential to our partnership with intelligence, defense and civil customers . . . While this culture change will not eliminate D&R decision processes at the point of dissemination, it will enhance NIMA's ability to provide products and information that are more relevant and timely to the customer. At the same time, this culture change will help protect U.S. information superiority by preventing data and informa-

tion from getting into the hands of adversaries.

Second, NIMA must mature its policies for geospatial information and merged products. Additionally, NIMA must refine its policy on Limited Distribution (LIMDIS) products; LIMDIS has caused a great deal of unnecessary angst among NIMA's customers and staff officers alike.

Third, NIMA must simplify and clarify its D&R practices. Today, NIMA lacks a formalized process and structure to interpret, manage and implement D&R policy. Likewise, NIMA lacks compiled and readily accessible geospatial policy documents. These missing pieces complicate an inherently difficult process of balancing the benefits and risks of information dissemination. NIMA needs to ensure it strengthens good D&R practices by providing the necessary policy and process support.

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P Hosts First NST Leadership Workshop

By Kim P. Roivas
Program Manager,
NIMA Support Team Staff Office

The first annual NIMA Support Team (NST) workshop focused on the baseline structure of the new NST concept of operations (CONOPS) for customer support. The NST CONOPS carries out the intent of restructuring efforts that began last fall.

Hosted by the Analysis and Production Directorate (P) in Reston March 11, the workshop drew NST members from across the Directorates.

Besides providing an opportunity to represent the Agency's NST CONOPS, the workshop provided a forum for the NSTs to



Photo by Tony Boone

NIMA Technical Director Bobbi Lenczowski shares perspectives on the Geospatial Transition Plan, emphasizing NIMA's commitment to providing geospatial intelligence to our customers during the NIMA Support Team Leadership Workshop.

establish or improve relationships and share NST perspectives across the Directorates.

Speakers at the workshop included NIMA Director retired Lt. Gen. James R. Clapper Jr; Technical Director Roberta E. (Bobbi) Lenczowski; P Director Scott White, P Deputy Director

Mark Schultz, and Robert Weber, Director of the Office of International and Policy. Speakers also included, among others, Winston Beauchamp, Director of the InnoVision Directorate Frontiers Office and NIMA Executive Officer Army Col. Steve Gonzales.

New Disclosure and Release Process

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What's Next

The IPT is currently working with NIMA organizations that support D&R in the field to formally select staff to serve as NIMA D&R Representatives (NDRRs), as needed. NDRRs will help customers understand existing policy, adapt their needs accordingly and identify potential issues. Where possible, NDRRs will help customers identify alternative information to satisfy their needs within existing policy. If this is not possible, NDRRs will help customers articulate all requests for exceptions to policy and all requests for new NIMA information, products and data, using D&R request forms available online.

NIMA staff in OIP's D&R Division, who provide specialized policy support and make decisions on exceptions to D&R policy, will be called NIMA Disclosure and Release Officers (NDROs). NDROs will support D&R issues both at a tactical level—interpreting requests for exceptions to policy on a case-by-case basis—and at a strategic level—creating, coordinating, revising and communicating policy for NIMA information, data and products.

Recently, the IPT drafted a NIMA Instruction that formalizes NIMA's streamlined, single process for supporting D&R requests, including the roles of NDRRs and NDROs. This document will be accessible online in May when the NDRRs for the NIMA Support Teams are trained and go active.

NIMA will be able to use this formally documented process proactively, to guide its MOUs with other organizations. Just as importantly, this new process

will help NIMA track and measure what information it has shared.

Says Lear, "This streamlined process paves the way for OIPD to provide online policy information management and support."

The IPT is also engaged in developing and refining a training module for D&R. This module will be required for all NDRRs and NDROs; it will be available for all NIMA staff and NIMA customers via SIPRNET.

Says Robert Weber, Director of the Office of International and Policy, "The IPT and its supporters have done an outstanding job in developing a consolidated, pared down process for D&R issues. Users will find the new process easier and more effective in meeting their needs. I encourage employees to learn more about this new process, which will help ensure that NIMA continues to 'Show the Way.'"

The new D&R Web site is on the SCEN at <http://policy.nima.smil.mil>.

Soldier Interviewed on TV Special

By Paul Hurlburt

It was a moment I'll remember for the rest of my life," said Army Chief Warrant Officer Hector Cuevas, describing his 15-minute appearance on "Silicon Summit III" March 17 on MSNBC.

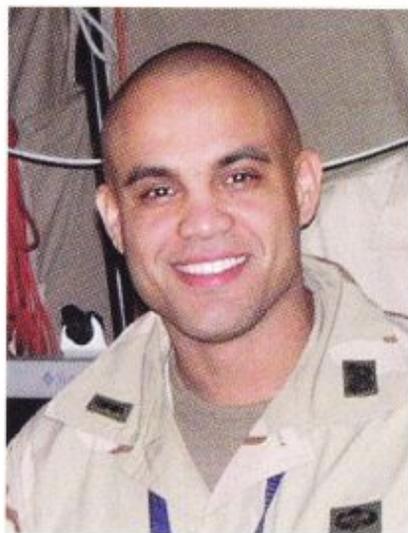
A volunteer in Afghanistan helping soldiers of the 101st Airborne Division use NIMA products, Cuevas appeared via videophone from Kandahar to greet his wife and family and answer questions from host Tom Brokaw. The TV special was the third in an annual series featuring the nation's top CEOs discussing the future of technology.

Cuevas and his family may have stolen the show, if a report on the MSNBC Web site is any indication.

The report begins: "The consumer is king," said Sony executive Howard Stringer, bluntly stating in four words the markedly different business climate now facing technology and media leaders who gathered for Silicon Summit III." Next sentence: "And in another sign of changing times, the biggest applause of the night was not for the latest gadget or a titan of tech, but for an Army officer [Cuevas] serving thousands of miles away in Afghanistan."

Describing the event for NIMA co-workers, Cuevas said, "Approximately 30 minutes into the show, they changed the theme to how technology is helping deployed soldiers stay in touch with family members. My wife and two children were brought up on stage and interviewed, and then Brokaw surprised them with my videophone interview."

NBC had brought his wife and children to New York the day of the show, Cuevas said. They also



Chief Warrant Officer Hector Cuevas and his family may have stolen the show, if a report on the MSNBC Web site is any indication.

drove in his grandmother, aunt and uncle from New Jersey.

Viewers learned from Cuevas that he had been keeping in touch with his family via e-mail, which he called "a great morale booster." In response, Sony executive Stringer noted that when he served in the Vietnam War, he had no contact with his family except through letters.

An imagery analyst on the NIMA Support Team (NST) at the Pentagon, Cuevas experienced firsthand the attack of Sept. 11. Soon after, he asked his supervisor, Peter Lund, Chief of NIMA's Pentagon Imagery Center, to let him deploy to Afghanistan.

With his supervisor's approval, Cuevas approached Jim Collins, Chief of the Production

Support Office (PPS) Crisis Operations Branch, which supports NSTs that deploy personnel and systems to crisis areas. According to Collins, Cuevas made "a very favorable impression" before his assignment to NIMA working with a NIMA NST during the Kosovo operation.

In January, Cuevas began a 90-day deployment to Uzbekistan and Afghanistan as team leader for one of five NSTs deployed to U.S. Central Command's area of responsibility. Other members of Cuevas' team were geospatial analyst Jerome Hobart, systems engineer Jim Forth and systems operator Dan Skeen.

Collins said the team's work drew praise from the commander of the Quick Reaction Force for Afghanistan. Army Maj. Gen. Warren C. Edwards stated, "We could not have been able to execute the mission without NIMA's support. These individuals are absolute professionals and were instantly valued members of our team."

It was no surprise to Collins that the 101st Airborne selected Cuevas to appear on the TV special. "Hector is the epitome of what a top-notch military officer should be. He's articulate, exudes confidence, has a strong technological background and is someone who could be counted on to field the requisite questions," Collins said.

Cuevas' TV appearance was "the culmination of a tremendously successful tour for him and his teammates," Collins added. Cuevas was due home in April.

Tobin Named Librarian of Year

Story and Photo by Muridith Winder

Lynne Tobin is a hero to her grandchildren—and they bought her a book to mark the occasion. *The Librarian from the Black Lagoon* seemed an appropriate title since Tobin is co-recipient of the 2001 Federal Librarian of the Year award.

Branch chief for NIMA's Bethesda reference library and acting department chief of the Bethesda Research Center, Tobin was recognized for her "active and innovative leadership in expanding a small reference collection into a full-fledged reference library." She was also cited for "effectively marketing library services, and for providing excellent instruction in library systems."



Lynne Tobin

Tobin shares the award with Pamela Dawes, director of the Haskell Library, Haskell Indian Nations University, Lawrence, Kan. They competed against federal library staffs from throughout the United States and overseas.

"You have also given our library and reference branch a

wonderful honor and, by association, brought all the libraries in the National Imagery and Mapping Agency much deserved attention," Tobin said during her acceptance speech.

The award, from the Federal Library and Information Center Committee (FLICC), was presented during its annual forum in March. FLICC was created in 1965 by the Library of Congress and Bureau of the Budget to make federal library and information center resources more effective through professional development, promotion of library and information services and coordination of available resources.

A Cleveland native, Tobin was a reference librarian with the National Photographic and Interpretation Center when it was joined with other legacy organizations to form NIMA. She started federal service in 1987.

FWP Honors Four in St. Louis

Four NIMA West employees were honored at the 29th Annual Training and Awards Seminar of the Greater St. Louis Federal Women's Program (FWP).

The top award went to **Alberta Gully**, regional analyst in the Asia Pacific Office. She won the Manager's Award for contributions as FWP chairperson at NIMA and vice president of the Greater St. Louis FWP. At NIMA she coordinated the selection panels for the Agency's Outstanding Women in 2001 and 2002. For the metropolitan group, she was instrumental in organizing the training seminar.

Janice Simpson, customer advocate in the Dissemination



Alberta Gully

Services Office (DS), received the Non-Supervisory Award for GS 12-13 (or equivalent) for her efforts to promote self-development and leadership. A graduate of the U.S. Department of Agriculture's Executive Leadership Program for Mid-Level Employees, she distinguished

herself on assignments in the NIMA Budget Office, DS and the Media Generation Division.

Sandra Fleming, aeronautical analyst in the Aeronautical Safety Division, won the Non-Supervisory Self-Development Award for GS 7-11 (or equivalent). She completed her master's in business administration from Fontbonne College. Recently, she was selected as an imagery analyst and has accepted a career-enhancing position in the Washington, D.C. area.

Renwick Rickmon, offset press operator in the Dissemination Services Office, was honored for supporting the FWP with printing for the last several years. He is "selfless in his dedication to the Special Emphasis Program groups," officials said. Rickmon uses his expertise in creating artistic, beautifully designed books.

Pioneer of International Mapping Agreements Honored by NIMA

A top official of two NIMA legacy organizations, the Army Map Service (AMS) and Army Topographic Command (TOPOCOM), Harold E. Sewell, recently received NIMA's top award. He was recognized for Distinguished Civilian Service at his home in Newton, N.C.

Sewell received the award for leading the effort to form cooperative programs with allied nations, and his role in developing the first international map standards. He "laid the cornerstone on which today's bilateral relationships are based," the citation says.

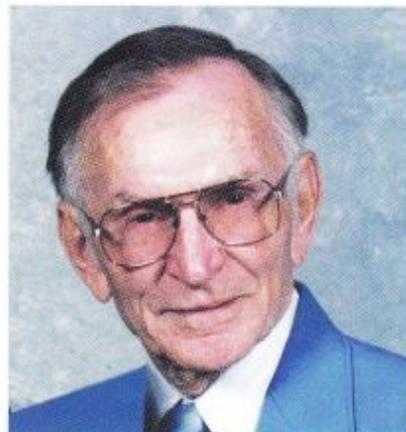
Sewell's daughter, Janet Paulette, presented the award, which was accompanied by a congratulatory phone call from NIMA Director retired Lt. Gen. James R. Clapper Jr.

Commenting on his award, Sewell told the *Newton Observer*

News Enterprise, "I must have crossed the Atlantic 20 times or more," meeting with NATO counterparts. He also laid the groundwork for programs with Thailand and other allies in Southeast Asia as well as the Middle East.

Now 91, Sewell was helping to formulate plans for digital mapping when he retired in 1972 as Chief of TOPOCOM's Topo Data Center. While assigned to AMS, he was Chief of Plans and Production—one of the top civilians who worked directly with the agency's commanding officer.

"I'm so very happy and proud to see my father get this award," said Gary Sewell, who continues the family tradition as a cartographer in Bethesda's Erskine Hall. "Dad was among those who entered when the doors of the building first opened Jan. 1, 1946." No stranger to mapping then, Harold Sewell had volun-



Harold E. Sewell

teered for active duty in the Army in 1940, the same year he earned his master's degree in civil engineering, concentrating in photogrammetry, at Syracuse University.

Helping to map North Africa for the allied campaign, Sewell was Chief of the Mapping Branch at the headquarters of the European Theater of Operations when the war ended. He retired from the Army Reserve as a lieutenant colonel in the 1960s.

NIMA's Annual U.S. Savings Bond Drive Begins May 1



Phymeon Lyles
NIMA 2002 U.S. Savings Bonds
Campaign Manager

Message from Savings Bond Campaign Manager

While investment is painful, diversification is essential. I challenge you, either the novice or old-time investor, to add a twist to your "savings account" concept. Why not start a new "type" of account—with a U.S. Savings Bond! Although it may not seem like you will make much money in the beginning, your money will grow in no time. Do you ask your local banker, "How long will it take my \$50 in this savings account to grow to \$100? Then why question a guaranteed, secure, safe and sound investment? The U.S. Savings Bond is about you, your future and your country!

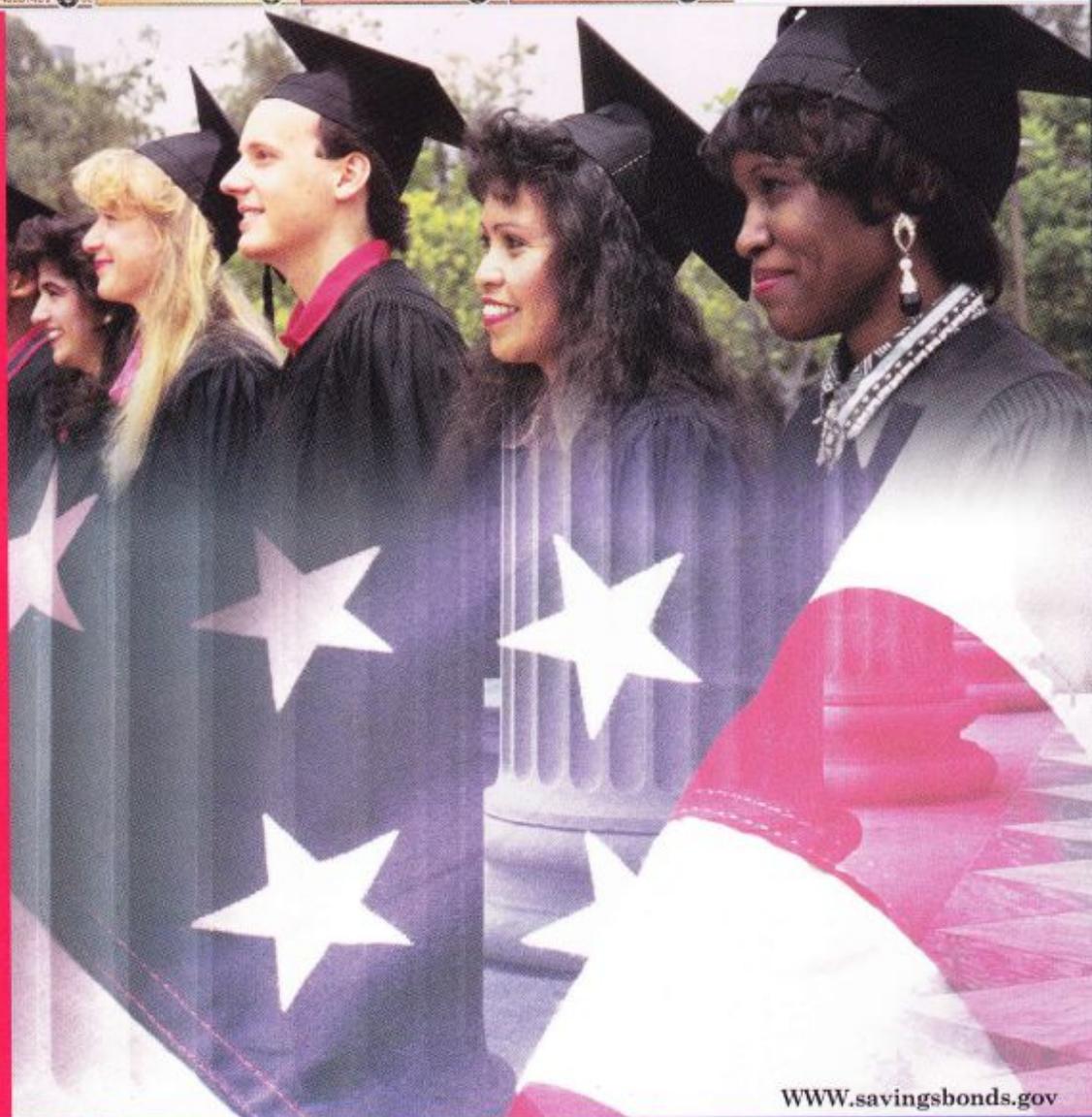
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