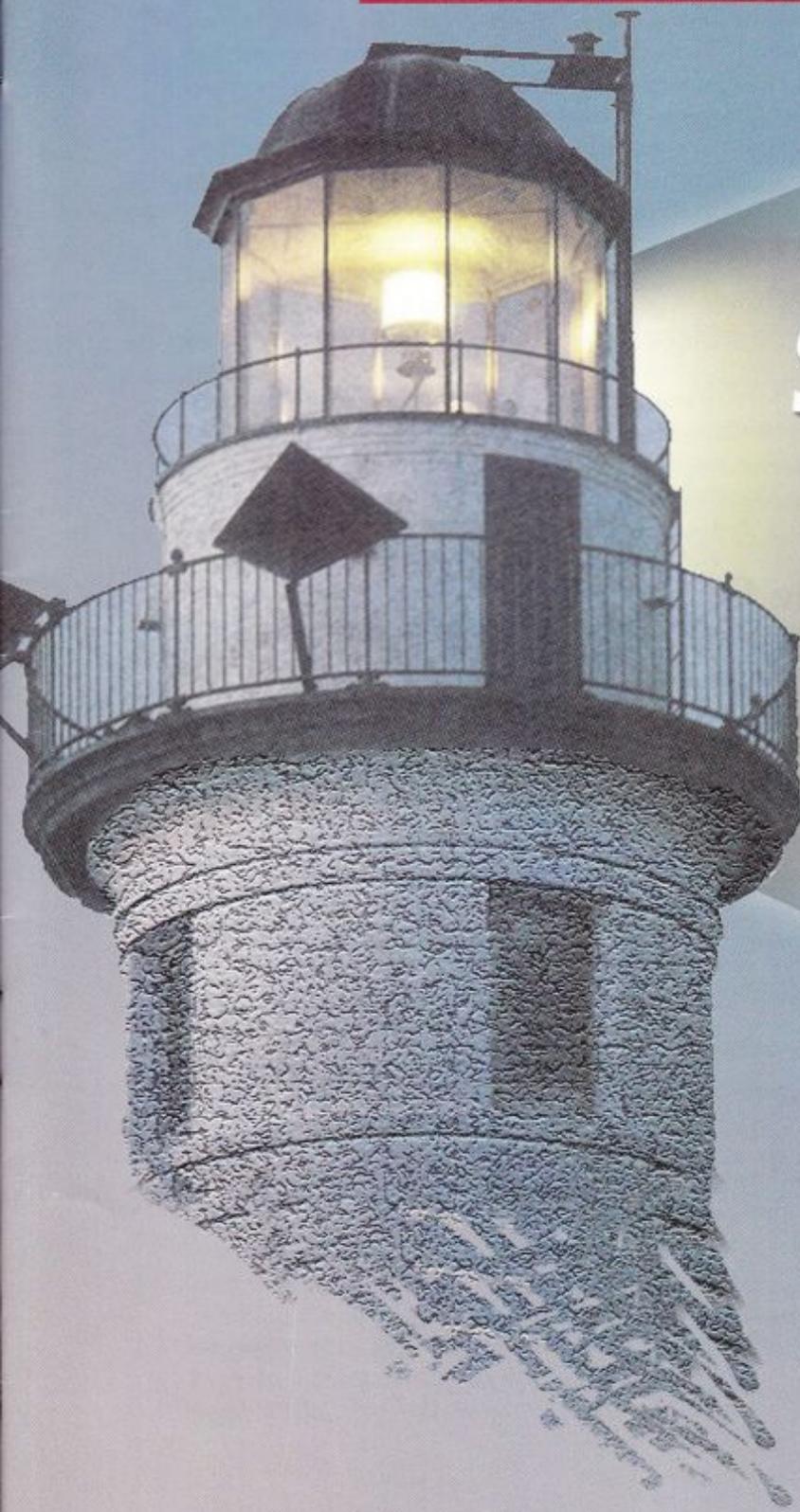


NATIONAL IMAGERY AND MAPPING AGENCY

# EDGE

KNOW THE EARTH...SHOW THE WAY  
MAY 2002



*Source and  
Vision:  
NIMA's New  
College*

MAY 2002

# EDGE

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## On the Cover

**The Training and Doctrine Directorate (TD) is transforming to realize the Director's Strategic Intent, along with all of NIMA. New names and a new structure for the Directorate and NIMA College suggest the significance of these changes, which put the Directorate in the role of steward of the Geospatial Intelligence future. The story begins on page 10. Jane S. Thomas designed the cover.**

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# ON MY MIND...

## Seeing NIMA from Our Customers' Perspective

**M**y arrival at NIMA on June 26, 2001 marked the beginning of a most exciting and unbelievable period in my career. As an Air Force fighter pilot, I am in awe of NIMA's ability to effectively respond to our nation's needs with a broad range of geospatial intelligence. As Military Executive, I am responsible for interaction with the services and commands. In this capacity, I travel to military sites representing NIMA to better determine the needs of the warfighter. In these travels, I am given the opportunity to explain NIMA's capabilities to the world.

Since Sept. 11, I've spent more than 12 weeks on the road meeting our customers—from Colorado to Southwest Asia. I've seen firsthand, from their perspective, how NIMA's personnel, products and services directly support accomplishment of our customers' national and military missions. I'm amazed and continually impressed with the breadth, depth and quality of NIMA's support to all our customers—especially the warfighters. I've met the leadership at the Central, European, Southern, Special Operations, Space and Strategic Commands, met the warfighters on duty in Kosovo and Southwest Asia, and seen advanced Integrated Exploitation Capability (IEC) workstations and "ruggedized" laptops. NIMA has been thanked and praised for fantastic support and presented with greater challenges for the future. The bottom line is our customers want to be listened to and they are saying, "NIMA, we can't do this without you, and we want more and we want it faster."

I've seen tremendous examples of NIMA personnel providing direct day-to-day support in combat environments. I've just returned from Fort Bragg where our Special Operations Command NIMA Support Team (NST) personnel sit side by side with special operations forces building planning graphics, escape and evasion routes and 3-D fly-throughs of sensitive areas. NIMA personnel are directly impacting the success of the special operations mission. One customer at Fort Bragg said, "We realize NIMA is a national intelligence agency and must support national requirements... We also know NIMA is a combat support agency and must support the commands...but you've gone far beyond this.



Brig. Gen.  
Michael G. Lee,  
Military Executive

You provide outstanding support to the warfighter in the field, the "trigger puller," or, in other words, the "tip of the sword." Another customer raved, "It was the best support I've ever seen from any national agency in 20 years of service."

In January and April, I traveled throughout the Central Command area of operations, an area at the center of our war on terrorism, Operation Enduring Freedom. Despite very rough conditions, our military troops and our deployed NST personnel have done extraordinary work. Not a mission is accomplished without input from NIMA in some way.

We've seen two consistent themes during our travels: "the customers don't know what they don't know" and "when they learn, they want more and more."

The first phrase is not a put-down of our customers, but an acknowledgement of NIMA's amazing range of geospatial intelligence products, services and knowledge, used by many customers in different ways. No one can expect everyone to be aware of all of our products. Most customers use a certain suite of NIMA products and services that have worked for them for many years with great success. What they need to know is what else we bring to the fight. When we visit, invariably someone will say, "I wish NIMA would..." Many times the answer is—we

*Continued on page 4*



In the left photo, NIMA Military Executive Air Force Brig. Gen. Michael G. Lee pulls maps in Afghanistan for a fighter pilot. Later, in photo at right, he delivers the package to the pilot.

## Seeing NIMA from Our Customers' Perspective

*Continued from page 3*

already do and yes, we can do that for you. Sometimes customers don't know how to articulate their needs or wishes, and without being exposed to the new products and services NIMA provides, they don't know what to ask for next. Through the NSTs, the Reachback Divisions, the NIMA Customer Communications Center and the NIMA Gateway, the word is spreading on everything NIMA can do for all our customers.

The follow-up to this is, of course, as soon as they get a new capability or product—they love it and want more and more. We raise the bar higher and higher. Many of the concerns we get from customers are not about the quality, accuracy or relevancy of our geospatial intelligence products, but relate to bandwidth, communications, storage, retrieval and archival processes. High customer demand is a cost of business that we can afford and will satisfy.

NIMA has done an exemplary job of creating customer expectations. Now we have to do everything we can to meet them. NIMA has accomplished this in the past and will continue to do so. Though the deployed NIMA personnel often get the limelight, it is the thousands of men and women throughout NIMA who make it all happen. The day-to-day work of every NIMA civilian, military and contract employee contributes to the outstanding support we provide our warfighters. Keep it up! **KNOW THE EARTH...SHOW THE WAY...SUPPORT THE WARFIGHTER!**

**MICHAEL G. LEE**  
Brigadier General, USAF  
Military Executive

## Additions, Other Changes to EXCOM Announced

**T**wo members have been added to NIMA's Executive Committee (EXCOM), an executive responsible for business matters and another responsible for administrative matters. NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. and Deputy Director Joanne O. Isham announced the additions in a message to the workforce April 25.

The new additions and several other changes are intended to strengthen "horizontal integration and synchronization" within the EXCOM, the Director announced. Among the changes, the Director and Deputy Director now work together as "co-Chief Executive Officers," while continuing "to select critical issues on which to devote personal atten-

tion," Clapper stated. The changes were effective immediately.

The two new members of the EXCOM are as follows:

**Thomas K. Coghlan**, formerly NIMA's Chief Financial Executive, is now the Business Executive, responsible for crosscutting issues and matters, including internal planning and program execution. Janet Blair-Fleetwood is now Chief Financial Executive and Paula Kane has succeeded her as Comptroller.

Coghlan began his federal career in 1978 with the Defense Mapping Agency, where he held numerous directorate-level positions. At NIMA, he

*Continued on page 5*

# This Year More than Ever

By Jack Batt

**W**ell, May is almost over and most of you should have made a new friend by now. Who is that friend? Why, none other than your friendly volunteer NIMA U.S. Savings Bonds (USSB) canvasser!

This year things are different—Savings Bonds have a deeper meaning for all of us.

The purpose of Bonds is evident with every newspaper we look at. If you don't already own a Bond or have an allotment, this should be the year you give serious consideration to joining the millions of people who purchase them by payroll deduction.

Once, the hardest folks to convince to start a USSB allotment were the folks who invested in money market accounts. They could count on an almost guaranteed profit.

A bank in my area is bragging about its Certificates of Deposit—only a \$5,000 minimum deposit for 39 months. In the small print the interest rate is 3.94 percent (with an Annual Percentage Yield of 4 percent).

Series "EE" Bonds are currently earning 3.96 percent interest, and Series I Bonds 2.57 percent. The interest rate is adjusted every May 1 and Nov. 1. Your money is only tied up for six months. An EE bond costs as little as \$25—a \$5 (50 cents a day!) allotment for 5 weeks. An I Bond can be bought for as little as \$50.

Bonds are affordable and convenient, and the earnings mount up fast.

During the past six months, when most investment securities lost money, the I and EE Bonds both continued to earn money. No one has ever lost money invested in USSBs.



Photo by Andre Piller

Co-manager of the U.S. Savings Bond campaign, Jack Batt has supported the annual campaign throughout his career. He works at Fort Belvoir, Va., in the National Geospatial Intelligence School, where his specialty is the basic lithographer course.

Bonds are a convenient way to stash money, whether it is for a child's education, vacation, retirement, down payment on a house or car, or an emergency. At the same time, you help a great nation.

*Continued on page 8*

## Additions, Other Changes to EXCOM Announced

*Continued from page 4*

was Director of Imagery and Geospatial Community Management and Director of Financial Resources before becoming Chief Financial Executive.

**Army Col. Steven M. Gonzales** is the new Administrative Executive, responsible for administrative matters for the EXCOM. Initially assigned to Customer Operations, he became Chief of the



Thomas Coghlan



Col. Steven Gonzales

Eurasia and Africa Division in the Directorate of Analysis and Production (P) and later P Chief of Staff. Before coming to NIMA he was a platoon leader at Camp Hovey, Korea; company commander at Fort Richardson, Alaska and battalion commander at Fort Lewis, Wash.

Also, **Air Force Brig. Gen. Michael G. Lee**, formerly Executive Director and Director of Support to Military Operations, is now Military Executive, responsible for interaction with the services and commands. The Director noted that Lee's efforts "have met with outstanding feedback...NIMA has never had better relations with our military customers." At the same time, "visiting our customers and addressing their needs has easily proven to be a full-time job in and of itself," he added. To assist, Clapper appointed Irv Buck as Deputy Military Executive. Lee also chairs the newly formed Geospatial Intelligence Board.

**Roberta (Bobbi) E. Lenczowski**, formerly Technical Director, is now Technical Executive, responsible for technical matters including commercial imagery, expanded corporate partnerships and the Geospatial Transition Plan.



U.S. Navy photo by Petty Officer 2<sup>nd</sup> Class Gabriel Wilson

The USS Abraham Lincoln (CVN 72) approaches the coast of California with F/A-18 Hornets from a strike fighter squadron in formation overhead. The carrier and its battle group, returning home last February after a deployment to the Arabian Gulf, will begin the transition to electronic navigation this year.

## Team Supports Navy Transition To Digital Navigation on Every Ship

By Howard Cohen  
Maritime Safety Information Division

**N**IMA is making great strides in meeting the Navy's goal of having two battle groups operational with digital navigation by the end of the fiscal year.

NIMA experts are also assisting the Navy in transitioning the entire fleet from paper chart navigation to certified electronic navigation systems using NIMA's authorized digital products and services. Rear Adm. Richard West, Navigator of the Navy, has set a goal of outfitting every ship with a certified Electronic Chart Display and Information System-Navy (ECDIS-N) to navigate with NIMA's Digital Nautical Chart (DNC®) by the end of fiscal 2004.

For a over a year, a team led by NIMA staff officer Walt

Kozak, known as the ECDIS-N Implementation Team (NEIT), has been working with the Navy to achieve both goals.

"The key metric is that we are beginning the transition to electronic navigation this year," said Capt. Dan Soper, Deputy Navigator of the Navy. The carrier battle groups USS George Washington (CVN 73) and USS Abraham Lincoln (CVN 72) have already begun installing ECDIS-Ns that will incorporate NIMA's digital database products and services.

The ECDIS-Ns fielded in these two battle groups will use NIMA's Vector Product Format Database Update (VDU) to incorporate data updates, according to Kozak. VDU uses software to identify structural changes to the database so that only the *changed* data needs to be trans-

mitted to users. (See the article on digital chart updating at sea in the September 2000 *Edge*.)

The NEIT lends technical support and guidance to the Commanders-in-Chief of the U.S. Atlantic and Pacific Fleets. It also supports the Navigation Senior Steering Group, which meets monthly to address fleet navigation issues and initiatives. Kozak coordinates team efforts with the Navigator of the Navy, and the Maritime Safety Information Division provides the subject matter experts.

"We have a highly talented and unique blend of professionals with maritime, cartographic and geospatial expertise," Kozak said. The team is made up of James Goodson (currently in the Intelligence Community Assignment Program), Terry Peasland,

Dan Deguzman, Mark Nueslein, Adam Veracka and Chris Janus. A supporting group provides valuable technical input: Dave Turnbull, Tom Briener, Keith Davis and Gary Hosterman.

In accordance with the Chief of Naval Operation's ECDIS-N policy of 1998, the team deals with extensive Navy performance requirements, while addressing performance and charting standards and documents associated with the International Hydrographic Organization (IHO), International Maritime Organization (IMO) and International Electrotechnical Commission (IEC). For the most part, the Navy's ECDIS-N is based on the IHO's ECDIS performance standards, but it also includes additional, more stringent electronic navigation requirements essential for warships.

Veracka, Chief of Navigation Publications, said, "These are

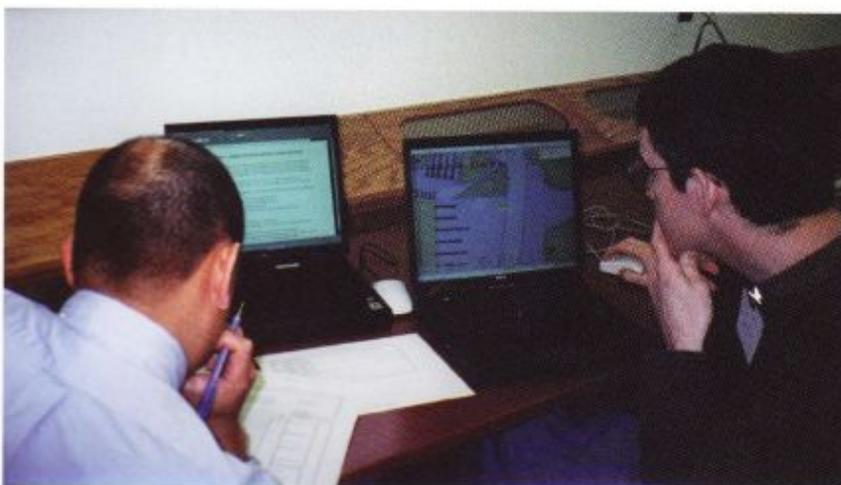


Photo by Howard Cohen

Looking at Digital Nautical Chart on a laptop are NIMA's Dan Deguzman (left) and Dave Grant of Space and Naval Warfare Systems Center of Little Creek, Va.

very challenging concerns, including IHO's issues as they relate to the use of electronic charting and IMO's resolutions and policies that affect ECDIS-N, not to mention Navy data requirements for DNC."

Pending Navy certification of DNC and ship navigation systems, CD-ROMs of DNC carry a disclaimer, "DNC is not to be used for navigation."

The team continues to address key topics to clear the way for the removal of this disclaimer. "NIMA's DNC production and maintenance and VDU development, testing and implementation initiatives are prime programs aimed at making the removal of the disclaimer a reality," Veracka said. "We want to create navigationally safe data sets and, at the same time, keep this data current aboard ships at sea by delivering VDUs electronically via the NIMA Gateway."

Some NEIT members go aboard ship to train and assist customers in using DNC and implementing VDU processes. They also visit the Atlantic and Pacific Fleets, the Fleet Training Centers and other Navy commands to ensure that NIMA support and training are running smoothly.

"There are still many challenges ahead of us," Kozak said. "But the NEIT will be there, supporting the Navy as it transitions to an entirely new navigation paradigm."

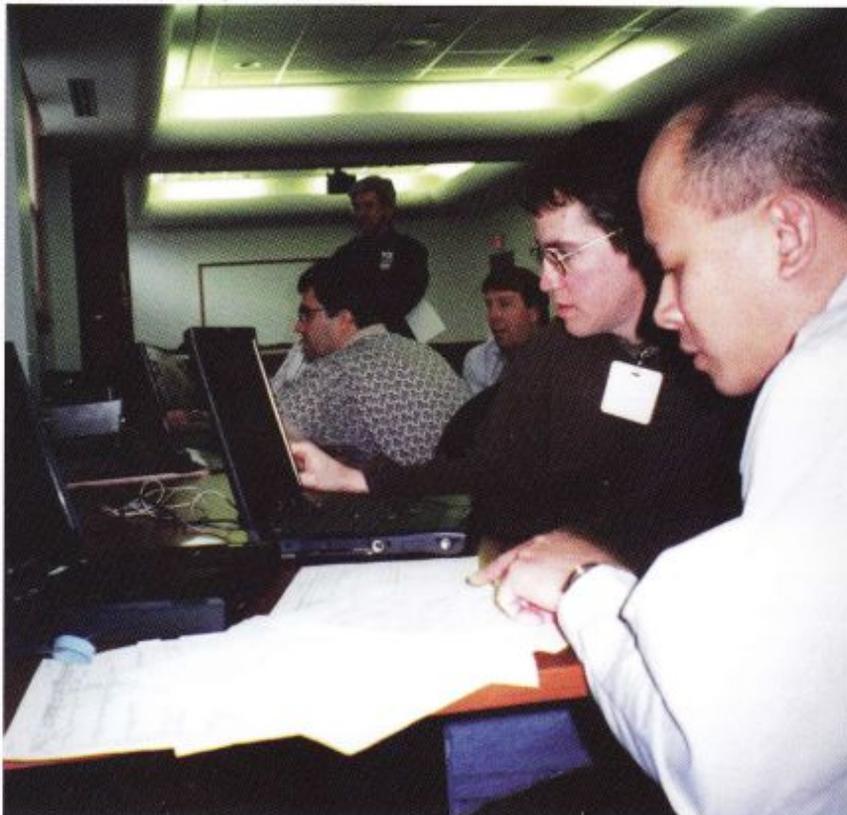


Photo by Howard Cohen

NIMA personnel participate in the evaluation of Digital Nautical Chart for electronic navigation at the U.S. Naval Observatory. In the foreground is NIMA cartographer Dan Deguzman. Others, from left, are Walt Kozak (standing), Mikan Stamenkovich, Darryl Fischer and Dave Grant.

# NIMA Not Immune from Purchase Card Abuse

By Toni Hamel,  
Chief, St. Louis Contracts Office

**N**IMA relies heavily on securing goods and services through use of government purchase cards. These cards allow offices to cut red tape and make purchases that meet smaller day-to-day requirements quickly and efficiently.

Recent GAO audits revealed cardholders, approving officials and senior management in several U.S. government offices abused their government purchase cards. The Pentagon is investigating allegations of purchase card abuse. The *Washington Post*, along with other media outlets, has published articles on this topic.

Examination of the controls over the purchase card program is an ongoing requirement. The Contracts Office is aggressively performing surveillance of the records of transactions of cardholders and billing officials. Examples of misuse that have recently been observed at NIMA are the purchase of Palm Pilots, training other than off-the-shelf training, and the purchase of designer type briefcases and day planners.



Toni Hamel, Chief of the St. Louis Contracts Office (center), discusses the purchase card program with St. Louis purchase card team members Diane Berg (left) and Stephanie Meyer.

When investigators document willful misuse of the card, NIMA policy is to suspend or cancel cards depending upon the severity involved. Additional training will be provided if it is needed.

NIMA cardholders and approving officials are trained in lawful use of the card. However, all NIMA employees must be alert to potentially abusive transactions and refrain from submitting questionable requests. Cardholders and billing officials must be observant, diligent and assertive in questioning the execution of transactions they believe are abusive or questionable.

Cardholders alone exercise the privilege of the purchase card. Billing officials have first-line responsibility for managing and reporting any abusive or questionable purchases to the NIMA Purchase Card Agency Program Team.

If there is doubt about the propriety of a purchase, assistance is available by calling (314) 263-4211, ext. 119 or 124, in the West or (301) 227-7848 in the East. It is the responsibility of all employees to be diligent in monitoring the spending of government funds. In the end, after all, it is your tax money.

## OUR PROGRAMS

### This Year More Than Ever

Continued from page 5

This year, the program again offers two different types of Bonds through payroll deduction: the EE Bond, which earns 90 percent of the average return on

5-year marketable Treasury securities and the very competitive I Bond, which earns a fixed rate of interest plus the rate of inflation.

Savings Bonds are affordable, convenient, safe and competi-

tive. Oh, and did I mention how much they help our country? This year's drive ends May 31. Don't let the opportunity pass you by!

Have more questions? Visit the Savings Bonds Internet Web page at [http://](http://www.savingsbonds.gov)

[www.savingsbonds.gov](http://www.savingsbonds.gov).

Can't find your answer? See your NIMA USSB canvasser—you will be glad you did.

Save  
for Your  
Future



U.S. SAVINGS  
BONDS

## FACILITIES UPDATE



Photo by Ted Koth

Kevin Stream of the Bethesda Site Manager's Office leads NIMA Deputy Director Joanne Isham off a raised flooring during a tour of Roberdeau Hall. Following, from left, are Bob Webster of the Installation Master Planning Office, NIMA Business Executive Tom Coghlan and (partially hidden) Dan Ernst, Director of the Installation Master Planning Office.

## First Roberdeau Arrivals Due in October

By Bob Webster  
Installation Master Planning Office

**W**ork on Roberdeau Hall in Bethesda continues at a rapid rate in anticipation of integrated production of imagery intelligence and geospatial information.

Employees assigned to the Analysis and Production Directorate's Eurasia-Africa Office (PEA), currently working in Building 213 at the Washington Navy Yard, Bethesda and Reston, will be the principal occupants of Roberdeau. Other tenants are from the Production Support Office's Analysis Support Division (PPSA), the Central Imagery Tasking Office (CTO) and the Enterprise Services Office (ISES).

The move into Roberdeau is scheduled for several weekends, from October 2002 through January 2003.

Renovations include gutting the building's interior; installing new lighting, raised flooring and heating, ventilation and air conditioning; and making other much needed electrical and

architectural repairs. A multi-purpose room configured as an auditorium with seating for 400 people is included. The existing auditorium in Erskine Hall will be eliminated, with redesigns to that building next year.

All workstations in Roberdeau will be equipped with individual nonsecure and secure phone lines to permit easier connection with the Intelligence Community. Imagery analysts will have an Integrated Exploitation Capability (IEC) workstation with connectivity to the AQUA Local Area Network. As a related note, the Imagery Data Exploitation (IDEX) system at Building 213 will be deactivated on Oct. 4. The Command Imagery Library replaces IDEX functionality, with initial operational capability in late August.

Movement of light tables is with the intent to have a calibrated table in place on the date an imagery analyst arrives at a workstation in Roberdeau.

The first, second and basement floors of Roberdeau will contain break areas, a kitchen, conference rooms and "teaming

areas." Two passenger elevators are being installed in addition to the existing freight elevator, with new restrooms nearby. About 450 storage cabinets are being installed along the outer perimeter walls and at selected locations next to the production cubicles. About one-third will be for film storage, the remainder for general supplies.

The design and colors of new modular furniture are compatible with the overall interior theme and up-to-date work environment. Experts from Kodak helped select the lighting design and color palettes to ease eye strain, reduce glare and be compatible with the computer monitors that will be in use throughout the building.

Many employees are coming to Roberdeau for the first time. In addition to booklets specifically about the move, information about NIMA Bethesda is being provided via videos, town halls, a new issuance of the "Welcome to Bethesda" book (expected to be ready in June 2002) and Web site updates on the SCEN and JWICS networks.

# NIMA's New College

## Steward of the Geospatial Intelligence Future

By Robert L. Perry

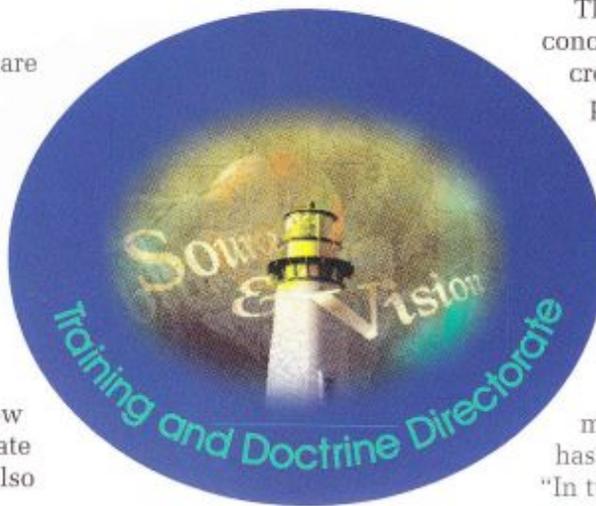
Significant changes are transforming the Training and Doctrine Directorate (TD) and the former NIMA College.

As NIMA moves to realize the Director's Strategic Intent, the work force must have the knowledge and skills to meet mission-critical requirements.

NIMA's leaders must know how to empower and motivate the work force. They must also know how to transform the Agency with the best technology and the best practices so that NIMA now and always meets the demands of its customers.

To help show the way, the college within TD has been renamed the National Geospatial Intelligence College (NGC), and its four functional schools have been consolidated into two schools: the National Geospatial Intelligence School (NGS) and the School of Leadership and Professional Studies (SLPS).

"The Director in his *Statement of Strategic Intent* made it clear that training and education of our work force and our customers are critical to successful mission accomplishment," said TD Director David Broadhurst. "This restructuring properly



aligns our training and education activities to help us achieve the goals specified in the Agency's Strategic Intent."

NIMA Director retired Lt. Gen. James R. Clapper Jr. created TD as one of the Agency's "enabling" Key Components last October.

### Steward of Geospatial Intelligence Future

"We envision the new TD as the steward of the Geospatial Intelligence future," Broadhurst emphasized. "We want to revolutionize the spirit of learning and help prepare the Agency for the challenges of the 21<sup>st</sup> century; this is at the heart of all training, education and doctrine programs."

### About the Author

Robert L. Perry is a contract Communications Training Specialist with Northrup Grumman Information Technology TASC. He is billeted with the School of Leadership and Professional Studies. Before joining TASC last January, he spent 13 years as a lecturer and instructor with the Professional Writing Program at the University of Maryland in College Park and 27 years as a journalist, author, editor and publisher.

TD is transforming NIMA's concept of training "from a discrete event for an isolated purpose to one that embodies a culture of continuous learning," Broadhurst said. "We must constantly build and rebuild every employee's skills."

NIMA must also "integrate technical and professional training, so that each person has a clear development path," as the Director has stressed, Broadhurst added. "In turn, employees must be accountable for their own training, and managers must be accountable for the development of their people."

Using the Director's *Statement of Strategic Intent*, new Human Resources Precepts and organizing principles, the TD leadership has worked to create an organizational structure that reflects a better way to support the integration of imagery and geospatial intelligence.

Under the new structure, TD consists of NGC, with its two schools and four offices: Continuing Education, Doctrine, Academic Services and Technology Integration.

The Doctrine Office defines, develops, promulgates and disseminates geospatial intelligence (GI) doctrine. GI doctrine includes the shared beliefs and fundamental principles that unify the organizations and subspecialties within the GI community—both internal and external to NIMA. It also incorporates emerging concepts that have been developed through careful analysis and validated through experiments, exercises and demonstrations.

The Chief of Staff oversees administrative functions and the



Office of Continuing Education. Academic Services supports the schools of the Directorate with training needs analysis, participant registration and program and evaluation services. Technology Integration develops system engineering and integration plans and supports TD staff with user assistance, Web site development and the like.

The College develops and delivers training for geospatial and imagery analysts at each level—both military and civilian. It also provides everyone with professional skills training and helps create NIMA's future leaders through its leadership and management curriculum.

### New Combined School

Reflecting TD's new mission, the NGS combines several legacy organizations—the Defense Mapping School (DMS), the National Imagery and Analysis School (NIAS) and the training functions of the Technology Integration Staff (TDT).

Former DMS Commandant Army Col. Robert Slusar is Commandant of NGS. Deputy William Hopkins, former NIAS Dean, is now Deputy of NGS and head of the Department of Geospatial Intelligence Analysis Training. There are four functional departments:

- Military Training continues to offer legacy DMS military occupational skill courses. It adds an enhanced geospatial analysis curriculum.
- Geospatial Intelligence Analysis Training offers legacy imagery intelligence training and geographic information system courses. It will focus on enhanced integrated geospatial intelligence programs for NIMA and the Intelligence Community.
- NSGI Systems Training offers large systems training programs for NIMA and its global customer base.



*Training and Doctrine Directorate staff include, from left, Army Col. Robert Slusar, NIMA Geospatial Intelligence College (NGS) Commandant; Director David Broadhurst; Sidney Billingsley, Chief of Technology Integration; Deputy Director John Greene; and Terence Meehan, Chief of Academic Services. Not pictured are Chief of Staff Sam Birchett; Frances Early, Dean of the School of Leadership and Development; NGS Deputy Director Will Hopkins; and Continuing Education and St. Louis Manager Mary Dierker.*

- Homeland Security is a new department. It will develop a curriculum that meets both defense and civilian security needs for training in applying geospatial analysis to prevent terrorist activity and enhance domestic security.

### Leadership and Professional Training Enhancements

SLPS has begun its transformation from course-bound training to "a more adaptive, resilient, business-office focused approach," said Dean Frances M. Early. The goal is to help NIMA become "a continuous learning organization," she said. "Our guiding principle is to excite corporate learning through personal growth; our goal is to become a sought-after organization that adds value to every unit and every individual within the Agency."

SLPS has been refocused into eight program areas; each area addresses specific knowledge bases and skill sets that help develop each employee's leadership and professional skills and enhance the effectiveness of each business unit:

- Coaching and Change
- Communication
- Corporate Citizenship
- Supervisory/Management Development
- Intelligence Professional Studies
- Leadership, including "Leadership Challenge" and "Showing the Way" Programs
- Faculty Development
- Organizational Consulting

"TD is a large and diverse learning organization," Broadhurst said. "We have four campuses, more than 250 faculty and staff, more than 350 courses and more than 20,000 annual participants." He expects enrollment to increase in coming years.

TD's top priorities include:

- Modernizing facilities and curriculum to world class status;
- Developing advanced imagery and geospatial analysis training;
- Integrating imagery and geospatial training to support GI production;
- Developing leaders and promoting organizational change;
- Advancing NSGI systems, tools and applications training; and
- Promulgating Geospatial Intelligence doctrine.

Broadhurst envisions a bright future for the new TD. "We have numerous significant opportunities (with the reorganization)," he said. "We believe our new organization will allow us to meet our priorities and fulfill our critical role in implementing the Director's Strategic Intent."

# New Adjunct Faculty Program Creates "Win-Win-Win" For Agency and Employees

By Robert L. Perry  
Contract Senior Training Specialist

Innovation Planning and Program Management Staff Officer Mark Aglio, a 16-year NIMA veteran, is showing the way to a new vision for the Agency as a "continuous learning organization." Aglio has become the first member of the new Adjunct Faculty Program (AFP) for the National Geospatial Intelligence College (NGC), formerly the NIMA College.

"Mark is an excellent example of our vision for the AFP," said John Bassett, NGC Director of Faculty Development. "He saw a need to improve our generic Strategic Planning Course and volunteered to design a curriculum that addresses the Agency's specific needs."

Aglio added, "After taking the course, I thought that we needed a NIMA-tailored approach because we do not follow standard corporate strategic planning practices. I developed a one-day course that addresses both government and NIMA-specific

planning practices and contacted the College registrar."

Just at the time Bassett was developing the AFP, College officials referred Aglio to him, and a successful collaboration began between Innovation and NGC. With Bassett clearing administrative hurdles and Aglio offering his 20-year love for teaching, the team created a focused approach to strategic planning.

Aglio's leadership exemplifies the "win-win-win" nature of the program, Bassett explained.

"The Agency preserves Mark's unique intellectual capital and experience, he receives personal satisfaction from doing what he loves to do, the College offers more meaningful training on an important topic, and participants receive the best, most up-to-date knowledge from an expert," Bassett said.

## Senior Executives Showing the Way

The AFP has gained the enthusiastic support of the Agency's top leaders, including

NIMA Director retired Lt. Gen. James R. Clapper Jr.; Military Executive, Brig. Gen. Michael G. Lee; and Frances M. Early, Dean of the School of Leadership & Professional Studies, among others.

"These leaders signed up to be volunteer faculty as soon as they heard about the program," said Bassett. "They clearly understand that the Agency needs to capture our intellectual capital, increase our return on investment in training, capitalize on our vast array of subject matter experts (SMEs), and help our employees develop leadership skills through teaching, presenting and facilitating."

## Variety of Choices, Tailored to Individuals

The AFP offers a variety of part-time and full-time opportunities to anyone in NIMA with specific tradecraft skills interested in teaching, Bassett noted. Working with your supervisor, you can collaborate with the College from as few as six hours to as much as a full-time option.

Aglio noted, "I am doing this because I saw a need in the Agency and for the personal satisfaction." He is giving back his expertise so that his knowledge can benefit Agency strategic planners for years to come.

Less experienced staff members, Bassett added, could gain many additional benefits:

- Briefing, classroom and oral communication skills;
- Coaching and mentoring skills;
- Networking skills; and
- Leadership skills.

For more information, visit the AFP Web site on the SBU, at <http://osis.nima.mil/NIMC/td/afp.html> or SCEN, at <http://college.nima.smil.mil/td/afp.html>. If you have questions, call or e-mail John Bassett at (703) 805-2164 or [bassettj@nima.mil](mailto:bassettj@nima.mil).



Photo by Ted Koth

Mark Aglio, NIMA's first Adjunct Faculty Member, makes a point while teaching "Examining Strategic Planning" to employees in Bethesda.

# New External Assignments Support Branch to Assist Employees at Remote Sites

By Sue Meisner

The Human Resources Directorate (HR) is establishing an External Assignments Support Branch (HROEA) to assist employees assigned to remote sites. This includes employees at overseas and U. S. locations outside of NIMA-controlled facilities, as well as those on rotational assignments such as the Intelligence Community Assignment Program, Defense Leadership and Management Program and Long-Term Full-Time Training.

The Overseas Working Group, established to address the problems of employees assigned outside of NIMA, recommended formation of the new branch.

The branch will assist employees and their families with issues involved with Permanent Change of Station (PCS) moves and extended temporary duty (TDY) involved with deployment activities and rotational assignments away from NIMA's core sites. While most NIMA employees can personally visit an HR consultant, a travel office representative or someone from the General

Counsel's office, deployed personnel don't have that luxury.

"Our purpose is to pull together all the support elements related to external assignments," said HROEA Chief

Sally Richmond. "We will serve as a central point of reference for these employees and their home office managers and can facilitate response to a crisis situation."

HR is not doing this alone. "HROEA will speed support coordination amongst several offices and agencies," said Richmond. "Key players include the Financial Management, Security and Installation Operations and Training and Doctrine Directorates and General Counsel. Fort Belvoir's Joint Personnel Property Shipping Office, Bolling and Scott Air Force Bases' training and medical processing offices and the State Department also play a part."

HROEA will help employees process both in and out of external assignments, as well as assist with allowances, administrative and other needs. Overseas assignments, for example, can necessitate passports, medical exams, inoculations, special badges, property passes, clearances, courier letters and connectivity to NIMA networks, just to mention a few of the processes involved.

"We want these transitions—both to and from NIMA—to be as smooth as possible," said Richmond. "The key is end-to-end, face-to-face customer service."

Another initiative under way includes NIMA participation in the Inter-Agency Roundtable. The goal of the Roundtable, which includes representatives from a variety of federal agencies, is to "reach across organizational boundaries to make employee and family outreach programs the strongest they can be," said Stephanie Glakas-Tenet, wife of CIA Director George Tenet.

Glakas-Tenet was a speaker at the January Roundtable held at the CIA. Other Roundtable attendees included Susan Clapper, wife of NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr., and Jerry Pittman, Deputy Director for HR.



Shirley Dubbs



Pam Digby



The Overseas Working Group is shown in top two photos and above, front row, left to right: Sharon Crites; Kim Roivas; Gregg Badger. Back row, left to right: Sally Richmond; Dorothea DeHart; and Judy Kannar. Unavailable for the photo were Laura Walker; Kate Upton; Paula Kane; Kae Johnson; Bob Omasta; Kathy Eiser; and Randall Hill.

# Work Roles Help Chart Staffing Needs

By Sue Meisner

“NIMA wants to recruit, hire, develop, assess and promote employees based on what people do in the Agency,” said Jeri Buchholz, Chief of Human Resources Corporate Programs and Policy. New definitions of work, along with the associated competencies, tools and knowledges, will help move NIMA in this direction.

## Work Roles Initiative Nearing Completion

Buchholz launched NIMA’s work roles initiative in the fall of 2000, with project completion set for this spring.

Work roles are a group of assignments with common duties and responsibilities that use common competencies, knowledges and tools. While not equivalent to “sub-occupations,” work roles are narrow enough to describe a single work assignment.

Work roles will better identify and quantify the work we do at NIMA than the current Office of Personnel Management (OPM) occupation series (developed in 1942). Work roles will also better align us with private industry.

Buchholz started the work roles project with subject matter experts (SMEs) in each occupation. “I was looking for people with a good perspective on the future of NIMA, who were able to describe their work in innovative and creative ways,” she said. “We were having problems with job titles not being meaningful to the NIMA mission, and dealing with new and emerging work requirements.”



Photo by Larry Franklin

Jeri Buchholz (back, left) meets with Marine Analysis Occupation members to develop their work roles.

When NIMA stood up, the Agency kept the old OPM occupations and job titles because they were thought to be sufficient.

However, “most federal government agencies deal with

## While not equivalent to ‘sub-occupations,’ work roles are narrow enough to describe a single work assignment.

regulatory issues, and not with developing a product used in life-threatening circumstances. We are looking for a strategic focus with work roles,” Buchholz said.

### Employees Need to be Project-Oriented

The future of NIMA is more highly technical work using fewer people. “Our employees need to be project-oriented, so they are as interchangeable as makes sense, and work roles help move us in this direction,” Buchholz said.

Occupation councils helped develop work role names and descriptions, and then nominated the subject matter experts Buchholz worked with. “SMEs updated their skills in the Skills Database,” Buchholz said. “We

then used a statistical package to analyze the skills database and look for cross-occupational comparisons.

If we found skill sets statistically the same in two different work roles, we considered combining them.”

“OPM job titles tend to box you into one type of work,” said Gail Cherochak, a document editor in the media production occupation. “NIMA’s HR system is more flexible because work is defined according to skills. But members of my occupation are scattered throughout NIMA under many OPM job titles, and it’s hard to tell who does similar work.”

When the Media Production Occupation Council defined its work roles, instead of grouping similar job titles, the Council grouped similar types of work, skills, tools and knowledges.

"We added one new work role and changed a couple titles," Cherochak said. "Work role titles are what our members will write on their resumes—both inside NIMA and outside—so we considered whether work role titles will make sense in private industry as well as in NIMA."

## How will work roles affect you? HR will prepare SF 50s to map employees to their work roles.

Cherochak also sees another advantage of using work roles. "After everyone is mapped to the new work roles, it will be easier to identify similar career assignments and find professional peers who can help solve a work challenge, assist with learning a new tool or suggest how to market career skills," she said.

Many of NIMA's new work roles describe work unique to NIMA. The "bathymetrist" work role, which includes measuring the depth and density of water, is an example. Other work roles fall into private industry and government-specific categories, such as document editor and contracting officer representative.

How will work roles affect you? HR will prepare notifications of personnel action (SF 50s) to map employees to their work roles. In some cases, jobs will have new titles. Personal occupations will appear in the "remarks" section of the form and replace the current OPM series designations.

"Work roles won't change what you do at NIMA, where you

work or what your occupation is," said Buchholz. "They will help define performance elements and standards and link competencies to actual work

assignments. They will also facilitate HR functions such as training, development, selection and career paths."

# NIMA



## School of Leadership and Professional Studies

# ANALYTICAL THINKING 2 DAY

## SEMINAR COURSE 000435

This course consists of an introduction of intelligence analytic methodology. The practical application of basic principles is examined by students using five case studies drawn from the Intelligence Community Case Method Program. The discussions are 75 minutes in length and take place on two consecutive days. The case studies involve events or dilemmas which NIMA employees can readily identify, such as noncombatant evaluation operations, force protection operations, and counter-terrorist analytic activities.

13 - 14 May	LOCATION:	St. Louis - Bldg. 22, Training Rms. A/B
20 - 21 June	LOCATION:	D.C. Area - Ft. Belvoir, Bldg. 215, Rm. 105
22 - 23 August	LOCATION:	D.C. Area - Erskine Hall, Training Rms. 4/5
3 - 4 October	LOCATION:	St. Louis - Bldg. 22, Training Rm. A/B

0730 - 1530

### After attending this course, participants will be able to:

- Structure information for analysis and problem solving in a complex, ambiguous environment.
- Examine how intelligence analysis can most effectively support decision-makers at all levels.
- Understand case-based learning and its value as a tool for teaching analytic thinking and judgment.

**REGISTER WITH YOUR TRAINING COORDINATOR**

# New Program Provides Acquisition Liaison Training

By Robert Gathright

**D**id your boss ever come to your desk or send an e-mail to say you were selected to be the new contracting officer's representative on that big new contract?

After the initial shock wore off, perhaps you also heard, "Oh, and get the necessary paperwork and funding over to Acquisition by next week." At that point, you had very little idea about what it takes to identify, justify, quantify and solidify the documentation, or even how to fill out an Air Force 9 Request for Purchase.

You have just entered the "Procurement Reality Zone!"

Outside of the Acquisition Directorate (A), this is an often-repeated scenario. As a result, those components and offices that generate requirements for contracts can find themselves at a disadvantage: a lack of readily available information about the procurement process and its "flow" toward your ultimate destination—contract award.

To keep the NIMA community in the "Know Zone," NIMA Director retired Lt. Gen. James R. Clapper Jr. asked the Procurement and Contracts Office (AC) to provide a standardized process for the acquisition of goods and services. He also requested comprehensive training for ev-

eryone within the Agency who participates in the process. The result is the NIMA Acquisition Liaison Program (ALP).

The ALP has its own tailored training regimen, and is applicable to those involved in the acquisition of goods and services and located outside the systems acquisition business. ALP core courses for those identified as Acquisition Liaisons include:

- Interaction with On-Site Contractors;
- Fraud Prevention and Awareness;
- Government-Furnished Property;
- The Contracting Officer's Representative course; and
- Performance-Based Service Acquisitions.

Of particular note is a training session on AC's Purchase Request Manual, and the NIMA Instruction for Acquisition Regulation Implementation. Additionally, there are also several elective courses to enhance knowledge in conducting market research, best value source selections and preparing technical evaluations.

Directorates and offices are currently in the process of identifying their Acquisition Liaison candidates, with training scheduled for this summer.

For more information about ALP, contact Robert Gathright at (301) 227-7819.

## About the Author

*Robert Gathright is the lead for the Procurement and Contracts Office training initiatives. He has over 29 years of contracting experience between service with DoD and the U.S. Marshals Service, and has been with NIMA and the Defense Mapping Agency since 1994. He has served as a contract negotiator, supervisory and contract specialist and procurement analyst. A member of the Defense Acquisition Corps, Gathright is Defense Acquisition Workforce Improvement Act (DAWIA) Level III-certified in contracting. He holds a bachelor of science in business from Virginia Tech.*



## ACCOLADES

### Personnel Honored For Civilian Service

**N**IMA honored seven personnel for Meritorious Civilian Service in Bethesda and St. Louis last month.

In Bethesda, those honored were **Dorothy Garrison**, Personnel Security Program Manager in the Security Plans and Operations Office, **William Hopkins**, Deputy Director of the National Geospatial Intelligence School and **William Rossiter**, a tasking requirements manager in the Central Imagery Tasking Office.

Also, **Leonard Veid**, imagery analyst in the Eurasia-Africa Office, **Denise Webster** and **Carl Wilbur**, both Associate General Counsel in the Office of General Counsel.

In St. Louis, **Michael Knox**, a geospatial analyst in the Eurasia-Africa Office, received the award.

# ACCOLADES

## Federal Executive Boards Honor NIMA People

**F**ederal Executive Boards in Baltimore and St. Louis honored NIMA teams and personnel during May.

In St. Louis, two teams were honored as the "Best of the Best" at the 14th annual Excellence in Government awards program.

**The Geographic Names and Translation Team** won in the "team performance" category for performing "an incredible job" of supporting global requirements since Sept. 11. The "dynamic" team of 13 regional analysts translated geographic names, legends and descriptive information for scores of image maps, topographic maps, reference planning graphics and specialized maps covering Afghanistan and the surrounding area. Geospatial analyst Lisa Burley accepted the award on behalf of the team.

**The NIMA School Partnership Volunteers** won the "Team Community Service" award for developing a "model school volunteer effort" that helped "build a brighter future for children throughout the St. Louis region." The group was credited with increasing the performance in reading, science and mathematics skills of 1,200 children throughout the St. Louis area. NIMA Community Affairs Program Coordinator Sharon Smith accepted the award on behalf of the team and the Agency.

Twenty-five federal agencies submitted 170 nominations for this year's award competition. Harry Levins, military writer for the *St. Louis Post-Dispatch*, was the featured speaker and Jim Mohan, NIMA Chief of Public Affairs in St. Louis, served as the master of ceremonies.



*Photo by Ted Koth*  
Deputy Director Joanne Isham, left, meets Baltimore Federal Executive Board winners from NIMA, from left, Janet Betts, Viola Hagberg and Thomas Everhart.

In Baltimore, three NIMA personnel received awards in the Excellence in Federal Career Awards Program.

**Thomas Everhart**, Chief of the Eurasia-Africa Geospatial Center, received the silver award in the Outstanding Supervisor category for his "selfless dedication to the Center's national security mission." Officials cited him for motivating his team during a period of organizational change and providing "a cohesive atmosphere" to a virtual organization located in Maryland, Virginia and Missouri. In leading NIMA's support to peace negotiations between Armenia and Azerbaijan, he also "directly contributed to Secretary of State Colin Powell's efforts to bring a successful resolution to the border dispute between those two countries," officials said. His leadership in directing the Center's crisis support operations after the Sept. 11 terrorist attacks also won praise.

Attorney **Viola Hagberg** received the bronze award as an Outstanding Professional, both as a team lead in the Office of General Counsel and in previous NIMA assignments as a procurement professional. Among her accomplishments, she developed a class for employees and contractors on ethics and interaction that was so well received it became mandatory.

**Janet Betts**, Chief of the Human Resources Consulting Services Division, received the bronze award in the Community Service category for off-duty work on behalf of So Others May Eat (SOME). A SOME official said that once a month for more than 15 years Betts has organized, cooked and served breakfast for about 400 homeless people. She also solicits food, clothing and personal hygiene supplies, which she delivers to SOME, an organization that serves the community outside the gates of the Washington Navy Yard.

## Cuban Missile Team, Four Individuals Inducted into NIMA Hall of Fame

**F**our individuals and the Cuban Missile Crisis team were inducted into the NIMA Hall of Fame in Bethesda April 16. The eight new members bring the total number to 14.

"The NIMA Hall of Fame is a tally of men and women to whom we owe a debt of gratitude," said NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. "By their accomplishments, they set the standards of excellence that illuminate the road ahead for the rest of us."

Clapper described the new members as "key movers, whose leadership, professional know-how and force of personality made a substantial difference in the fortunes and reputation of NIMA, the Intelligence Community and the whole country."

**Dr. Irene K. Fischer** was recognized for pioneering work in geoid studies that led to a unified World Geodetic System (WGS). While employed at the Army Map Service, Fischer formulated the "Mercury Datum" used in the Mercury manned space flight program and later the Gemini and Apollo programs. She also co-produced the Army version of the WGS, a forerunner of the current system in use throughout the Defense Department. The WGS established accurate positional relationships between continental geodetic systems and redefined the Earth's gravity field, enabling users to plan more accurately the orbits and trajectories of artificial satellites and guided missiles. Fisher, who was honored in absentia, retired from the Defense Mapping Agency in 1977.



*Dr. William C. Mahoney*



*James P. Holmes*



*Vincent N. DiRenzo*

**Retired Army Brig. Gen. Rutledge P. "Hap" Hazzard** "brought the computer age to the National Photographic Interpretation Center (NPIC), with state-of-the-art tools and modern equipment," according to the citation. Hazzard was the Center's Director from 1978 to 1984, a time of great change in technical imagery collection. He "brought to the job superb leadership capabilities, a reserve of enormous energy, an unrivalled expertise in the analysis of foreign missile systems, and an attitude that took every challenge in stride," the citation says. Rutledge Hazzard Jr. represented his father at the induction.

**Dr. William C. Mahoney** was honored as "a driving force for reshaping the interpretation and exploitation of imagery acquired from airborne and space-borne cameras." His mathematical formulations led to the development of new imagery exploitation equipment, such as the analytical stereo plotter, and supported application of the computer to mapping activities. Analytical models he developed resulted in new concepts of digital terrain information and point positioning. To support these developments, Mahoney built a cadre of "superb professional support" in industry and in academia. He retired in 1986 as Director of Science and Technology at the Defense Mapping Agency Aerospace Center in St. Louis.

**Thomas L. Ramsey** was honored for revolutionizing crisis production. Assigned to the Army Map Service, later the Defense Mapping Agency, he introduced the use of collocated,

## ACCOLADES

full-time teams of experienced staff from each production discipline for crisis support. He established an environment that enabled end-to-end production of custom products within one office, the prototype of today's integrated production cell. He led support for the extraction of U.S. personnel from Cambodian POW camps, the Iranian hostage rescue operation, strikes on targets in Libya and the initial counter drug projects. Ramsey died of cancer at the age of 49 in 1993. David Ramsey represented his father at the induction.

**James P. Holmes, Richard Rininger, Joseph L. Sullivan and Vincent N. DiRenzo** were inducted as members of National Photographic Interpretation Center's Cuban Missile Team. In

a defining moment in Cold War history, the team of imagery analysts on Oct. 15, 1962 identified for the first time Soviet offensive missile sites in Cuba on U-2 imagery. The ensuing Cuban Missile Crisis "established a pre-eminent role for imagery intelligence in national policy," the citation says. President John F. Kennedy wrote to the team, "You have my thanks and the thanks of your government for a very remarkable performance of duty and my personal commendation goes to all of you." DiRenzo, a former Marine, was the CIA leader of the team. Holmes was an Air Force civilian imagery interpreter, who began his career with the Army Map Service. Rininger, who was honored in absentia, was an Army second

lieutenant. Sullivan, honored posthumously, was a Navy civilian, who had served as an aerial topographer during World War II. He was represented at the induction by his son David, now a senior imagery analyst at NIMA. "History has shown that the professionalism and diligence of this team forever changed the course of world events," the citation says.

The first Hall of Fame ceremony, during which six members were inducted, was held in Bethesda May 4, 2001. The call for nominations for the 2003 Hall of Fame is scheduled for release Aug. 1. The deadline is Oct. 15. For more information, contact Mary Seavey in the Human Resources Directorate at (301) 227-1981.

## National Reconnaissance Office and NIMA Sign Agreement on NSGI Roles

**N**IMA Director retired Air Force Lt. Gen. James R. Clapper Jr. and National Reconnaissance Office (NRO) Director Peter B. Teets signed an agreement in April establishing the principles governing the relationship between the two agencies. Teets was sworn in as Under Secretary of the Air Force and appointed Director of NRO last Dec. 13.

The principles guide the way NIMA and NRO work together and execute their responsibilities for the end-to-end National System for Geospatial Intelligence (NSGI).

The NSGI is the integration of technology, policies, capabilities and doctrine necessary to conduct geospatial intelligence in a multi-intelligence environment. Officials consider it critical to supporting national security decision-makers, the armed



Photo by Larry Franklin

*National Reconnaissance Office Director Peter B. Teets (left) and NIMA Director retired Air Force Lt. Gen. James R. Clapper seal the agreement between their two agencies with a handshake.*

forces, civil authorities and law enforcement.

The text of the agreement between NIMA and NRO is available on the Sensitive But Unclassified (SBU) network, at <http://>

[osis.nima.mil/edge/nimanro.doc](http://osis.nima.mil/edge/nimanro.doc), and on the Secret Collateral Enterprise Network (SCEN) at [\\Webbet01\public\\_affairs\ddescen\ddescen\edge\nimanro.doc](http://\\Webbet01\public_affairs\ddescen\ddescen\edge\nimanro.doc).

# IMAGERY AND MAPPING AGENCY



## Looking at NIMA

A terrain visualization system captures the full attention of a young visitor to the NIMA exhibit at Public Service Recognition Week on the Washington Mall. Philip Mitchell, a geospatial analyst in the Production Support Office, assists. The system allows pilots to rehearse or "fly through" missions before taking off, among other uses. Organizers estimated that 80,000 people attended this year's exhibits over a four-day period in May. "All the comments I received about the display from our visitors were positive," said Rich Dooley, the Defense Department coordinator.

Photo by Rob Cox

