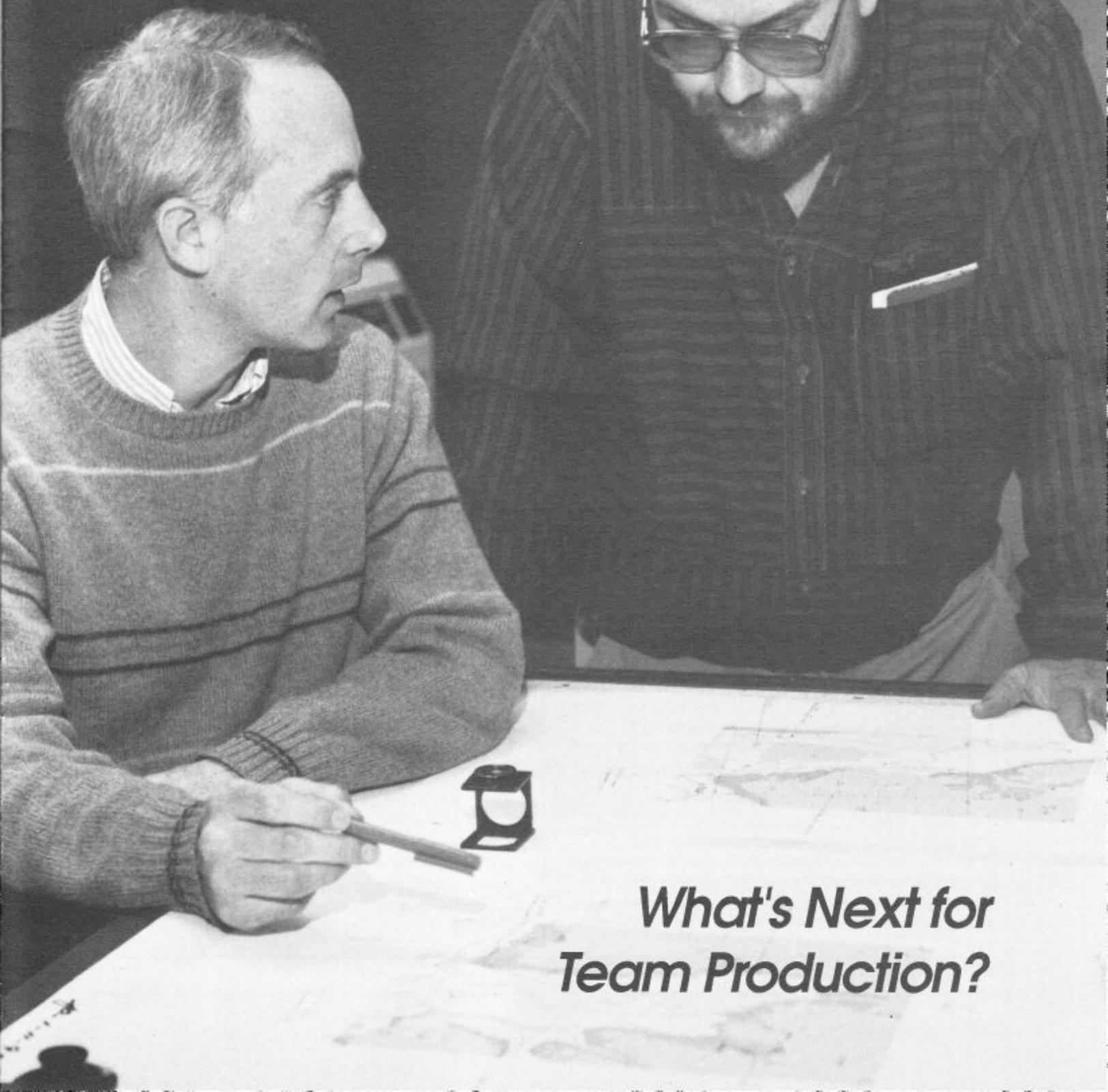


Vol. 1, Issue 23 • January 27, 1995

DMA News
LINK
West



***What's Next for
Team Production?***

Triggs to Head Production Systems; Payne Named AC Security Chief; Thomas and David Promoted



Curtis Triggs



Eddie Payne

As a result of the selection of Barbara Ivery to an SES position at DMA headquarters, AC Director William Brown has made the following GS-15 reassignments, effective January 22.

Curtis W. Triggs, assistant chief, Digital Products Department, to director of Production Systems.

Karen T. Thomas, chief, PPD, to assistant chief, DP.

Eddie Payne, who has been acting director of the Center's Security Office since the recent retirement of Robert Kempfer, was named director of Security and promoted to GS-14.

Also in St. Louis, Larry David

was selected to fill the position of project manager (replication) in the transition office, St. Louis duty station, of Combat Support Center's Replication Department (RD), a GS-14 position.

Other Promotions

ABERNATHY, BRIAN F, GS-11
 ANDERSON, ROBERT C, GS-12
 ARTERBURN, ANDREW J, GS-11
 ARTONE, JOSEPH F, GS-11
 BACON, SHERRY L, GS-7
 BEAVERS, CEDRIC B, GS-12
 BROUK, GREGORY W, GS-12
 CRAWFORD, CAROL J, GS-7
 CRAWFORD, JOSEPH A, GS-12
 DOSS, DAWN F, GS-7
 FRITZ, STEVEN W, GS-8
 GEBKE, KIM A, GS-11
 HACKETT, JANE F, GS-14
 HALLORAN, MAUREEN A, GS-12
 KILCULLEN, JOHN W JR, GS-12
 NESLER, JACK D, GS-13
 RUJAWITZ, KRISTINE A, GS-12
 SCHNEIDER, JANIS M, GS-9
 SCHUMACHER, MARC L, GS-13
 SMALL, HOWARD J, GS-12
 TOOMEY, CHRISTINE M, GS-7
 WILLETT, JOHN G, GS-13
 WIRFS, SANDRA L, GS-7

Zero Overpricing Program Begins

Take the challenge to save your tax dollars

You've just ordered a part through supply and the price seems high. So what do you do, ignore it? After all, it's only the government's money, right? Wrong! It's your money. Money you paid through taxes, and you have the right to ensure is spent wisely.

If you suspect a supply item is overpriced, take the opportunity to participate in the Zero Overpricing Program, which is designed to save the government money. Do a little research and submit your challenge on a DMA Form 4140-7, Zero Overpricing Challenge, to the Logistics Directorate's Customer Service Unit, LOPP, mail stop L-24.

Information that must be included in the challenge, when available, is the stock number, part number, nomenclature, unit price of challenged item, manufacturer's name, price paid, an alternate cost, an alternate source of supply, and a valid explanation of why you

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On the cover: Stewart Pagenstecher (right) and Tom DeCleene, both of MCT, compare notes on a team project.

Centers ponder future of joint team production concept

by Paul Hurlburt

With completion of pilot programs to evaluate different team strategies for accomplishing production, DMA's three production centers were tasked to develop a joint teamwork strategy for evaluation in 1995.

The charge from the DMA Director came during a briefing by participants in a team production program at Reston Center. Results of the joint exercise will influence DMA's approach to production in the 21st century.

The three centers — in Bethesda, Md.; Reston, Va., and St. Louis — are now working together to develop the joint team strategy. Coordinators of the pilot programs at each center have shared their experiences and presented a joint briefing to the production component directors at Headquarters. The purpose of the joint briefing was to advise component directors of areas of commonality among each pilot program as well as differences to be resolved.

Component directors will determine the single model for team production to be tested in 1995, subject to HQ's approval.

The team approach will be used increasingly in government and private industry as a tool to improve efficiency in operations, experts believe. Typically, production will be accomplished by self-managing teams through a flattened organizational structure with fewer levels of management than the classic vertical structure. In team production, members will increase their knowledge of the production process, provide more input in decision making and generally get the satisfaction of product ownership. In short, team production is viewed as a "win-win" situation for both management and employee.

The overwhelming feeling of participants in RC's pilot

Team approach viewed as 'win-win situation'

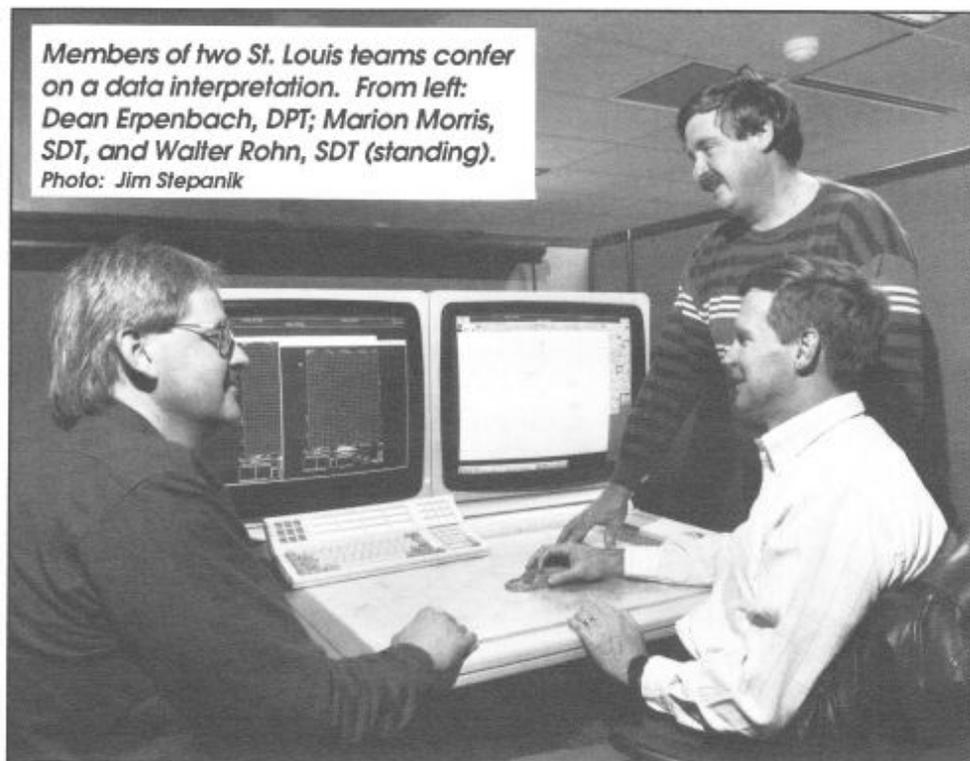
program was that the team approach to production is worthwhile, said Martha Nelson, mentor-coach with Ed Annis for the program there.

"That doesn't mean that everyone is sold on the program," she said. "Mr. [Paul] Peeler [RC director] has challenged us to talk to the 'naysayers,' people who are outside the program, and to listen to them because they may have concerns we need to consider."

At RC and the Aerospace Center, volunteers for the pilot programs were chosen with the intention of

creating a cross section of the work force rather than "all-star" teams.

At the Hydrographic/Topographic Center, team production evolved in response to a production requirement for Topographic Line Maps of parts of North Africa for the U.S. European Command. Over 100 employees took part in a "teaming initiative" comprised of five extraction teams, 11 finishing teams and a system



Members of two St. Louis teams confer on a data interpretation. From left: Dean Erpenbach, DPT; Marion Morris, SDT, and Walter Rohn, SDT (standing).

Photo: Jim Stepanik

Continued next page

management and support team.

"HTC faced a committed due date in DPS [Digital Production System] production — a first for DMA," said teaming initiative coordinator Mary Irvin. "With open communication lines across organizations, the cartographers developed their own approach and teaming strategy with minimal input from management."

Using a "tag-team" approach, the HTC cartographers worked on jobs during the day shift and then handed them off to the evening shift. The innovation expedited overall project completion by allowing almost continual production on jobs.

"Rather than creating a brand new organization, we challenged our current organization to break down the barriers and, working as teams, find better ways to accomplish production," said Mark Reichardt, a systems

management branch chief who worked with Irvin in guiding the team effort. "Our teams met the challenge with great success."

In its team approach to production, RC created a Regional Cartographer Division charged with completing entire jobs on a regional basis. The approach provided a contrast to the existing divisions, which accomplish production through specific segments of the DPS.

"At RC, we made a commitment to train each of the regional team members in three DPS segments," said Nelson. "We made an investment in training." To accomplish the cross training, RC experimented with both classroom instruction and hands-on training in varying degrees. Although production standards were met or exceeded by the regional teams, even greater returns should follow as team members develop a

AC team production evaluation 'very positive'

At the Aerospace Center, results of the Team Production pilot were very positive. The three St. Louis teams, two working in softcopy production, one in hardcopy, were surveyed to evaluate the team approach to MC&G production. Their work skills were examined, and the results were compared with the objectives. Senior management liked the outcome.

The five original objectives were to improve understanding of the entire production process, input into decision making, product ownership, quality and efficiency of production, and customer satisfaction.

In conducting the survey, evaluators examined team member satisfaction, improved levels of communication, enhancements of production roles, opportunities for cross-training, team strengths and weaknesses, and overall process improvement. Team members and others doing similar work were interviewed to obtain data for the study.

The survey results were presented to the DMA director, Major General Ray O'Mara, at the close of the fiscal year. "It's my understanding that he liked what he saw," says Mike Kazmaier, the PP liaison to the pilot. The survey results showed significant improvement in morale, communications, understanding of the total production process, and customer satisfaction. The average of team member's skills base dealing with

process functions rose from 21 to 59 percent. Production time was also reduced in some cases.

Subsequently, Kazmaier and liaisons from the other production centers shared their findings with all DMA component directors. The underlying question was and is, Kazmaier believes, "How do we continue to transition to a process-aligned organization?"

"We all know that if DMA is to survive into the 21st century we must make significant improvements in the way we do business," he explains. "One option is to develop a process-aligned organization and reduce cost by minimizing layers of management, and replacing program managers with 'Centers of Excellence', a coaching staff which facilitates the sharing of functional expertise."

Kazmaier notes that DMA's "classically functional" organization has worked fairly well in the past. "We have hired well educated, highly motivated employees, but we haven't taken full advantage of their capabilities."

In his briefing to component directors he notes some lessons learned and concludes by presenting future management choices ranging from eliminating the pilot project, at one extreme, to a full conversion to process alignment at the other.

There are still many unanswered questions, he notes; personnel issues relating to evaluations and career paths, maintenance of functional expertise, response to priority demands, and others. "My recommendation would be an intermediate step which would allow us to explore those unanswered questions."

—Wells Huff



mastery of all three segments, Nelson said.

"We're not feeling the total benefits of this approach yet because it takes more time to develop a mastery of three segments. It may take several production cycles to get there." Even so, by working three segments, participants found that their broader perspectives led naturally to process improvements. For example, they discovered some tasks performed on one segment could be more easily accomplished on another.

Knowing how to accomplish production in three segments gave participants greater pride in their work, Nelson said. Broadened expertise also gave them a measure of independence from the equipment and a new orientation toward thinking in terms of process. Yet some cartographers may prefer specialization and working with only one segment, she noted.

RC also experimented with team size, with projects undertaken by teams of various sizes within three, 12-person groups. Teams ranged in size from three to 12.

"What we found was that with three persons accomplishing a project, there was too much time spent in the pipeline," said Nelson. "But with 12 people, the sense of job ownership was lost. Smaller teams were able to accomplish production expeditiously and give everyone pride of ownership."

In their briefing to the DMA Director, participants in RC's pilot program recommended rigorous measurements of the joint pilot program's performance to better gauge the efficiency of team production versus standard production.

Presentation of the joint teamwork strategy for 1995 is scheduled for the near future.

New laws protect agency

Three new laws resulting from DMA proposals protect the DMA name, seal and initials; limit the agency's liability in civil actions based on content of a navigational aid prepared or distributed by DMA; and revise the agency's Freedom of Information Act statute.

The first new law prohibits the unauthorized use of the name "Defense Mapping Agency," the initials "DMA" and the agency's seal in any way that suggests the use is approved by the Secretary of Defense. Its purpose is to ensure that DMA products available through public sale are genuine DMA products. With the increased availability of digital products and their easy transformation, this law will help assure the authenticity of DMA products.

The second new law limits the government's liability for any navigational aid prepared or distributed by DMA. It stipulates that DMA activities in the preparation and distribution of navigational aids are specifically exempt from any claim. Officials anticipate this exemption will eliminate lawsuits against the federal government for losses due to alleged errors, but stress that DMA should continue to use the highest standards of care.

The third law provides an amendment to the FOIA statute that will permit the agency to withhold from public release information that would, if disclosed, jeopardize or interfere with ongoing military or intelligence operations. According to GC officials, it is not anticipated that this exemption will be widely used, however it provides a technical amendment that under certain circumstances could have immense importance to DoD.

—Information provided by the Office of General Counsel

IOEB moves from Rhein Main to Ramstein AB

DMA's International Operations Aeronautical Liaison Europe Office based in Germany moved Sept. 1 to Ramstein Air Base near Kaiserslautern and approximately 83 miles southwest of its previous location at Rhein Main Air Base.

The mission of the four-person office is to support DMA's FLIP maintenance program managed at the Aerospace Center in St. Louis and to provide on-site air navigation information to U.S. air crews operating in the European theater. The office troubleshoots host nation aeronautical source material from 122 countries in eastern and western Europe, the Middle East and Africa and coordinates the material with AC's Mapping and Charting Department.

The relocation was based on the partial closure of Rhein Main Air Base, which is located near Frankfurt International Airport, and an invitation to co-locate the office with the U.S. Air Force Europe Air Operations Squadron, according to agency officials.



Air Force Col. David Sloan, commander, U.S. Air Force Europe Air Operations Squadron, and Charles D. Hall, deputy director, International Operations, cut the ribbon during grand opening ceremonies of the International Operations Aeronautical Liaison Europe Office relocation.

AFTAS

Time and Attendance files now created on PCs

Getting your paycheck to you accurately, on time and without fail has always been the goal of the DMA Civilian Payroll Office. To that end, the Air Force Time and Attendance System (AFTAS) is now being used to pay over 7,000 DMA employees.

In the past, an employee's time was recorded manually on time sheets provided by the Civilian Payroll Office. Now, AFTAS is used by creating Time and Attendance (T&A) files on a personal computer, and then directly transmitting the files via a network; or downloading the information from a non-networked PC onto a diskette, and transmitting at a central site.

"I really like AFTAS for three main reasons," stated Ed Greaving, chief of the Finance, Cost and Economic Analysis Office at DMA St. Louis, which is the office responsible for providing all the civilian payroll of DMA. "Number one, if an employee has no activity [leave, change of work schedule, etc.] during the pay period, the timekeeper can just skip that file; two, the system forces you into balancing hours charged to work and leave, thus avoiding a mistake on totals; and three, the timekeeper can wait until the Monday after the pay period to transmit the T&A's, which makes it easier to record information on employees whose tours of duty include weekends, night differential, etc.," he said.

Like all new programs, some bugs are being worked with the Standard System Center, Gunter

AFB, but timekeepers and certifiers can improve the process by following these suggestions:

- ◆ Timekeepers or certifiers should create the records for the new pay period no later than the first Wednesday of the pay period.



Creating, posting, and sending Time and Attendance (T&A) files on the Monday following the pay period results in an overload on the system, which causes a lock out problem due to system constraints.

- ◆ T&A files should be transmitted via the network to the Civilian Payroll Office no later than 1 p.m. Central Time on the Monday after the end of the pay period. Arrangements must be made for employees working second or third shift to have these T&A files transmitted via the network by the above deadline. If

this deadline falls on a holiday, the T&A file must be transmitted to payroll by 1 p.m. on the last Friday of the pay period.

- ◆ All certifiers must provide access for backup certifiers. The T&A file cannot be sent to payroll unless the forms are certified. Therefore, if certifiers do not have backups able to certify the T&As by the 1 p.m. deadline, employees will be paid a straight 80 hours for that pay period with no overtime, night differential or leave posted. Timekeepers will then have to submit adjustment cards the following pay period.

- ◆ Timekeepers and certifiers should hold all payroll inquiries, except those that pertain to current pay period T&A files, until the Wednesday following the end of the pay period. All payroll technicians are required to review reports the Monday and Tuesday following the end of the pay period to confirm acceptance of T&A files and to perform accuracy checks. If for some reason a T&A file was not received, timekeepers will be contacted on Monday afternoon or Tuesday morning to determine if the file was transmitted, or to make the transfer again.

"These guidelines will enable the accounting and finance staff to concentrate on providing the most timely and accurate service to our most important customer — you," said Greaving.

PERFORMANCE

OUTSTANDING PERFORMANCE/
QUALITY STEP INCREASE

FINARELLI PETER N, GG
 JONES DAVID W, DP
 JUSTUS JEFFREY W, DP
 MAGNESS PERRY O, DP
 NASSIF HELEN V, DP
 WAILS TERRY L, GG
 WEISS JULIE A, DP

OUTSTANDING PERFORMANCE/
PERFORMANCE AWARD

BEJARANO MARIA ELENA Q, GG
 BERGER KIMBERLY HAYES, DP
 BOWMAN DAVID G, DP
 CLARK YVONNE D, DP
 CULLER ROBERT L, DP
 DIAZ FEDERICO R, GG
 ELLIOTT FRED D, GG
 ESPINO ARMANDO, GG
 FALK JEFFREY S, DP
 FIELDS MICHAEL L, DP
 FOWLER GLEN K, DP
 FRITZ STEVEN W, GG
 GARCIA ENRIQUE JR, GG
 GREENLUND JOHN C, MC
 GROSS DIANE L, DP
 HEARO JOHN A, DP
 HEMPLE JO ANN T, DP
 HENSON BARBARA O, GG
 HOFFMAN JOYCE A, DP
 JOHNSON GREGORY W, DP
 KERKEMEYER ALAN L, DP
 KLEINE JOAN A, DP
 KLEINE KATHLEEN M, DP
 MARTIN SANDRA M, DP
 MCINTYRE JULIE A, DP
 MEDER KATHRYN E, DP
 MILLER MARY JO, DP
 MILLER TIMOTHY J, DP
 MOHAN JAMES C, CIW
 PAPCUN GREGORY A, DP
 PATCH A TRENT, GG
 PEARSON GARY D, DP
 PITT HAROLD D, GG
 ROGERS JEFF C, DP
 SANCHEZ JUAN, GG
 SCHNEIDER LARRY C, GG
 SCHUCHARDT SCOTT G, DP
 SCHURY RUTH I, DP
 SIMPSON RICHARD E, RP
 STURLEY JOHN R, DP
 SUGENT PATRICK L, DP
 UNGER SUSAN L, DP
 WESLOH DAVID G, DP
 WEVER KATHERINE M, RP
 WHEELER ROBERT D, GG
 ZIMMERMAN HAZEL A, DP

PERFORMANCE AWARD

ADAMS KAROL K, DP
 ALEXANDER HELEN, HRS
 ATHIE CHARLES H, HRS
 BARROWS KENNETH D, DP
 BARTELL ROSS S, GG
 BEALE JAMES R, GG
 BELECK VIRGINIA R, DP
 BERTELS MATTHEW A, DP
 BIRD CHRISTIAN P, GG
 BLAYLOCK ANGELA D, HRS
 BERSETT RONALD A, DP
 BOBBITT CHARLES A, DP
 BOCKHORST MYRON F, GG
 BRATZ JERRY O, DP
 BROWN HELEN J, HRS
 BRUNNORTH KEITH, DP
 BUCKERIDGE JAMES R, DP
 BUROSE BERNHARD W, DP
 BUSSMANN LARRY O, DP
 CALLAHAN CYNTHIA A, PP
 CHASE DAVID C, GG
 CLARKSON HAROLD K, DP
 COLEGATE ROBERT L, DP
 CREEL THOMAS F JR, GG
 DAUGHERTY WANDA J, GG
 DAWSON BENJAMIN JR, DP
 DEIST RICHARD A, DP
 DUVALL DORIS M, PP
 ELLISON CAROL A, DP
 ELLISON REX E, GG
 ERPENBACH DEAN P, DP
 ESQUERO PAMELA ANN, GG
 FARRINGTON DAVID W, GG
 FEDDE MARK S, DP
 FENNER PATRICE A, DP
 FORD LEROY W, MC
 FOUTCH BRIAN K, DP
 GREGORY JAMES A, DP
 GRIGGS CHARLES R, DP
 GWINN DAN E, DP
 HAASE JEFFREY A, DP
 HAGAN BRIAN L, GG
 HARBIT ROY F, GG
 HARRIS THOMAS G, DP
 HERRON LEWIS III, DP
 HINESMAN JULIE ANN, DP
 HOEGEMANN DARYL W, DP
 HOFF GEORGE E, DP
 HUNTER ELIZABETH B, DP
 IMBIEROWICZ PATRICIA G, PP
 JEFFERS BRADLEY S, GG
 PAULINE PATRICIA J, PP
 JONES ROBERT D, DP
 KERLEY CAROLYN J, DP
 KROHN JAMES C, DP
 LEE CATHY M, GG
 LEE MICHAEL L, GG

MADDEN HAROLD D, DP
 MARTINEZ HELEN A, GG
 MASCARE MARY T, PP
 MASON FRANCIS A, DP
 MASUCCI GERALD W, DP
 MATTHEWS ANTHONY C, GG
 MCCULLEY KURT E, DP
 MEAGHER MARK H, GG
 MILLER VALERIE A, DP
 MOORE RANDALL J, DP
 NASSIF SHERMAN C, DP
 NEFF MARK D, RP
 OFSTEDAL PETER R, DP
 PEARSON KEVIN B, DP
 PETERSEN BEVERLY J, PP
 PETTIT ALAN L, GG
 PILGER MICHAEL L, DP
 POFF DONALD E, DP
 PORTER BRUCE R, GG
 REINERTSON DEREK J, DP
 REINHOLTZ EDWARD B, GG
 RIEKER KERRY J, DP
 SALSGIVER GERALD A, GG
 SALVATORE LISA B, DP
 SEALS JR LEON M, GG
 SEAMAN JOHN B, GG
 SIMMONS MARIE E, HRS
 SPEZIA MARGARET M, HRS
 STANLEY LARRY, MC
 STROUD RICHARD S, GG
 STURLEY JANET L, DP
 TANGEMAN KIRK A, DP
 TIMBLIN TERRY M, GG
 TROECKLER LYNN M, DP
 VANATTA JAY K, DP
 VATH KENNETH R, GG
 WARRING DENNIS G, GG
 WENDLE GARY E, DP
 WHITCOMB BRUCE D, DP
 WHITE MARIE E, PP
 WINSLOW DIANA L, DP
 WOLF ROBERT L, DP
 WOLF JOHN L, GG
 WRIGHT VICTOR V, DP
 YAHNE DAVID V, MC
 ZUHLKE DAVID C, DP

QUALITY STEP INCREASE

BOHRER VICTORIA M, SO
 HONAKER RONALD R, MC

SPECIAL ACT OR
SERVICE AWARD

AKERS JAMES L, GG
 BINDER DAVID J, MC
 BIRKHEAD EVELYN F, CMCA
 BREWINGTON DONNA M, CMCA
 BROPHY PATRICK H, MC

CARUTHERS MARY L, CMCA
 DAYHUFF TIMOTHY W, MC
 DENISON JERRY L, SD
 DIKKERS KURT E, (SC)TSS
 ERICSON JAMES E, PP
 FERRELL WILLIE L, (SC)TSS
 GOLDMAN TERRY A, DP
 GOODRICH ROBIN N, DP
 GROVER ANTHONY C, MC
 HENKE ROGER L, SD
 HICKS ROBERT L, MC
 IGOU COLLEEN B, MC
 JENNRICH BRIAN J, MC
 KALINOWSKI ROBERT W, MC
 LIEBER JEFFREY J, MC
 LOGTERMAN JULENE L, MC
 MADRID RICHARD M, MC
 MCNEAL THEODORE D JR, SD
 MEEKS CHARLES W, MC
 MEEKS GARRATT J, MC
 MOSS NANCY E, MC
 OBRY DEAN G, (SC)TSS
 PORATH ROBYN L, MC
 RENSING DORIS A, SD
 RODRIGUEZ PEARL J, CMCA
 RUTLEDGE LINDA M, CMCA
 SAPCOE JAMES M, DP
 SNIDER RONALD K, (RC)RS
 STEFANIW PAUL J, MC
 STRAGLIATI SANDRA L, MC
 SZLAUKO ELNORA M, GG
 TOMLIN BRENDA L, CMCA
 WIESE PATRICIA A, SD
 WILCOX TERRY R, MC

TIME OFF AWARD

BOLLINGER RICHARD S, FE
 BROWN BILLY GENE, FE
 CAMERON ROBERT R, FE
 DIERKES THOMAS R, FE
 FARRIS PHYLLIS A, PS
 GEIGER GERALD E, FE
 GROSSE SHERIJO, SD
 GRUENDLER STEVEN J, GG
 HALBECK LEE ROY, SD
 HASLER GEORGE S, SD
 JOHNSON JAMES JR, FE
 KRAEMER MICHAEL R, FE
 MANSON RUBBIE L, HRS
 MEIER KATHY A, SD
 MORRIS SHARON A, HRS
 MORRIS TIMMY G, FE
 NINNEMAN DAVID S, SD
 PLATTER MICHAEL G, FE
 RILEY GEORGE L, (SC)TSS
 SIKES WILLIAM B, SO
 SIMPSON JAMES R, FE
 SPAUNHORST SCOTT J, SD
 WHITE MICHAEL C SR, FE
 WILLIAMS KAREN J, PP
 WILSON DANIEL B, HRS
 WINN JERALD F, FE

