DEFENSE MAPPING AGENCY

LINK

January 29, 1996

DMA employees cope with winter storms

see page 8

DEFENSE MAPPING AGENCY
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January 29, 1996

Operation Meade	4
Revamping aero info	8
School partnership	10
Team goes into overdrive	12
You: Solid as a rock ...	13

Director plans retirement

At presstime, it was confirmed that DMA Director Air Force Maj. Gen. Philip W. Nuber's request for retirement had been approved by the Air Force Chief of Staff. The general has requested to retire sometime in the spring. More information will be available in the next issue of the Link.

On the cover

DMA employees found driving difficult and parking tricky after snowstorms pummeled the agency. *See story on page 8.*
photo by Ralph Mayer

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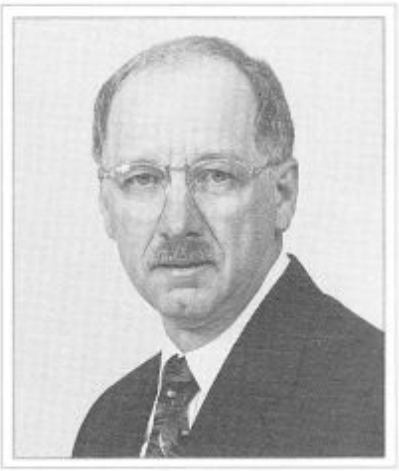
UP FRONT

OG director Earl Phillips to relocate to St. Louis


Phillips

In a move designed to establish DMA Executive Board full-time representation in the St. Louis area, DMA Director Air Force Maj. Gen. Philip W. Nuber has announced that the position of Director, Operations Group, will be relocated to DMA facilities in St. Louis. The relocation will be effective Feb. 16.

Earl Phillips, the current Operations Group director, will relocate as a result of this action. In a related decision, the position of associate director, Customer Support Division, will be dual-hatted to serve simultaneously as the deputy director, Operations Group, in the Washington area. Curt Ward is currently the incumbent of this position.

The decision to relocate the position of Operations Group director was based on an evaluation of agency operations, including feedback from employees at many levels in the organization, since the sunsetting of the components and standup of the new business units on July 1, 1995.

"Continuous improvement is a trait of all quality organizations," said General Nuber. "And I believe that, after six months of progress and evaluation in the reinvented DMA, the interests of DMA are best served by this relocation."

The move will also provide on-site Executive Board leadership for the planned consolidation of printing and distribution functions in the St. Louis area, and for the pending consolidation of DMA into the National Imagery and Mapping Agency. ■

Air Force Maj. Gen. Philip Nuber

New Year brings new challenges

The New Year brings new challenges for everyone in DMA, and one group of personnel, those in our middle manager positions, will find the year filled with even more opportunities for leadership. I believe there are two major reasons why the year will be filled with challenges, and both reasons are linked to the word CHANGE.

First, our mid-level leaders will be challenged to continue to deal with the changes brought about by the reengineering that DMA has been going through since last summer. While much progress has been made, I continue to hear from DMA people that much still needs to be accomplished in forming teams and then, of most importance, providing the designated team leaders the advice and support they need to get their mission completed.

If I were to boil the need down to a single word, it would be COMMUNICATION. I get many e-mails from people that are asking for the middle managers to listen and help make things happen for the teams. I believe that I have mentioned in the past that leaders "Make things happen." Now is the time to re-dedicate ourselves to doing just that for our teams.

There are all kinds of challenges to making things happen for the better for both our internal and external customers, but none that you as a middle manager should not be able to resolve, either on your own or with senior leadership help if necessary.

One change that has occurred that we all should take great pride in is the change to flexitime and flexible work schedules that our middle managers made happen.

Today we have 96 percent of our people eligible and working on flexitime and 96 percent of our people eligible for flexible work schedules. In the flexible work schedule program, we have 56 percent of the eligible people taking advantage of it. This is an example of listening by middle management and then "Making things happen." The message for middle managers – take the time to LISTEN every time your people want to be heard and then COMMUNICATE, COMMUNICATE, COMMUNICATE with everyone.

A second challenge as a result of CHANGE for the middle managers in the New Year will be to ensure that NIMA gets implemented successfully and, I would add, quickly. In addition, it must be accomplished without impact on service to the customer!!!

To do this will require the very best in communication skills from every leader in DMA. Leaders at all levels must be sure that the word gets passed to every person, but for that to be done effectively it will require all middle managers to do the superb job that I know you can do. But as I have said before, all change is not bad. We have a new frontier stretching out in front of us as we prepare to join NIMA – many challenges, yes, but many more opportunities.

And as we draw close to NIMA implementation in fiscal year 1997, we are going to celebrate the accomplishments of DMA.

Nov. 5, 1996 will mark 25 years since the 1971 Presidential Memorandum that directed the consolidation of Department of Defense mapping, charting and geodesy operations. As a result of that memorandum, the Defense Mapping Agency was then officially established in January 1972 and became operational July 1 of that year.

We are planning a celebration in recognition of the more than two decades of unprecedented change and unparalleled accomplishment. And more importantly, I want to commemorate the many contributions of the men and women of the Defense Mapping Agency. I wish to include all of our employees in the celebration and have formed a planning team led by Dick Beck of the Planning and Analysis Directorate, working closely with Command Information. I asked that the team develop plans for celebrations at St. Louis and for the Washington area in April, and to solicit employee input for the ceremonies as well as for historical documentation. You have probably seen requests for input already, and I encourage everyone with an idea to make that idea known to Dick and his team. ■

A long pole for the tent:

Operation MEADE gets tactical terrain data 'Just in time'

Can DMA provide data rapidly that meets Army crisis requirements in the 21st century? That was the question posed by Operation FREMONT, the TOPOFORCE XXI exercise held last spring.

Now the agency is much closer to that goal, say agency officials associated with Operation MEADE, the second TOPOFORCE XXI exercise held Dec. 5-8. Other participants, who faced a similar challenge, included the Army Topographic Engineering Center and National Reconnaissance Office.

The question arose as officials briefed Army Gen. Gordon Sullivan last May concerning the provision of current battlespace information under the Army doctrine FORCE XXI. The new doctrine replaces Cold War strategy, which emphasized a "just-in-case" strategy of stockpiling topographic products to meet perceived threats. Calling the provision of tactical-scale terrain data on a rapid basis the "long pole in the tent" in meeting new Army requirements, General Sullivan, then Army chief of staff, determined that an exercise to test this capability was required.

The exercise, dubbed Operation FREMONT, "established a mark on the wall," said Army Lt. Col. Joe Kotch, a member of DMA's Army Customer Support Team. "It led to a series of exercises intended to get the mark closer to Army requirements."

In Operation MEADE, significant advances were accomplished, said Kotch, who was also the author of the exercise's name.

Kotch submitted the name not so much because Maj. Gen. George Meade was a famous Civil War figure, commanding Union forces in the Battle of Gettysburg.

"I'd say most soldiers know that," Kotch, a history buff, said. "But how many know that he was a topo engineer during the Mexican War?"

Without going into the plot, the scenario for the exercise was a rapid deployment to Fort Sill, Okla., of some 3,000 soldiers to rescue hostages nearby and secure the area.

DMA was required to provide digital elevation and terrain data covering 90 square kilometers of the deployment area within 72 hours. "Point Target" products were also required for two- and 20-sq. km. areas within 18 hours.

To meet the 72-hour requirement, DMA responded with a combination of Level 2 Digital Terrain Elevation Data, produced on the Digital Production System, and a Minimum Essential Data Set of Interim Terrain Data, produced on the stand-alone Interactive Quality Review System. Both products were delivered within the required time frame.

The shorter suspense times were met with Level 2 and 3 DTED and 1:4,500-scale image maps in hard- and softcopy. Additional image maps at the same scale were produced to meet the 72-hour deadline. TEC used available DMA Level 1 DTED and ARC Digitized Raster Graphics to create a three-dimensional visualization fly-through of the target area within two hours.

Virtually all of the products were produced on time.

Obstacles Overcome

Significant advances in requirement identification, production and data transmission were accomplished during Operation MEADE.

One of the problems encountered in Operation FREMONT was that the requirements had not been adequately defined. What is "appropriate tactical-scale digital terrain data?"

Before Operation MEADE even began, much effort went into defining a Minimum Essential Data Set that would meet Army requirements, Kotch said.

"For example, instead of 24 classes of roads, would six do? To eliminate production overhead, DMA and TEC came up with a proposal prior to the exercise regarding what data should be collected to comprise a generic data set.

"We showed our proposal to Army planners and asked them if it would meet their needs. The response was 'Yes with some exceptions.' For example, instead of the customary 18 classes of bridges, we proposed three, based on the weight each could handle: a tank, a 5-ton truck, or light vehicles only. The planners responded, 'That's fine, but we also need to know if a bypass exists for the bridge within 2 kilometers.' So we added a category for bypasses and collected data for that.

"By October we had defined MEDS, published the spec, and trained against it," Kotch said.

"The whole idea is to get the basic data out. Later we can concentrate on refining the data and adding value, stripping out the old and adding the new as information comes in from the field.

"Something different during Operation MEADE is that we kept in touch with the Army planners

throughout the exercise to get guidance as needed," Kotch said.

As the exercise proceeded, Army planners added to their requirements, a change Kotch applauded.

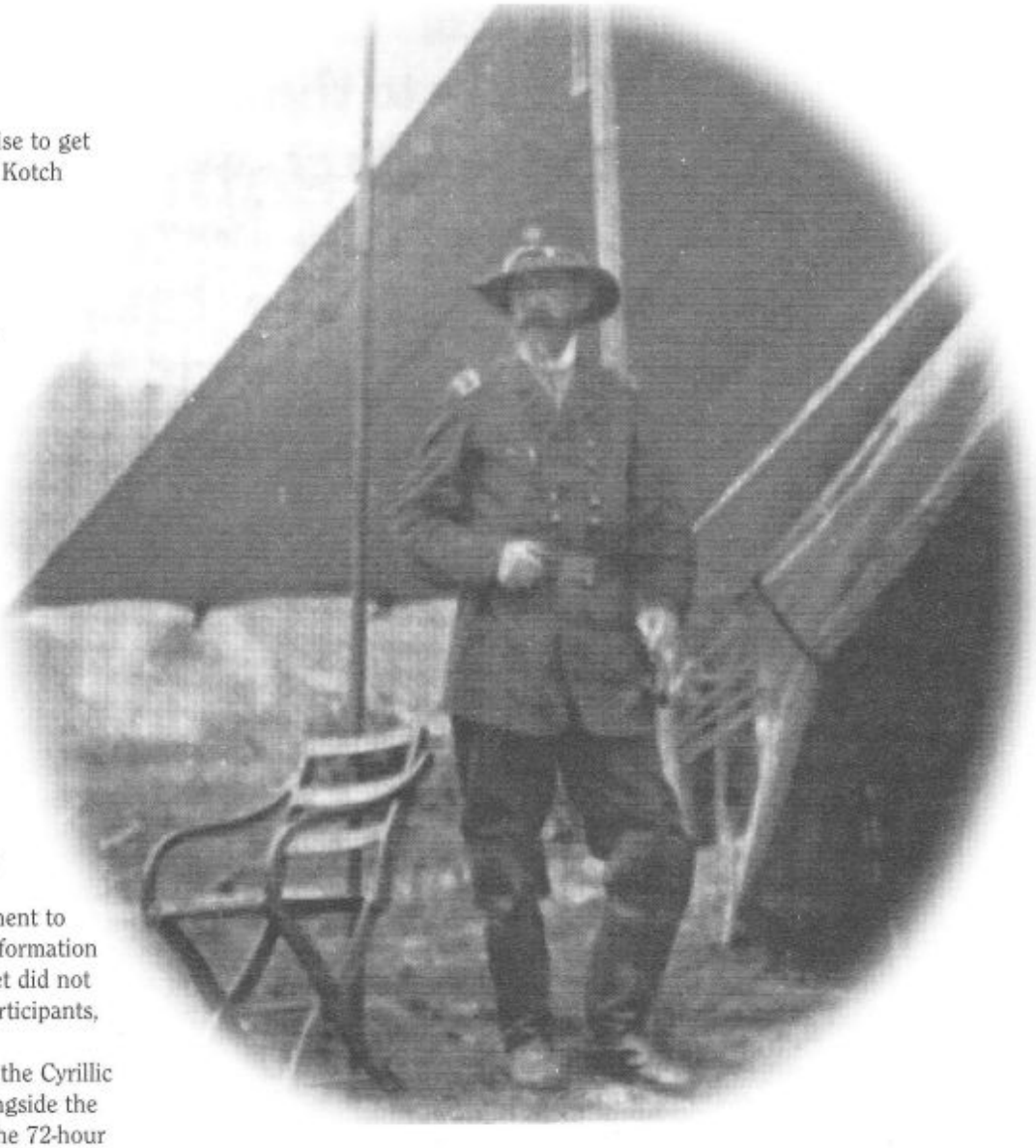
"In real life, the requirements just grow exponentially in this type of exercise," he said.

The bottom line is we had a game plan this time, and it made a difference. We're writing the SOPs now, so that in the future we'll have a standard to build products against in a rapid manner."

Even a requirement to provide descriptive information in the Cyrillic alphabet did not throw the exercise participants, Kotch added.

"DMA provided the Cyrillic translations right alongside the English and kept to the 72-hour time frame."

A challange identified in Operation FREMONT was the data flow of the Digital Production System. In Operation MEADE, new strategies were used to tap the DPS pipeline prior to finishing to collect the elevaton data. At the same time, adaptions to the IQRS enabled production of the tactical feature data.



Gen. Meade

The question now is, "Was the MEDS good enough?"

The exercise participants are working with Army planners at Fort Bragg, N.C., to evaluate all the products provided, Kotch said.

"People from the 18th Airborne Corps and ARSOC (Army Special Operations Command) are looking at the products from the operational point of view, and people from the 30th Engineering Battalion (Topographic) are looking at products from the technical point of view."

Future exercises will involve other Services as well, Kotch said. Stay tuned for a report on Operation LOPER, the tentative name for the third exercise planned for the spring. And do you know who Loper was? ■

— by Paul Hurlburt

The A Team thinks 'outside the box'

Revamping aero info production

When Larry Muncy, team champion of the Aeronautical Reengineering Team, met with team members last July, he urged them to "think-out-of-the-box," to ask "why are we doing it this way," and to consider the importance of the non-value added steps that go into our current production processes. He also emphasized that DMA needs to do business "smarter" in order to survive. Team members agreed this seemed to catch everyone's attention.

The aeronautical reengineering team (immediately dubbed The A Team) was formed to assess the current aeronautical production processes at DMA, and then to look into the future to see how production should be done in the 21st century.

To comprise a well-rounded team, members with a variety of backgrounds were selected from a list of volunteer candidates. Three are aeronautical information specialists (John Beard, Chuck McGaugh and Walt Robinson), four are cartographers (Bart Kemery, Evelyn Sanders, Rick Sandusky and Scott Spaunhorst), one is a marine information specialist (Jim Shaffer) and one a physical scientist (Ron Hoffman).

Together, the group began its work. After a three-day training session with Coopers and Lybrand, they began to create an "as-is" aeronautical production process model.

"It became apparent early in this analysis phase that there were process and system weaknesses that required attention," says A Team spokesman Chuck McGaugh.

The aeronautical production processes and products within DMA are dynamic, cyclical and time constrained, he notes. "The vision is that DMA, as the DoD provider of choice for aeronautical information, will provide current and error-free data, eliminate redundancies between producers of aeronautical information, focus on electronic transfer of data and provide near real-time availability."

The reality was somewhat different.

"Some processes are duplicated within DMA, other federal agencies, commercial enterprises and foreign governments," McGaugh points out. "Some of our products are declining in currency and have quality related problems associated with constrained resources and poor Aeronautical Data Maintenance system performance."

It was determined that part of the reengineering effort would focus on eliminating redundant data and product maintenance, on concentrating service to DoD customers as the core business function, on getting to state of the art technology in hardware and software platforms, and on promoting the acceptance of substitute products to the military community.

Consistent with the overall DMA migration philosophy of using "native" commercially available hardware and software to replace older, proprietary systems, the team focused on developing commercially based platforms which will increase DMA's production capability and quality controls, while decreasing the costs of producing aeronautical products.

These goals, McGaugh notes, are critical in achieving DMA's Strategic Plan objective 3.2, to influence and help shape geospatial mapping information and technology trends [and] to optimize technical alternatives.

Next, the team looked at individual pieces of the Aeronautical Information production process. The basic process involves acquisition and analysis of hardcopy source, population of one or more databases

In each area there were constraints and limitations of the "as is." Some of these are:

- All current finishing efforts are specification driven and require software and/or contractor support to produce tailored products. This process is not timely and is very costly.
- The current aeronautical production platform is unable to receive softcopy input and has performance deficiencies.
- Imagery exploitation to support aeronautical intelligence files is dependent on hardcopy source using outdated hardware and software.
- Text data which is extracted through imagery exploitation is hand entered into multiple systems due to the lack of interoperable data formats.

The "as-is" was briefed to Earl Phillips, director of the Operations Group; Larry Muncy, Source Management, and other senior managers in late August, and the group received approval to proceed with defining how aeronautical production was "to-be" in the future.

The first "to-be" strategy requires consolidation of the intelligence (Automated Air Facilities Information File) and operational (Flight Information Publications and Digital Aeronautical Flight Information File) aeronautical production processes into a team concept.

"We believe this concept has merit," says McGaugh. "It will combine many tasks performed independently by separate organizations and systems into one production unit."

Team synergy, the group believes, will reduce redundant data maintenance efforts, improve the quality control of production processes, and allow the geographical teams to be involved in all phases of production from source acquisition to product finishing.

A second change in production philosophy introduced in this "to-be" strategy is to increase the use of aeronautical data and finished products produced by other providers.

The DMA production effort supports a worldwide aeronautical user community, team members point out. A large portion of the output is civil data versus military data.

"A significant majority of the operational data in FLIP and DAFIF is civil information provided to DMA by the FAA, private industry, and foreign governments. Much of this data exists in digital form that DMA can port directly into our holdings, given interoperable data standards. "

Under the reengineered process, DMA will only provide "value added" data to enhance the imported data sets to meet DoD mission requirements. The elimination in redundant product and data maintenance will allow DMA to focus on data currency for the intelligence community and total quality management of aeronautical operational data.

Inherent in this change is the need to trust the agreed upon data providers to provide data integrity and safety of navigation within their areas of responsibility. The use of replacement or substitute FLIP products in areas of the world that meet DMA product content (DoD presently utilizes only Canadian and U.S. FLIP products not produced by DMA) and quality standards is a radical change in philosophy and will require customer approval, education, and acceptance, the team noted.

A very significant issue to these reengineering concepts is standardization and interoperability. DMA has already taken the lead in sponsoring an "aeronautical data standard" to allow a uniform flow of data among data providers in a cooperative environment through Global Geospatial Information and Services arrangements and agreements. The A Team strongly believes the reengineered process will best support the continuation of DMA as the world leader in aeronautical data standards.

The new strategy is expected to reduce requirements for hardcopy aeronautical data products. The ultimate target is the elimination of hardcopy finished products, replaced with tools to allow customers the ability to output data in the format and media they require.

The concept of an Aeronautical Data Library will allow customers to retrieve database holdings when needed, rather than relying on finished products to meet their mission requirements.

This concept, McGaugh notes, coincides with the overall strategy of a Data Warehouse wherein DMA becomes a data provider. The warehouse will be linked to the customer via electronic networks. Commercial tools like MapInfo and ArcInfo can be used by the customer to extract and graphically display and produce data in formats which meet their operational needs.

"The reengineered process aligns aeronautical production with DMA's strategic and migration plans," McGaugh says in summary. "It will allow DMA to operate smarter and better and increase production capacity by 100 percent." The reengineering team estimates cost savings in excess of $5 million over a five year period.

The plan was presented to the DMA senior staff Dec. 4, and approval was given to proceed with implementation. A process implementation team has been formed to continue the reengineering team's efforts. For those wanting further information or to contribute to this effort, contact Bart Kemery, Aero Future Team Leader, at 314-263-4054/4345; or via e-mail to "Aero Future" under the global address list. ■

— by Wells Huff

Mother Nature pulls snow job on agency

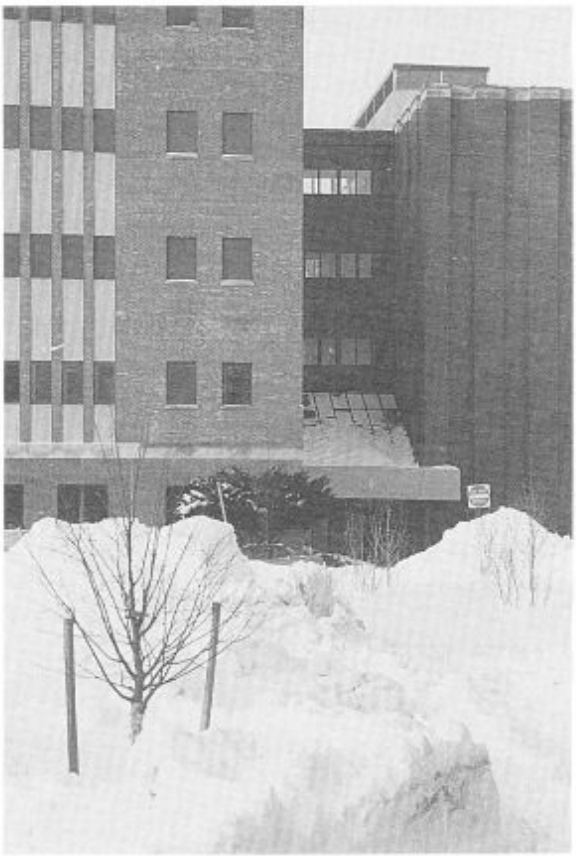


Photo by Ralph Mayer

The main entrance to Erskine Hall seems dwarfed by the mountains of snow after snow removal crews cleared sidewalks and parking lots.

Mother Nature pulled a snow job on the Defense Mapping Agency and federal government in the Washington area.

Record snow along the Eastern Seaboard confined residents to their homes, shutdown airports and virtually paralyzed federal and local governments.

St. Louis didn't escape unscathed as eight to 10 inches of snow fell on the area, but DMA St. Louis remained open Jan. 2 - 3 despite the inclement weather. Though the snow, heavy at times, kept some from reporting to work, most employees managed to reach the complex.

The parking area and pedestrian walkways were passable thanks to the Facility Engineering branch, whose efforts included a pre-emptive heavy salting when it was learned foul weather was approaching. They continued their labor with continual shoveling and plowing of traveling paths.

The Washington area didn't fair so well. After the storm hit on Jan. 6, up to three feet of snow was dumped on the surrounding area. Some employees from outlying areas reported up to 52 inches of snow.

Twenty-three IM personnel at the Bethesda site worked around the clock to plow snow from the parking lots and sidewalks and to salt the cleared areas. Officials estimate 20 tons of salt was spread in the area. Security guards pulled extras when their colleagues couldn't make it to work.

Students and staff at the Defense Mapping School, Ft. Belvoir, Va., saw 24 inches of snow fall from Jan. 6-8 and four inches Jan. 9.

When the government reopened (between snowstorms) on Jan. 11, "almost 80 percent of the parking lot was full" reported Merrifield security officer Teri Winters. "Yet there was an eeriness ... an unusual quietness throughout the building. There were no visitors processing through ... no meetings. Everyone seemed to just stay at their worksites."

While everyone was impacted by the heavy snows, the blizzard

Photo by Ralph Mayer

DMA personnel clear snow from the loading dock behind Erskine Hall.

brought a particularly frightening and dangerous experience to Brenda Phillips, management analyst in Installation Management.

Phillips lives in Hillsboro, Va., 50 miles west of Washington in the foothills of Short Hills Mountain. After 29 inches of snow and being snowbound for four days, she and her son Jason, a student at Liberty University, Lynchburg, Va., decided to venture forth in their four-wheel drive vehicle to visit a neighbor who lived about a half mile from them.

About a quarter mile into their trip, they were caught in a whiteout created by high winds and drifting snow. Visibility was zero. Jason lost the way and ended up in a huge snow bank. They decided to cancel their visit and return home. But even after much digging, there was no way to turn around.

They continued on to another road, but the situation grew critical. No one else was traveling. They knew the county had only one snow blower and it could be 24-48 hours before it came around again. They decided not to stay with the car but set out on foot for home.

The winds were blowing at about 50 mph with a wind chill below zero. They stayed on the main road with Jason leading the way. Much taller than his mother, he was able to shield her and make a path for her.

"I held on to him for fear of being buried in a snow drift," Phillips said. "It was so frightening. I thought for sure we were going to get frost bite. Also, when you're in a situation like that you begin to act silly. I started singing 'In the summertime ...' and broke out in laughter at times ... but it was so cold."

Exhausted, their clothes frozen, bodies numb, and energy sapped, they arrived home 2 1/2 hours after leaving their car. Her husband, Mac (also a DMA employee) was waiting for them by the fireplace, totally unaware of their ordeal.

"My family realizes we survived with the help of our guardian angel because we didn't have the stamina to do it on our own," the management analyst said. ■

— by Muridith Winder
contributing: Joan Mears and Don Kusturin

Photo by Ed Gault

Employees returning to work at DMA headquarters in Merrifield, Va., found more than they bargained for after the Blizzard of '96.

DMA supports community through partnerships with area schools

DMA continues to support the needs of the community and local educational system through its School Partnership Program.

More than 100 volunteer employees have offered their time and talents to the partnership schools. The goal of the program is to promote positive school-community relations, improve the education and citizenship of our youth, and provide positive role models and opportunities that will be beneficial to everyone involved.

DMA is partners with Sigel Elementary School and Turner Middle School, St. Louis; Mosby Woods Elementary School, Fairfax, Va.; West Elementary School, Washington, D.C.; E. Barbour Hutchison Elementary School, Herndon, Va.; and Cheney Elementary School, Ft. Belvoir, Va. DMA support is based on agency resources and is geared to meet the particular needs of each school.

photo by Tom Barsh

Trish Beavers, left, and Mitchell Lewis accept keys to the school from two students at Mosby Woods Elementary School, Fairfax, Va.

In St. Louis, the program is organized into two phases: the Reading Connection and Teaching Program. Each fall Reading Connection volunteers visit the elementary school and read to the younger children. In the winter and spring, Teaching Program volunteers help middle school students apply their knowledge of math and geography to the real world (map reading, map distance measurement, etc.).

In the Washington area, partnership activities include reading, tutoring, mentoring, collecting supermarket receipts for school computers and providing support to science fairs, career days, math activities days, computer activities days, and geography and spelling bees.

Agency volunteer school coordinators work closely with school staff to plan and schedule activities for the academic year. Coordinators include Sharon Smith (Sigel Elementary and Turner Middle School), Linda Tsagos (Hutchison Elementary), JoAnn Brewer (West Elementary), Trish Beavers and Mitch Lewis (Mosby Woods), and Lisa Miller and Charlotte Faehn (Cheney Elementary).

The former DMA Components originally sponsored the partnership schools and selected them on the basis of need and location. As a result of the reinvention, Command Information manages the program through its community relations activities. Business Unit leaders support this effort by approving employee volunteerism, consistent with mission requirements.

For additional information, contact program managers Sharon Smith at 314-263-4142 (DSN 693-4142) or Joan Mears at 703-275-8409 (DSN 235-8409). ■

— by Joan Mears

DMA QAVs will boost NIMA

With the completion of 2 1/2 years of Quality Assistance Visits in December, DMA will leave a solid foundation upon which to build the National Imagery and Mapping Agency, officials said.

Sponsored by the DMA Office of the Inspector General, QAVs gave employees throughout the agency a chance to baseline their core processes and determine areas for improvement. During the Inspector General's visit, the employees presented the results of months of self-assessment activities.

As the agency reinvented itself in 1995, improving customer support in the most efficient manner possible, the reinvention teams had access to the knowledge base of metrics and criteria gathered during the QAVs.

"Now we are in a strong position to enter the new organization because we know the mapping processes already," said Patricia Beldon, DMA deputy Inspector General.

"And the new agency will find our experience with reinvention and QAVs very useful," she predicted. "During the QAVs, we connected people across organizational lines. We focused on processes, not organizational structure, so the results are still valid."

Participants in the QAVs used performance standards based on the Malcolm Baldrige National Quality Award to baseline DMA's core processes.

Results of the QAV analyses formed the basis for DMA's nomination to receive the Malcolm Balridge Quality award, Beldon said.

photo by Tom Barsh

Patricia Beldon

Prepared by representatives of several business units working with the Office of Plans and Analysis, the nomination application resulted in the selection of DMA as one of 10 organizations throughout government to receive a nomination.

"The nomination proves that DMA is at the forefront of the quality effort," Beldon said.

The last QAVs were completed in December of the Combat Support Elements, but the momentum gained through the exercises continues.

"The QAVs were just one example of the IG's new role," Beldon said. "While the IG will continue to ensure that government resources are not misused and that all DoD regulations are met, our office has moved beyond inspecting for compliance to championing process owners as they evaluate the quality of their processes. We expect to continue this expanded role as the IG moves to NIMA." ■

— by Paul Hurlburt

Team goes into overdrive to satisfy client

A Source Management team in St. Louis turned a month long job into a six working days success story in order to meet a customer's needs.

By Nov. 9, the unit had produced seven Gridded Airfield Photos (three having multiple sheets on the facility) and two of four Gridded Installation Photos, which were high priority, taking only one-fifth of the normal production time for these products. This was done using around-the-clock production but without overtime, said Targets Production Manager Barbara Willsey.

DMA received the request from Atlantic Command for seven GAPs and four GIPs to support Exercise Unified Endeavor Nov. 1, 1995.

The work had to be completed and shipped by Nov. 8 and 9 to meet the customer's requirements. Only one of the products had been previously produced and its stock needed replenishing. The remaining 10 were new productions. Each had a normal production timeline of 30 days through a complicated process involving three organizations: analysts, machinery operators, and photo lab personnel.

"The GIP and GAP products are used to plan and carry out military operations in the field," said Willsey. "Exercise Unified Endeavor is a USACOM Joint Exercise designed to train staffs and components. This portion of the exercise used joint military personnel to plan and carry out mission requirements. DMA products were used to do this planning and operations."

photo by Jim Stepanick

Members of the Source Management team are, from left to right: Scott Lorbert, John Armocida, Dean Ferrell, Aughtie Juliana, Michael Bayless, Bob Schmitt, Linda Casetta and Barbara Willsey.

The products were shipped overnight to multiple customers with multiple addresses. Altogether, three shipments totaling 225 sheets were shipped to five different customers using different ship dates to accommodate customer holiday shutdown.

The last two GIPs, the lowest priority on the assignment, were shipped to multiple customers Nov. 13. Problems encountered during the assignment, including incorrect coordinate values and reference points, were resolved through expedient communications with Customer Support Team members.

"The GIP is a varying scale, customer requested product with an alpha/numeric red light readable grid overlaid on rectified photography for use in planning and operations. The grid interval is a known distance enabling the user to quickly calculate distances on the image," she explained.

The GAP is a 1:6,000 scaled airfield product with a geodetic grid overlaid on a rectified photo, which allows a unit to determine precise coordinates of their parking positions for the initialization of their Inertial Navigation Systems.

"Source Management West B has a total commitment and focus on the customer," Willsey said. "This project is one of many such projects and is a way of life for us. Every day our production is done with our customer in mind." ■

— by Don Kusturin

Solid as a rock ...

As one of three people at DMA St. Louis charged with the oversight of computer security for all automated information systems, including the Digital Production Systems, Jim Waskow doesn't have an easy job. For the last 12 of his 28 years with DMA, he has watched over the security issues of digital production, beginning with the first hardware and software innovations known as Mark 85.

"We were a long way from where we are now," he notes with a ready grin.

Waskow smiles easily, a feature his co-workers like. "Jim enjoys a good joke," one notes. But he is quite serious in how he spends his time on and off the job.

He likes rocks, for one thing.

"I've always been a rock hound," he says. 'I guess I've got about a ton and a half of them in my basement. Word gets around, and a lot of people have brought items to me to be identified or borrowed for a class project." He's taught the subject in schools and for scouting groups. Geology was his minor at Iowa State, where he met Joyce, his wife of 32 years. They were married the summer before his senior year.

"Jim is always talking about his 'girl friend', meaning Joyce," says a co-worker. "That tells you something about the type of person he is."

Then there's the antiquing. "That goes back about 20 years," he said. "I enjoy collecting antique wood and glass items, particularly old bottles."

For years Jim was what he terms "a picker," someone who searches out and buys or trades for items. Last year he became a professional, opening his own space in a co-op arrangement in Eureka, Mo. called Wallach House. Eureka is about half an hour west of St. Louis on Interstate 44.

Like most of us, Jim appreciates people, and he likes helping them any way he can. Through his church he heard about another religious group that builds churches for new congregations in Mexico, and he has made five trips to several Mexican communities as part of a work crew.

"It's something to see," he says. "We take annual leave, finance ourselves and work our tails off. We start with the foundation and go right up and finish the roof. But it's an experience you never forget. It's very rewarding work and the Mexican people are so kind and appreciative."

Waskow has also done youth and family counselling for his church and the Soulard Christian Center; and has been a worker and food server for the homeless facility of Sts. Peter and Paul Church, also in the Soulard district.

At other times he has supported his wife's youth activities at her public schools. Joyce Waskow has been a high school teacher in the Webster Groves District, and is currently assistant principal at Lafayette High School in the Rockwoods District.

Lately there has been a lot said about doing the right thing. That seems to be a key factor for Jim Waskow. And why should that merit special attention? Joyce Kren, the co-worker who suggested it, says simply, "Because people should know what a good man is like. Jim's well known around here. ■

— by Wells Huff

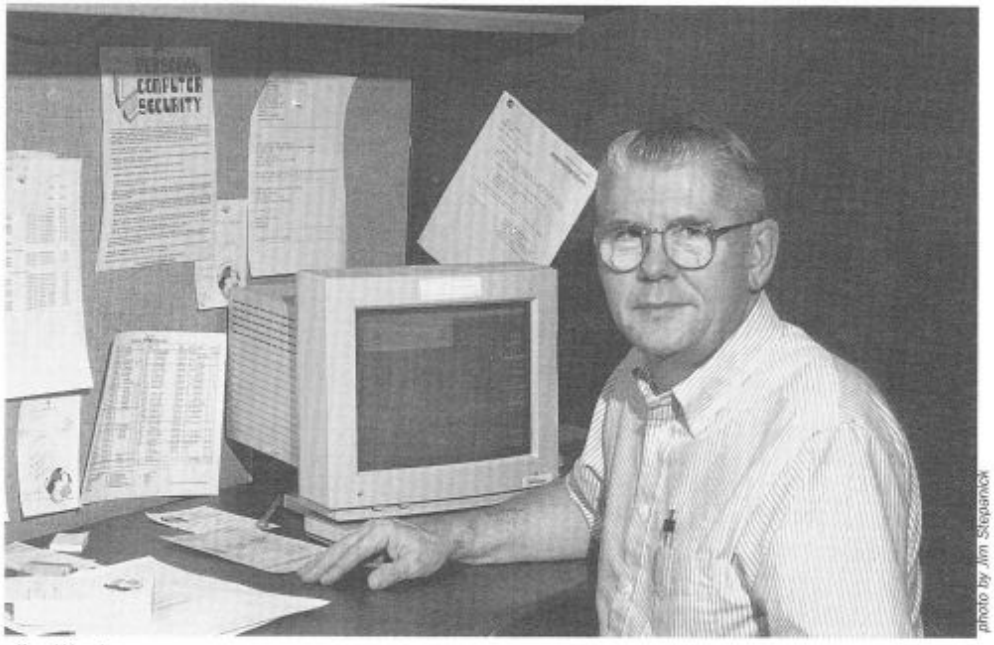


photo by Jim Stepanick

Jim Waskow

E-mail guidelines help ease growing pains

Improper use of the electronic mail system has prompted DMA officials to list guidelines to better manage the system.

"Users must realize that e-mail is not an infinite resource and must be managed and cared for to sustain it's utility and availability," said Army Col. Michael Simmons, chief of the Acquisition and Technology Telecommunications Support Office.

He explained that e-mail use in the agency has grown to the point that undisciplined approaches can cause problems for anyone on the system. For instance, people have to spend more time sorting through messages just to find those that are really important

"We have had situations in the past where ill advised use of e-mail resulted in people receiving embarrassing mail, mail with immoderate language in it and mail with improperly classified or improperly declassified information," Simmons said.

Sending large files can also cause the system to fail.

Simmons offers a few tips so everyone can help manage the system.

E-Mail attachments must not exceed one million bytes (1MB) If the size of any attachment exceeds 1MB, contact the Network Administrator at 301-227-3222, or DSN 487-3222 to arrange a file transfer.

When scheduling meetings, notify managers' secretaries as well as the manager, so that calendars can be coordinated.

Limit the initial distribution of e-mail messages to those who have a definite interest. Ask recipients to further forward the information as necessary or appropriate.

If there's a remote possibility that the information may be classified, do not send it on e-mail and don't try to sanitize information. See unit Information System Security Officers or contact the local IM security office if there are any questions.

If information can be incorporated in the body of the e-mail message, don't use attachments. Attachments require additional network resources and require recipients to first save and then read or view the information.

Keep e-mail messages concise, civil, and professional. Comments or opinions may wind up almost anywhere via message forwarding and multiple addressing.

Send attachments in a format that can be read by all recipients. The most common formats are created using either Microsoft Word version 5.0, Excel version 4.0 and Powerpoint version 3.0. These files can be read on both Macintosh and Windows workstation.

"The continuing expansion of the network means the volumes of mail will increase proportionately," Simmons said. "Wise use of the e-mail system will make it faster and more efficient even with more people connected." ■

— by Muridith Winder

News Clips

Employees can learn about ACE during February sessions

Find out more about the key features of ACE (Achievement and Career Excellence System) in February during sessions held by DMA managers. ACE is a new automated multi-rater performance appraisal system that replaces DMA's previous performance appraisal systems. All DMA employees will be evaluated using ACE, including supervisors, managers and Senior Executives.

ACE evaluates employees on four universal core competencies: customer satisfaction, interpersonal skills and teamwork, job knowledge and skills, and leadership. ACE provides employees with rating input from peers, customers, supervisors and subordinates. Representatives from the business units and unions designed the new process to support DMA Core Values, such as customer satisfaction.

HR distributes JOB+ Kits

JOB+ is the new way to apply for jobs at DMA. "**JOB+** Kits" will be distributed to all DMA employees by the end of this month according to Human Resources officials. The kit will contain specifics on how **JOB+** will work, what is needed to apply and how to designate which Business Units and geographic locations applicants are interested in.

In this reengineered process, whenever DMA fills a job, **JOB+** scans the DMA resume file to find applicants who have the skills managers describe as important to the position being filled. Once applications are turned in, employees will be automatically considered for all DMA vacancies they are eligible for.

Retirements

William J. Brown, the last director of DMA Aerospace Center, retired Jan. 3. Before retiring he served as the Operations Group assistant director of Data Generation Division Western Office.

Brown, a graduate of Kansas State University, began as a cartographer in St. Louis in 1962. In 1978 he moved to DMA headquarters as a physical scientist in the Directorate of Programs, Production and Operations, but returned to the Aerospace Center two years later as chief of Scientific Data. In 1985, he became chief of the Programs Integration Division of the Directorate of Programs, Production and Operations.

He returned to the East in 1987 as chief of the Data Services Department for the DMA Hydrographic/ Topographic Center. He was promoted to the Senior Executive Service, and later that year became deputy director of the Directorate of Programs, Production and Operations.

In August 1992, he returned to St. Louis, serving as the center's technical director, deputy director, and from February, 1994 through June of last year, as director.

Paul L. Peeler Jr., the last director of Reston Center before DMA's reinvention, retired Jan. 3 after nearly 35 years of federal service. He served as the Operations Group assistant director of the Source Management Division Eastern Office.

Peeler began his federal career in 1961 with one of DMA's predecessors, the Army Map Service. In 1966, he accepted an assignment in Khartoum, Sudan, as a technical adviser to the Sudan Survey Department. That tour was cut short,

however, due to the Arab-Israeli War and he returned to the Army Map Service.

When DMA was formed in 1972, Peeler was assigned to the programs branch at the Topographic Center. Following a series of assignments, he was appointed to the Senior Executive Service in 1982 and was named deputy director or programs, production and operations at the Aerospace Center in St. Louis.

He returned to the Washington area in June 1987 to assume the position of technical director of the newly established Reston Center and remained with the center until deactivation.

Donald J. Gonchar retired on Jan. 3 with 42 years service at DMA and its predecessor organizations. A physical scientist in the Planning and Analysis Directorate, he was instrumental in developing and implementing the DMA Strategic Planning Process. He is a graduate of the Army War College, Carlisle, Pa. (resident class of 1986) and a life-long student of U.S. military history.

Susan A. Gonchar, public affairs specialist in Command Information East, retired Jan. 3 with 21 years' service at DMA. She established the public affairs office at the former Combat Support Center and was editor of its newspaper, *The Distributor*, for 14 years. She leaves DMA as editor-in-chief of the *DMA Link* and wrote frequently about DMA people in the *YOU* personality column.

OTHER RETIREMENTS

36 years
Joanne M. Darnell
33 years
Ben D. Roth
32 years
Peter D. Argentiero
24 years
John Cornejo
9 years
Lorenzo Cooper
6 years
Deanna V. O'Bryan,

Quality of Worklife Board application deadline looms

Want to see changes in the workplace, such as better parking facilities? A more positive work environment? Maximized flex hours? Or just proper lighting? Apply for a position on the Quality of Worklife Board. As a member, employees can address many issues as they strive to improve their quality of work and life environment.

Boards will be established at the following locations: Bethesda, Defense Mapping School, Merrifield, Philadelphia, and St. Louis. Each Board will consist of five to seven members who will review and address issues that are site-specific. Site Board chairpersons will work with DMA Director Maj. Gen. Philip W. Nuber on a new Quality of Worklife Council to address DMA-wide issues.

Send applications to Dottie Garrison or Vietta Williams at Mail Stop A-8 by Feb. 1. For more details call (703) 275-8346/8434.

HR reschedules information fair

Due to the Blizzard of '96, the schedule for the Human Resources information fair in the Washington area has been changed. Following is the new schedule:

Reston, Jan. 30, auditorium, 8:30 to 11 a.m. and 1 to 4 p.m.

Merrifield, Jan. 31, Room 1N14-18, 11 a.m. to 3 p.m.

Bethesda, Feb. 6, auditorium, 8 to 11 a.m. and 2 to 5 p.m.

Philadelphia, Feb. 13, 11:a.m. to 2 p.m. at building 27, Section C. ■

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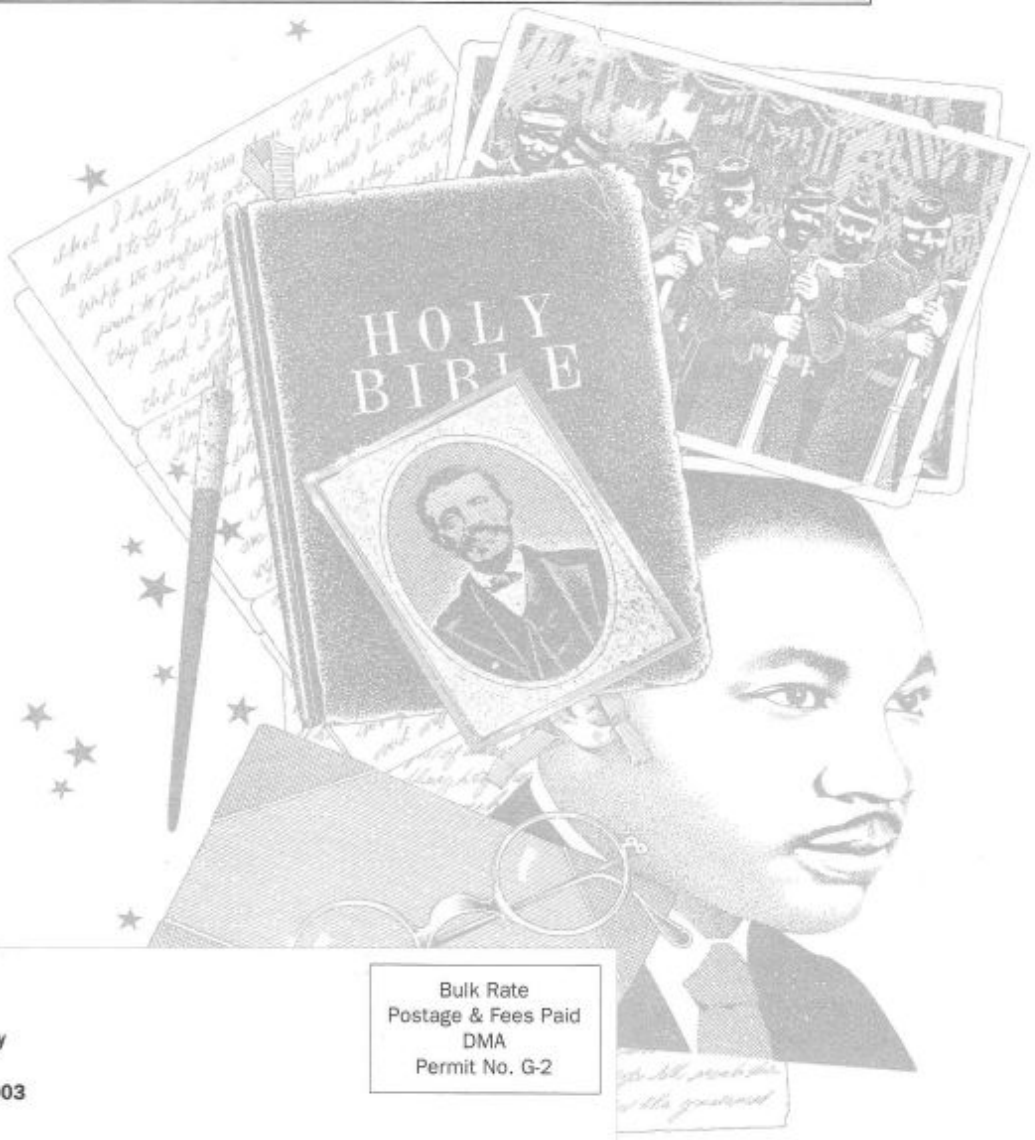
Black History Month



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