Orientor

Defense Mapping Agency Aerospace Center August 28, 1992

Special Graphic Supports *Ocean Venture*
Page 2

STEPANIK

Employees like Cindy Reid, DPAC, (standing), return from Reston Center's "E&R" with hands on automatesched-uling experience to pass on to Aerospace Center employees like James Stallworth and Leigh Reynolds (at table).

Getting There Is Half the Fun

Automated Scheduling Makes DPS Events Happen

This article was provided by the Digital Products Department and the Transition Management Team.

BRINGING the Mark 90 Digital Production System (DPS) on line has proven to be a challenge for DMA. However, it is more than a technical challenge; it is a challenge that has demanded our best in innovative management and action skills.

One aspect has been particularly challenging—scheduling the right people to participate in the process when, where, and for as long as needed. Sounds simple, but deconflicting the schedules of a large number of people with particular skills at multiple locations for a series of sequential and concurrent events using particular equipment is anything but simple.

THE SOLUTION was automated scheduling: Microsoft Project software and Macintosh personal computers (PC). The use of this software represents a major success for DMA; it is making DPS integration possible.

At DMAAC, the beginning point for scheduling is the DMA System Activation Model (SAM). SAM identifies what needs to be done, where, by whom, and using what equipment/software.

Project models, such as Demo 908-T4, Exercise and Rehearsal (E&R),

Continued on page 4.

Talking Point

Make Sure You're on Board

From Col. Marcus J. Boyle, Director, DMA Aerospace Center

Today I want to highlight some important linkages. In the midst of change, there are some polestars.

I've been out in many of your areas recently briefing the results of the Reorganization Study Team. As a member of the team I can tell you we wrestled with a number of issues; but the final report bears out the original charge given to us by General James when he put the team together.

The director tasked us to look at organizational effectiveness, and how DMA was working since the Reorganization Implementation Team initiatives two years ago. Further, he wanted recommendations for improvements in any area where we saw major problems. We were to be guided by the principles of Total Quality Management.

So we went to the components and we listened. We found out that we had a good, sound organization. It was obvious our people took pride in their work and they wanted a DMA that allowed them to do their best.

That was apparent in all the sessions. Our people had a genuine concern for making DMA work. The task now is to implement the various initiatives to make things better.

The study was just the latest formal effort by DMA to address concerns expressed by employees. The Work Force Survey conducted a few years ago was another example.

Many personnel policy initiatives we've undertaken since the Work Force Survey was published have been in direct response to issues you raised.

For example, we've undertaken a massive DMA leadership training program for supervisors and managers that targets many weak areas that surfaced in the Work Force Survey. That's but one example, and there are many more. The point is, DMA's leadership does listen, although we probably need to do a better job of showing linkages to improvement actions.

The Reorganization Study is part of our commitment to Total Quality Management. And so is our leadership training program. The Reorganization Study sought to identify significant barriers that made it difficult for people to do their jobs day to day. Our leadership program teaches the skills needed to shape a Total Quality Management environment. Both aim toward making TQM a reality.

A variiety of DMA initiatives, then, are interrelated and build on one another. And now we start training everyone in the ways of Total Quality Management, another logical evolutionary response to the Work Force Study. I encourage you to seek out this training; but most of all, make a commitment to make TQM work at the Aerospace Center. It's exactly what you said you wanted, in the Work Force Survey and the Reorganization Study, and it's just what DMA needs—a win-win situation for all.

The best image you could use to describe the present evolution of DMA is a train. It's moving forward at a fast pace, but there is room for everyone. It's your job to make sure you are on board. ●

DMAAC Supports Exercise Ocean Venture

A Special Exercise Graphic produced by DMAAC was a key element in the planning, execution and evaluation of Ocean Venture activities.

Ocean Venture is a joint military exercise that is conducted every other year; it is controlled by the Federal Aviation Administration (FAA) with the activities being scheduled by the United States Atlantic Command (USLANTCOM), Norfolk, Va.

The exercise is characterized by intensive flying activities by high-speed jet aircraft which maneuver through a wide range of altitudes and airspeeds. Supersonic flight may be performed within the appropriately approved areas. Participating aircraft include virtually all Army, Navy and Air Force operational types.

DMAAC produces a highly specialized tailored chart named the Special Exercise Graphic (SEG) to support this exercise. The sheet lines and special overprint information are determined by the requestor, 12th Air Force at Bergstrom AFB, Texas, who works in conjunction with DMAAC to define the final requirements.

These charts are based on specially framed-out repromat from standard Operational Navigation Charts (ONC) with a highly tailored selection of overprint information.

Because of delays in coordinating the release of the controlled airspace between the FAA and the 12th Air Force, this year's SEO job was not assigned to production until mid-February. This forced DMAAC to compress the production schedule to meet the chart delivery date of 1 April.

Continued on page 6.

New Component Directors Included In Senior Moves

Following a recent announcement of the civilianization of the directors of production Components, the DMA Director has moved swiftly in making selections to fill those and other key senior civilian positions.

In the latest announcement, General James selected 10 senior executives for new positions. Subject to the approval of the Office of the Secretary of Defense and the Joint Chiefs of Staff (on the civilianization of the director positions), the selections are:

Lon M. Smith, currently director of the DMA Systems Center, to director, DMA Aerospace Center, effective Jan. 1, 1993;

Annette J. Krygiel, deputy director for Modernization Development, DMASC, replaces Smith as director of DMASC Jan. 1. Krygiel's former position will be refilled via competition;

William N. Hogan, deputy director for Programs, Production and Operations, Hq DMA, becomes director, DMA Hydrographic/ Topographic Center, effective Jan. 1;

Earl W. Phillips, assistant deputy director for Production, Hq DMA, replaces Hogan as deputy director for Programs, Production and Operations, Hq DMA, effective Jan. 1;

A. Clay Ancell, deputy director for Programs, Production and Operations at the DMA Aerospace Center, will replace Phillips as assistant deputy director for Production, Hq DMA, effective approximately July 1, 1993. (Between Jan. 1 and July, Ancell will serve as chief, Digital Products Department, DMAAC.);

William J. Brown, technical director of DMAAC, will replace Ancell as deputy director for Programs, Production and Operations, DMAAC, effective Jan. 1. Brown's technical director position is cancelled with the creation of a civilian director's position at AC;

Charles D. Hall, technical director of DMAHTC, to the recently established position of deputy

Continued on page 6.

New Technical Director
Bill Brown Comes Home

Aerospace Center Technical Director William J. Brown, who succeeded James R. Skidmore upon his retirement Aug. 14, is no stranger at the Center.

Brown began his career at DMAAC in 1962 when it was known as the Aeronautical Chart and Information Center. A recent graduate of Kansas State University, Brown had learned from a classmate that the Air Force was hiring college graduates here, he related in a interview published in the Feb. 14 *Orientor*.

The match obviously has benefited both Brown and the government. Rising through the ranks, he was a division chief in the Scientific Data Dept. (SD) in 1976 before moving to HQ DMA two years later. Back at DMAAC in 1980, he served as chief of SD and later as chief of the Programs Integration Division (PPI) before returning to metro Washington as Deputy Director of Programs, Production and Operations at the DMA Hydrographic/Topographic Center.

William J. Brown

Skidmore GPS Marker Placed

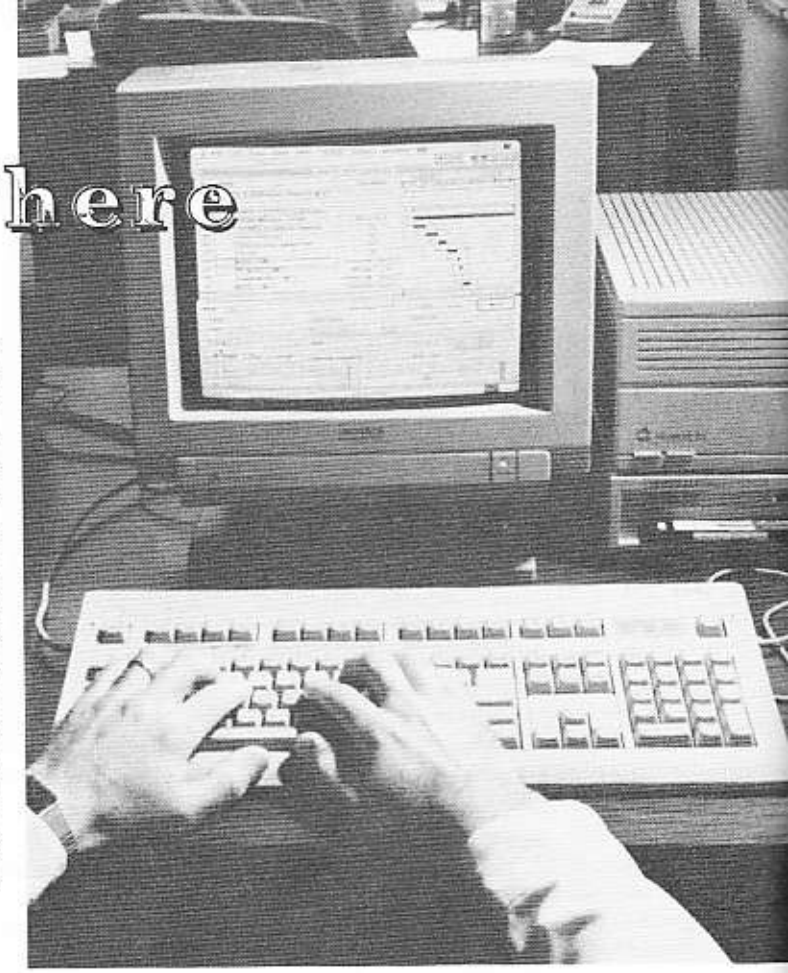
Aerospace Director Col. Marcus J. Boyle congratulates James R. Skidmore, retiring as the Center's technical disector, on the occasion of the registration of the James R. Skidmore Global Positioning System station marker. The marker, set into a concrete base near the flag pole on the Arsenal parade ground, is part of the world-wide positioning system. Looking on (l. to r.) are Col. G. P. Milne, AC deputy director; Clay Ancell, deputy director, PPO; and Larry Dotson, chief, GG.

...Getting There

Continued from page one.

Full Production Training, etc., are built or updated from SAM; the DMAAC models are then transferred, via a Macintosh network, to the Segment Managers for updates/ changes of resources supporting the SAM-identified activities. The Segment Managers coordinate schedules with appropriate Departments and Directorates for resource support. After resources have been identified, the Scheduling Team checks for over-allocations and conflicting resource assignments.

DMAAC's scheduling currently involves seven models—each model has hundreds of tasks, 384 workstations, and 352 employees.



A Gantt Chart like the one at right is used to represent the task flow of a DPS job, the personnel assigned to each task, its duration and the start/ finish dates. Other personnel assigned to that activity and any predecessor/ successor tasks are also displayed.

DEPARTMENT SCHEDULING of resources (also using Microsoft Project) is key to the DMAAC and DMA scheduling process.

For example, to support DPS integration activities, such as E&R, the Digital Products Dept. (DP) is tracking the activities of approximately 81 personnel allocated against 104 task-level activities. Each of these tasks may consist of as many as 10 subtasks, which must be scheduled to an individual with a specific skill, along with a specified start/finish date.

Most subtasks making up a task are scheduled on a finish/start dependency. This dictates that no subtask can be worked on until its predecessor subtask has been completed. The rigidness of this scheduling requires that the start/ finish dates be linked by a predecessor/successor relationship, with the successor starting as soon as the predecessor finishes. This feature enables Microsoft Project to adjust task and subtask start/finish dates by a "ripple" effect of changes in the job start dates.

As these activities occur, Microsoft Project files can be updated to reflect the actual duration of activities. This information can then be used to schedule future activities and update the product models. Previous manual and automated scheduling methods used did not have the capability to do this type of rigorous scheduling.

TO CONTINUE the example, E&R is being run in a production-like flow. E&R requires that products be generated in scenarios that very closely match those that would be in place in a normal production environment.

The Microsoft Project scheduling has been a valuable tool in planning the E&R activities occurring in Reston, Va.

To schedule the appropriately trained personnel against these activities, a Resource Allocation table in Microsoft Project is accessed; this table identifies which personnel are available at the time. This table lists all activities that a person has scheduled for any given date within the timeframe, including any previously scheduled leave or training.

Using a filter on the skill code, personnel with the appropriate skills to support each task within the job are found. If a person is trained for the required skill, and is not scheduled for

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Frank Aufmuth, SC/WGM, and Daryl Cranser of IBM, (in the foreground,) observe the arrival of DPS equipment. Frank will check in the equipment as it is unloaded. Cecil Garrison, LO, (in plaid jacket,) schedules and supervises the loading dock used for DPS deliveries.

any other events during that time period, that person is selected from the resource pool. He or she is then automatically assigned to support that task within the job.

This process is repeated until all the tasks within the job are assigned to the appropriate personnel. By using a Gantt Chart, produced by the program, many items can be seen; the task flow of the job, the personnel assigned to each task, the duration of the task, and the start/finish dates. Other personnel assigned to that activity and any predecessor/successor tasks are also displayed.

As this process is repeated for all job assignments supporting the DPS, conflicts often are unavoidable.

Scheduling conflicts are easily determined by accessing the program's Resource Histogram table. This table graphically represents the percentage of allocation for each day of the work week. Personnel allocated for greater than 100 percent of their time are easily identified by a contrast in the graphic color, and the events causing the conflict can be identified by accessing a window directly under the Resource Histogram. A printout can also be used to get any or all of the personnel conflicts in hardcopy. By analyzing personnel schedules periodically, conflicts are reduced significantly.

WITH THE NUMBER of DPS activities being supported, it is not unusual to see two or three schedule changes daily. Because of the extensive interdependencies of events, when schedules change, they set off a "domino effect" of changes down the line.

"We are careful to check for personnel conflicts closely after one of these changes, as new conflicts will be generated by advances or slippages in the schedule," said Sandral Daniell, a division chief in DP and the driving force in the department behind this application of Microsoft Project.

"Microsoft Project allows us to schedule DPS activities and to incorporate the skills and knowledge gained by personnel into a resource pool."

--Sandral Daniell

"This software allows us to schedule these activities and to incorporate the skills and knowledge gained by personnel into a resource pool."

When a need for DPS support arises, a query can be done on the resource pool for the person or persons trained in that specific area. On-site training classes, leave, and other assigned duties are also incorporated, so that managers can query Microsoft Project for all scheduled activities for a particular time period. Having direct access to this information and being able to incorporate it into the schedule ensures that properly trained personnel are best utilized for all situations.

THE AMOUNT of time required to track personnel and activities on Microsoft Project has been dramatically reduced over the previous methods used. The largest savings is due to the reduced number of persons needed to track and schedule the number of personnel supporting DPS. The speed at which Microsoft Project can schedule and report has improved by at least 30 percent over previous methods, and the amount of information that can be stored by Microsoft Project cannot be duplicated by any other microcomputer software currently in use in DMA today. This effective scheduling has efficiently linked the Headquarters, component staffs, and production departments and has significantly supported DPS integration.

Honor Roll

PERFORMANCE

Outstanding Performance

McEntee, Donald R.

ASAP Award

Bowers, Gail D.
Bowles, Virginia A.
Clauss, Luther L. Jr.
Franks, Gerald J.
Gardner, Joan E.
Grzesk, Ronald L.
Harbian, Michael J.
Henke, Ronald E.
Hicklin, Sheree L.
Ison, Marilynn S.
Janson, Edward E.
Jones, Robert J.
Kopcha, Peter D.
Krener, Harold L.
Levy, Leanna M.
Marshall, James C.
Mayer, Peter W.
McCaig, Carol S.
McKean, Thomas R.
Mueller, Frank E.
Nagel, Stephen C.
Pettus, Karen E.
Pope, Michael
Ribbing, Bonnie S.
Riefle, Mary Ann
Simmons, Linda
Wong, Robert F.
Yambot, Cesar E.

Performance Award

Carr, Sandra E.
Davis, M. Jeannette
Dickerson, Betty A.
Ewens, Karen S.
Fiebiger, Patricia L.
Kline, Jeffroy L.
Konecnik, Kathleen M.
Kruse, Frances E.
Lowry, G. Marie
Maness, Pauline S.
Morrison, Diana S.
Reinhardt, Connie R.
Relford, Juanita
Rensing, Doris A.
Rutledge, Linda M.
Schneider, Janis M.
Sebold, Anne C.
Spearman, Angela L.
Steibel, Cheryl A.
Ventucci, Barbara J.
Weber, Sharon

Outstanding Performance/ Performance Award

Bass, Carolyn K.
Compton, Ralph
Door, Patricia M.
Imming, Charlene M.
Kliros, David L.
Mainieri, Debra L.
Martinez, Karen R.
McIntyre, Peggy L.
Mims, Sherry E.
Standeford, Sandra J.
Wylie, Mary P.

Quality Salary Increase

Sullivan, Mary E.

Outstanding Performance/ Quality Salary Increase

Birkhead, Evelyn F.
Caruthers, Mary L.
LaChance, Adele
Rodriguez, Pearl J.
Watson, Harold

Special Act Award

Andrews, Jimmy S.
Cole, Rose Ann
Ford, Leroy W.
Hemple, JoAnn T.
Hercules, Margaret M.
Hoff, Gale A.
Lambeck, Paul J.
Lamprecht, Carole R.
Laws, Pamela A.
Routh, Patricia J.
Thilman, Carol L.
Williams, Iris J.
Woodbury, Harry E.

Suggestion Awards

Dikkers, Kurt E. - $47
Hartje, Lacey E. - $4,050
Spaunhorst, Scott J. - $405

PROMOTIONS

Alphin, Janice M., GS-7
Andrews, Paul G., GS-6
Bosch, James J., XP-10
Breen, Daniel J., GS-12
Bretzke, Lou S., GS-12
Brown, Gail P., XP-10
Buchanan, Deborah B., GS-7
Butler, Charlene M., GS-7
Dunnigan, Michael L., GM-13
Gruendler, Steven J., GS-12
Haar, Catherine A., GS-7
Hackman, Robert R., GS-6
Hoffmeyer, Louis J., GS-6
Kaiser, Jean M., GS-6
Kinser, Nancy J., GS-9
Kubik, Mary E., GS-12
Less, Patricia A., GS-11
Massetti, Richard P., GS-12
McDermott, Sean F., GS-7
Meckel, Karen F., GS-11
Meier, Don R., GM-13
Murdoch, David R., GS-12
Murray, Timothy K., GS-12
Potts, David R., GS-6
Ransom, Pamela S., GS-12
Ronshausen, Christopher A. GS-11
Sanford, Cedrick V., GS-12
Schaefer, David M., GS-11
Schoeffler, Richard W., XP-10
Stanford, Cynthia A., XP-10
Szlauko, Elnora M., GS-12
Torrini, James R., GS-6
Wendle, Anthony J., GS-9
Wiley, Barbara G., GS-12
Willman, Larry W., GS-12

...Senior Moves

Continued from page 3.

director for International Programs, Hq DMA, effective Jan. 1. Hall's technical director's position is cancelled with the creation of a civilian director's position at HTC. The deputy director for International Programs position will report to the DMA Director;

Paul L. Peeler Jr., director, DMA Technical Services Center, to director of the DMA Reston Center effective Oct. 1, 1992. (The Technical Services Center is reorganized into the Reston Center and the former TSC director's position is cancelled.);

Kathleen M. Smith, chief of the Digital Products Department at AC, is assigned to the newly created position of deputy director for Information Resources Management, Hq DMA. This will be effective in mid-October. Smith's former position will be refilled through the competitive process following Ancell's relocation to Washington, and;

Thomas A. Hennig, deputy/technical director of DMASC, moves to the new position of deputy director for Research and Engineering, Hq DMA. The position will report to the DMA Director.

...Ocean Venture

Continued from page 2.

Eugene Sturm and Barbara Michaels of DMAAC (MC) began the compilation based on selected materials from a previous exercise graphic which were provided by DMAAC (GA)--Darleen Allmeroth and Phillip Foster.

DMAAC (MC and GA) working together with the 12th Air Force representative were able to format and fit the two uneven exercise areas onto one standard large format sheet;

Continuedon page 8.

Hail & Farewell

Major John E. Macke retires from the Air Force Sept. 1.

Capt. James M. Suever left Aug. 14 for assignment to Shaw AFB, S.C.

MSgt. Richard A. Font retires from the Air Force Sept. 1.

TSgt. Tracy M. Wymore left Aug. 14 for assignment to Cannon AFB, N.M.

SSgt. Byron P. Stephens arrived June 26 from Scott AFB, Ill., for assignment to the Base Communications Center, Det. 1 of the Air Force's 375th Communications Group.

SSgt. Eric J. Zeller left July 24 for assignment to Kirkland AFB, N.M.

Suggestion Brings $1,199

Mary A. Florich, a cartographer in DPB, Terrain/Feature Extraction Division 2 of the Digital Products Dept., received $1,199 for suggesting incorporation of a computer program that compares land and lake boundaries when producing digital cartographic products. The program flags inconsistent data, eliminating time-consuming manual editing such as outlining the lake on a hard-copy printout of elevation posts. Officials estimate Florich's suggestion will save $16,642 in the first year of implementation.

Performance Appraisals To Weigh PIT Work

DMA Director Maj. Gen. William K. James signed a letter July 24 that issues policy on performance appraisal considerations in implementing Total Quality Management in DMA. The letter signed states:

"Rating Officials will give appropriate consideration to employees' performance on PITs (Process Improvement Teams) when preparing performance appraisals.

"Employees should be given credit as appropriate for their achievements associated with their performance on PITs. In most instances, DMA employees assigned to PITs will be working on process improvements directly related to job responsibilities and established performance plans.

"Under no circumstances should rating levels be reduced based on decreased productivity on normal job responsibilities due to time spent participating on PITs.

"Supervisory responsibilities for continuous process improvement are prescribed in DMA Instruction 5010.31, *Quality and Productivity Improvement Program*, 25 April 1991. The requirement that continuous process improvement responsibilities be incorporated into performance standards for all PMRS and PMS supervisors is described in HQ DMA (HR) letter, 10 October 1991, subject: Revised Performance Standards.

"Please contact your servicing HR Operations Office if you have questions on this matter."

GG Personnel Retire from Air Force

AC Deputy Director Col. George Milne presented awards and retirement certificates June 30 to **CMSgt. David W. Phillips** and **MSgt. Arthur B. Winters** at Patrick AFB, Fla. Both are returning to the Geodesy and Geophysics Dept. detachment (GGG) there as civilian employees.

New DFR-C Commander

Army Lieutenant Colonel Larry D. Moore has assumed command of the Defense Fuel Supply Center's Central Region (DFR-C), succeeding Lieutenant Colonel Ralph F. Wright. Headquarters for the region are at 8900 S. Broadway.

Retirements

Samuel W. Brewer (SDFH), cartographer, retired July 31. "I started work at the Louisville, Ky., Field Office of the Army Map Service in 1953, after serving two years in the Air Force," he said. "I came to ACIC (the Aeronautical Chart and Information Center, now DMAAC) in October 1956 as a compiler in the Cartography Division."

Regarding the role of the Airfield and Targeting Division (SDF) in Desert Storm, he said, "I am proud to have been part of that and other special efforts. I leave with warm memories of meeting and working with many outstanding people."

In retirement he plans to "enjoy my family, spoil my granddaughter, and do some travel."

Marguerite L. Porter (SDAF), cartographer, retired July 3. She began her employment in 1959 in cancer research. She came to the Aeronautical Chart and Information Center (now DMAAC) in November 1962 as a clerk-typist.

"I learned many skills and absorbed lots of information that I probably would not have learned otherwise," she said. "I found my work very interesting and demanding."

In retirement, she said, "I will work in my ministry; I will preach, teach and evangelize."

Calendar

SEPTEMBER	EVENT	PLACE	RESPONSIBILITY
1	Toastmasters	FE Conference Room	R. Harris/4492
2	Toastmasters	South Annex	R. Goehlich/8396
3	ACS Golf	Eagle Springs GC	R. Hughes/533-6167
7	LABOR DAY		
8	FBA Meeting	Garavelli's Inn at Park	T. Woodward/895-9208
15	Toastmasters	FE Conference Room	R. Harris/4492
16	Toastmasters	South Annex	R. Goehlich/8396
16	FEW Meeting	Lobby Conference Rm.	M. Niehaus/4758
17	Bloodmobile	2nd Street & 8900	P. Benson/4047
17	ACS Golf	Sunset Lake GC	R. Hughes/533-6167
30	NFFE Local 1827	Contact Union Office	E. Hacker/776-8424

Contact Debbie Wenzelburger/4142 not later than 16 September to have your October events listed.

Aerospace Striders Place Second in Chicago Corporate Challenge Run

On Thursday, August 6, the Aerospace Striders Running Club sent an "away team" to participate in the nationally-held Chemical Bank Corporate Challenge Run (formerly the Manufacturers Hanover.)

The downtown Chicago race produced over 13,000 runners with more than 900 teams. The Aerospace Striders team placed second overall as a team. Individually, all six placed in the top 75.

The team is now eligible to run in the national championship in New York City October 3. *--Steve Mrotek*

Note: The Striders left for Chicago after work on Thursday, ran the race there at 6:30 that evening, and were back at work the following day. That seems like pretty good running, too!

The "away team" of the Aerospace Striders, which placed second overall in a field of more than 900 corporate teams racing in Chicago Aug. 6. From left: Ernie Rieth, Dave Berg, Steve Mrotek, Darryl Holman, Mike McAmis and Gary Lorenz.

...Ocean Venture

Continued from page 6.

this simplified production and use of the chart.

The new format was approved by DMAAC (PPCF) and the 12th Air Force, and the color separation and screen selection were very professionally and rapidly accomplished by DMAAC (GA).

Because of the tight deadline, a color proof was reviewed by all of the participants, changes made, and the chart was printed by 27 March.

DMACSC (DOS) personnel, under Woody Moad, responded with a one- day turnaround for producing the shipping labels. GAF personnel, under Brenda Jedliska, expedited the packaging of the charts and ensured that they were shipped to meet the required delivery date; they arrived on time.

The 12th Air Force has extremely pleased with the DMA support and notified DMA of the grateful reception of this chart by the various DoD and civilian customers who participated in this exercise. The exercise was a success, and the SEO was a keyelement in the planning, execution and evaluation of operational missions. *--Directorate of Programs, Production and Operations*

Arsenal Picnic Sept. 18 on the Parade Ground

For the second year running there will be a Center-wide picnic on Friday, Sept. 18, 3:30 to 7:30 p.m. Call PA, 4142, for more information.

Frederick Tennis Tourney Set

All employees and their families are invited to take part in the third annual James D. Frederick Memorial Tennis Tournament, scheduled for Sept. 10, 11 & 12 in Tower Grove Park. Awards will again be given in two categories, competitive and social, and players of all degrees of skill are welcome.

Jim Frederick, a DMA cartographer for nearly 40 years, is remembered for his enthusiasm as a tennis player and coach. To honor his memory fellow employees organized an annual tennis tournament.

For more information contact George Huelsmann/4924 or Christine Sredojevich/4916. Last day for registration is Sept. 4.

--Christine Sredojevich

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