

CONTOUR

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Charting New Directions

by



Colonel David F. Maune
Director
Defense Mapping School

"There go my people -- I must run to catch up with them for I am their leader!" I don't know if Mohandas Gandhi really said this phrase or not, but I'm told it came from this 1940s leader of India.

As the DMS Director, it is my job to "direct," i.e., point out or prescribe the course for our School. This course is rapidly changing directions. It is in this context that I share Gandhi's dilemma. When I point the way for our new directions, and even when I don't, many of our people run (and some run very fast). Then I have to run even faster to catch up!

Since January is the Office of the Director's turn to write the lead article for the *Contour*, I

thought it might be appropriate to discuss our "new directions."

Since 1972, our mission has always been to serve as the DoD school for Mapping, Charting, and Geodesy (MC&G) and related subjects. Our students have been primarily military personnel assigned to MC&G positions. Our training has consisted primarily of established courses taught right here at Ft. Belvoir. Much of this is changing.

Does this mean DMS will be out of business in a few years? I think not, for out of the prematurely-forecasted death of the old is already rising the birth of the new. We are already involved in so many new endeavors that my head is spinning. Let's look at examples from DMS activities this past month:

Management and Technology (MT) Department:

- o conducted APPS training at the Strategic Air Command.

- o convinced the Navy of the need to incorporate added MC&G instruction, provided by DMS, for Navy Intelligence Specialists who operate the APPS.

- o initiated action to develop a video tape narrated by General Rosenberg for MC&G briefings of students attending Service Schools.

- o conducted two special MC&G Staff Officer Courses (MCG SOC) for DMAODS and coordinated an additional MCGSOC to be taught in St. Louis to DMAAC personnel.

- o conducted an MC&G block of instruction, for Navy career

field 1800 officers at Monterey, Calif., to be taught quarterly.

- o conducted two days of MC&G training for 34 mid-level supervisors from DIA (the third such course recently).

- o briefed senior officers at the U.S. Army Aviation School, Ft. Rucker, Ala., on MC&G items relevant to them.

- o briefed Air Force Electronics Intelligence Command personnel on MC&G products and services.

- o briefed the Military Intelligence Instructors Conference on DMA digital data, MICROFIX-T, and multispectral imagery.

- o briefed over 50 personnel at the Naval Weapons Center, China Lake, Calif., on DMA, geodesy, datums, grids, projections, error theory, digital data, APPS I and IV, and MC&G support to cruise missiles.

- o coordinated a Senior Executive Orientation for the new Deputy Oceanographer of the Navy and other key Navy personnel.

- o wrote the map/chart Distribution Evaluation Plan for Exercise POWER SWEEP 87 and helped develop controller and evaluator instructions for that exercise.

- o completed the writeup on a student publication which describes characteristics and uses and provides samples of over 50 standard DMA products.

Topography and Drafting (TD) Department:

- o initiated planning activities

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The Direct Line



from
Rear Admiral O.E. Osborn
Deputy Director
Defense Mapping Agency

The Director has been TDY recently, which gives me a chance to pinch-hit and to introduce myself. You don't need to hear my background as much as you need to know what I can offer to you in DMA.

Having been on board long enough to visit several Components and meet many DMA employees, I can say that I am totally impressed -- impressed with the important mission, the facilities and the equipment. But most importantly, the spirit, positive attitude and overall professional approach of the people of DMA tell me why this agency does such a good job of providing quality products to American operational forces. You obviously understand that we are in the business of combat support to maintain the peace. There is no more important job in defense of our country than the one we do. When we satisfy the critical requests of our users we are doing our job right for deterrence.

My job is to support you in your job. I do that by complementing the Director's leadership -- assisting him and helping to make DMA a better combat support agency with satisfied users.

Each of you has seen the blue poster in your office or shop entitled Defense Mapping Agency Goals. You probably scanned it, but did you stop to concentrate on what it said? It's worth your

time and I'll tell you why. Most organizations have goals but, frankly, they are seldom reached -- or even reached for. Not the case in DMA. Our Director, General Rosenberg, carefully crafted those goals with the help of his staff and your Director. And he did it with the full intention of reaching them and making those improvements in DMA.

Why are they important to you? Because they are about you and for you. The first goal is Focus on People. Those "people" are you and your fellow employees. People are first priority, simply because if you are satisfied with your job and environment, you will be more productive and DMA will be doing a better job for our country. It should mean something to you that DMA leadership places your welfare at the very top of the priority list. Among other things, it says that every leadership and supervisory individual in your organization is working to make your job more attractive to you and to provide upward mobility opportunity. And if you have legitimate complaints, they will be heard.

So, next time you pass that blue "Goals" poster, read it and think about it as the roadmap of the future for you and for DMA.

I look forward to meeting many of you in the upcoming weeks. I also pledge to do my part to make your job challenging, satisfying and productive.

Best wishes for 1987.

Here's a tip . . . a tax tip.

Be careful when selecting a tax preparer.

- stay away from someone who claims to have an "in" with the IRS,
- don't accept promises of a refund,
- get the preparer to sign the return,
- NEVER agree to sign a blank return.

TAX TIP
A Public Service of the IRS

CAO Is Now SOC

The DMA Central Adjudication Office (CAO) has been redesignated as the Personnel Security Office with a corresponding office code change to SOC. The SOC mission is to establish, administer, implement and monitor all policy and procedural guidance for the DMA Personnel Security Program (PSP). The SOC is responsible for the granting of, or recommending the denial or revocation of a security clearance of a DMA civilian employee or applicant for employment. Additionally, SOC is the point of contact with the Defense Intelligence Agency (DIA) for Sensitive Compartmented Information (SCI) access processing.

Advisory Letters, which were previously known as Letters of Caution are one of the procedures used in the PSP. The Advisory Letters are considered a valid, necessary, and multi-purpose form of correspondence. They serve to advise an individual of an investigation, of items of concern requiring caution or observance in the future. In addition, DIA frequently requires that the subject of an investigation be advised, cautioned or requested to complete additional paperwork, such as the DD Form 398 (Personnel Security Information), to reflect and/or provide information to ensure completeness and accuracy.

The SOC Advisory Letter is forwarded with the approval to hire and grant a clearance, and with requests for SCI access approval to DIA, thereby frequently reducing SCI access processing time in that DIA is aware of the subject of the investigation, and the local Security Offices also have been made aware. There is no stigma attached or intended with the Advisory Letter.

Questions concerning all SOC matters may be directed to your Component Security Office, or Linda B. Skelly at SOC, in writing or on 295-0048.

Did you know there are 61,256 veterans working for DoD?

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for incorporating Computer Assisted Drafting System (CADS) into the Construction Drafting Course.

- o visited the Strategic Air Command to help them apply terrain analysis principles to the detection of relocatable targets.

- o worked with the Office of Secretary of Defense to define the need for "digital cartographers" on future battlefields.

- o visited PACOM and EUCOM MC&G staffs as well as terrain teams in PACOM, EUCOM and CONUS to collect samples of nonstandard terrain analysis products; discuss the need for changes in DMS' terrain analysis courses; and coordinate requirements for DMS mobile training team (MTT) to PACOM and EUCOM to conduct training in terrain analysis, MCGSOC, digital MC&G data, APPS, MICROFIX, and multispectral imagery.

- o initiated a 6-week terrain analysis MTT in support of III Marine Amphibious Force requests.

- o visited Ottawa to coordinate a 6-week terrain analysis MTT in Canada.

- o visited the 1203d Engr Bn (Topo), Alabama National Guard, to coordinate an ambitious, long-term MOS training program for geodetic surveyors, cartographers, terrain analysts, and photolithographers who cannot attend DMS resident instruction.

- o coordinated training facility requirements for the move of the Construction Drafting Course to Ft. Leonard Wood, Mo.

Geodesy and Survey (GS) Department:

- o coordinated training facility requirements for the move of the Construction Survey Course to Ft. Leonard Wood, Mo.

- o continued coordination with the Army to define topographic survey/battlefield positioning needs of the future.

- o conducted an MTT to the Naval Oceanographic Office (NAV OCEANO) at Bay St. Louis, Miss., where twelve NAVOCEANO civil-

ians were instructed in geodetic survey techniques.

- o visited the Geodetic Survey Squadron (GSS) in Cheyenne, Wyo., to discuss GSS training requirements and how they may be accomplished in the revised Basic and Advanced Geodetic Survey courses.

- o conducted a compressed Hydrographic Survey Course to cross-train additional Marine instructors.

- o hosted three demonstrations of Automated Integrated Survey Instruments ("Total Station" equipment) in conjunction with Belvoir Research, Development and Engineering Center. These instruments are candidate items being tested in FY 87 for Army procurement.

- o played a key role in the conduct of an in-service workshop for future primary instructors of our Instructor Training Course (ITC).

Graphic Arts (GA) Department:

- o initiated a study to define the needs for photolithographers and printers on future battlefields following the fielding of the Quick Response Multicolor Printer (QRMP).

- o on behalf of the Army and Navy, continued the development of task lists for reproduction equipment repair training.

- o progressed in implementation of the Hazardous Materials Communications Program (HAZ COM) within DMS.

- o continued initiatives to develop an Advanced Lithography (ALITH) course.

- o finalized plan for SFC Richard Rivera to install a Harris press for the Peruvian Navy.

DMS Staff:

- o processed over \$1 million worth of requisitions for MC&G equipment for Sudan as part of the Foreign Military Sales program. The identification of actual equipment to be purchased was a joint effort of DMS and HQ DMA.

- o conducted study to assess the potential application of interactive videodisc technology and computer-assisted instruction

to MC&G related training and to remedial training.

- o expanded participation in the Interagency Group on Computer-Based Training as a means of identifying MC&G areas for application.

- o extended invitations to Marine Corps and Navy to attend orientation visits to DMS by Department of Labor, Bureau of Apprenticeship and Training, and industry representatives for the purposes of updating work process schedules and revitalizing the DMS participation in the Apprenticeship Program.

- o participated in DMA's Task Force Alpha assessing DMA's capabilities per DoD Reorganization Act guidance and updating the DMA Long Range Plan.

- o worked on the DMS Combat Support Plan to define our wartime role and missions, articulate our concept of operation in wartime, define our combat support roles, identify additional manpower requests, etc.

- o worked with Ft. Belvoir on options regarding use of facilities upon departure of the U.S. Army Engineer School.

- o assumed responsibility for management of the DMA Initial Orientation Program (DIOP), a standardized 16-hour orientation course which orients all new DMA civilian and military employees on what they need to know to initially serve within the Agency.

- o worked with HQ DMA on the DMA Consolidated Training Program which may assign DMS responsibility for initial technical training provided to all new civilian employees of DMA.

- o worked on revisions to DMS Interservice Support Agreements.

- o managed the conduct of an Instructor Training Course at Bethesda, MD which trained 18 future instructors of DMAHTC and DMS.

- o briefed the U.S. Army Engineer Center Team on topographic engineer items of interest.

- o edited the Fall and Winter edition of the Engineer magazine

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which focused on topographic engineering. Front cover artwork, the "engineer problem" and seven technical articles were written by DMS personnel.

Everyone:

This was just a "snapshot" of one month in the life of DMS. And guess what! I didn't yet mention our principal job of conducting our "bread and butter" courses. Everything I have mentioned so far is in addition to our regular DMS courses. We graduated five classes just prior to Thanksgiving and 12 more in time for Christmas. We carried over seven classes from 1986 to 1987; and we started 15 new classes in January. And I didn't mention the "support troops," those who obtain and manage our personnel and financial resources, those who get us our necessary equipment and supplies, those who produce our training aids, those who perform vital administrative tasks, etc. They all do a super job to keep this School running at full speed.

Summary:

So what are the major changes ahead?

First of all, we are changing technology. Battlefield positioning systems in the 1990s are expected to take the place of conventional geodetic surveyors on the battlefield; of course it may require a modified geodetic surveyor to understand these systems and to use them effectively. Point Positioning Data Bases (PPDBs) for the Analytical Photogrammetric Positioning System (APPS) will probably be in digital form rather than photo-based form. Digital topographic data bases in the 1990s will replace cartographic data bases and extensive terrain analysis files; traditional cartographers and terrain analysts will probably be replaced by a new generation of topographic analysts. Photolithography and offset printing will probably survive, but not on the corps battlefield. In some places, offset printing will be replaced by xerography.

Secondly, we can expect to



Back Row: Mr. Chesley Cummins, DMS Outstanding Civilian and Maj. Gen. Robert A. Rosenberg, DMA Director - Front Row: GySgt John Platt, DMS Outstanding NCO; Colonel David Maune, DMS Director, and MAJ Edward J. Wright, DMS Outstanding Officer

train more personnel who do not serve in MC&G assignments but who are essentially customers or users of MC&G products. We need to train them to be intelligent users so that they can develop advanced systems with a complete understanding of what digital MC&G products can and cannot do for them and where and when such products will or will not be available. We can expect to travel more to Senior Service Colleges, Command and Staff Colleges, Defense Agencies, U&S Commands, R&D laboratories and other places where personnel have an unrecognized need to understand the MC&G business. (If Mohammed won't come to the mountain, we'll need to take the mountain of MC&G knowledge to Mohammed.) At a time when resources are being cut, we'll need additional personnel and a bigger travel budget to do this. (By the end of the first quarter, FY87, we had nearly exhausted our entire travel budget for FY87.)

Thirdly, we can expect to become more involved with the training of DMA civilians and more integrated with the DMA production lines of the future. This alone is a massive undertaking that will require expert instructors and technicians.

Next, we will need to be more flexible. We need to be able to tailor our instruction to meet

unique needs and limited time available.

In case you didn't already recognize the fact, I'm not the only one who points out our "new directions." A lot of our people are showing initiative, researching the need for new directions, and then coming to me for approval. That is perfectly acceptable and encouraged. These should be exciting times for all of us as we jointly plan our new directions for the 21st century. I hope I can run fast enough to keep up with the rest of you.

In Memoriam

The staff, faculty and friends of DMS expresses their sincerest sympathy to former DMSer GySgt Bill Joynes and family in the recent deaths of his brother and father. Bill, who was an instructor in the Department of Topography and Drafting, is now stationed at Quantico Marine Base.

DMS expresses its sympathy to SFC Peter Rossi in the recent death of his father. SFC Rossi is an instructor in the Department of Topography and Drafting.

Our condolences to SSG Juan Buentello in the recent death of his father. SSG Buentello is also an instructor in the Department of Topography and Drafting.

DMS Remembers 1986



Major Roger K. Devore, USAF, a native of Flora, Ill. became the Chief, Office of Plans, Programs and Operations, March 31st.

PP Has a Successful Year

by Major Roger Devore

The Office of Plans, Programs and Operations (PP) had a very successful 1986. Under the new organization of the School, PP was divided into two divisions -- Operations Division (PPO) and Resource Management Division (PPM). The Operations Division handles day to day running of the School; class quotas, student records, facilities upgrades, and any daily problem that occurs. The Resource Management Division concerns itself with managing people and dollars. This division handles the budget, Program Objective Memorandum (POM), Joint Manpower Program (JMP) Internal Controls, and any other resource management actions. During the past year, PP has had new personnel in the positions of Office Chief, Resource Management Division Chief, and Budget Officer; and is in the process of filling the vacant Management Information Specialist position.

The Operations Division (PPO)

During 1986, PPO has served as the focal point for approximately 1500 resident students trained at DMS. Additionally, its personnel coordinated training of 1100 stu-

dents through 45 Resident Training Assistance and Mobile Training Team visits to locations throughout the world.

In the area of facilities upgrade, PPO has been involved in a number of studies to better utilize DMS facilities including the feasibility of moving DMS to Humphreys Hall when the Engineer School moves. This study has been completed by PPM personnel and they are awaiting a decision by General Rosenberg. They also have completed upgrade studies on all of our existing buildings. If a decision is made to remain in the present DMS facilities, the building upgrade program, recommended by these studies, will begin immediately.

In summary, PPO ensures daily, normal operation of DMS.

The Resource Management Division (PPM)

Personnel in PPM have been equally busy during the past year. They have completed all the normal, DMS yearly submissions -- the POM, the budget and the JMP. They also maintain daily updates to DMS planned utilization of these documents and have been involved in the move of the Engineer School.

It is the responsibility of PPM to negotiate new Interservice Support Agreements to replace the services that the Engineer School now provides to DMS. These include Foreign Military Student support, billeting and feeding of the School's resident students, and many other Fort Belvoir provided functions. PPM has an ongoing project to ensure some other organization provides these necessary services after the Engineer School leaves.

Another project of PPM is to increase PP's knowledge of reimbursement for training the School's Foreign Military Students. Division personnel have been sent to a training course in these procedures to improve PPM's future performance in this difficult area.

By managing people and funds, PPM ensures operation of DMS within existing financial and manpower guidelines.

The Future

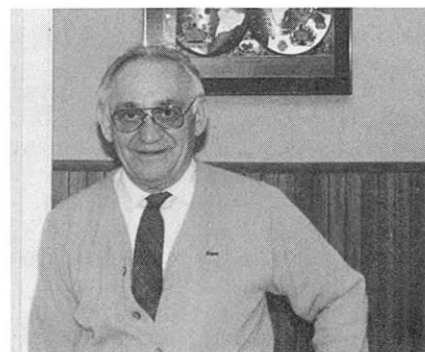
Through the professionalism and combined efforts of my staff, I feel that 1987 will be even more successful than 1986.

* * * * *



Ms. Penelope "Penny" Greer

Ms. Penny Greer, Training Technician in the Operations Division (PP), was selected as the Manager of the Federal Women's Program. To increase her knowledge of the program, she attended the 17th National Training Program for Federally Employed Women which was held in Las Vegas, Nev. in July.



Mr. Edward F. Franke

On Feb. 1, friends and coworkers of Mr. Ed Franke, Training Specialist in the Office of Plans, Programs, and Operations, gathered in Heitmann Auditorium to celebrate his retirement after 44 years of service. Only two months later, on Apr. 9, he passed away at his home in Annandale, Va., leaving fond memories with all of those who loved him.



Mr. Chesley "Ches" F. Cummins Chief, Mission Support was selected as the DMS Outstanding Civilian of the Year by Colonel Maune. Mr. Cummins has been an employee of the Defense Mapping School since 1974.

Personnel Turnovers and Changes in MS

by Mr. Chesley Cummins

The Office of Mission Support (MS) ended 1986 on an upbeat after a turbulent year of personnel turnovers and changes. All our positions were filled in 1986 except the Procurement Clerk, and it was filled on Jan. 5, 1987. Of the four military and ten civilian positions authorized at the beginning of the year, seven positions have turned over during the year. The losses of a procurement clerk, warehouse worker, security/travel NCO, management assistant, secretary and two clerk-typists, have tested and stretched MS to the limits. The remaining people have held things together extremely well and were able to get the more important jobs done in administration, word processing, personnel, security, travel and in logistics (supply, equipment and maintenance) even though it may have taken a little longer. Now that our ranks are full, with some well qualified and talented replacements, we look forward to tackling some of the things we couldn't get to during the year.

During the year our two-person personnel office was consolidated

into the DMA Consolidated Personnel Services Office (CPSO). We added the management assistant position to relieve overriding burdens from the Security/Travel NCO position. This should permit greater accomplishments in both security and administrative management. We hope to establish a Personnel Assistant position in our office in 1987.

All in all, MS and its people, despite constant shortages, were able to get the job done in a timely manner while maintaining their composure, a "can do" attitude and a smile most of the time. Despite adversities and people shortages, MS had a highly productive and successful year. Now with our ranks almost filled, we are ready to make a fast start into 1987.



SFC Roger W. Graham

In August the Office of Mission Support said goodbye to SFC Roger W. Graham, Security/travel Officer. SFC Richard V. Corum is currently in this position.



Mrs. Vicki J. May

Looking for Vicki -- that sweet little person with the cheerful smile -- Mr. Cummins right hand -- Sorry folks, she is not here any more. Vicki, said goodbye to her MS coworkers in December.



Major Ronald C. Lecki, (USAF) was appointed Chief, Department of Geodesy and Survey upon the retirement of Major James D. Green (USAF) in June.

GS Puts Students First

by Major Ron Lecki

Major Dan Green's parting words last June went something like this: "Don't forget that the students are what DMS is all about." These words remind us that we are not self-serving, though at times we may become so absorbed in our everyday tasks of answering the mail, attending meetings, juggling schedules, meeting suspenses, etc., that we forget why we are here.

I believe in this message and have take steps, since my tenure began last May, to ensure that the students' interests are best served. How do you serve the student best? It is my opinion that this may be accomplished by developing our most valuable resource - the professional DMS instructor, and by providing the best training materials possible.

How do you go about developing instructors and materials? To begin, I freely sprinkled my open-door philosophy with some prime ingredients: communication, coordination, cooperation. I then instituted weekly informational staff meetings (to Joyce's delight) with minutes for dissemination; a classroom visitation program monitored by my right hand,

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SFC Blanton; and a challenge to my division chiefs, Capt Miano and CW3 Moore, to come up with some ideas to improve our instructional capacity. It didn't taken them long to produce some suggestions. They divided our instructors into two groups: the newcomer and the seasoned instructor.

For our newly assigned personnel we have increased our emphasis on the role and responsibilities our sponsors play. Upon arrival, newcomers can now expect a more inclusive orientation briefing by our Senior Division Instructors SFC Rippy and SFC Nelson. Further, to reduce the confusion and anxiety many new personnel experience, and to help them adjust to their new surroundings, the Department of Geodesy and Survey (GS) has developed an updated comprehensive "newcomers folder." Thanks to the efforts of SFC Blanton and SFC Rippy, this folder includes almost everything the newcomer needs to know about GS and Defense Mapping School, but was afraid to ask.

Our seasoned personnel all have participated in our course development effort - everybody has written something. SFC Davis, SSG Campbell, Mr. Cuave and Mr. Freeze have admirably directed this effort; in fact, if I had been told of the progress our people would make on this, just seven weeks ago, I'd never have believed it.

More of our instructors are now encouraged to participate in MTTs (Mobile Training Teams) to expand their experience and teaching audience.

SFC Blanton is developing an Instructors Evaluation Program which involves the television taping of instructor's presentations with follow-up critique. We believe this method of feedback is a positive step towards instructor self-evaluation and improvement. SFC Blanton is also developing a 3-ring binder, to increase communications of a directive nature, that includes all regulations, manuals, and instructions of instructor interest. Each division



In February CPT Ann Miano, Chief, Geodesy Division began organizing the annual DMS picnic at Wild World Family Entertainment Park.

will have a copy of this for semi-annual review.

Mr. Moore has been working on our new technology initiative. Recently, GS has co-sponsored (with Ft Belvoir R&D) three demonstrations of various total-station equipment. These demonstrations were video taped and are intended to enhance our instructor's understanding of these systems.

The Department of Geodesy and Survey has expanded its involvement in the ITC (Instructor Training Course) program. We now lead the school in the number of qualified primary instructors. I believe this is the singular program best suited to expose our instructors to the wide variety of instructional technique, theory, and practical experience.

In addition, GS is now responsible for teaching the Hydrographic Survey course. Our instructors will benefit from this by increasing their overall understanding of survey requirements and functions.

Our next effort to increase the effectiveness of our instruction is to write and develop video tapes of lesson presentations for instructional purposes such as MTTs, in-house instruction, and beginning instructors self training.

Finally, our rapport with Mr. Bill Lewis of AC could not be better. He shares my concerns for course development and professional education of our instruc-

tors. He plays an integral part in our Department Staff Meetings by presenting the latest as well as classic, philosophies of education, techniques of instruction, exam construction, and general news within the education arena.

These are just some of the initiatives we've taken here in GS over the past six months. I'm extremely proud of my hard working and professional staff, and I honestly believe that the steps we are taking will develop them to their full potential. This, in turn, will serve the student, DMA, and ultimately the country, best.

The Department of Geodesy and Survey which keeps at least one black widow spider for its webbing, sadly reports the loss of three spiders in 1986. One male spider is the only survivor. Donations are needed -- start looking in couches, drains, woodpiles, etc.

The spider's webbing is used to form the "line of sight" () on the reticle of optical instruments. The webbing produces a perfectly straight and unfrizzled line.

Contrary to notorious belief, the widow is not out to get you. It avoids people, attacking only when its life is threatened or it has the munchies.



Ms. Susan Farrar, clerk typist and Mrs. Joyce Zieres, editorial assistant/secretary help to keep Survey moving with non-stop clerical duties. Susan joined the GS staff in June 1986, but Joyce has been with the School since June 1958.



CW4 Andrew B. Yacenda, Chief, Department of Graphic Arts has been chief of the department since October 1985, however he was assigned to the School in June 81 as Chief of the Offset Printing Division.

Graphic Arts Year 1986 Filled With Challenges

by CW4 Andy Yacenda

The year 1986 was filled with many challenges, but many more rewards for Graphic Arts. We experienced a banner year in promotions starting right at the top of the department. The promotees were: CW4 Andy Yacenda, MSG Wesley "Bo" Bohanan, MSgt Ron Bigger, MSgt Wayne Dunbar, SFC Jimmy Hollingsworth, SFC Stewart "Loboy" Lobel, LIC Roger Wiebenga, SSG Tim Brennan, SSG Dwayne Strohg, Mr. Tom "O B" O'Brien, Mr. Bill Sutton, Mr. Ed "Nick" Nickens, and last, our efficient secretary, Paulette Kommes. SFC Harvey Moore was our only retirement this year, however, we did celebrate three marriages -- CW3 Dave Miller married Jennifer, LIC Roger Wiebenga married Cary (Lieutenant, USN), and SGT Pat Downs married Donna and then finished the year by becoming the proud father of a 4 pound 8 ounce baby girl who they named Chelsey.

Many innovative suggestions and improvements were developed during the year. Graphic Arts had eight suggestions approved, many of which resulted in significant savings to DMS. Bill Sutton's

suggestion on the use of Ultratec Film and chemistry was implemented and we estimate savings to be about \$20K per year. CW2 Bill Michaels implemented an in-house printing equipment repair program which has reduced our printing equipment repair costs by at least \$5K per year. Mr. Bill was able to turn that savings into an E/P suggestion.

We acquired some new replacement equipment to upgrade the Reproduction Equipment Repair Course. Mr. Al Marvel got six new Multigraphic Model 1330 duplicators to replace his very old Model 1250 duplicators. Al had the Model 1250 duplicators for over 10 years and when he first acquired the 1250's they were used duplicators salvaged from the Property Disposal Office. You can bet Al was very happy to finally get some new dupes. The Offset Press section got 2 new Heidelberg Model SOR presses. Mr. Lou Lash is busy developing new training materials to teach repair of the SOR during the upcoming year.

We continue with our support of customers through both resident and nonresident assistance. SSG Tim Brennen went on three New Equipment Training (NET) trips to teach the operation of the Heidelberg press to Army Topo units. He will be continuing the NET in February 1987 with a trip to the 1203d National Guard Battalion. SFC Richard Rivera assisted DMA/IAGS in preparing a Harris 35x45 printing press for shipment to Peru. The press, which previously belonged to the Fort Belvoir Print Plant, had been in storage for a long time. Rich provided the contractor with a lot of assistance in the cleaning, protective coating and packing of the press. It will pay off in the end for both the Peruvians as well as Rich because he will be going to Peru next month to help the Peruvian Navy install the press. We provided them some other "off campus" assistance, including trips by SSG Virgil Tarry to Tooele Depot in Utah to validate the Topographic Support System Press Section and Camera Section Operation and training

Section Operation and training materials. Closer to home, many of our NCOs participated in development and evaluation of Skill Qualification Tests for the Army Engineer School.

Our resident courses continue to "flex" to meet the changing needs of our users. The Reproduction Equipment Repair Course has been restructured to teach three additional subjects without increasing the overall course length. This was accomplished through "creative" scheduling changes which fully maximize the use of time during the training day. All of our courses have been modularized to maximize flexibility to teach parts of the course as needed by our customers.

Our sports Officer, CW2 Bill Michaels, and his crew set up some great morale building sports activities for DMS during 1986. The DMS Golf Tournament was a big success. Bill was even able to get some employees who never played golf before to play in the tournament. We also had two bowling tournaments to raise funds for the 1987 DMS picnic. The tournaments turned out to be not only a financial success but a lot of fun for all.

* * * * *



Mrs. Paulette Kommes

A "promotion party" was held in Heitmann Auditorium for Mrs. Paulette Kommes, who has been the secretary in the Graphic Arts Department for the past 4 years. Paulette was presented with going away gifts by Department chief, CW4 Yacenda. She is now the Management Assistant in the Office of Mission Support.



LTC James W. Henry was assigned to the Department of Management and Technology. He was previously assigned to the 652 Engr Bn, Ft. Shafter, Hawaii.

Mobile Training Team Activity Increased

The Topographic Sciences Department officially became the Department of Management and Technology in 1986. As part of the larger DMS reorganization, terrain analysis training was transferred out of the department, and the remaining assets were structured into two divisions to focus on the disciplines implied by our new title. The Mapping and Charting Division (MTM) emphasizes Mapping, Charting, and Geodesy (MC&G) management skills, and the new Advanced Technology Division (MTA) is oriented toward computer based systems.

The year brought other changes to the department including expanded Mobile Training Team (MTT) activity, an ambitious training schedule for the new fiscal year, and proactive application of new technology to MC&G training. I jumped aboard this rapidly moving train in August and began stoking the fire and pushing the throttle. With much help from my excellent staff, we've remained on track, picked up speed, and are looking for ways to add more freight cars.

The past year's changes and activities established a solid foundation for '87. We will continue our traditional function of teaching MC&G "producers". However, it is increasingly obvious that

high, long-term dividends will be reaped by expanding our education of "users". By "users" I mean more than just the retail consumers in foxholes, cockpits and ships' bridges. "Users" also include the expanding population of intermediate producers (developers, analysts, modelers) who receive standard DMA digital and other MC&G products as "partially finished goods" and expand, transform, or refine them for specific nonstandard systems or applications.

In an effort to sensitize DMA users to their potential MC&G training needs, Major General Rosenberg has personally corresponded with flag officer leaders of key organizations. The response has been overwhelmingly positive, and we have begun coordination for several Senior Executive Orientations (SEO) and other specific instruction to be given at the user's locations. Also in 1987, we are initiating a test program of "push" Mobile Training Teams (MTT) to provide selected courses in Europe and the Pacific on a regular, recurring basis.

Consistent with the growing sophistication of defense weapons and information systems, we have experienced steadily increasing requests from the systems development community for MTTs to teach digital MC&G data, multi-spectral imagery and digital image processing.

Clearly our initiatives, together with the natural course of technology evolution, have stimulated the users' appetites for MC&G management and technology training. This is a two-edged sword. On one hand, it presents wonderful chances for us to raise the MC&G consciousness of DMA users; but it also jeopardizes the current high quality of our instruction by increasing the demand on our limited personnel resources. Maintaining this delicate quality/quantity balance is a priority task.

1986 was a year of excellence for the department, and we look forward to maintaining our momentum to meet the exciting opportunities and challenges of the new year.



Major Kurt F. Hovanec (USA) has been the Chief of the Department of Topography and Drafting since December 1985.

1986 Brought Numerous Changes to TD

by CW2(P) David C. Dannelly

This past year has been busy for the Department of Topography and Drafting. Each of the three divisions (Cartography, Construction Drafting and Terrain Evaluation) were actively engaged in Mobile Training Teams (MTTs) in addition to the regular courses of instruction.

This was the first year for the Terrain Evaluation Division to be assigned to this Department. The Division made the transition from the old Topographic Sciences Department (now Management and Technology) on Jan. 1, 1986.

All three divisions received new chiefs during the year. We welcomed CW2(P) Dannelly to Cartography, Mr. Howard Shaw to Construction Drafting and CW2 Pessaro to Terrain Evaluation.

Over the past 12 months, we had good news and bad news. Good news came in the form of new personnel assigned to us. The Department added Karin Watts, Headquarters; MSG Wayne Charles, SFC Peter Rossi and SSG Marvin Frith, Cartography Division; and SGT Ricardo Rodriguez, Drafting Division. Newcomers for Terrain Evaluation were Mr. Terry Murphy, SFC Robert Gunn, SFC Ken White, SSG

See TOPOGRAPHY page 10



LTC Russell Reich, Jr., Chief, Office of Academics, joined the DMS ranks in mid-June of 1985. He is a native of Annapolis, Md. but prefers the quietness of the Midwest.

Academics Has A Productive Year

By Dr. Linda Schultz-Shiner

The calendar year 1986 proved to be a busy one for the Office of Academics (formerly the Office of Training, Development and Evaluation) beginning with the assumption of its new name and configuration, to include two Divi-

divisions, the Curriculum Division (ACC) and the Training Aids Division (ACT). Dr. Linda Schultz-Shiner was hired as the new Education Advisor and was appointed the Chief of ACC. In addition to these duties, Dr. Schultz-Shiner is the Acting Chief of AC in the absence of Office Chief, LTC Russell Reich. Mr. Nick Mosura was appointed Chief of ACT.

Continuing in the area of personnel within AC, CY 1986 witnessed the graduation of Dr. Geraldine Berry from the DMA Women's Leadership Program, the departure of Ms. Beverly Buford, Education Specialist who transferred to HQ, USMC; and the arrival of Mr. Dan Wilson as ITC (Instructor Training Course) Coordinator and Ms. Elizabeth Norton as Visual Information Specialist.

During 1986 ACT, broke all previous records by producing over 1400 original slides for briefing and instructional uses. The writing/editing section of AC also processed a record number of work orders for training materials (907).

The Training Aids Division reinitiated the classroom visitation program to evaluate training aid

effectiveness; designed an exhibit board for HQ, DMA, illustrating the outstanding DMS people of the year; completed the spring 1986 DMS course catalog and provided a backdrop illustration for the DMS exhibit at the DMA Hydrographic/Topographic Center's Employee Fair.

The Curriculum Division:

- o launched an investigation into the potential application of computer-assisted instruction and interactive videodisc technologies to MC&G-related and remedial training;

- o revitalized DMS participation in the Department of Labor, Bureau of Apprenticeship and Training's Apprenticeship Program in those skills taught in the School which are identified in this Program;

- o instituted the concept of in-service workshops for DMS faculty and staff in association with the Faculty Development Program and solicited inputs from the academic departments concerning topics of interest for these workshops;

- o facilitated more active involvement of the education specialists and the academic departments in the ITC program;

- o promoted active participation of education specialists in auditing courses and getting out into the field to enhance their knowledge of the MC&G disciplines;

- o revised the Instructor Performance Assessment regulation;

- o submitted the annual report to the Southern Association of Colleges and Schools to continue DMS accreditation;

- o commenced reform of data collection efforts through drafting new survey instruments; and

- o assumed a new mission to coordinate the DMA Initial Orientation Program for new employees who do not attend the New Employee Orientation Course.

In addition to his duties as Chief, Office of Academics, LTC Reich participated in the DMA Combined Training Study in the spring of 1986 and, as of December, is participating in the Task

TOPOGRAPHY from page 9

Bruce Eaton and SSG Earl Miller.

More good news surfaced when department members added to their families. SGT(P) Brenda Timmons, Cartography Division, gave birth to a baby girl while Terrain Evaluation's SFC Lyle Otineru and wife added a boy to their family. Drafting was the big winner with four additions. SSG Mark Hjuler, SSG Miller and SGT Rodriguez became fathers of potential draftsmen and SSG Carter became the father of a potential draftswoman.

The bad news is that we lost some outstanding personnel. In the Headquarters office we lost Ms. Rickie Blas. Cartography lost CW3 Pedro Madera, WO1 Mike Noderer, MSG Moeolo Taamai and GySgt Bill Joynes. The Drafting Division lost CPT Alan Waitkus, MSG Vic Antezana, SSG Arthur

Flinn, SGT Kevin Riley, SSG Henry Rudino and SSgt Claudia Rivas. In December, Terrain lost both CPT James Oliver and SSG Paul Lake.

More bad news came with the announcement that the Construction Drafting Division would be moving to Fort Leonard Wood, Missouri with the Engineer School. Exact details on this is not definite as yet.

The biggest news of the year is that certain department members were voluntarily cross-trained in wall building! Yes, two 12'x 32' walls were designed and erected, via a self-help program, as two classrooms became four. These individuals will never be unemployed if there is a reduction in force within the Department.

Every member of the Department is looking forward to 1987, as the DMA/DMS Goals guide us to success.

See ACADEMICS page 12



Dr. Martin Luther King Jr. speaking at Howard University, Washington, D.C., in 1967

Dr. King's Birthday Is a National Holiday Celebrated In January

by Georgia Mulholland

Martin Luther King Jr., was a man who had hoped to become a Baptist preacher to a large southern, urban congregation. Instead, by the time he was assassinated in 1968, he had led millions of people into shattering forever the southern system of segregation of the races. He had fashioned a mass black electorate that eliminated overt racism from political campaigns and accumulated political power for blacks beyond any they had ever possessed in the United States. Above all, he brought a new and higher dimension of human dignity to black peoples' lives. Dr. King was not only a spiritual leader to the black people, but to people of all races, creeds, colors and religions.

The pallbearers carried him out to a special hearse - a farm cart drawn by two mules, which symbolized his "poor peoples campaign," his own last and greatest dream. Then with bells shattering the humid day and 120 million Americans watching on television, the cart started forward to the clop, clop of mules carrying Mar-

tin Luther King on his last freedom march.

Some 50,000 people toiled along behind the cart while thousands of mute onlookers, most of them black, watched as their fallen leader passed by.

At last the great cortege reached the tree-shaded campus of Morehouse College, where King had discovered Thoreau and found his calling under the guidance and inspiration of Benjamin Mays. Now at the portico of Harkness Hall, Mays gave the eulogy of King, a man who had come preaching love, compassion and brotherhood rather than cynicism and violence; a man who, as a Negro, had every reason to hate America, but who had loved her passionately instead and had sung of her glory and promise more eloquently than anyone of his generation, maybe of any generation. "We have assembled here from every section of this great nation and other parts of the world to give thanks to God, that he gave to America, at this moment in history, Martin Luther King, Jr." Mays said, "truly God is no respecter of persons. How strange!

God called the grandson of a slave on his father's side and said to him: Martin Luther, speak to America about war and peace; about social justice and racial discrimination; about its obligation to the poor and about nonviolence as a way of perfecting social change in a world of brutality and war."

Martin was buried in Southview Cemetery, near his grandparents, whom he loved as a boy. On his crypt, hewn into the marble, were the words of the old slave spiritual he had quoted so often:

***Free At Last, Free At Last
Thank God Almighty, I'm
Free At Last***

In this second year of celebration of Dr. King's birthday, let us take time to reflect on "the dream", remember its purpose and turn it into reality. A reality not for the future, but for the present.

Ref: Let the Trumpet Sound, The Life of Dr. Martin Luther King Jr.; Stephen B. Oates; 1982 Harper and Row Publisher Inc. and The Words of Martin Luther King Jr.; Corretta Scott King; 1983 Newmarket Press, New York.



Mrs. Georgia Mulholland

The author, Mrs. Georgia Mulholland, has worked in the Defense Mapping School's Wheeler Hall for 6 years. She is employed by a maintenance contractor. Georgia, the mother of four grown daughters, lives with her husband, Mike, in Mount Vernon. She has lived in the Northern Virginia area for 20 years, and is a native of Danville, Va.

The Christmas Party Was Great



Mr. Bill Locke, Master of Ceremonies, made this year's Xmas party both hilarious and entertaining.

The DMS annual Christmas dinner/dance was held December 6, 1986 at the Essayons Club at Fort Belvoir.

Our distinguished guests were Major General and Mrs. Robert A.

Rosenberg, Mr. and Mrs. Larry Ayres and, of course, Santa Claus!

Colonel David F. Maune, DMS Director, welcomed everyone and introduced Major General Rosenberg, Director of the Defense Mapping Agency, who spoke briefly to the audience.

Many thanks goes to Mr. Bill Locke, this year's Master of Ceremonies, MSG Knight (Santa Claus), and Mr. Lou Bloom for contacting local businesses for the many prizes that were given away. Other committee members who helped to organize this year's party were Major Devore and Captain Husar.

Special thanks goes to, "our little photographer," Ms. Sue Phillips for this article's accompanying photography.

The food was great and a disc jockey provided "music to dance to" until 12:30.



Maj. Gen. Rosenberg at the DMS XMAS party held at Fort Belvoir



"You're a great guy, Santa," exclaims Howard Shaw.

ACADEMICS from page 10

Force Alpha evaluation study to update DMA's Long Range Development Plan and to assess DMA's mission capability as directed by the DoD Reorganization Act.

The staff of the Office of Academics is looking forward to continuing the efforts begun in 1986 and working with DMS faculty and staff to support the accomplishment of DMS goals during 1987.



Sue Phillips, Sherry Gunn, Rickie Blas, Lou Bloom, Mr. and Mrs. Ches Cummins, "Andy" Anderson, and Bud Gunn enjoying XMAS dinner/dance.



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CONTOUR

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February 1987



Maj. Gen. Robert A. Rosenberg at a recent interview.

Rosenberg Explains "One DMA"

Q: General, you have told all supervisors you hold them responsible for education of the DMA workforce. Just how do you mean that?

GEN: I have been putting the push on our supervisors -- from SES to all levels. I'm looking for accountability down to the first line supervisor. There is a specific requirement that, both internal and external to DMA, I expect these people to educate, advocate and articulate DMA goals, policies and objectives, and aggressively take actions to implement them. I want all supervisors to understand that we have to take time to educate our work force. And if I find employees who don't understand what DMA policies and objectives are, I want them to challenge their supervisors to get them answers.

Q: Well, there still seems to be some confusion on your requirement for a mobility program, for instance.

GEN: The mobility program is not an arbitrary program requiring people to move once every three years or anything like that. What I have said is that in today's DMA, career management is critical. We must lay out career progression paths for technical and management and supervisory people to work their way up through the system in an objective, fair manner. If someone wants to progress to senior management in DMA they can't spend their entire career as a technician at St. Louis, or Brookmont, or anyplace else. They're going to have to go through career-broadening assignments.

DMA is a dedicated combat support agency that understands its mission. Those who want to contribute at the GS-7 or GS-9 level may do so. Those who want to progress within the system will have to obtain the broad experi-

See ONE DMA page 6

MS Highlights Two Confusing Functions

The Office of Mission Support (MS) has chosen two areas to highlight for this issue of the *Contour*. These areas, that probably cause the most confusion and grief, are areas that provide services most DMSers use on a frequent, recurring basis. They are also areas that people either know the least about or haven't paid close enough attention to know the procedures. Hopefully, these articles will enlighten you as to your responsibilities and proper procedures, to help remove some frustrations for you. It will also help Mission Support do a better job in serving you and your needs. Let us present articles pertaining to traveler instruction and getting to know your Personnel Noncommissioned Officer (PSNCO).

Travel Tips

by SFC Richard Corum

Here in DMS, the Travel Noncommissioned Officer (NCO) sees a pattern of familiar questions arising over and over, even from the most seasoned travelers. Some of those questions and answers are repeated here for the edification of our globe-hopping personnel in an effort to make their trips more pleasant.

Who makes my travel arrangements/reservations?

The individual traveler makes his own arrangements with the Fort Belvoir Scheduled Airline Ticket Office (SATO) and cancels or changes those arrange-

See TRAVEL page 4

The Direct Line



from
Maj. Gen. Robert A. Rosenberg
Director
Defense Mapping Agency

In previous messages I have touched upon the extensive training programs that will be required as DMA moves into the Modernization Program era -- through Mark 85 into Mark 90. For some time now, our training staffs throughout DMA have been developing plans and approaches to ensure the most efficient transition into the future.

What they are developing is a program that will touch upon major segments of the DMA workforce, a program that will develop new and sophisticated knowledge and skills. And, most importantly, a program that is vital if DMA is to move efficiently into Mark 90. This effort will encompass existing long-term training and after-hours tuition assistance, as well as technical courses run during duty hours -- all part of extensive efforts to ensure that the DMA workforce is ready, willing and able to move out professionally.

A number of contractors who are designing and developing new hardware and software are responsible for delivering "segment specific" courses to relatively small numbers of DMA employees who will take the lead in managing, using and maintaining these segments in the early transitional stages of Mark 85 and Mark 90. These agency employees will then be integral to "full production"

training for the thousands of DMA people involved in the enormous training effort facing us as we move closer to Mark 90 production. This "full production" training will find many of you involved in both formal courses and "hands on" training at the new work stations.

Many factors are going into development of DMA's Modernization Program training. Well designed courses, talented and knowledgeable instructors, clearly written course materials, sufficient time to practice newly-acquired skills -- all are vital to our learning these new systems and being competent to operate them proficiently.

Even more important, however, will be our individual contributions. The knowledge, skill and abilities each of us brings into the training setting and the approaches we each take to learning new skills rapidly will all have significant impact on whether this Agency meets its obligations under the Modernization Program.

You have heard me say before that the EMP is in reality a Congressionally-mandated conversion program -- to accommodate new source material and to utilize the most sophisticated state-of-the-art equipment available in the world today. This program must succeed if DMA is to continue to be a viable combat support agency.

The DMA leadership needs to assure that everyone involved in this effort has certain prerequisite knowledge and skills before launching into specific training programs. To determine this, a Mark 90 skills study is currently underway, with all employees being asked to participate. Do not be put off by this: it is simply a "self assessment" to enable reporting to management those skills each of you now possess so the most efficient plans may be made for further specific training. We all will profit by this exercise.

Both you and the Agency will also profit through proper understanding and mutual approaches to this important endeavor. Attitudes toward training will be critical to

a successful program. When we bring with us a positive attitude, a willingness to develop new skills, a determination to succeed and an enthusiasm for expanding our competence, we will in fact make a significant contribution to the training effort.

The approach each of us -- and the instructors -- take in the classroom will make or break DMA's effort to manage and use the new technologies which will be soon upon us. I want everyone to ask questions, seek clarification, and be sure each stage of the training is understood. Practice the skills being taught. Study closely the documentation provided, and follow up when something is unclear. Our objective must be to acquire a new set of knowledges and skills that each person involved can take back into the workplace and apply.

We have before us a challenge of enormous proportions, but must remember that no other mapping organization in the world has such an opportunity to move into the future.

With the enormous dedication and professionalism I have seen in this Agency, I am confident that you will rise to the challenge --both those directly engaged in the training program as well as everyone else involved with DMA modernization.



Mr. Thomas O'Brien of the Department of Graphic Arts, received the Educator of the Year Award from the Inplant Printing Management Association. The award was presented to Mr. O'Brien at a meeting held at the Officers Club at Andrews AFB.

From the DMS Director



Colonel David F. Maune

What a month this has been with all our snowstorms. LTC Jim Henry must have set a record of some sort. He left for work early in the morning of Thursday, Jan. 22, 1987 and finally arrived five days later. MAJ Kurt Hovanec never got to work on the 22nd, got stuck in snowbound traffic, and got back home at 0330 (as in A.M., O-dark-thirty) on Jan. 23. Many people took over eight hours just getting off Fort Belvoir with all roads blocked heading south. DMSers could fill the paper with stories and experiences about the blizzard of '87, and there's a lot of winter time left. Dr. Linda Schultz-Shiner liked the snow so much she organized a Feb. 4 ski trip for DMSers.

I used to think the snow was always a lot deeper when I was a child because I remembered the snow to be over my knees. Of course my knees then were only 12 inches off the ground and my nickname was "Shortround" because I was short and plump. Now my knees are 24 inches above the ground and our January double snowfall was clearly above my knees, so I guess my memories of severe winters past can now remember 1987. We had approximately 17 inches of snow on Thursday, Jan. 22 and about 13 inches more on Sunday and Monday, Jan. 25-26. The drifts were a lot deeper. I had four-foot long icicles all along the gutter of my

house. What a beautiful winter wonderland!

I thought I'd write my February article for the *Contour* about several command information topics. I got too long-winded and couldn't possibly publish everything I wanted without a 48-page newspaper, but then no one would read it anyway. So I decided to keep this short and publish the command information topics separately.

DMS employees should by now have seen the following:

o My memo entitled: DMA Performance Management System (PMS). This memo explains the new PMS for civilian employees and their supervisors. It explains why I felt compelled to raise our performance standards and reduce inflation in our civilian performance appraisal system.

Surprisingly, I wrote that memo before receiving a Jan. 22, 1987 letter from HQ DMA entitled: "Implementation of the DMA Performance Management System (PMS)." It stated that HQ POC had developed data on performance rating distribution, awards and quality step increases (QSIs) for FY 86. It further stated: "The percentage of PMS employees rated 'Outstanding' appears particularly high in certain organizations and low in others. On a DMA-wide basis, 18.8 percent of our employees are rated 'Outstanding' but in various organizations the percent of 'Outstanding' ratings range from 2.5 to 62.8 percent. The data shows a similar disparity in the percentage of employees receiving performance awards and QSIs. The data indicates that DMA needs to do a better job of managing the performance appraisal process and awards/QSIs for PMS employees." (Guess which Component had the 62.8 percent "Outstanding" appraisal rate, and guess which Component had the "similar disparity" in performance awards and QSIs.)

o My memo entitled: Lessons from Group Discussions with DMS Employees. This memo clarifies points that DMS civilian and military employees need to know

about each other, what instructors need to know about students, and what we need to know about "personal" mail sent to DMS.

o My memos entitled: Group Discussion Follow-up: (Office Symbol). These memos explain follow-up actions resulting from my eight group discussions (sensing sessions).

Congratulations to our winners and nominees for DMS Employees of the Year.

In the enlisted category, nominees were SSG Karen Campbell (USA) from Geodesy and Survey; LICS Robert Carr (USN) from Graphic Arts; and MSG Harold Domingue (USA) from Topography and Drafting. The winner was LICS Carr.

In the officer category, nominees were CPT Stephen McGregor (USA) from Management and Technology; CW2 Frederick Pessaro, Jr. (USA) from Topography and Drafting; and CW4 Andrew Yacenda (USA) from Graphic Arts. The winner was CW2 Pessaro.

In the civilian category, nominees were Mr. John Bassett from Topography and Drafting; Ms. Maria C. Becerra from Plans Programs and Operations; Mr. Wilson Freeze from Geodesy and Survey; Mr. James Harnden from Academics; and Mr. Carl Markwell from Graphic Arts. The co-winners were Cris Becerra and Will Freeze.

It was hard making all the selections. Each nominee has done a fantastic job for DMS and they're all winners in my book. We owe a debt of gratitude to all of these dedicated employees.

Finally, I'd like to mention Black History Month started 61 years ago as Negro History Week. Although America has made progress, racism has not yet been eliminated in many areas. We all must do our part by ensuring that we continually treat personnel of other races as we would wish to be treated were our roles reversed. Thanks to those who participated in local Black History Month activities at DMS and Fort Belvoir.

* * * * *

TRAVEL from page 1

ments as necessary, returning all unused tickets. Don't forget to request the most advantageous rates to the government on any type of transportation required.

What information does the DMS Travel NCO need to be able to assist you?

He needs to know if you need a collateral transfer of clearance in plenty of time for that information to reach the destination before you get there. Tell him all additional requirements you'll be needing so they will be on your orders; also any changes, amendments, cancellations, etc. If you are going overseas or to any international meeting, you may require a Foreign Travel Briefing.



**SFC Richard V. Corum
Travel NCO**

The Travel NCO can provide that and any other special items required.

Which receipts should I keep or toss out?

SAVE ALL YOUR RECEIPTS WHILE TRAVELING. Wait until the trip is over and you have been reimbursed before throwing out receipts. Get receipts for everything you pay for. You must have receipts for any reimbursable expenses. Be sure to save receipts for non-government lodging or a Statement of Nonavailability of Government Quarters and Mess (DD Form 1351-5) if there are none available.

How do I call back to Fort

Belvoir concerning the business of my TDY?

Use the toll free number, 800-336-3095 for any official phone calls when you are on TDY outside of the state and calling back to Virginia.

How do I get reimbursed for the trip?

Submit your travel voucher (DD Form 1351-2) along with two copies each of your orders and all pertinent receipts and documents through Chief, Office of Mission Support, to DMA, HTC-CMF-P, within five days after return from travel. In some cases it may be beneficial to also submit a Statement of Actual Expenses (DD Form 1351-3). Don't forget to give a copy of your paid voucher to the Budget Officer in DMS-PP within 2 days after reimbursement.

The travel NCO has recently updated a list of instructions for the traveler based on DMA guidance. A copy of this list and blank voucher forms are provided with TDY orders when they are issued. Use the list; it can be very helpful.

Remember, your friendly Travel NCO is always ready, willing and usually able to help you to have a problem-free, pleasurable trip. Bon voyage!

Military Personnel Staff Noncommissioned Officer Does What?

by SFC "Andy" Anderson

Who is this person and what exactly does he do? He is SFC Jerome P. "Andy" Anderson and he does primarily what his title implies. He is the military NCO, within the Office of Mission Support and he is the point of contact for all military personnel actions at the Defense Mapping School. Some of his duties are:

- maintaining the monthly Military Personnel Information Roster and the DMS Personnel Roster,
- initiating and coordinating all military efficiency reports,
- conducting in and out



**SFC Jerome P. Anderson
Military Personnel NCO**

processing,

- managing the DMS Military Awards Program,
- maintaining the DMS locator file for all permanent party personnel,
- processing all Army strength related reports and financial transactions,
- coordinating Army personnel actions with the Fort Belvoir Military Personnel Office,
- preparing and forwarding welcome packets to all incoming military personnel,
- maintaining military personnel data cards and coordinating personnel actions pertaining to all services with the Defense Mapping Agency Military Personnel Office.

Of course this is not all a military personnel staff NCO does. He is also a courier, Xerox repairman, "jack of all trades and a master of none", and problem solver. In order for him to be as effective as possible, he must know what is "happening" personnel-wise within our School. Unfortunately, this does not always occur. Quite often by the time a problem is brought to his attention, it is not minor anymore. Through other individuals' attempts to resolve it, a minor problem has now developed into a serious issue. The point here is that he is the "professional" in these areas, and he should be the person that assists the military with their personnel action or problem. If he does not know about a personnel action or problem, how can he help? Keep him advised so that he can help. That's what he gets paid for.

Director's Call



MILITARY AWARDS

Air Force Commendation Medals

Technical Sergeant Kevin B. Hartfield
U.S. Air Force
Department of Geodesy and Survey

Staff Sergeant David W. Lawrence
U.S. Air Force
Office of Mission Support
Logistics Division

Joint Service Achievement Medals

Captain John P. Husar
U.S. Marine Corps
Office of Plans, Programs and
Operations

Chief Warrant Officer David C. Dannelly
U.S. Army
Department of Topography and Drafting

Master Gunnery Sergeant Russell L. Cavender
U.S. Marine Corps
Department of Topography and Drafting

Sergeant First Class Paul S. Barker
U.S. Army
Department of Topography and Drafting

Sergeant First Class Peter W. Rossi
U.S. Army
Department of Topography and Drafting

Staff Sergeant William F. Belokon
U.S. Army
Department of Topography and Drafting

Staff Sergeant Juan Buentello
U.S. Army
Department of Topography and Drafting

Sergeant First Class Charles F. Davis
U.S. Army
Department of Geodesy and Survey

Staff Sergeant Thomas K. Wallenius
U.S. Army
Department of Geodesy and Survey

Sergeant Elizabeth M. Harschow
U.S. Army
Department of Geodesy and Survey

Sergeant First Class Ivan L. Herring
U.S. Army
Department of Topography and Drafting

Good Conduct Medal

Chief Intelligence Specialist
Scott E. McDonald
U.S. Navy
Department of Management and Technology

Master Instructor Certificate

Sergeant First Class Richard E. Rivera
U.S. Army
Department of Graphic Arts

Certificate of Achievement

Sergeant Brenda D. Timmons
U.S. Army
Department of Topography and Drafting

SUSTAINED SUPERIOR PERFORMANCE AWARD

Ms. Penelope P. Greer
Office of Plans, Programs and Operations

SPECIAL ACT AWARD

Mr. Allan S. Williams
Department of Topography and Drafting

Mr. Fred D. Sisk
Department of Topography and Drafting

Mr. Wayne M. Gleason
Department of Geodesy and Survey

Mr. Clayton J. Kruck
Department of Geodesy and Survey

DMS AWARDS DAY AWARDS

DMS Officer of the Year

Chief Warrant Officer Fredrick N. Pessaro, Jr.
U.S. Army
Department of Topography and Drafting

Enlisted Person of the Year

Senior Chief Lithographer Robert D. Carr
U.S. Navy
Department of Graphic Arts

DMS Civilians of the Year

Ms. Maria C. Becerra
Office of Plans, Programs and Operations
and

Mr. Wilson G. Freeze
Department of Geodesy and Survey

ence required of today's top managers. Our people are too important to ask them to work for technicians who do not have the knowledge, skills and experience so essential to effective management and supervision -- and it's as simple as that.

Q: You attribute all this to changing demands upon DMA?

GEN: Of course. The tasks before DMA today are not the same as they have been for the past 30 years. I know it causes the fur to stick up on the backs of many necks when I talk about abolishing 50 fiefdoms within this agency.

In one sense, that's okay. I want people to be proud of our past. I support DMA's past leadership. Had I been here 12 years ago I'd have done the same things they did. They inherited six production lines and it's to their credit that those leaders worked to converge them, which made integration into a combined Defense Mapping Agency a much easier task.

But today we must face up to a major change in the principal source material we use to make maps and charts. That affects everything we do. It all began when the decision was made some years back to change the source material upon which DMA is dependent. When that happened, and DMA went into its "Modernization Program" -- which is really a mandatory conversion program -- it impacted upon this whole agency, and will cost hundreds of millions of dollars for highly sophisticated equipment, and will require people who know how to operate and manage it.

People in IAGS wonder why it affects them: because our friends in Latin America must be given the opportunity to use advanced technology if we are to co-produce and exchange products of mutual benefit with them. ODS wonders why they are involved: because our products and data must be distributed effectively and, very soon, electronically. That's why we need OTS, and so forth.

Q: You mean we are all part



Maj. Gen. Rosenberg emphasizes "One DMA."

of the same system, under EMP.

GEN: Exactly. What all this means is that "One DMA" mandates one defense mapping production line, all the way from the time the source data is collected -- whether it's from sensors reading the ocean floor or topographic sensors in satellites miles above the Earth -- right to the users' hands. All this has to be fed in a consistent fashion into one distributed production line. That production line has to be compatible with all the input sources we need for information, and with all other elements of the DMA system. And that production line goes all the way to the cockpit of an airplane, to the turret of a tank or to the bridge of a warship.

Some don't worry about where our sources come from, just run the production line, let the presses run and when that stuff goes out on that pallet it's somebody else's problem. No more! It's our problem from source acquisition until the product or data gets inside that ship or plane or tank, or field command post.

It's really like an automobile production line. You see the center of the line where the carcass of a car is moving along. There also are sub-sections along the sides where all those fancy gadgets are generated for the dashboard.

That's the concept we're going to here. If our production elements are not identical in the way they do business, when all those things don't flow to the center, they just won't hook up. What we're talking about is sort

of like the various production centers creating compatible boxes of digits. If I collect a box of digits in Louisville and toss them via a communications satellite to St. Louis, when they get there the empty box that catches the digits must know exactly what square they're supposed to get into -- or we won't produce anything!

We don't have this compatibility today. We don't even have compatible NEOC programs -- but we will. People say we don't need this single production line yet, so why worry about it. Well, we do. We produce DTED and DFAD in both Brookmont and St. Louis, differently, and they're trying to exchange data today, that doesn't fit -- and that wastes time and effort that could better be spent on our national security! We teach one way in Panama and a different way at Ft. Belvoir -- and they don't fit together, either.

This is not just an AC/HTC challenge; this is a demand for a totally efficient, effective and vital DMA. Every voice in the Defense Mapping Agency has to sing the same tune, and in the same key, to maximize our contribution to our nation's defense and, ultimately, to our own freedom.

Q: You do have some people worried though, don't you?

GEN: Right now many see this "ONE DMA" talk as a big threat: "I'm going to lose my job. That crazy general in Washington is going to close down everything but one plant and we're all going to be round pegs jammed into square holes." I get letters from people telling me I am destroying all that is good about DMA.

Well, the days of the hobby shop are gone. We just can't do all the neat things we used to do, or want to do. We've got 10 pounds of requirements and a two-pound bag of money -- and have to make it fit. That's the issue here. I am not trying to destroy initiative; I'm trying to control change and make sure that initiative is measured in terms of how does it best relate to fitting requirements into that

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two-pound bag. We just can't do all we'd like to do -- and we can't waste our precious resources propagating separate and distinct production lines that don't work together when the taxpayers through Congress have mandated the multi-billion dollar investment in the DMA Modernization Program. It's time to get on board and commit to making it work!

Q: How can we continue to meet requirements from the operational commanders with the resource constraints we face?

GEN: I am continually passing the word to all our users that they must quit trying to stuff a 36-inch waistline of requirements into a 28-inch belt. I told them that at our recent world-wide MC&G conference and I will keep on telling them that. I lecture to our customers and I lecture to our own managers -- every day. We must not let our users and our own people bury real war-fighting requirements under lots and lots of fat. I want to see quality circles and other employee initiatives enhance our productivity. This kind of initiative must not be squelched by supervisors and management.

For example, a recent test proved that we don't need special imagery to make DTED and TERCOM for cruise missiles; we proved we can do it from good maps. And at a cost of about five percent of what it was.

We don't like our users to utilize products generated anywhere else. We're offended if they use foreign maps or charts; we won't even put them in our catalog. Well, if DMA doesn't have a primary source and we can get it elsewhere, we will.

We insist on pretty maps and spend a lot of money and man-hours on special refinements. They won't make a modern weapons system work any better than a simple chart, in most cases.

We must squelch the concept of a peacetime map factory, going "kerchunk, kerchunk, kerchunk" and putting out pretty maps --and not knowing why or for what. Our managers owe it to our people to

make sure they understand why they are doing what they are doing and how important this is.

Q: What would you most like them to know?

GEN: That, in plain English, there is a worldwide threat to our freedom. If you haven't seen the recently-distributed SAC briefing on Soviet military power, ask to see it. That's what I am talking about when I demand that all our supervisors and managers make sure our folks understand the very, very important reasons for them to take special pains, and special pride in their work. We're not making maps for some family to take on a vacation. We are making maps and charts and ultra-sophisticated digital data to make certain that American operational military forces have the very best information available in the world today. And we want to make sure the other fellows know that our fighting forces and those of our allies have the best there is and know how to use it. That's what deterrence is all about.

We are making maps and charts and digital data to ensure we never have to go to war.

DMA Observes Black History Month.

"The Afro-American and the Constitution: Colonial to the Present" is the theme of Black History Month, being observed nationally during the month of February.

A DoD Black History Month Committee, with DMA representation, adopted the theme, proposed by the Association for the Study of Afro-American Life and History, as most significant, in light of national observance of the anniversary of the signing of the American Constitution, and "because few Americans are aware of contributions made by Black soldiers and sailors during the Revolutionary War and in development of the Constitution."

Along with a variety of Black History programs, DMA and DoD accomplishments will be highlighted in Pentagon ceremonies during this month.



Colonel Glenn N. Smith

New IAGS Director Appointed

Army Colonel Glenn N. Smith, first assigned to the Defense Mapping Agency a dozen years ago, became Director of DMA's Inter American Geodetic Survey, on January 30, 1987.

In announcing the selection, Major General Robert A. Rosenberg, DMA Director, highlighted "Colonel Smith's extensive experience within DMA and with user elements of the Army -- a background which will serve him and the Agency well in this important assignment. Colonel Smith will coordinate DMA liaison and educational efforts with Latin America during a sensitive and transitional period and I have every confidence he will represent DMA and the Department of Defense in an exemplary manner."

Colonel Smith has been chief of the Geodesy and Survey(s) Department at the Hydrographic/Topographic Center since 1985, following assignment to Headquarters for 4 years, serving as missile systems project officer in the PP Directorate, and executive assistant to the Director and Deputy Director, Management and Technology.

Born in Brooklyn, N.Y., he graduated from the U.S. Military Academy, West Point, in 1963. Initial military assignments included duties with a combat engineer battalion in Colorado and

See SMITH page 8

construction engineer battalions in both Korea and Vietnam. Subsequent to these tours, he returned to West Point as an assistant and associate professor in the Department of Earth, Space and Graphic Sciences.

Colonel Smith's previous experience with the Defense Mapping Agency was in 1974-77 at the Topographic Center, where he served as distribution staff officer in the PP Directorate. He was instrumental in the implementation of the DMA Automated Distribution Management System (DADMS) and initial planning for the creation of the DMA Office of Distribution Services.

During the period 1977-81, Colonel Smith served with the U.S. Army Europe, first as commander of the 227th Topographic Planning and Control Detachment, and then as director of Facilities Engineering and Housing, responsible for all facilities maintenance and construction for an area comprising about one-fifth of Germany and 27,000 military personnel and their families.

Colonel Smith received his graduate education at the Ohio State University, earning a masters degree in Geodetic Sciences in 1968 and his doctorate in 1974.

His awards and decorations include the Bronze Star Medal, Defense Meritorious Service Medal, Joint Service Commendation Medal and the Army Commendation Medal.

DMSers Say Farewell

DMSers said farewell to MAJ Thomas Mathews and Miss Sue Phillips at a luncheon held at Chi-Chi's restaurant. Both were staff members of the Department of Management and Technology. MAJ Mathews has been transferred to the Engineer Topographic Laboratories on Fort Belvoir's North Post, and Miss Phillips (also known as our little photographer) went to work for a private firm. Best wishes to both of you and please visit.

Judith Banks Receives Recognition During Black History Month.

by Mr. Edward L. Nickens

In honor of Black History Month, I would like to pay tribute to all black men and women in the military who have served their country with pride and distinction. In particular I would like to recognize Judith Banks, an E-8 senior chief, personnel specialist, with 14 years of service in the U.S. Navy. Mrs. Banks graduated from Rostraver High School in 1966 in the steel town of Pricedale, PA. The only things she learned about black history were the plight of the slaves during the civil war, and the underground railroad. She thought the war was fought to free the slaves, not knowing the major reasons were economics. Her experiences in the Navy in dealing with various nationalities and the Navy's recogni-

tion of Black History Month has corrected her understanding of the roll that black Americans have played in contributing to the development of this country. In her words "Black History Month has helped me because I really didn't know much about my people's heritage and culture." Mrs. Banks enjoys her career in the Navy because it's a great job and, "I haven't been denied my rights." She said when she came into the Navy women had just started breaking into the career ranks, but she hasn't had any problems because of race or gender. Her goal is to make master chief (E9) as fast as she can.

There were 264 black master chiefs in the Navy in fiscal year 1985. Only one was a woman. When she joined, there were only 88 black E-9s. None were women.



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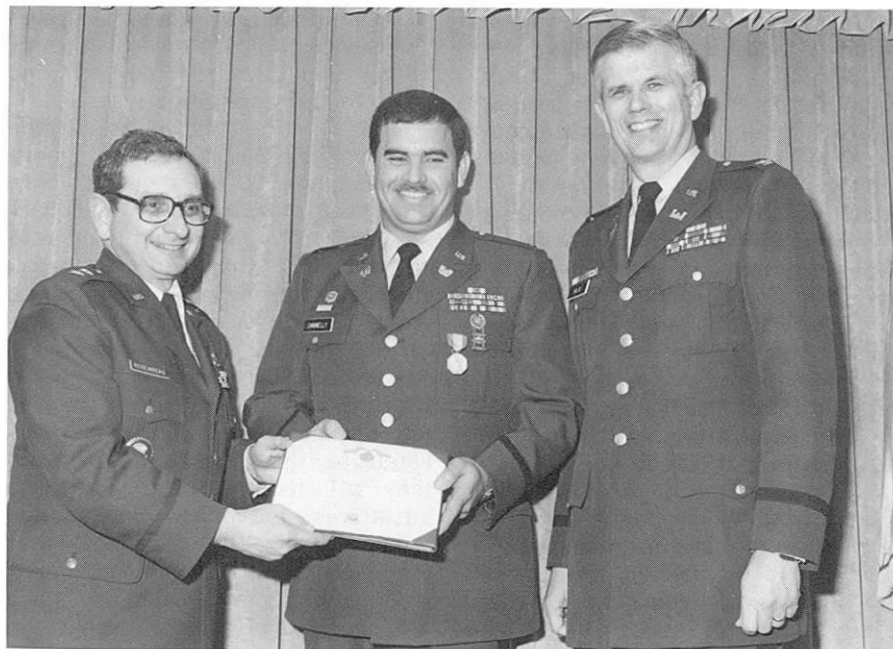
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CONTOUR

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Defense Mapping School, Fort Belvoir, Virginia

March 1987



Maj. Gen. Robert A. Rosenberg, CW2 David C. Dannelly, COL David F. Maune

Dannelly Receives Soldier's Medal

Chief Warrant Officer David C. Dannelly was awarded the Soldier's Medal for heroism for attempting to rescue a severely injured soldier at the scene of an automobile accident.

The medal was officially awarded to CW2(P) Dannelly February 19, 1987, by Major General Robert A. Rosenberg, Director, Defense Mapping Agency, in a ceremony held at the Defense Mapping School. Mr. Dannelly's wife, Deborah, son Chad, age 6, and daughter Christina, age 4, were present. Also present was Sergeant First Class Ramon Guerra, the accident victim.

CW2(P) Dannelly arrived at the scene of a two-car collision on U.S. Highway Route 1 near Woodbridge, Va. around 9:25 p.m.

on May 13, 1986. The car driven, by Sergeant First Class Guerra of HQ Co, 809th Engineer Battalion, Fort Belvoir, Va. had skidded into a gas station and immediately caught on fire. Guerra was unconscious and pinned in his car. The car doors were jammed shut, however, Dannelly was able to gain entry through the rear section of the burning car. He attempted to rescue Guerra but was unable to free him. Dannelly then remained in the car administering first-aid while gas station attendants turned off the gas pumps and extinguished the flames. Dannelly continued providing first-aid following emergency personnel instructions, until Guerra

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The Legend of Sleepy Hollow or USATE Finds a New Home

Looking across from one DMS building to the other, the careful observer may notice the absence of an eyesore that previously obstructed the view between the two buildings. The obstruction, heretofore known as building T-230 and the former home of the U.S. Army Topographic Element (USATE), has been replaced by a more visually appealing vacant lot.

Through the years (probably dating back to when Fort Belvoir was known as Camp A.A. Humphreys) building T-230 had housed, among others, a motor pool, MOS library, education center, classrooms and, most recently, USATE, as well as various parasites, birds, rodents and a family of well-fed ground hogs. (The latter grouping is not to be confused with the stalwart USATE staff). The building was a model of classic architecture with all the comforts afforded Hannibal in his campaigns. A postman's dream, it would keep out neither rain, snow, nor wind. Alas, its time had come and the U.S. Army Topographic Element, like the boll weevil, set out "lookin'" for a home."

Anyone who has ever shopped for a house can appreciate the problems involved in locating a home for a family of forty. But, with the able assistance of the Fort Belvoir Department of Engineering and Housing, USATE was finally relocated to building 1012, formally the Visitors Enlisted Quarters, behind the Fort Belvoir Civilian Personnel complex, an

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The Direct Line



from
Maj. Gen. Robert A. Rosenberg
Director

Recently, I have spoken to a few DMA groups and said, that as a result of the mismatch between operational user requirements and DMA capabilities, no one is satisfied with DMA support. Because of the press of time during these talks, I have been unable to amplify the meaning of my remarks so that those of you who have heard them will understand that our operational leaders do fully respect the professionalism, dedication and care each of the men and women of DMA exercises while contributing to our nation's security. That's not at issue. What is at issue is that we've got to do more with less.

DMA is in the business of producing a wide variety of products in support of our military today, ranging all the way from harbor and approach charts to filmstrips for the cockpits of combat aircraft. There are over 233 different product lines produced at DMA, all vital to the mission of our Armed Forces.

Looking across the validated requirements from all of our users, all of the Unified and Specified Commands, the military departments, and the intelligence community, we have a requirement over the next five-year period to maintain or generate over 96,000 unique products. Of those 96,000, 45 percent of them

don't exist in our inventory today, 29 percent of those products are adequate today but must be maintained, and some 26 percent are of limited utility today and must be upgraded if they are to be used in life-risking situations.

Using currently approved work standards throughout our production facilities, we project that at the end of the five-year period, given the resources that we have available and the priorities we must satisfy, over 45,000 of those requirements will not be satisfied. That is, after having maintained or originated slightly over 50,000 products, there will still be over 40,000 products that are either of limited utility or that we have never created for our terribly important users.

That's what I mean when I say in speeches that no one is happy. The combat commands are planning for an integrated air/land battle. Fully satisfying the topographic line map requirements and not taking care of the air-to-ground combat support requirements doesn't make anyone happy; while the foot soldier may find his way, he's not going to get the air support he needs.

Today over 60 percent of our resources are driven by Priority 1 requirements. Over 25 percent are driven by Priority 2. We expend 12 percent on safety of navigation at sea and in the air, leaving less than three percent for crisis and contingency operations, Priorities 3 through 5. These priorities generate the least advance notice but may be the most important since these brush fire crises can escalate if they are not met with capable U.S. forces immediately.

While each of you can be quite proud of what you're doing individually, we've got to do better collectively. This does not mean that your leadership doesn't care about what you're doing -- DoD leadership is terribly concerned about having to reduce the resources being made available to the Defense Mapping Agency.

However, we are in a period when Congress is realigning national priorities and attempting to reduce budget deficits. So we at DMA took our share of the

Gramm-Rudman-Hollings Act reductions and our share of this year's \$30 billion reduction in the Defense budget.

DMA, as a Defense Agency, is being forced to draw-down its resources by the Defense leadership because the dollars simply aren't there, not because they don't appreciate the important contribution you make. They know your contributions are vital to deterrence. That's why they're asking you, through me, to find ways to do more with less.

That's why I have asked the Component Directors to ignore work standards, to demand more work assignments from Headquarters and to demand the opportunity to show that you can break all the rules when it comes to productivity. Get those Quality Circles to overcome the inertia in our system. I've told management, from first-line supervisors to the top of the chain, that they will listen to the Quality Circles and they will listen to the workforce initiatives and ideas on how to break down the barriers that prevent productivity enhancement.

At the same time, I'm asking the operational forces to share in the burden of trying to reduce this major mismatch between requirements and our ability to satisfy them. Personally, in visits to Unified and Specified Commands and their field components, I have asked them to tighten their belts, to require of us only what they critically need rather than what is nice to have, to use substitute products, to accept native source products and to use less technically-wonderful products if something inexpensive will do.

Our users realize that you want to turn out good, reliable products. They also realize that with dwindling resources, we all have to do something about the increasing gap between the requirements being levied on DMA and our capability to satisfy those requirements. Together, with your dedicated efforts to take bold steps to increase productivity, and our users' efforts to reduce their requirements, we will continue to sustain our deterrent posture.

From the DMS Director



Colonel David F. Maune
Flexitime Misperceptions

Our flexitime procedures are explained in DMSREG 1425.1 (Flexible Work Schedule.) I'd like to clarify a few misperceptions.

Employees may normally decide whether they wish to participate in DMS's flexitime program or not. If they choose to participate, they must complete the Work Hour Register (DMS Form 1422-1-R) each day IAW paragraph 6.g. DMSREG 1425.1. If they choose not to participate, they need not complete this form and instead are expected to be present during "regular time" of 7:30 a.m. to 4:00 p.m. daily.

Chiefs of offices and departments have the sole responsibility for controlling and altering work schedules as required when there is a conflict with work operations or mission accomplishment.

When I schedule a mandatory ceremony such as monthly Director's Call or periodic ceremonies involving the DMA Director, I expect flexitime "participating" employees to adjust their flexitime schedules to attend these mandatory events. Exceptions are allowed to be made by Office/Department Chiefs so that telephones can be answered and other mission essential activities may continue.

Periodically, I determine that certain other activities should be

officially sanctioned for attendance by DMS personnel during duty hours because of their overall value to DMS as a whole. I usually authorize a maximum of one hour of excused absence for civilian employees to attend, reported on Time and Attendance (T&A) cards as normal work hours. Personnel who take more than one hour for such activities are expected to work longer **that day**, use previously accrued compensatory time, or take annual leave.

This month, I will be authorizing and encouraging our technical personnel to view the exhibits at the convention of the American Congress on Surveying and Mapping (ACSM) and the American Society of Photogrammetry and Remote Sensing (ASPRS). We are trying to get a bus to transport our participants to Baltimore for a half day to see and evaluate the latest MC&G equipment. Duty hours spent on this trip will be reported on T&A cards as normal work hours.

A birthday luncheon for a DMS employee would normally **not** qualify as an excused absence as this would not be a DMS-wide officially sanctioned function for all DMS employees. Although DMSREG 1425.1 requires the supervisor's prior approval for employees to be gone for over an hour, this approval is **not** for administrative absence. Those who attend a 2-hour birthday luncheon, for example, would need to work 90 minutes longer **that day**, use previously accrued compensatory time, or take annual leave.

We cannot work 7 hours today, 9 hours yesterday or tomorrow to make up for it, and report 8 hours worked both days on our timecards. Each civilian employee is required to account for 8 hours each workday, in either a duty status or leave status.

In a future column I will attempt to explain why formal overtime and compensatory time are preferred to informal time-keeping.

* * *

Congratulations to our formally

certified hero -- CW2(P) Dave Dannelly - who entered a burning car, that had been in an accident, in an attempt to remove the unconscious victim. When he couldn't get the victim out, Dave stayed inside the car to administer first aid to the victim for about 30 minutes while others put out the fire and cut the car open. What I didn't know until after our recent award ceremony was that the victim, SFC Ramon Guerra, had stopped breathing on several occasions during this ordeal, so Dave's first aid was clearly life saving while at risk to his own personal safety. It was good to see Debbie Dannelly and their two children plus SFC Guerra at the ceremony in which General Rosenberg awarded the Soldier's Medal to Chief Dannelly for heroism. You made us all mighty proud, Dave.

March is Women's History Month. I've got a lovely lady working in my office who made history this past month too. Marge Kelley completed 30 years of dedicated Government service. Congratulations, Marge. I couldn't get along without you.



Mrs. Marjorie K. Kelley

Marjorie Kelley went to work for the newly formed Defense Mapping Agency in 1972. In 1974 she came to the Defense Mapping School as the Director's secretary. She has been secretary to 6 directors during this time. Mrs. Kelley, a native of Scarsdale, New York, lives with husband, "Hap" in nearby Mt. Vernon. The Kelleys are expecting their first grandchild in the near future.

DMS Awards Are Given

by Rickie Blas



CW2 Frederick N. Pessaro, Jr.

Army Chief Warrant Officer 2, Frederick N. Pessaro, Jr., the DMS Officer of the Year, is from Rockledge, Fla. (Near Cape Canaveral).

Assigned to DMS in November 1984, he came to DMS from the 2d Armored Division at Fort Hood, Texas where he was the chief of the 524th Engineer Detachment (Terrain) for 4 years.

He is currently chief of the Terrain Analysis Division, Department of Topography and Drafting.

CW2 Pessaro has been a licensed amateur radio operator since he was in the 7th grade! He often talks to his father in Florida, who is also an operator. Over the years, he has communicated with others in the states, South America, Soviet Union, Cambodia and Germany.

An active volunteer in the Boy Scouts for many years, CW2 Pessaro is currently a coordinator for the Tiger Cubs, (6 and 7 year olds) Pack #1900 in Lorton, Va.

CW2 Pessaro and wife, Hye Kyung, have two sons, Frederick III, age 11 and Phillip, age 7.

The future offers retirement in 2 1/2 years but CW2 Pessaro says he hasn't seriously thought about it and may "go for 30."

Senior Chief Lithographer, Robert D. Carr, received the DMS Enlisted Person of the Year Award. He is the Noncommissioned Officer in Charge and the Course Coordinator for the Basic Photolithographic Process Course and Senior Enlisted Advisor for all assigned and student Navy personnel. He is responsible for 21 instructors assigned to two shifts of operation. As counselor for the students, he provides them with an evaluation of their performance.

There are only 450 lithographers (fully qualified printers) in the Navy. Their ranks are E-1 to E-9. Chief Carr is an E-8 with 17 years active duty in the Navy, half of which was spent at sea. He was assigned to DMS in May 1985 after attending the Senior Enlisted Academy, Newport Naval Base, Newport, R.I.

The highlight of his career



LICS Robert D. Carr

came in 1980 when he was selected and initiated as a Chief Petty Officer E-7). The initiation, very much like a college fraternity initiation, took place from midnight to 4 p.m. the next day. Like most initiations, details are forbidden to be disclosed.

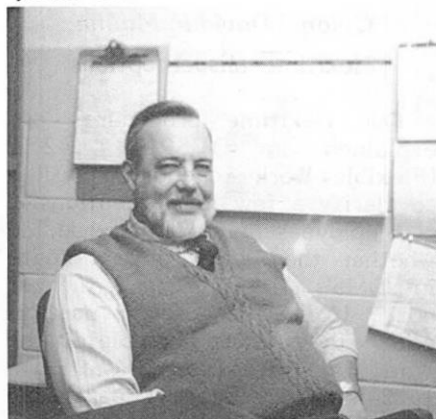
When asked what his best tour of duty has been, he stated, "That was my last command and the next one I'm going to." His most interesting tour was duty aboard the USS Vulcan (AR-5) from 1978 to 1982. He was selected as Chief Petty Officer where he supervised the 45 people in his division. At

this time the Vulcan became the first ship to receive women for sea duty. The majority of the enlisted women were under his supervision.

Senior Chief Carr looks forward to being advanced to Master Chief (E-9) when selected and one more sea duty tour before retiring.

Senior Chief Carr is a member of the United States Soccer Federation and is a referee for high school games. He referees approximately 90 games per Soccer season, averaging 7 games per weekend.

He and wife, Susan, both native New Yorkers, have two daughters, Melissa, 6 years old and Megan, 4 years old.



Mr. Will Freeze

Mr. Will Freeze, one of the two DMS Outstanding Civilian of the Year Award winners, is a training specialist in the Department of Geodesy and Survey.

He is the course manager for Construction Survey and is responsible for the successful completion of the redesign of the Construction Survey Course. Mr. Freeze helped develop an unprecedented, highly detailed Task Analysis Data Base. He took on the job of developing that data base into 33 new criterion referenced exams and 55 new lesson plans. With a 62% personnel turnover and 18% shortage of authorized instructors, this was no easy task. In addition, he personally wrote a high percentage of

See FREEZE page 5

exams and lesson plans, coordinated approvals, conducted all reviews and edits, tracked progress and provided critical feedback to others involved. During this time, he also filled in for other instructors and as acting Chief, Survey Division (GSS). Mr. Freeze has an active role in the training and developing of the faculty, insisting that instructors produce only high quality training and training material. Portions of his work are used as Appendices to DMS Course Development guidance. DMSREG 8913.1, (Examinations) Appendix E, and the Quality Control Checklists appended to the Lesson Plan and Examination Writing Regulations are all his work. He participates in the Instructor Training Course as an instructor, both locally and at the Aerospace Center in St. Louis, Mo.

An established artist primarily of landscapes and seascapes, Mr. Freeze has used his artistic ability in his job, from the field-expedient editing of on-site video tapes, to the preparation of vivid graphic training aids.

He is also an author of poetry. His poem, "A Musing on Spring" was published in the March 86 Contour.

Mr. Freeze, a retired Army Warrant Officer, has worked in Wheeler Hall for over 20 years.

He is a Stafford County resident. He and wife, Mittie, childhood sweethearts from Pottsville, Pennsylvania, raised three sons, Gary, 32, Rodney 30 and Brian 28. Both Mr. and Mrs. Freeze are active in the Ebenezer United Methodist Church. Mr. Freeze, a soloist in the choir, is also a leader in the church, performing all the pastor's duties when the pastor is unavailable.

Mrs. Maria (Cris) Becerra, the other DMS Outstanding Civilian of the Year Award winner, is the secretary for the DMS Office of Plans, Programs and Operations (PP). The only administrative support employee in her office, Mrs. Becerra efficiently combines the



Mrs. Maria (Cris) Becerra

workload of administrative assistant, secretarial and receptionist duties professionally and cheerfully.

Mrs. Becerra, eager to broaden her career opportunities in the government, recently completed courses in accounting and administration. She plans a future in accounting or administrative management.

As DMS Hispanic Employment Program Manager, Mrs. Becerra recently attended the Washington Council of Hispanic Employment Program meeting. As a member of the Equal Employment Opportunity team, she was involved in the planning and preparation of the first DMS Cultural Awareness Day, this past September.

Active in domestic activities also, Mrs. Becerra is a member of the PTA, and a room mother for both daughters' classes.

When she was 8 years old, Mrs. Becerra's family moved from Piedras Negras, Coahuila, Mexico, to live in Del Rio, Texas.

She lives with husband, Ray, and daughters, Korina, 9 and Jessica, 6, in Alexandria, Va.

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USATE from page 1

area fondly referred to as "Sleepy Hollow" because of its profusion of shade trees, quiet appearance and wildlife (I'm referring to the deer and squirrels - not USATE staffers). It is not unusual for a family of deer to come right up to the building or to find yourself bombarded with acorns by a playful squirrel high in an oak tree. (We won't discuss the shark found swimming in the pond in front of building 1013, occupied

by the Training Doctrine Command (TRADOC) Systems Managers. That's another story.)

The U.S. Army Topographic Element, as its name implies, is an Army organization. Officially a component of the Directorate of Training and Doctrine, U.S. Army Engineer School, USATE is currently under the operational control of the Director, DMS. Consisting of a small headquarters element and two major sub-elements, USATE is responsible for the analysis, design and development of all army topographic and technical engineering training and doctrinal literature. This includes such things as:

- Soldier's Training Publications
- Skill Qualification Tests
- Graphic Training Aids
- Audio/Visual Programs
- Training Extension Courses (TEC)
- Army Correspondence Courses (ACCP)
- Army Field Manuals (FM)
- ARTEP

The development of Officer/Warrant Officer training requirements, collective (Unit) training requirements (ARTEP), operational doctrine and new equipment development support is the responsibility of Major Ruth Ables, Chief of the Officer Training and Doctrine Development Branch.

Mr. Joe Decker currently heads the Enlisted Training Branch with the responsibility for developing all of the enlisted training requirements, publications and non-resident courseware, as well as technical doctrine.

The chief of the U.S. Army Topographic Element, Mr. Don Uber, invites anyone who may have questions or comments relative to Army Topographic Engineering to please call the USATE point of contact listed below at 664-1831 (local) or (Autovon) 354-1831.

- Enlisted Training/Technical doctrine (general): Mr. Joe Decker
- CMF 81 ANCOG: SFC Ted Poulson

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- MOS 81C: Mrs. Barbara Windland
- MOS 82D/41B: SFC Paul Konstan
- MOS 83E/83F: SFC Sam Reyes (incl 83FJ6)



Mr. Don Uber

- MOS 81Q: SFC Butch Geyer
- MOS 81B/82B/51T: Mr. Steve Falkenthal
- Officer Training/Operational Doctrine (general): Maj Ruth Ables
- Collective Training (ARTEP): CPT Dave Drucker
- Warrant Officer Training/FM 5-105: Mr. Harry Mazza
- Environmental/Weather Effects: CW2 Bob Bhagwandin



Surprise! Colonel Maune's Friday the 13th was happily interrupted when these two delightful ladies from SOSA Recreation Center presented him with a Valentine song and heart-shaped balloon.

Have Skis, Will Travel First DMS Ski Trip



Susan Farrer, Dr. Linda Schultz-Shiner, MAJ Kurt Hovanec, SSG Rick Carandang

by **Linda J. Schultz-Shiner**

While DMS ski aficionados wistfully do not reside in the area of the snow-peaked Rocky Mountains, they did take advantage of the January snow deluge to practice their skills and to share some camaraderie. On Feb. 4, DMS skiers rendezvoused behind Bagley Hall for an evening trek to Ski Liberty, Fairfield, Pa. Dr. Schultz-Shiner, Acting Chief of the Office of Academics, and MAJ Kurt Hovanec, Chief of the Department of Topography and Drafting, organized the trip for DMS faculty, staff and their guests.

Admittedly, conditions were less than perfect. In fact, slopes on the backside of the mountain

were so icy in places that it was a major accomplishment if one did not go down those slopes on one's back side! However, everyone emerged unscathed--no broken bones, sprains, or bruises.

In addition to the vigorous exercise in the fresh air, the trip afforded an opportunity to promote esprit de corps among DMSers -- as seen in the photo of "dans" ski activity (instead of apres ski). As you might guess, swapping ski stories and sharing favorite ski resorts were high priority topics of conversation. We encourage everyone to give skiing a try and to consider joining us when we go again. So, see you on the slopes and may your skis always be parallel!

Fast Brew

Within half an hour after coffee is ingested, it is absorbed into the bloodstream and reaches all the major organs.

"Hatred comes from the heart; contempt from the head; and neither feeling is quite within our control."

—Arthur Schopenhauer,
German philosopher.

DMA Appoints Procurement Executive



Mr. Mordecai Z. Labovitz

Procurement policy and practice in DMA are now centralized in the office of a new procurement manager, the recently-designated Senior Procurement Executive, Mordecai Z. Labovitz. Assigned to HQ DMA, he will provide policy development, management and oversight for the total agency-wide procurement system.

"Establishment of this office is in response to an Executive Order mandate and reflects the Director's goal of creating 'one DMA,'" according to Labovitz, who explained "this centralization of policy will enhance the quality of contracting and ensure DMA's ability to get the best product at the best, although not necessarily cheapest, price." The distinction made here, according to Labovitz, is "the difference between obtaining a merely acceptable product through use of sealed-bid contracts at lowest cost and receiving a superior product capable of satisfying our minimum needs at a fair and reasonable price."

In general, Mr. Labovitz believes "the Agency has exhibited high standards of procurement practices. The difficulty," he added, "is in establishing institutional management of a highly

visible and rapidly changing process that by its very nature requires command level oversight, direction and authority."

The new Senior Procurement Executive position reflects in national concern for quality in the process by which government expends public funds and the fact that the role of procurement at DMA is a high-priority management concern, according to General Robert A. Rosenberg, DMA Director. The Director declared, "I have made quality control a key element in procurement management and have invested in the Procurement Executive the responsibility to develop, organize and direct implementation of procurement practices throughout the Agency. This includes evaluation and monitoring of the Agency's procurement system performance, functional management and career development of the procurement work force, and development of new standards when appropriate."

Mr. Labovitz comes to the job with a strong background in defense acquisition, both at the Navy Department and with the Coast Guard. For the past eight years he was Coast Guard's senior procurement civilian and played a leading role in development of an integrated office of acquisition. In his more than 20 years' experience in government he has assisted in development of Office of Management and Budget procurement policy for major systems, drafted procurement legislation for Senator Lawton Chiles (D Fla.) while on detail from the Navy, and served as a senior analyst on the staff of the Deputy Assistant Secretary of Defense for Procurement.

Mr. Labovitz is a graduate of the Industrial College of the Armed Forces and the Federal Executive Institute, and holds a bachelor's degree in Political Science. He is a Certified Professional Contract Manager and is a

See PROCUREMENT page 12



Mr. Gerry Jackson presents award to Dr. Annette Krygiel

Executive Excellence Award Given

Nationally recognized for her "extraordinary achievements" in executive management and leadership was Dr. Annette Krygiel, DMA Deputy Director for Telecommunications and Director of the Agency's Telecommunications Services Component. Dr. Krygiel received an Executive Excellence Award from the Senior Executives Association/Professional Development League on January 21 in Washington -- one of only six SES officials so honored out of more than 60 nominations and 22 finalists. Gerry Jackson, assistant vice president of GEICO, one of the judges, presented the award to Dr. Krygiel, who was cited for initiation, development and service as first director of a major new DMA Component. OTS provides sophisticated communications DMA-wide, as well as interface with DoD and the Intelligence Community. Dr. Krygiel has been a member of DMA since its inception in 1972 and had served with the Air Force Aeronautical Chart and Information Center since 1967.

In Memoriam

DMS expresses its condolences to Mr. Howard Shaw, in the recent death of his mother. Mr. Shaw is Chief of Construction Drafting, Department of Topography and Drafting.

Welcome to the Land of Logistics



by MSgt Larry Kommes

Let's take a tour through the land of logistics. But first, I would like to tell you a little about us. Webster defines logistics as "The procurement, distribution, maintenance, and replacement of material and personnel." Boy, there's a lot packed into that one little sentence. Not only do we handle supply, but the seven permanent employees of the Mission Support Logistics (MSL) Division have the responsibility for managing, monitoring and appropriating follow-ups on all activities concerning Purchased Equipment Maintenance, Books and Subscriptions, Supplies, Minor Equipment, Investment Procurement Equipment, Facilities Maintenance, Map Requisitioning, Custodial Services, Silver Recovery, Service Contracts, and Loans. The division also manages and monitors approximately \$500-700K set aside for the above operations.

The operation of this division is critical to the overall mission of DMS. All tasks must be accomplished in a timely and efficient manner so as not to hinder, in any way, the overall instructional and staff functions of DMS.

Currently, the MSL warehouse consists of 750 line items totaling approximately \$80-120K. Once the computer system is

completely operational, various listings will be printed to assist the customers and show what is currently stocked in the warehouse. Another listing will tell MSL employees what items need to be ordered to maintain specific levels of expendable supplies to support class and administrative requirements.

Now, let's tour the different areas of responsibility and meet the people responsible for the area.

Purchased Equipment Maintenance

Charlotte Bernard and Jeff Hamn are responsible for the repair of any equipment within DMS requiring maintenance that is performed by local vendors, Cameron Station or Fort Belvoir Directorate of Industrial Operations.

Expendable Supplies

Dennis Roberts, SSgt David Lawrence, and Jeff Hamm are responsible for stocking, issuing, turning-in and requesting all expendable supplies utilized throughout DMS.

Books and Subscriptions

Charlotte Bernard is responsible for processing all orders for books and subscriptions that are obtained from commercial sources.

Minor Equipment

SSgt Lawrence and Jeff Hamn process all orders for minor equipment required by the staff offices or departments.

Investment Procurement Equipment

SSgt Lawrence processes all the orders for Investment Procurement Equipment and monitors progress of the order until the equipment is received.

Facilities Maintenance

Jeff Hamn submits all requests for facility maintenance to the Ft. Belvoir Directorate of Engineering and Housing.

Map Requisitioning

Jeff Hamn submits requests for maps and charts required by DMS to the Office of Distribution

Services, DMA.

Custodial Services

Jeff Hamn acts as the focal point for all custodial service problems throughout DMS.

Silver Recovery

It is the responsibility of Jeff Hamn to monitor and report on silver recovery throughout DMS.

Service Contracts

Charlotte Bernard requests and monitors all service contracts, such as our ground keepers, throughout DMS.

Loan

Jeff Hamm coordinates all activities involved in loans of DMS equipment.

Division Support

Sue Richards provides clerical support for the division and Ed Burton makes all the supply and courier runs throughout the D.C. area.

This was a very quick tour of the Logistics Division operation. Feel free to contact us at any time if there are any questions in any of these areas of responsibility.

Who Ya Gonna Call

by Sue Richards



Mrs. Charlotte Bernard

My CompuCorp won't work!
The Xerox is making light copies!
My typewriter won't backspace!
Who ya' gonna call -- Charlotte Bernard!
Charlotte is MSL's

See WHO page 9

WHO from page 8

newest employee and DMS's procurement clerk. Anytime a machine or piece of equipment breaks down, Charlotte's our lady to talk to. She also prepares and submits requests for purchases, performs quality control and follow-up on all books, magazines, and periodicals, and monitors funds for maintenance of purchased equipment.

Charlotte comes to us from HTC where she worked for two years. Originally from Baton Rouge, Louisiana, she has been in Virginia for 12 years and is no stranger to Ft. Belvoir. She is wife, mother of four, and just recently became a grandmother. In her spare time (if she has any) she enjoys cooking and traveling, but most of all putting her feet up! Welcome to DMS, Charlotte!

DANNELLY from page 1

was rescued about thirty minutes later.

This spontaneous act of heroism, at great personal risk to his own life, more than qualifies Warrant Officer Dannelly for the honor of receiving the Soldier's Medal. As Maj. Gen. Rosenberg said, "This type of heroism is what makes America great! We have people dedicated enough to risk their own life to save another human being."

General Rosenberg also said, "We are proud to have a man like CW2(P) Dannelly at the Defense Mapping School. He represents the ideal American soldier and reflects credit to himself, his family, the Defense Mapping Agency and the U.S. Army."

Chief Warrant Officer Dannelly has been in the Army since 1972 and has been assigned to the Defense Mapping School since June 1982. He currently is the Chief of the Cartography Division, Department of Topography and Drafting. Dannelly is a native of Kingsport, Tenn. He loves outdoor sports, especially camping, hunting and fishing.

Women's History Week and Women's International Day

by Penny Greer

Women's History Week was celebrated March 6-12. It was initiated in 1978 by a group of women from Santa Rosa, Calif. as a modest community effort to encourage the study of women's history.

In 1982, the week was proclaimed a national observance through a joint Congressional resolution proposing that such a week be held inclusive of March 8, which is International Women's Day. The 1983 Resolution was submitted to the House of Representatives by Congresswoman Barbara Milkulski (D-Md). Last year the resolution became law with the signature of the President.

Of course not all of women's history can be condensed into one week but the goal is to inspire others to question further and to discover more about women's historical heritage.

Women's History Week is much more than a call to remember outstanding American women whose names we do know; it also reminds us to pay homage to the nameless women who have shaped our collective past.

March 8 is celebrated each year as Women's International Day.

On March 8, 1857 women from the garment and textile industry in New York demonstrated against low wages, the 12-hour workday, and increasing workloads. They asked for improved working conditions and equal pay for all working women. Their march was dispersed by the police and some of the women were arrested. Tragically, some of the women were trampled in the confusion.

Three years later these women formed their own union and again asked that their demands be met.

On March 8, 1908, thousands of women from the needles-trade industry demonstrated for the same demands, plus legislation against child labor and the right of women to vote.

In 1910, Clara Zetkin, a German labor leader, proposed that March 8 be proclaimed International Women's Day in memory of those earlier struggles to better women's lives.

For the next 60 years, this day was celebrated mostly in socialist countries. The day began being celebrated in the United States in 1967, and, along with Women's History Week, is a great opportunity to celebrate women's rights and their contributions to the history and culture of the world.



Doffing the first DMA ball cap, Major General Robert A. Rosenberg, DMA Director, in turn hands a check with his donation to Chris Reichart of the DMA Health and Recreation Fund, which is sponsoring the ball cap sales. In "Pentagon Blue," the same color as the DMA flag, the caps include the Agency seal and name in gold. Sun visors will be available for those who prefer them. Sample caps are being distributed to all components and local funds will coordinate their sale.

Number of minks in a full-length mink coat:
Between 45 and 52

Larry Ayres Defines Job Stress



Mr. Larry Ayres

Stress is an ancient demon still not fully understood by modern man. Not only can it be destructive to personal health, but it very often causes inefficiency and loss of productivity in organizations such as DMA.

In a recent talk to a DMA's women's leadership conference, the Agency's Deputy Director for Management and Technology, Mr. Larry Ayres, defined on the job stress as one of the "major enemies of every manager's best laid plans for success. "Stress," he maintained, "is the tiny grain of sand that finds that one vulnerable spot inside your shoe and becomes, in effect, your personal Achilles heel. Try doing your job limping around on one foot all day and I guarantee that before the day is over you will lose your balance at least once."

Ayers outlined to his audience a three-part stress management program that he finds works for him. He first identifies the problem causing the stress, then finds a way to deal with it, after taking time out to think about the problem.

"First of all," he said, "you must identify just what it is that

is the real cause of all the stress that you are feeling -- or that you can see in your employees. Learn to recognize your own emotions, he said, and work to put them in focus."

Discussing the problem of dealing with people who are under stress, Ayers focused on the need to recognize stress in the first place. "The first thing is to get them to think through their problem and identify the issues causing concern. As managers at DMA, this is one of our primary responsibilities; that is, helping people to identify problems, which is, after all, the first step in providing any form of solution," he said.

Ayers explained how taking time out for jogging is personally vital to stress management in his own life. He also reported he must at times get off to himself, in his own office, to think through problems and devise possible solutions. "Spending quiet time by myself helps me to determine the answers to problems that are very difficult to manage when I am under the pressure of stress," he said.

To recognize stress in employees, he emphasized the need to talk frankly to employees "to help them get their feelings out," which is an excellent way to identify the cause of stress factors undermining efficiency on the job.

"A manager must have the ability to direct others with skill," he offered, adding, "...to be a really good manager, you must spend more time listening than talking when dealing with people who come to you with stress problems. It really helps when you give people a chance to say what is on their minds."

Ayers was particularly concerned about the problem of "destructive confrontations," as he put it. "Whenever I have a meeting, and I do have a lot of them, and I know there are stress factors caused by someone who will be in that meeting, I will go see that individual before the meeting to iron out any possible difficulties in advance."

Addressing the need to apply

good management practices at DMA, Ayers emphasized the importance of understanding one's self, to recognize the needs of employees, and to consult employees with a view to solving the problems of stress before they become unmanageable.

"The real key to managing stress," he emphasized, "is to recognize stress as one part of the problem...one piece of the puzzle...a part of the larger complex of management problems crossing your desk. Once you treat stress as a symptom and not the disease," he said, "you can really make your day, and go home at night with the confidence that you did your job -- without your job doing you in."

Del Malkie Elected New NAGC Head

DMA's director of Public Affairs, Del Malkie, has been elected president of the National Association of Government Communicators for 1987. With some 1,000 members, NAGC is the professional association for public affairs officers in federal, state and local governments, with seven chapters around the country.

Malkie, who has been the DMA Public Affairs Officer since 1981, has served in similar posts on Capitol Hill and in local government and prior to DMA duty was director of Media Relations at the U.S. Naval Academy in Annapolis, Md. He has been a reporter and editor on newspapers and has extensive radio/TV news experience.

(DMA) Employees and Ideas Make Bucks

1987 marks the 33rd year of the Government Employees Incentive Award program. Since its inception, the program has saved the American taxpayer billions of dollars through the application of money saving ideas, inventions and scientific achievements developed

See BUCKS page 12

Director's Call



MILITARY AWARDS

Command and General Staff Officer Course Graduation Diploma

Captain Alan J. Waitkus
U.S. Army

Department of Management and Technology

Basic School Nonresident Program Diploma

Sergeant James P. Cast
U.S. Marine Corps
Department of Geodesy and Survey

Master Instructor Certificate

Captain Ronald A. Hess
U.S. Army
Department of Management and Technology

Gunnery Sergeant John D. Platt
U.S. Marine Corps
Department of Geodesy and Survey

Staff Sergeant Karen A. Campbell
U.S. Army
Department of Geodesy and Survey

Staff Sergeant Richard B. Carandang
U.S. Army
Department of Geodesy and Survey

Staff Sergeant Thomas K. Wallenius
U.S. Army
Department of Geodesy and Survey

Staff Sergeant James E. Lobdell
U.S. Air Force
Department of Geodesy and Survey

Mr. Edward L. Nickens
Department of Graphic Arts

SENIOR INSTRUCTOR CERTIFICATES

Sergeant First Class Douglas K. Briggs
U.S. Army
Department of Geodesy and Survey

Staff Sergeant James E. Greene
U.S. Army
Department of Geodesy and Survey

Staff Sergeant Timmy K. Marcum
U.S. Army
Department of Geodesy and Survey

Sergeant Elizabeth M. Harschow
U.S. Army
Department of Geodesy and Survey

SUGGESTIONS

Lieutenant Colonel Russell O. Reich, Jr.
U.S. Army
Office of Academics
Suggestion: Review DMS publications every two
years to coincide with DMA policy.

Mr. John D. Mann
Department of Geodesy and Survey
Suggestion: Bulk order survey instrument screws.

Mr. Carl Markwell
Department of Graphic Arts
Suggestion: Drill holes in LxG blades to make
interchangeable with L-129 blades.

Staff Sergeant Richard Carandang
U.S. Army
Department of Geodesy and Survey
Suggestion: Corrections for fire prevention and
safety.

PLAQUE

DMS Department with most Approved
Suggestions for 1986
Department of Graphic Arts

DEPARTURES - MILITARY

Captain Ronald A. Hess
U.S. Army
Department of Management and Technology
Master Sergeant Harold R. Domingue
U.S. Army
Department of Topography and Drafting

RECENT ARRIVALS

Staff Sergeant Bruce L. Eaton
U.S. Army
Department of Topography and Drafting
Staff Sergeant Carl P. Cummins
U.S. Army
Department of Geodesy and Survey
Sergeant Darius Kuzemchak
U.S. Marine Corps
Department of Topography and Drafting
Sergeant First Class Jose A. Pereira
U.S. Army
Department of Topography and Drafting
Sergeant Maria L. Leflore
U.S. Army
Department of Topography and Drafting

Mr. Karl P.P. Abt
Department of Graphic Arts

Mrs. Charlotte L. Bernard
Office of Mission Support
Logistics Division

by government employees

General Robert A. Rosenberg, DMA Director, strongly encourages all DMA employees to take the time to consider ways to reduce costs and improve efficiency in any Agency job. In the Director's words, "The suggestion program is one of the most important avenues for an employee to contribute to the efficiency, safety and economy in accomplishing our mission."

This year the Incentive Award program is more important than ever. General Rosenberg has tasked each DMA employee to "look into our jobs with the view to improving efficiency and cutting down costs...be receptive to new ideas...look for bottlenecks, or wasted time and motion.., and ask yourself if you can supply a solution."

To eliminate any confusion regarding the use of "on duty" time by production personnel to develop suggestions for award consideration, DMA policy authorizes suggestion development during duty hours. Managers will account for time used in developing suggestions in the "unavailable direct labor time" category as defined by the Defense Management Information System (DMIS).

For additional information, contact the Awards/Suggestion Coordinator in your component personnel office.



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Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

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Colonel David F. Maune

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Irene L. Bellefeuille

Editor: Rickie Blas

member of the National Contract Management Association, the Industrial College of the Armed Forces Alumni Association, and the Federal Executive Institute Alumni Association.

Vietnam Remembered

by Rickie Blas
Contour Editor

March 29, 1973, the last of the American Armed Forces left South Vietnam and the small republic was overrun by the communists in 1975. Our involvement in Vietnam was shoved into the political closet - and our veterans nearly forgotten. With the building of the Vietnam Veterans Memorial in Washington D.C. and the filming of "Platoon," the memory of the war, our surviving veterans, and the 50,000 troops lost in this faraway land, is restored.

Vietnam is still a country in turmoil. The Defense Mapping School recently received a letter from a former student and refugee, who made a boat from a bamboo tree, put 6 family members into it and, after 17 hours on the high seas, arrived safely in Thailand. Freedom was worth the risk of robbers, drowning, and other perils.

Twelve years ago Vietnam fell to the communists. Will it ever be a democracy?



"Missed....didn't I?"

Something Squirrelly's Going On

The Department of Topography and Drafting knew something was amiss when DMA Task Force Alpha (temporary boarders) reported some of their paperwork being shredded - after hours.

The furry little paper shredder (a healthy squirrel) was captured, unharmed in a trap/cage set by pest control officers. He was to be released in another area.

How did the little nuisance get into Wheeler Hall's third floor?

He climbed in through a window, like most vandals.

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DOD 326
THIRD CLASS

CONTOUR

Volume 14, Number 7

Defense Mapping School, Fort Belvoir, Virginia

April 1987



Dr. Linda Schultz-Shiner was recently appointed Chief of the Office of Academics

Office of Academics Coordinates DIOP

by Dr. Linda Schultz-Shiner

The DMA Director, Maj. Gen. Rosenberg, conceived of and supports the concept of a DMA Initial Orientation Program (DIOP) for all new DMA employees. Based on guidance from the Director and working with Component directors and DMA senior staff, Dr. Ellen Roderick drafted the DIOP initial design at HQ DMA Personnel Office, Education and Training Division. Although developed at HQ DMA, the DMS Office of Academics (DMS-AC) has been designated Program Coordinator and the DMA Components are developing the DIOP instructional packages.

The purpose of the DIOP is to expose all new DMA employees, both military and civilian, to the "one DMA" concept including the missions and functions of DMA, its Component organizations, and

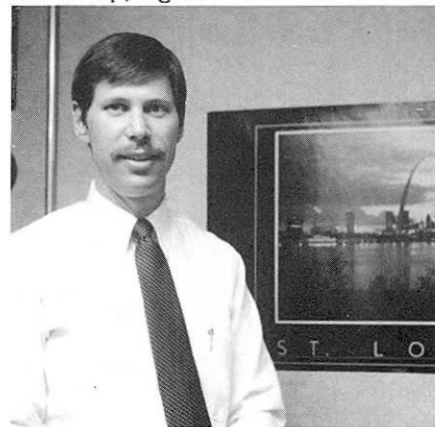
Office of Academics Initiates In-Service Workshop Program

As Chief of the Office of Academics, Dr. Linda Schultz-Shiner recognized the need for and initiated the DMS In-Service Workshop Program to support faculty and staff development in the areas of education and general professional growth. Dr. Schultz-Shiner conceived of these workshops as the analogue to those held for the development of professional educators within the public school system in which she served as a high school foreign language teacher for six years. Therefore, late last fall the Office of Academics solicited potential topics for these workshops from the School's teaching departments' faculty and staff and responses were received shortly before the Thanksgiving holiday. Topics ranged from such areas of general interest as computer literacy, developing and improving management and leadership skills, effective time management, and improving writing skills to areas of global and specific educational concern including adult learning, teaching methodologies, effective instructional uses for various media, academic counseling techniques, identification of student weaknesses through diagnostic testing in mathematics and reading, writing task analyses, goal statements and criterion-referenced tests, and many more. Mr. Dan Wilson in DMS-AC is Coordinator for the In-Service Workshop Program.

A topic of general interest was selected to initiate the In-Service Workshop Program. Procrastinators from all departments participated

on Wednesday afternoon, Jan 28, 1987 in this first of an annual series of in-service workshops sponsored by DMS-AC. Titled "Creative Procrastination," the workshop dealt with the problems and, surprisingly, the benefits of "putting off until tomorrow..." the ways to prioritize tasks and budget time, and the formulation of action plans for general self-improvement in this human tendency which plagues most of us.

The participants, who were limited in number to twenty-five because of the format of the workshop, agreed that the seminar



Mr. Dan Wilson is the coordinator for the In-Service Workshop. He is also the Instructor Training Course Coordinator.

leader, Ms. Bonita Moore, a management and career consultant, offered many positive and beneficial insights. They also agreed that the workshop discus-

See DIOP page 4

See In-Service page 9

The Direct Line



from
Maj. Gen. Robert A. Rosenberg
Director

Effective April 17, the Office of Distribution Services (ODS) will become the Combat Support Center (CSC) of the Defense Mapping Agency.

Is this just a name change? What's in a name?

Those are two important questions that ought to be asked with this announcement because it gives me another opportunity to remind us all that under the Defense Reorganization Act of 1986 we are, by law, a Defense Combat Support Agency.

I'm proud of the fact that the men and women of DMA long ago knew that they were -- and have been acting like -- a Combat Support Agency.

As a matter of fact, every time I brief senior people on the Defense Mapping Agency, I tell them, "Our people did not need to be told by the Congress of the United States that we are supposed to be a Defense Combat Support Agency. Our people know it. Our people are proud of the contributions that they make to our national security. They have been producing, training, and providing support services to operational military commands for many years, fully recognizing the vital contribution they make to our Nation's security."

So what's in a name? What's in a name is that it's good to know

that finally the Congress of the United States of America has recognized what you and I have known for many years. Congress has confirmed that we, in fact, deserve to be officially recognized for what you, the men and women of this proud agency, have known and done for a long, long time.

That's why I chose this point in the history of our Agency to rename that important Component that is responsible for on-the-site interface with the combatant commands, with over-the-counter services, war reserve support, and operational stock support directly to the Unified and Specified Commands. ODS, soon to be the Combat Support Center, is where the rubber meets the ramp. It's where the tank tread meets the road. It's where the bow cuts the wave.

This important name change is not just something that the men and women of ODS should take pride in, but something all Defense Mapping Agency employees -- from our production centers to our systems center to our training establishments -- should take great pride in, knowing that in the Defense Reorganization Act, the Congress has recognized the terribly critical role that each and every one of you plays in the security of our Nation and the maintenance of freedom.

Is the Thrift Savings Plan for You?

Have you decided yet what to do about the new Thrift Savings Plan?

DMA Comptroller John R. Vaughn points out that 1987 is a most important year for dealing with individual finances: "You get to tackle the new tax law and possibly the new Federal Employees Retirement System, known as FERS.

"These changes affect each other and complicate your choice," Vaughn explained. "For civilian employees, the issue you should address this month is whether or not to participate in

the new Thrift Savings Plan. The 'Open Season' ends April 30."

The Comptroller emphasizes, "I cannot tell you whether you should defer part of your salary through this new program. I do suggest that you should consider it carefully." Booklets already distributed do "a reasonable job" in describing the new plan, Vaughn declared, "however, only you can evaluate the plan in light of your own personal situation."

He asked, "Do you believe you need additional savings for your retirement years beyond what you expect to get from Social Security and/or the federal pension? Do you plan to work for the federal government until retirement? Do you expect to be taxed at lower rates during your retirement years? (Remember, you are deferring taxes - not escaping them.) How do you want to divide your savings between 'big ticket' items such as purchasing a home and saving for retirement? Remember, you cannot get your money back from the plan unless you leave government employment - although you will be able to borrow from your account for certain purposes.

"Comparing rates of return with initial investment can help you make an intelligent judgement," Vaughn explained. He noted that the historic rate of return in the stock market has been 15 percent -- higher than the rate of return on federal bonds, for instance, because of the additional risk involved.

"You might beat that average with shrewd investment choices," the Comptroller notes, "but a lot of people do not. Remember, most investors would much rather tell you about the time they doubled their money in a week than how they lost it all with their next 'hot' stock."

Vaughn offers the following table as one way of evaluating the merits of the Thrift Savings Plan by comparing estimates of rates of return with rates you would have to achieve to equal the Thrift Savings Plan results.

Vaughn emphasized, "These numbers assume a hypothetical

See THRIFT page 11



From the DMS Schoolhouse



**Director
Colonel David F. Maune**

Overtime Misperception

Last month I wrote about flexitime misperceptions. This month I'd like to clarify DMA Instruction 1423.2, Approval and Use of Civilian Overtime and Compensatory Time, and the DMS Supplement thereto.

We are supposed to minimize the use of overtime, yet overtime may be officially approved when adequately justified.

When overtime is required, management may direct employees to work overtime. Civilian employees will **not** be directed to work overtime without appropriate compensation or compensatory time off.

Overtime pay or compensatory time off does not apply to an employee working overtime on his own initiative without formal authorization and direction to perform such work.

An employee who voluntarily performs work outside of regular work hours while at home or some location other than the official duty station will not be paid regular or overtime compensation.

Supervisors may not request, induce, encourage, or demand voluntary overtime work from civilian employees without appropriate compensation or compensatory time off.

When civilian overtime work is required, an Overtime Request and Authorization, DMA Form 7300-2i-R will be prepared in advance in accordance with paragraph 7. of DMAINST 1423.2. Only the DMS Director and Deputy Director are authorized to approve overtime. Chiefs of DMS offices and departments have the authority to approve compensatory time for their assigned employees.

Overtime and compensatory hours will be posted to the employee's Time and Attendance card based on actual hours worked as shown on the certified copy of DMA Form 7300-2i-R. No other document is authorized to be used to record earned overtime and compensatory time as the basis for T&A card certification.

Accumulated compensatory hour balances will be retained for a maximum of four pay periods. When management determines that the employee cannot be given time off, action will be taken per paragraph 5.f., DMAINST 1423.2 to pay the employee at the appropriate overtime rate.

Nonexempt employees (lower ranked employees subject to provisions of the Fair Labor Standards Act) are paid overtime and not authorized compensatory time, unless requested in writing by the employee. A GS employee whose basic rate of pay exceeds GS-10, Step 10, may be directed to take compensatory time.

I have been cautioned about **permitting** civilians to voluntarily work "informal overtime" and earn unofficial compensatory time. While the unofficial approach minimizes the bureaucracy, it has major disadvantages:

- o Lower paid employees are more likely to be uncompensated for their informal overtime work. Secretaries and clerk typists are especially vulnerable since their "informal overtime" is most convenient for meeting suspense dates.

- o Managers are liable to get in trouble for violating the formal procedures and provisions of the Fair Labor Standards Act.

- o Informal compensatory time off may give the erroneous appearance that dedicated employees

are defrauding the Government for taking unofficial compensatory time off while reporting time as actually worked. Others may not have observed the unofficial overtime when worked but now see only the unofficial compensatory time which appears to be Fraud, Waste and Abuse.

- o Management cannot adequately justify legitimate resource requirements during manpower studies, desk audits, etc.

The only "overtime misperception" involving military personnel pertains to the Weekly Time Expenditure Data Forms (DMS Form 1122.1) where many military personnel erroneously believed they were not to record more than 8 hours worked per day. This is totally false. I want military personnel to record the actual hours worked so that I gain a correct idea of office or department workloads. You are "shooting yourself in the foot" whenever you fail to correctly document your true working hours for Helga Yovorsky and me to analyze DMS manpower requirements.

Guidance on W-4 is Available

Still confused over the new W-4 tax forms?

Well aware that most employees are, DMA Comptroller John R. Vaughn has initiated a program to assist in understanding how to fill out the new forms, at least.

Vaughn noted that "if you do not file the new W-4, your withholding will automatically be changed as of October 1, 1987. If you do not file, there is a good chance that your withholding will be significantly greater or smaller than your 1987 tax liability --meaning you could have significantly more money withheld than necessary each payday, or you owe the IRS an unusually large payment next time you make out your tax returns.

"All of us need to determine if and how our withholding should be changed and file the W-4 form as

See W-4 page 10

DIOP from page 1

the regulations and administrative procedures that support mission accomplishment. The DIOP consists of three key phases of instruction conducted via a series of briefings and videotaped programs. Phase I concerns initial DMA entrance-on-duty briefings. Phase II is directed at administrative functions, e.g., personnel, EEO, telecommunications, acquisition, and standards of conduct. Phase III deals with mission production briefings to include support to command and control, digital mapmaking, scientific data, mapping and charting, data services, geodesy and surveys, aeronautical information, graphic arts, distribution, command briefing, and Component tour. The DIOP is designed as both a stand-alone



Mr. Bill Locke coordinated DIOP and designed the military employee portion. Dr. Geraldine Berry is directing implementation efforts.

program conducted for DMA employees who do not receive the technical New Employee Orientation Course (NEOC) and as a module of instruction embedded within NEOC.

Mr. Bill Locke commenced coordination efforts at DMS for DIOP and designed the segment of the program which is directed at DMA military employees. Dr. Geraldine Berry is the DMS-AC POC for DIOP who is coordinating program implementation. The DIOP is projected for implementation no later than August 31, 1987.

Old Memos Never Die by Bill Locke

It has been some time since I last wrote an article for the *Contour*. Perhaps you're even now saying, "I wish it had been longer." Or, perhaps you're wondering what has prompted me to place carbon to paper - it matters little, as I'm sure you know I'm not going to stop and I'll certainly tell you the reason, like it or not. Your alternatives are twofold: 1) continue to read, or 2) go to another article not nearly as interesting or stimulating.

Back in '82 or '83 when the very skeleton of Bagley Hall was exposed during the renovation of that period, some soul placed within a new wall a document, most likely thinking it would be 2023 before it was found - much like the things we found in the walls during 82-83. Little did they know! Not even five years have elapsed and out tumbles, not dissimilar to a dry leaf falling from a tree in autumn, the secreted paper, loosed by the ripping and tearing of one SFC Blanton, "waller upper and downer" extraordinaire.

Now you might ask, "Why would you write about it?" Well, because it was addressed to me during a previous life, that's why! The author? None other than a departed (just from DMS not the world) department chief from Graphic Arts - LTC Zebell. (Are you reading this, Bob?)

As near as I can recall - keep in mind my recent state of senility- I must have contributed a puzzle to the *Contour* and Bob Zebell had sent me his answer to same, dated Jan. 3, 1983, with this message, "Happy New Year. Do I win 72K?" I honestly can't remember the puzzle, exactly, but it had something to do with a set of scales and five bags containing who knows what. (Neither do I remember the significance of the \$72K.) It would appear from his "stubby pencil memo" (COL Wood was not long gone by then - see me for inside joke regarding "stubby pencil") that the object was to find the "false" bag. Given

the fact that scales were involved, I am assuming that weight was a factor as opposed, say, to smell.

By now, if you've continued reading, you're probably asking, "So what?" Funny, I, only a sentence or two ago, said the same thing. I suppose I just thought it was kind of unique that it showed up almost four years to the day after it had been written. Prophetic? Who knows? It also reminded me of an old family proverb penned by my Great - Great - Great - Great Aunt Rose that goes, "Rome wasn't built in a day, but its walls shall only stand about four years."

Some Resolutions

Contributed by CW2(P) David Dannelly - courtesy of Parade Magazine

No one will ever get out of this world alive.

Resolve, therefore, in the days to come, to maintain a sense of values.

Take care of yourself. Good health is everyone's major source of wealth. Without it, happiness is almost impossible.

Resolve to be cheerful and helpful. People will repay you in kind.

Avoid angry, abrasive persons. They are generally vengeful.

Resolve to listen more and to talk less. No one ever learns anything by talking.

Be chary of giving advice. Wise men don't need it, and fools won't heed it.

Resolve to be tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant of the weak and the wrong. Sometime in life you will have been all of these.

Do not equate money with success. There are many successful money-makers who are miserable failures as human beings. What counts most about success is how a man achieves it.

Resolve to love someone you didn't love last year. And remember always, love is the most enriching ingredient of life.

Goodbye Top "D"



MSG Harold Domingue

by Rickie Blas

Saying good-bye is never easy, but it was really hard for DMSers when 5-year "resident" MSG Harold "Top D" Domingue (pronounced Domane) left in March for Korea. He "traded places" with MSG Victor Antezana who returned from Korea this month.

Top D said, "It's like leaving

family."

MSG Domingue leaves his position as senior instructor, Construction Drafting Division, Department of Topography and Drafting (TD).

At his going-away luncheon at the Essyons Club on Fort Belvoir, he was presented with several plaques, including a cartoon from **Contour** cartoonist CPT Alan Waitkus. The Construction Drafting Division presented him with a wooden shadow box, made by instructor, Mr. John Bassett, to hold his many medals. Over the years, MSG Domingue has earned the Armed Forces Expeditionary Medal, Army Commendation Medal and National Defense Service Medal to name a few.

MAJ Kurt Hovanec, Chief, TD said, "MSG Domingue is very efficient, very precise; he's a good manager. They don't come any better in his field. We'll miss his talent. He'll do fine in Korea."

The Fort Belvoir theater will miss MSG Domingue also. He has worked there for several years.

Unlike MSG Antezana, MSG Domingue will not be returning to DMS. After this tour of Korea is completed, he will retire.

Good luck, Top D. We miss you already!

Hello MSG Antezana



Welcome back, MSG Antezana! MSG Victor Antezana exchanges his job assignment with MSG Harold Domingue after completing a one year tour of duty at the 8th PERSCOM in Korea.

Major Hovanec, Top Cavender, Bev Eppolito and the rest of TD are delighted to have cheerful MSG Antezana back with them after his year in Korea. "Welcome home!"

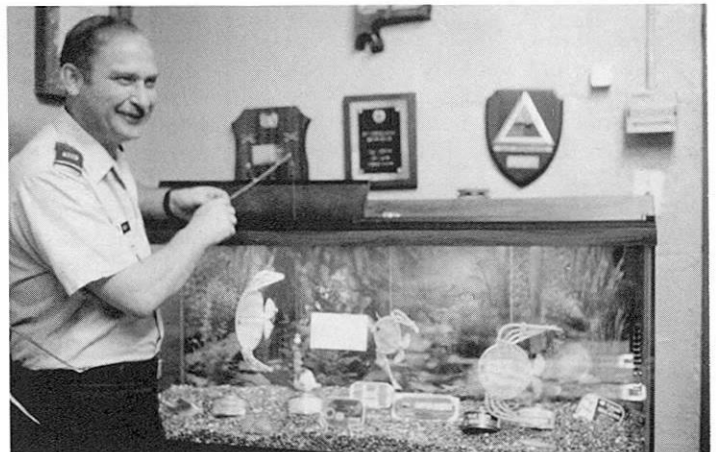
Survey Has A Unique Aquarium

by Rickie Blas

CW3 Thomas Besch brought an aquarium to his office in the Department of Geodesy and Survey (GS) a few months ago, with the intention of raising some tropical fish.

However, the aquarium stood empty while Chief Besch waited for reorganization instructions. (Few things are trickier than moving an aquarium of fish!)

One morning Chief Besch found a sign taped to the front of the aquarium, "Caution - Ghost Fish, Do Not Feed." The contributions began shortly afterward beginning with SFC Trout, who confessed that he is involved if "anything's fishy". He placed a can of Kipper Snacks into the fishless aquarium. Each morning holds a new surprise for Chief Besch and the rest of the "Survey Gang." To date, the aquarium contains cans of tuna, shrimp, crab meat, smoked octopus, fish steaks and one can of Kal Kan Sole & Cod dinner. Chief Besch calls the contributions "inert fish."



CW3 Besch catches a mermaid, among creatures of the deep, with his plastic fishing pole.

When Maj. Lecki, Chief of Geodesy and Survey was asked if he knew what was going on, he replied, "No, and I might add that it's a fine kettle of fish."

If the contributions continue, the Advanced Geodetic Course Manager could throw quite a seafood buffet.



DMS's Penny Greer with Rosey Grier in the eloquent Sheraton Palace Hotel, San Francisco, Calif.

Greer Meets Grier

Ms. Penny Greer, of the Office of Plans, Programs and Operations, recently returned from an eventful weekend in San Francisco where she was delighted to meet the cordial Rosey Grier, former defensive player for the Los Angeles Rams.

Ms. Greer went to San Francisco for the national mid-year conference of the Ladies Auxillary to the Veterans of Foreign Wars.

The Ladies Auxillary presented Mr. Grier with the Better World Award Presentation and a check for \$2,000 for his organization, "Are you Committed?" which stresses jobs and education for troubled inner-city kids. Mr. Grier makes numerous speeches to high school students encouraging them to say no to drugs, and reminding them that education is their key to success.

One of the legendary "Fearsome Foursome" of the Rams, Mr. Grier is also a singer, songwriter and actor.

Did Penny have a good trip? "Yes," she said, "but I had to go shopping. My luggage never did catch up with me!"

Out From the Closet

by Karin Watts

It's been nearly a year since Kristi Kaufman, a student at Osbourn Park Senior High School in Manassas, Va. threw herself under the crushing wheels of a railway train and opened the way for the light to shine on a very cobwebby corner of society. Her dying declaration was, "My father molests me in the mornings before school, and I don't know what to do about it."

Her case became a 9-day wonder, but it raised some unsettling questions. Why did this happen? Does it happen often? What kind of people do this?

Every year, more and more children find themselves trapped in situations which can be painful, terrifying and sometimes even tragic. There is no telling how many of these children there really are, because few, if any, tell anyone of their problems. These children are the victims of sexual abuse at the hands of not only total strangers, but also of people they know and trust.

Innocent children, trusting in the extreme, have their trust and their bodies abused by the very people they look up to. Parents, teachers, clergymen, close friends, neighbors, relations near or far all have been guilty of this abhorrent crime. Not many are ever turned in to the authorities, so few are punished. But the scars left on the children are deep enough to last all their lives.

What happens to these children? Some report what is happening to them. Most don't. The children that do tell are not always believed. They are accused of "pretending", "making it up", or just plain "lying." The ones who are not believed and the ones who do not tell (for fear of not being believed or possibly being believed and ruining other people's lives), either learn to put a stop to the situation on their own or they go on being victims and end up suffering, one way or another, for the rest of their lives. What about the children who tell and



are believed? They suffer from guilt at having caused, at least in their own minds, "all that trouble."

We say, "Oh my, that's terrible! Something should be done to help." I agree. But something should be done to end this abuse, and ensure that it never begins again. How? By using sense. The signs can be easily read, if we only look for them. A child avoiding the company of someone they've always enjoyed being with, withdrawing from the general public, becoming introspective, and asking questions like "Am I a bad person?"

What can we do? Keep our eyes open, teach our children that they are people with rights to safety and security (especially the right to resist if they feel unsafe, unsure, or threatened), and teach them to have no major secrets.

Children cannot be totally isolated from harm or fear. At some point, they must learn to deal with responsibility on their own. It must never be forced on them by anyone - family, friend or stranger. Children, at any age, shouldn't be forced to grow up too soon.

**Somebody
Loves You-
Buckle Up!**

DMA Begins New Career Management Program

With publication of the Agency's new job-specialty career guides this spring, DMA will set into motion a comprehensive new program to provide enhanced career development and advancement opportunities for civilian personnel. As the new career guides are distributed throughout the Agency, career briefing sessions will be scheduled at each Component site to explain the meaning of the new career development program, and to explain how to use the new career guides in developing meaningful individual career plans.

The new program is the result of a detailed re-evaluation of the DMA civilian employee career development process, which resulted in DMA Manual 1430.9, "DMA Civilian Career Management Program," released in June 1986. This manual describes the program and details general guidance on the scope, development, implementation, administration, and evaluation of all Agency-wide career programs.

At the heart of the new program is the Agency's commitment to developing for each employee in the program a coordinated plan for professional development and advancement, from entry level to the maximum grade possible. The new program will depend heavily on support from first-line supervisors and component chiefs who will coordinate support to employees through agency-level guidance and assistance.

The career employee's supervisor will function as the primary contact on career programs, providing information and counsel on career programs, career progression patterns, mobility and rotational assignments, training and development opportunities and the formulation of career development plans. A significant role of the supervisor will be to assist the employee in developing a program plan with realis-

tic career expectations. In the career management manual under the heading "Career Counseling," supervisors are charged with responsibility for the career counseling of their employees, and are "obligated to counsel employees on career development and training needs." The manual emphasizes that "supervisors are in an ideal position to provide this counseling since they are generally in the same career field..."

In the words of the Agency Director, Major General Robert A. Rosenberg, "The policy of DMA is to promote maximum effectiveness of personnel to accomplish the mission of the Agency. To achieve this objective, the Agency has embarked upon a comprehensive program to properly inform all DMA civilian employees of developing opportunities in their career fields, while also meeting the requirements of the Agency."

While the "needs of the service" are obviously fundamental to personnel management in any organization, the new DMA career management program focuses on individual employee growth and development to assume management positions throughout the Agency, either in a presently-occupied career field, or in a newly-selected field.

As explained in the career management manual, "The Career Program Guide delineates possible career paths and the knowledges, skills, and abilities required to achieve each level. The guide serves as a tool for employees in determining their training and development needs and objectives for a given field." Also, each guide provides a matrix for advancement through either technical or administrative paths, outlining basic responsibilities by job title with grade equivalency.

In addition, the guides provide essential descriptions of knowledges, skills, and abilities re-

quired at each level of responsibility along the career path. The guides also show the location of each career position, by grade, currently allocated throughout the Agency.

A significant portion of each guide is devoted to explaining the importance of training and development requirements by career paths, from academic training courses, to long-term training, to rotational and mobility assignments.

A copy of the career guide relevant to each employee's career will be available from supervisors or personnel offices.

Secretary's Day to be Celebrated

Bosses - don't forget - Take your secretary to lunch on April 22. Show her how much you appreciate her efficiency in completing all that paperwork you pile on her, unmercifully! Oh, yes, and be sure to let her choose the restaurant.

Annual Security Briefing to be Held

An annual Security Briefing will be held in the DMS auditorium at 1:30 p.m. on April 29, and again on May 6 at the same time. All personnel assigned to or employed by DMS are asked to attend one of these briefings. The briefings are conducted by representatives of the Resident Office, 902d Military Intelligence Group. They last about 45 minutes.

Amazing Fact

A recent survey of the United States revealed that not a single person resides in a post office box. Some do have a "lease with option" clause, but none meet residency requirements. Just a thought!

A New Telecommunications Era Dawning at DMA

The dawn of a new era in DMA telecommunications is set to begin as the DMA Office of Telecommunication Services (OTS) begins installation of a high-speed, high-capacity digital data network that will link DMA Headquarters, production Centers and field offices with reliable and secure data communications serving the needs of both production and designated mission support elements.

Officially known as the Integrated DMA Telecommunications System (IDTS), the network replaces the DMA Secure Data Communications Network which since 1984 has linked the Hydrographic/Topographic Center, the Aerospace Center and the HTC field office in San Antonio.

It is the first major project delivered by OTS, which was established in March 1985, to provide telecommunications planning and management in support of all DMA component organizations and field elements.

The IDTS network will expand the data communications capacity between HTC and AC by a factor of more than 10 and extend initial data communication service to all field offices. When completed, DMA will have an unprecedented capability to interchange digital data among all of its major production elements and accommodate new or changed requirements using its own communications resources.

Work on the project began last month when long-distance carriers delivered commercial circuits capable of handling 1.5 million bits of data per second to HTC and AC. At the same time, circuits capable of handling 56,000 bits of data per second will be delivered to the HTC field offices in Louisville, San Antonio and the AC field office in Kansas City.

Multiplexers, cryptographic systems and related equipment will be installed at each location. All necessary internal wiring and

interconnections will be completed by April 1987. The OTS-provided communications equipment represents the latest in the telecommunications state-of-the-art with mean times between failure in the tens of thousands of hours.

Although the IDTS is by far the most ambitious project accomplished by OTS, it is by no means the only one, as the new Component has been quietly leaving its mark on DMA operations since becoming fully operational more than a year ago.

OTS has spearheaded DMA's entry into the new Defense Data Network (DDN) which is being developed by the Defense Communications Agency to provide a high-speed, redundant, and reliable common data communications network to link Defense Department elements throughout the world. The Geodetic Survey Squadron at Warren AFB, Wyo., and its field detachments at White Sands Missile Range and Holloman AFB, N.M., Vandenberg AFB, Calif., and Patrick AFB, Fla., began DDN operations last summer.

A second DMA system, linking the Office of Distribution Services, its Distribution Centers in Philadelphia and Clearfield, and the AC Graphic Arts Department began initial operations over DDN in January. The system will expand to include ODS overseas offices in Europe and Hawaii by June 1987. The DDN access will give ODS an unprecedented capability to maintain inventories and to respond to contingency requirements by direct computer-to-computer transactions.

An equally significant accomplishment has seen the DMA secure voice capability grow rapidly from single secure voice lines at DMA Headquarters, HTC and AC to a total of 13 fully compatible systems located at key DMA elements throughout the world.

The OTS secure voice objective is to provide 100 percent cover-

age of all production and mission support operations by 1990 and thereby comply with a 1984 directive from the Secretary of Defense to provide secure communications for all unclassified sensitive as well as classified information.

Current plans call for installation of self-contained but fully interoperable secure telephone systems at Headquarters, HTC and AC by the late 1980's.

Another OTS initiative will replace the existing Autodin Telecommunications Centers at Headquarters, HTC and AC with the Air Force-developed Communications Support Processor system, which will give DMA the capability to operate virtually paperless message communications by using remote terminals in place of paper copies.

A similar initiative, still in its infancy, will also enhance the concept of a "paperless office" by providing a full electronic mail (E-Mail) capability between Headquarters and the Components. OTS planners envision a system of non-signature documents, such as inter-office correspondence and draft documents --some day.

In Memoriam

DMSers extend their sympathy to the following staff and faculty who suffered recent family losses:

Mr. Ches Cummins, Chief, Mission Support, and Ms. Melinda Frank, Department of Graphic Arts, in the recent deaths of their mothers. Mr. Cummins and Ms. Frank thank everyone for the flowers and thoughtfulness.

Mr. Jim Harnden, Office of Academics, in the death of his brother.

CMSgt Lylton Jackson, Department of Graphic Arts, in the deaths of his brother and uncle.

Mr. Alan Williams, Department of Topography and Drafting, in the death of his father.



Highlights of DMA's growing productivity accomplishments in the last fiscal year were displayed in the Pentagon during January, as part of a DoD emphasis on productivity in all areas. Maj General Robert A. Rosenberg, DMA Director, joined Reuben Cook, HQ (PPI) productivity manager, in looking over the exhibit, which attributed DMA's productivity gains to "Skilled Employees, Advanced Technology, and Innovative Management."

Productivity Gains Highlighted

Productivity gains at the Defense Mapping Agency were highlighted in an exhibit displayed at the Pentagon, including dramatic cost reductions since the Agency's founding in 1972.

Typical savings in expended man-hours included: from more than 6,000 to 1,330 in the production of nautical charts; from over 5,000 to 3,300 in the production of air target charts; and from 1,900 to 1,330 producing topographic maps.

More than 58 million copies of DMA products were printed in the past fiscal year, according to the exhibit, including some 3,400 new or revised maps and charts. In addition, nearly four million square nautical miles of digital data were developed by the Agency, and thousands of position and gravity points around the world were plotted.

A DMA main-frame computer capacity increase of over 2,000 percent since the Agency's inception was cited, along with more than 300 production subsystems

utilizing a variety of mini-computers. Future technology which will include a data capacity of 10 to the 14th power was projected.

DMA's unique workforce also was saluted, with statistics showing that 50 individuals with doctorates in various disciplines are now employed, along with 744 who have earned master's degrees and 3,644 with bachelor's degrees. Some 55 percent of the workforce is included in scientific and engineering professional categories, 12 percent are professionals in administrative areas, 22 percent are in mission support and 10 percent are under the Federal Wage System.

Vital Statistics Update

The Public Affairs Office recently received an update of "Where to Write for Vital Records." If you need this kind of information, call (703) 664-2075.

In-Service from page 1

sion afforded them the opportunity to get to know better their fellow workers from other departments.

Other workshops are planned throughout the year to accommodate the various topics generated by the DMS faculty and staff. A few of these will draw a limited number of participants from all departments, as did the one in January; some workshops will involve the entire faculty, and others addressing more focused topics are scheduled for specific departments. This program is predicated solely on faculty and staff needs and inputs. Analysis of



Mr. Tom O'Brien "demonstrates procrastination"

the evaluation forms submitted by participants at the end of the session indicates that the program is well received and that Wednesday afternoons are the preferred time for delivery.

The Office of Academics is enthusiastic about the In-Service Workshop Program and looks forward to the next in the series. The topic, which will be directed at an area of educational concern rather than of general interest, will be announced in the near future. When it is announced, do not procrastinate in signing up!

Only person whose father and son were both U.S. presidents:
John Scott Harrison
*(Father—William Henry Harrison;
 Son—Benjamin Harrison)*

W-4 from page 3

soon as possible."

In order to help clarify the task for most employees, the Comptroller has distributed a videotape prepared by IRS explaining the form. The tape was shown at DMS during the March Director's Call. Also, the Comptroller's office has filled out some sample W-4 long forms which employees may use to get a sense of how they work.

The sample forms are available in all DMA Component PLA offices -- where time cards are turned in -- and should be studied before viewing the IRS videotape.

Vaughn emphasized, "We believe the hypothetical forms are correctly prepared, but stress that these are samples only. Of course, you will use figures which fit your individual payroll and financial situation.

"If you need further help after studying the form and viewing the videotape, you should see a professional tax accountant."

Vaughn recognized that IRS recently announced a new, "simpler" version of the W-4 was going to be distributed. However, he emphasized that those employees who have two incomes (working spouse, interest or dividend income or second job) or those who normally itemize deductions on their tax returns, should use the longer W-4 form in any event.

He added that "if you arrange to have as much money withheld in 1987 as your tax liability was in 1986 you will not be subject to penalty. Also, those who arrange for their withholding to be at least 90 percent of their 1987 taxes are not subject to penalty.

"But, take this seriously," the Comptroller urged, "because failure to file a new W-4 can really hit you hard when tax time comes around next year."

The tax advisor for DMS is Mr. Howard Shaw, Department of Topography and Drafting, 664-3073.



Mr. Arthur Fleshman

Mr. Fleshman Retires

Mr. Arthur Fleshman, a training specialist, technical writer, and instructor in the Graphic Arts Department, became ill last summer. He was in Walter Reed Army Medical Center for 85 days! Twenty-one of those days were spent in the Intensive Care Unit, where he fought "blood clots throughout my then chubby little body." The cheerful Mr. Fleshman's five major surgeries in one week and a subsequent hemorrhaging experience, didn't sour his sense of humor. "Taking out my appendix was a 'freebe'," he said. "My wife, Marie, became my nurse," Mr. Fleshman said upon being discharged. "She was already my number one buddy."

Mr. Fleshman, a retired Army

CW3, retired from the Civil Service in February. He has a total of 36 years of government service.

Mr. Fleshman's photolithographic career began at Fort Lee, Va., shortly after high school graduation in San Jose, Calif. He has received many citations and awards for outstanding performance of duty, including being appointed "Certified Graphic Communications Manager," by the In-Plant Printing Management Association, Washington, D.C., in 1982.

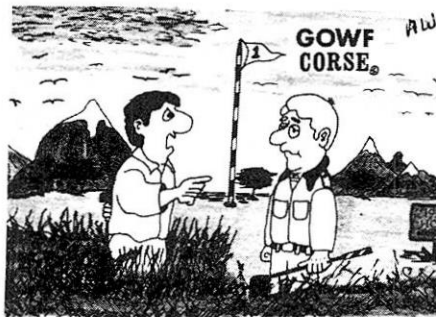
He and Marie plan to move back to Elizabethtown, Kentucky (near Fort Knox) where they were married 32 years ago. The Fleshmans currently live in Dale City, Va.

Mr. Fleshman said, "I deeply appreciate all the concern for me from all my friends and acquaintances at DMS. I received many cards, calls, and good wishes from all departments. We're looking forward to seeing you again soon. Again, thank you one and all and may God bless you. He has been good to me and whatever He has for me in the future, I am His."

"If you treat a man as he is, he will remain as he is. If you treat him as if he were what he could be and should be, he will become what he could be and should be."

—Johann Wolfgang von Goethe,
German poet

The 1987 Golf Tourney is Coming



"I KNOW...you never lose YOUR ball, you never hit it more than 6 FEET!"

Atlas! After a chilly, snowy winter here in Virginia, spring has arrived. Dust off those golf clubs - the 1987 Golf Tournament will be held on June 17, 1987 at the Fort Belvoir North Post Golf Course.

Check-in time will be 7:00 a.m. to 8:00 a.m. with a start time of 8:05 a.m. It will be a scramble tournament. Entry fee is \$26.00 per person. This includes green fee, motorized golf cart, food and beverage, and prizes.

DMS tournament chairman is CW2 Bill Michaels, 664-4171. Don't delay - the deadline for submitting your entry fee is June 1.



CPT Waitkus Receives Graduation Diploma

by Irene L. Peine

CPT. Alan J. Waitkus, U.S. Army, through persistence and many hours of diligent study during the past 3 years, received his graduation diploma from the Army's Command and General Staff College, Fort Leavenworth, Kan. Colonel David F. Maune, Director of the Defense Mapping School, presented the award to him at the School's February Director's Call.

While the resident Command and General Staff Officer Course takes about 10 months to complete, a nonresident and correspondence course, such as the one Waitkus completed, takes much longer. Phase I studies were completed at Fort Stewart, Ga.; Phases II and IV at Dover, Del.; Phases III and V at Fort Belvoir, Va. and Phase VI through correspondence while serving at DMS as an instructor in the Mapping and Charting Division, Department of Management and Technology.

When asked, "What new career doors will this diploma open?" Waitkus said, "I'm not sure, but I

do know that it will enable me to make the rank of colonel in the Army Reserve."

Waitkus says he would like to produce his own cartoon strip for a national newspaper or magazine. Currently, he is a free-lance cartoonist and illustrator. He is the creator of the **Contour's** Turnin' Green cartoon. He also illustrates for the Castle (the Ft. Belvoir newspaper) and the Engineer Magazine, published by the Engineer Center, Fort Belvoir.

He has been assigned to DMS since March 1985.

Waitkus, born in Detroit, Mich., graduated from West High, Garden City, Mich. in 1968 and enlisted in the Army in August of the same year. In 1974, he was selected for the Army's ROTC Program. He attended Henry Ford College for his Associates Liberal Arts degree (1974) and to Eastern Michigan University, Ypsilanti, Mich. for his Bachelor of Science in Geography (Cartography and Climatology Discipline) in 1976. He has completed military courses in Basic and Advanced Engineering and Mapping, Charting, and Geod-



CPT Alan Waitkus

esy. In addition, he graduated from the recent course, taught by Mr. Robert Frost, an instructor from the Engineer Topographic Laboratories, on "Remote Sensing for Environmental Analysis."

He is married to the former Ann E. Roggenbach of Alanta, Ga. They have three children, Eric, Tracey, and Addam. They reside here on Fort Belvoir.

Name of the World War I
German air ace known as
"The Red Baron":
**Baron Manfred von
Richthofen**

THRIFT from page 2

rate of return in the Thrift Plan.

"If I could accurately forecast interest rates, I would already be rich and famous and certainly would be getting paid for providing you with financial advice. The point is, you should make a deliberate choice based on your own assumptions about the future.

"One thing is clear -- if you do not save part of your income in some fashion, you are leaving your financial future in the hands of others."

	Thrift Plan Savings (Before Taxes)	After Tax Savings	
		25% Marginal Tax Rate	35% Marginal Tax Rate
Amount Invested	1,000.00	750.00	650.00
Rate of Return (Assumed)	7%	13.34%	16.63%
Cummulative Value in 5 Years (Assumes No Added Savings After First Year Contribution)	1,402.00	1,402.55	1,402.55

Director's Call



MILITARY AWARDS

Joint Service Achievement Medal

Lithographer 1st Class Kenneth E. Priggemeier
Department of Graphic Arts

Army Commendation Medal

Sergeant Benjamin E. Milburn
Department of Graphic Arts

SENIOR INSTRUCTOR CERTIFICATES

Staff Sergeant Dwayne A. Strong
Department of Graphic Arts

U.S. ARMY WARRANT OFFICERS COMMISSIONED

Chief Warrant Officer 4 Andrew B. Yacenda, Jr.
Department of Graphic Arts

Chief Warrant Officer 3 Thomas M. Besch
Department of Geodesy and Survey

Chief Warrant Officer 3 Ralph L. Henry
Department of Management and Technology

Chief Warrant Officer 3 Herbert H. Kressler, Jr.
Department of Management and Technology

Chief Warrant Officer 3 David E. Miller
Department of Graphic Arts

Chief Warrant Officer 3 Garrett R. Moore
Department of Geodesy and Survey

Chief Warrant Officer 2(P) David C. Dannelly
Department of Topography and Drafting

Chief Warrant Officer 2 Lester D. FitzGerald
Department of Management and Technology

Chief Warrant Officer 2 Kathleen L. Hawes
Department of Topography and Drafting

Chief Warrant Officer 2 William L. Michaels
Department of Graphic Arts

Chief Warrant Officer 2 Frederick N. Pessaro, Jr.
Department of Topography and Drafting

SUGGESTIONS

Sergeant First Class Richard Rivera
Department of Graphic Arts
Suggestion: Hour meter.

Captain Alan Waitkus
Department of Management and Technology
Suggestion: Utilization of Comet Room
Roadrunner projectors.

Chief Warrant Officer Andrew Yacenda, Jr.
Department of Graphic Arts
Suggestion: Improved Copy Quality.

Sergeant First Class Richard Rivera
Department of Graphic Arts
Suggestion: Emergency exit with alarm.

Ms. Elizabeth Norton
Office of Academics
Suggestion: Replacement/update of
Heitmann Auditorium Display Boards,
Defense Mapping School.

Mr. Daniel B. Wilson
Office of Academics
Suggestion: Utilization of Hewlett-
Packard Optical Wand System

Mr. Arthur N. Fleshman
Suggestion: Display and use of
Suggestion Boxes throughout the
Defense Mapping School.

DEPARTURES - MILITARY

Staff Sergeant Earl L. Miller
Department of Topography and Drafting

ARRIVALS - MILITARY

Master Sergeant Victor N. Antezana
Department of Topography and Drafting

Staff Sergeant Roger K. Hausmann
Department of Graphic Arts

Sergeant Gavin A. Ralston IV
Department of Topography and Drafting

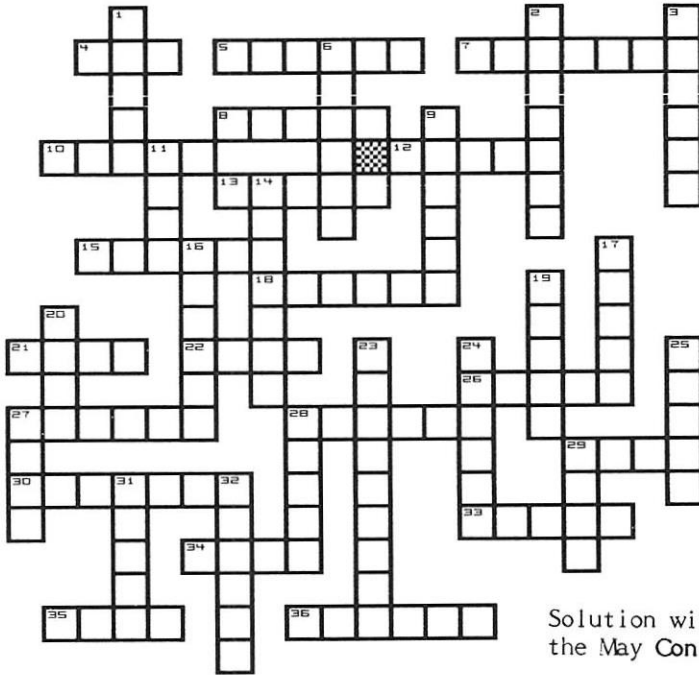
ARRIVALS - CIVILIAN

Ms. Sherrie M. Stanfield
Department of Graphic Arts

Ms. Mary Brucher
Office of Plans, Programs
and Operations

For the Fun of It

Word List: DMSNAME



Solution will appear in the May Contour

- Barker
- Batts
- Berry
- Bloom
- Briggs
- Busch
- Castle
- Cain
- Carr
- Downs
- Freeze
- Frank
- Glazier
- Greene
- Gunn
- Guess
- Hamn
- Herring
- Hess
- Jackson
- Knight
- Lash
- May
- Marvel
- Miller
- Miles
- Moore
- Revell
- Reading
- Strong
- Tarry
- Tarr
- Troutt
- Valentine
- Watts
- Ward
- White
- Wright

Across Clues

4. A Flowery Month
5. A Man's Home
7. Glass Maker
8. A Flowery Start
10. A Distant Cousin or King Bud
12. Can Light Up Everything But Your Life
13. A Glove Inspection You'd Rather Miss
15. One of These Can Ruin A Night's Sleep
18. To Take Great Delight In
21. Walking Aid
22. Firearm
26. Dilly Dally
27. One of a Flying Team
28. Grain Grinder
29. A Porky Feast
30. An Intellect's Hobby
33. Your's Is As Good As Mine
34. A Gas of a Place
35. Whiplike Move
36. A Chilling Effect

Down Clues

1. Baseball Necessities
2. A Capitol Place (At Least in Mississippi)
3. Prison Afloat
6. A Fishy Catch
9. Popular Name Among Comic Buffs
11. This Makes Traveling Easier
14. This bone's a Zigzagger
16. In Shining Armor, A Woman's Dream!
17. A Juicy Treat
19. Better Than Less!
20. _____ + Feathers = Sticky Situation
23. February 14th Sweetheart
24. Powerful
25. Dog of A Snack
27. A Hospital Section
28. Don't Get Caught At More Than 55 Per
29. Box 34's Twin
31. The Ups Are Better
32. The Color of Lorne



"IF OUR CALCULATIONS ARE CORRECT, ADDAM WILL BE IN ORBIT BEFORE ST. LOUIS OR HOUSTON CAN TRACK HIM."

EEO Corner

by William "Bill" Lewis



Mr. Bill Lewis

I would like to thank the managers and supervisors for their support of the Defense Mapping School's (DMS) Equal Employment Opportunity (EEO) Program. Your efforts to be fair and provide consistent application of EEO policies depend upon sound management skills in the selection, development, and supervision of employees.

While serving on various qualifying panels, the most common questions I am confronted with are:

Q: Why do we need EEO laws?

A: The purpose of Equal Employment Opportunity laws are to guarantee that all people are given an equal opportunity to work and to advance in their work. Violations of EEO laws are usually unintentional.

Most government managers do not knowingly treat people unfairly. Instead, violations are usually the result of inefficient management of people. For this reason, positive efforts to comply with EEO laws will produce more effective management practices and increase management skills. "EEO responsibilities must be taken seriously."

Q: What is the definition of Equal Employment Opportunity ?

A: It is the right of all persons to apply and be evaluated for job opportunities without regard to their race, color, sex, national origin, religion, age, marital status, and mental or physical handicaps. They also have the right to work in an environment free of sexual harassment. In other words, EEO guarantees everyone the right to be considered on the basis of his or her ability to do the job. The Affirmative Action Plan (AAP) provides assurance that managers abide by these rights.

Q: What is the Affirmative Action Plan?

A: This plan ensures measurable yearly improvement in hiring, training and promotions of women, racial minorities (Blacks, Hispanics, American Indians, Asian-Pacific Islanders, Alaskan Natives), handicapped persons, disabled veterans and veterans of the Vietnam era.

Q: Why do we need the Affirmative Action Plan?

A: Primarily because of past and present discrimination of qualified women, minorities and handicapped individuals who were and continue to be systematically denied employment. Affirmative Action is designed to include members of the above groups at all levels of the government's workforce.

Q: Do you foresee a time when the AAP will no longer be necessary?

A: Not until women, minorities and the handicapped achieve statistical "PARITY." In other words, when their percentage in the government workforce equals their percentage in the available labor force, such efforts will no longer be necessary.

Q: Overall, are DMA/DMS managers concerned about AAP?

A: Yes. Managers are concerned and have made great strides in recruiting, hiring and training qualified disadvantaged individuals. However, they still have a responsibility to work harder toward accomplishing fair and impartial treatment of each individual regardless of his or her social circumstances.

Q: Can you identify an area that can cause managers AAP prob-

lems.

A: Problems and misperceptions often occur when a manager or supervisor identifies specific job requirements and designs a job description to fit the specific experiences of an individual he/she has in mind. Overlooked are minimum standards and other experiences that can qualify other individuals not having these specific experiences.

In this case, it may appear that other individuals performing similar duties are purposely written out of the qualification standards for that particular job.

This type of action is a prohibited personnel practice and is a serious EEO violation.

Q: Do you have recommendations on how to avoid poorly written job descriptions?

A. It is recommended that managers and supervisors:

- o consider only job-related factors in creating and writing a position description. Most importantly, write a clear job description and with ranking factors.

- o avoid generalizations and assumptions based on sex, race, national origin, religion, handicaps, mental conditions or age.

- o make an effort to understand cultural differences among employees.

- o understand and utilize accurate job skills and qualifications.

- o write a job description as completely objective as possible. If job requirements are vague or subjective, they will be difficult to measure, and are unlikely to be job-related. It is not easy for the manager and employee to agree about what is meant by such requirements as "good character" or "cooperative attitude." Subjective job qualifications lead to all sorts of generalizations. Objective job requirements will include statements about the quantity of work to be produced, number of errors allowed, the time required to master a new task, and the frequency of supervisor and employee counseling and evaluation.

- o establish a system of "measurable indicators" and "rea-

See EEO page 15

asonable urable indicators" and "reasonable standards," and then review the employees' work productivity as measured by this mutually agreed upon system of evaluation.

o avoid preferences among employees based upon factors other than job requirements.

o guard against personal feelings.

Q. When does a manager's misperception affect a promotion decision?

A. The following scenario outlines a typical misperception.:

An employee is stereotyped because his or her work habits appear to deteriorate. However, if assigned duties fall in the gray area of "other duties as assigned," the employee may appear to be performing unsatisfactorily because critical job requirements have not been clearly defined. Or, perhaps he/she has not had the opportunity to discuss job performance with the appropriate manager or given the opportunity to improve because of the heavy workload created by "other duties as assigned."

To be objective and fair, communication is necessary. Managers and supervisors must clearly define measurable indicators and reasonable standards to avoid unfair stereotyping and causing an employee to be considered un-promotable.

It is recommended that managers and supervisors open communication channels by:

o explaining objectives and measurable job qualifications.

o being aware of qualifications having an adverse impact.

o evaluating performance on the basis of "measurable indicators" and "reasonable standards."

o engaging employees in job standard discussions from the outset and give their views genuine consideration to ensure participation and accountability.

o remembering that communication is the key, (not one-way communication) to motivating and improving performance.

o reviewing job descriptions and job qualifications to ensure

job relatedness.

o asking individuals about their goals for advancement.

o evaluating an individual's skills and recommending areas for improvement to qualify him/her for advancement opportunities.

o identifying training opportunities available and assisting employees in taking advantage of such training.

Q: What issues might cause EEO and performance problems?.

A: EEO and performance problems are caused by difficulties in the manager and employee relationships. Managers have a tendency to use agency or department policies to justify their management styles. Let's examine the following hypothetical issue:

An employee is assigned menial tasks to perform which are not part of his/her job description. The employee is told that his or her reaction to job assignments warrants disciplinary action. Some supervisors single out minorities to perform certain tasks which non-minorities are not required to do. These same supervisors then retaliate and admonish the employee for inquiring into what is considered unfair treatment.

Concerned employees want to be assured that they have the same opportunities to succeed as their coworkers. No one likes to be singled out to do certain assignments which are not assigned other coworkers. When this practice occurs, managers find themselves in conflict with their employees and feel that the situation can be blamed on the employee's "bad attitude" or "uncooperative behavior."

Employees who feel they have been discriminated against do have the right to voice their concerns to an EEO counselor or, in the case of disciplinary actions, to their employee relations officer.

Q: How can these problems be avoided?

A. To avoid such EEO discrimination problems, managers and supervisors must establish consistency in work assignments and disciplinary actions. Before an employee makes an EEO complaint, he/she must have a clear understanding of his/her job re-

quirements and responsibilities and, above all, know the facts before making a complaint.

In addition, managers and supervisors must understand agency policy before disciplining employees, particularly if he/she has complained about discriminatory treatment.

Q. What are some good policies for managers to remember in reference to job responsibilities?

A. Managers must remember that they are "trainers" and have the responsibility to lead and guide employee development. This responsibility does not entail telling trainees that their "attitudes" are more important than their job performance.

To create better manager and employee understanding, review critical and essential job requirements before additional duties are assigned. These additional duties may be unreasonable and warrant job classification auditing. However, if additional duties meet the job standards as cited on the job description and are reasonable, managers may require the duties to be performed.

Q. Why should managers counsel



employees before verbal admonishment?

A. Managers should counsel employees before giving a verbal admonishment, letter of caution, or written reprimand. All disciplinary warnings and actions should be documented.

Managers and supervisors must make an honest effort to communicate to their employees when performance problems occur. Failure to do so results in lower morale among employees who feel

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EEO from page 15

that nobody will listen to them, particularly if they think they have legitimate concerns.

Managers and supervisors should recognize that their own attitudes and behavior will affect the attitudes and performances of their employees.

Q. What can managers and employees do to improve performance?"

A. Managers should:

- o make certain that employees are aware of the action that will be taken if performance doesn't improve.

- o give the employee adequate time and opportunity to change work behaviors.

- o give consideration to other types of actions beside termination if performance fails to improve.

- o give employees a written statement outlining the performance problems when failure to improve may result in a critical element rating less than "Fully Satisfies Standard."

- o ensure that employees acknowledge receipt of the statement.

Employees should:

- o communicate with supervisors when they are having problems.

- o take notes during counselling sessions,

- o paraphrase and reiterate key points discussed.

- o document circumstances that cause complaints and follow the chain of command by acknowledging the "supervisor" first.

- o make every attempt to resolve the problem at the earliest stage.

- o read DMA and DMS regulations that are readily available to all employees.

- o learn the "agency policy" before commenting out of anger or "jumping the gun" about management's actions.

- o not misuse the EEO process by assuming or complaining of discrimination when in many cases the supervisor has legitimate reasons for taking actions deemed necessary.

Summary

In summary, management and employees both have EEO responsibilities. Everyone must cooperate toward good work ethics, employee morale, and high standards of conduct. Nobody wants to purposely break the rule or intentionally discriminate. We all

should work in accordance with Merit System Principles as defined by the Civil Service Reform Act of 1978 as follows:

Equal Employment Opportunity in the Defense Mapping School is a program to ensure equal opportunity in employment, development, advancement, and treatment of employees and applications for employment. The basic concept is inherent in the Civil Service Act of 1983, which called for a Federal Service based on merit and fitness.

In order to carry out EEO policies, it is important to understand what discrimination is, the roles and responsibilities of managers and supervisors, the complaint process procedure, affirmative action planning, EEO options and fair employment practices. It is hoped that each manager and supervisor conduct a self-assessment and develop positive attitudes about affirmative action and the total EEO program. More importantly, it is hoped that all elements of the Defense Mapping School commit themselves to affirmative efforts in treating each other equally and fairly to achieve a total result oriented EEO program for everyone.



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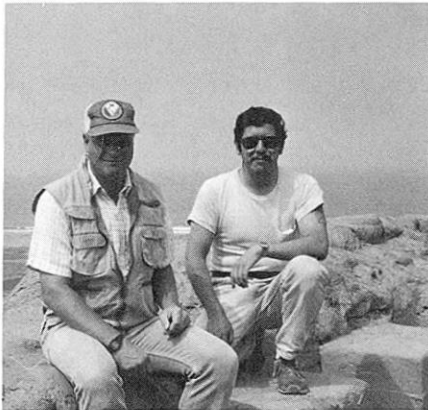
CONTOUR

Volume 14, Number 8

Defense Mapping School, Fort Belvoir, Virginia

May 1987

The Mission Is: The Peruvian Expedition

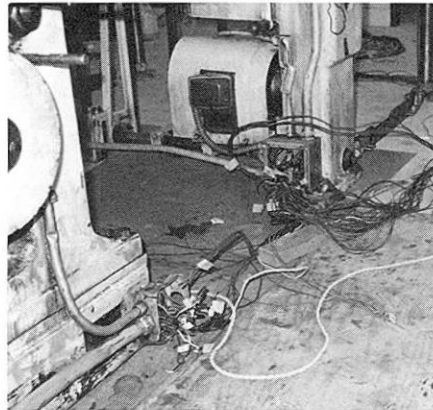


LTC Zebell and SFC Rivera on the Temple of Sun at Pachacampac.

Background

Over a year and a half ago, the Peruvian Navy Hydrographic and Navigation Office identified the requirement for a printing press for the production of large hydrographic and related charts. The Inter American Geodetic Survey (IAGS) Peru Project Officer, LTC Robert A. Zebell (a former chief of the DMS Department of Graphic Arts) was aware of a Harris Model LUN single color printing press that had been declared excess by the Field Printing Plant at Fort Belvoir, Va. The press had been excessed as a result of nation-wide U.S. Government Programs to contract printing work which had previously been done by "in-house print shops."

Officials in the Department of Graphic Arts, Defense Mapping School, were requested to assess the condition of the large format printing press by an IAGS repre-



Remember, those dozens of color-coded cables will be all black soon! Gotta tag 'em all!

sentative. Initial inspection revealed that the press had been dismantled and unwired by what appeared to be the skilled efforts of a bulldozer operator or a hacksaw wielding madperson. It was impossible to tell whether all of the components for the press were in the warehouse and even more impossible to tell if it was operational. This was reported to IAGS and it was assumed that that was the end of the story.

Foreign Military Sale

However, in July 1986, IAGS informed DMS that the Army had taken actions for a Foreign Military Sale of the press to the Peruvian Navy through the Military Assistance Advisory Group. Peru paid cash for the press and DMS was requested to provide technical assistance in moving the press. The Department of Graphic Arts (GA) swung into action to prepare the press for initial storage, protection, rigging for ship-



"Well, the feeder is okay," Rivera said.

ment and actual shipment. Peru selected a local importing/exporting company whose personnel primarily spoke Spanish. As a result, GA was restricted in selecting a person to lead this project. The prerequisites were simple. This individual must: know press repair, speak and understand Spanish, had done something to the chief of GA to deserve this assignment, and be willing to go to Peru to assist with erecting the press. With all of the prerequisites met, Graphic Arts Chief Yacenda selected Sergeant First Class Richard Rivera of the Graphic Arts Photolithography Division.

Packing and Shipping

Contractors provided rigging and transportation services. It was Rivera's task to oversee and inspect rigging and packing operations. While these operations

See Peru page 4

The Direct Line



from
Rear Admiral O.E. Osborn
Deputy Director
Defense Mapping Agency

"Because it's my money," is a well-known quote from a Bill Cosby commercial. Truer words were never spoken. This column is about money: your money.

General Rosenberg has designated May as "DMA Savings Bond Campaign Month." During May, each DMA employee, military and civilian, will be contacted by a Savings Bonds canvasser. Listen to these fellow employees; they have important things to say about U. S. Savings Bonds and the Payroll Savings Plan.

There is a perception that Savings Bonds are like medicine -- it may be good for you but does not necessarily taste good. Today's bonds are very good for you.

First, the days of fixed interest are over. Savings Bonds pay high market interest rates if held for five years -- the same rate money market funds pay.

Second, Savings Bonds have fixed minimum return. Presently, the minimum interest rate is six percent, no matter what. When your bond is held for five years you get a minimum of six percent.

Third, while we don't mind paying our just taxes, Savings Bonds help us manage those taxes. Bond interest is tax deductible until the bond is cashed.

Fourth, Savings Bonds are completely safe, backed in full by the United States of America. They are also easily replaced if lost, stolen or destroyed.

And fifth, Savings Bonds are a liquid investment. They may be cashed, without penalty, anytime after six months.

U. S. Savings Bonds are a good deal: to build a safe, secure cash reserve that's guaranteed to grow, for education, for retirement, for the "better things in life" or to meet unforeseen emergencies. There's no easier way to start saving than through the Payroll Savings Plan.

Yes, the Payroll Savings Plan. There's no more convenient, automatic, affordable or flexible way to buy bonds. Convenient because you buy them here at work. Automatic because every payday you set aside for a bond. Affordable because you save what you choose to save. And flexible because you can change the amount you save, the names on the bonds, or the denomination of the bonds at any time.

Fine. Savings Bonds are a good investment and the Payroll Savings Plan is an excellent way to buy bonds. There is another reason to buy Bonds. Savings Bonds are good for the country. Buying bonds reduces the cost of debt financing and enables the Treasury Department to manage the public debt more effectively. This helps reduce the deficit and control inflation.

To summarize, Savings Bonds are good for you. Savings Bonds are good for the country. Savings Bonds can be an important part of any savings plan. In the truest American tradition, U. S. Savings Bonds provide us the opportunity to realize the benefit of private investment while helping the public interest.

"Well done is better than well said."

—Benjamin Franklin



The first new DMA bumper sticker, "First Lines of Defense," is affixed to his personal car by DMA Director, Maj. Gen. Robert Rosenberg. General Rosenberg bought it from Fred Foltz, HQ/POC, president of the HQ Welfare and Recreation Association which is coordinating distribution of the bumper stickers. Component associations have them for sale now.

ODS Is Now Combat Support Center

DMA's Office of Distribution Services is now the DMA Combat Support Center -- effective April 17.

Maj. Gen. Robert A. Rosenberg, DMA Director, in making the announcement, declared the new name "more accurately reflects upon the work being done at ODS -- and throughout the Defense Mapping Agency.

"This CSC element provides the most direct interface with the operational commands that rely so heavily on DMA products," he continued, "but all of us in DMA have been a combat support agency for years. Now, under the Defense Reorganization Act, we are by law a Combat Support Agency, according to the Congress of the United States."

The Director maintained, "I consider it is time that all the

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From the DMS Schoolhouse



**Director
Colonel David F. Maune**

Time

I remember the day so well. It was a Monday morning in late April, 1969. I could look up the date if I needed to. I was a student in Dr. Mueller's Geodetic Astronomy class at Ohio State University. The subject that day was atomic clocks.

At 9:50 a.m. the bell rang, indicating the class period had ended. Dr. Mueller briefly summarized his lecture with the following: "In conclusion, therefore, there is no reason why everyone on the face of the earth can't know the correct Universal Time to 10 to the minus 12th second."

Immediately after Dr. Mueller made this statement, and as the students were closing their notebooks, the classroom door opened. In walked a classmate who slowly strolled across the room to his usual desk which had been vacant during the lecture. He thought he was 10 minutes early for class. Actually, he was 50 minutes late -- for that was the first day of Daylight Savings Time.

It was so ironic and so funny. Just as the professor indicated that everyone on earth could know the correct time to 0.000000000001 second, one of his own students was mistakenly late

for class by 3000 seconds.

On March 24, 1987, my brother in Quebec received a telegram indicating an inlaw had died on March 25, 1987. There was no mistake. The message was legitimate.

Time has always amused and fascinated me, and I loved the movie *Back to the Future*. Why is it we so often wish for more time to do things? We already have all the time there is -- 86,400 seconds per day. (Some years we actually have one day -- usually June 30th -- with a "leap second." That day has 86,401 seconds. That's not much help when you need more time. The leap second sure causes a lot of extra work for the U.S. Naval Observatory, next to HQ DMA.) Now, if we could only slow down the daily spin of the earth, then we could have more time. If the earth rotated on a 25 hour cycle, then we'd have an extra hour each day. That's intriguing. I wonder how badly nature would be confused. I wonder what we'd do with the extra time if we had it.

This past month I attended a one day workshop on Time Management. The instructor asked me why I signed up for the course. I told him I needed to learn how to do my job in something resembling a 40 hour week. I had been working 70-80 hours per week and couldn't seem to get everything done.

He asked me what I'd do with the time if he saved me 10 hours per week. I said I'd spend that extra time in the classroom observing DMS faculty members presenting their instruction.

After further discussion, we decided that I really didn't want to do my job in 40 hours per week. Long hours for me are OK, and I'm not a workaholic either. Why? Because I enjoy my job so much there's nothing I'd rather do with my spare time. My job is more enjoyable than fishing or watching TV. I bounce out of bed each morning, full of enthusiasm, and head for work smiling. I'm not really working at all. I'm having too much fun!

This wouldn't happen if I weren't so very proud of DMS and

if we didn't have so many nice people who work here. I sincerely believe in our School, our mission, our faculty, staff and students. We are doing a very good job. I'm proud of DMS -- I'm proud of you -- 86,400 seconds of every day -- sometimes 86,401.

Survey Sparks Plant Improvement Program

In support of the Agency goal, "Focus on People," senior management in 1986 initiated a DMA-wide Plant Improvement Program (PIP) to make the workplace safer and more comfortable.

In March, Rear Admiral Oakley Osborn, DMA Deputy Director, hosted the semi-annual Facilities Review Board to evaluate Component implementation of the PIP. At that time the board reviewed responses from a survey of employees which has been the impetus for much of the PIP. Typical responses indicated that employees considered parking, temperature control and safety/security as the most important features in their workplace.

Employees were generally satisfied with safety and security but dissatisfied with parking and temperature control at some locations. Other frequently mentioned areas of dissatisfaction were lack of conference space and inadequate restrooms, break areas, eating spaces and recreational facilities. The survey also reflected concern over telephone and lighting systems.

Component Directors are correcting many deficiencies identified in these surveys. Renovation of restrooms at Erskine Hall at HTC, improvement in parking and eating facilities at AC and facility upgrading at IAGS, CSC and DMS is underway.

The Deputy Director found the survey "most productive," adding, "I appreciate hearing from those of you who responded; you are encouraged to continue to communicate your ideas through your supervisors. This will help insure that our workplace is fully adequate for safe and efficient operations."

Peru from page 1

were going on, GA personnel were getting together manuals, supply lists, lists of tools, etc., which would be needed by the Peruvian Navy in future press operations. This was no small task since the press was over 20 years old and old documents are tough to come by.

Meanwhile in the southern hemisphere, the Peruvian Navy, after receiving press power requirements, the press size diagrams of what goes into a press shop, and the sizes/weights of bulk supplies, designed and started building a new facility specifically for the press and allied equip-

ment. that no one had coordinated with the Fort Belvoir Directorate of Logistics to have the equipment available to load the press on the truck. After making several calls, Rivera secured a forklift and miniboom to load the press. Needless to say there were a number of calls back to DMS-GA to secure additional help. Tired of being on the phone, Senior Chief Carr went over to the warehouse to help. Rivera and Carr eventually, through team work, got the press loaded -- at the expense of two uniforms (one Army and one Navy).

The exporter spent the next ten days coating the press components with grease to preserve the parts

ing Aduana (Customs Office) clearance. About a week later the IAGS Project Office sent a message stating that clearance had been obtained and that the press had arrived in good shape but could not be put together until construction on the new building to house the press was completed and that would not be before January 1987.

Preparations

With the final preparations for the trip completed, Rivera busied himself learning about the political situation and weather conditions in a country that would be his home for three or more weeks. The weather in that part of the world had been very wet and as a result, had caused mudslides that devastated entire villages; however, politically (since Peru had avoided the front pages of the Washington Post for several months) it was believed to be relatively stable. The two weeks prior to leaving brought new adventures to Rivera in connection with this expedition. Rivera had to finish his second series of shots, get his advance pay, and ensure that his personal affairs were in good order prior to departing. In addition, SFC Rivera gathered printing supplies and tools he would need for testing the press once it was assembled.



The "A-Team" - Judging by their smiles, it must work. Center front is Mr. Rene Garcia, DMA IAGS, and SFC Rivera (right) with personnel from the Peruvian Navy Hydrographic and Navigation Office.

ment.

Efforts to maintain a designated schedule were difficult. The ship that was contracted to carry the press to Peru was scheduled to sail from Baltimore Aug. 28; however, the press was still in the warehouse on Aug. 14. At this point the Army Security Assistance Command (USASAC), Alexandria, Va. became a key player in this venture because the Army was being paid by the Peruvian Government for the press and installation.

The truck that was to transport the press to the exporter was to arrive at 7:00 p.m. on Aug. 14; however, it broke down and did not arrive until Aug. 15 at about 11:30 a.m. Upon arrival of the truck it suddenly became evident

from damage during shipment at sea. During this time, Rivera spent much of his time inspecting and ensuring that this operation was done in accordance with specifications. In addition, Rivera got his passport and first series of shots in order to be ready to travel to Peru in the October or November 1986 timeframe.

Peru - Here It Comes

The press was not readied until Sept. 3, which meant the Baltimore shipping date was missed. Therefore, the press was shipped by truck to Charleston, S.C. where it was loaded onto the ship that had left Baltimore on Aug. 24. Word was received from IAGS-Peru Office that the press arrived in Lima, Peru the latter part of Sept., but was held await-

Peru At Last

Finally, after many months of getting it all together and delays in both the northern and southern hemispheres, the time had come for Rivera to head for Peru to put the press together and get acquainted with the other member of the "DMA Team", Rene Garcia from the IAGS Technical Division. Rivera departed from the Washington National Airport on March 12. In Atlanta, Ga. he transferred to a flight bound for San Juan, Puerto Rico, then to the Iberia Air Lines bound for Lima, Peru via Costa Rica. Upon arrival in Lima, the first problem he encountered was the La Aduana (Airport Customs) who seized Rivera's press plates, press blankets, tools and other test

See Peru page 5

from Peru page 4

test equipment. Fortunately, the Peruvian Navy was able to "liberate" the items three days later.

A representative from the IAGS Project Office in Peru met Rivera at the airport. His first stop was to meet LTC Robert Zebell, Chief, IAGS Project Office, then the Navy Commander in charge of the Hydrographic and Navigation Office who was in charge of the printing facility. That was followed by a short visit to the site where the press was to be erected. And then, at last, he was taken to his hotel room. The next day he was given a tour of the countryside and told about off-limits areas, night-time cur-



The Lurin Valley in the Andes Range

fews, etc. On March 15, Rivera found time to catch up with some much needed rest.

Monday he received an official security briefing at the embassy, given his first opportunity to exchange some money and do some initial work on the press. Rene Garcia, from IGAS, San Antonio arrived March 18. Now, with the DMA team complete, it was time to begin the real task of erecting the press.

Getting it Together and Making It Work

Each morning, at 6:50, a Peruvian Navy van with an armed driver, picked up Rivera, Garcia and some armed Peruvian Navy Officers. (Because of terrorism attacks, armed individuals are permitted in vehicles as a secu-

rity precaution.) The crew ate breakfast in the new Officer's Mess overlooking the Pacific, worked, ate lunch, worked again and then the Navy van took the exhausted crew back to the hotel at 6:30 p.m. After their evening meal they were usually ready to turn in for the night. This routine included most Saturdays also.

The first job was to uncrate the press parts, clean off the preservative shipping grease, and inventory all the parts. A variety of problems quickly became apparent: An unusual amount of electrical work and recabling would be required as well as a variety of special parts. Large sections of color coded cable (dozens of colors) were to be replaced by black cable. Keep in mind that this was the third world and black cable was all that was available. Also, rods of brass were purchased and the Navy shops were given instructions on how to make the parts (remember, this is a 20-year-old press and spare parts are not readily available in the United States, let alone in Peru). In fact, there wasn't any source for any kind of spare part or even common hardware items such as bolts, nuts and cotter pins. Each and every part needed had to be made by a local machinist, who Rivera says is one of the best he has ever seen. Due to so many parts requiring manufacturing, it was hard to stay on schedule. The biggest problem was finding the proper gauge wire to rewire the entire press since "the dismantler" at Fort Belvoir had failed to properly mark any of the wires that were severed. The main drive motor's brushes were also bad and had to be replaced. Luckily, the brushes were found on the local market. By April 8, the press became operational with only minor timing and operator adjustments required.

Success

After weeks of work, including a one week extension, the press successfully ran. The "DMA Team" did a fine job in spite of numerous obstacles and special hardships due to unique local situations. A heartfelt thanks comes to Rivera and Garcia from

the the Peruvian Navy and the IAGS-Peru Project Officer. The mission would not have been accomplished without the DMA Team. However, Rivera said, "Without the assistance of LTC Zebell, his entire staff, and members of the Peruvian Navy, accomplishment of this mission would have been almost impossible!" And for this assistance he adds his own personal "Thanks!"

All Work and No Play...?

Rivera didn't work the entire time he was in Peru. There were moments to enjoy some of the local attractions. A noteworthy trip was to the primitive Lurin Valley and the Pachacamac Ruins in the Andes where there are remote, undeveloped Inca Ruin sites. The roads are either dirt or rock, many bridges no longer exist, and there are many fords. It's a bit of an adventure in the high sierra.

He also found time to take in a few of the local night spots and tried eating some of Peru's traditional dishes which consisted mainly of fish, chicken and rice.

Mission accomplished, SFC Rivera returned to DMS after a short stopover at the IAGS Cartographic School.

Welcome back and congratulations on a job well done.

(Article credits to: LTC Robert A. Zebell, the Department of Graphic Arts and Contour staff writer, Irene L. Peine)



LTC Zebell and SFC Rivera in Lurin Valley adjacent to desert cactus.

DMA Has A New Security Director



New DMA Security Director Steve Earle went over his career guides program and other objectives in March with Washington area security specialists. Earle came to DMA from the Army Intelligence and Security Command at Arlington Hall.

DMA's new Security Director, Steve Earle, gave Washington area security specialists his slant on DMA operations at a combined session in March.

Highlighting his remarks was a preview of the career guide program in the security administration field which, Earle maintained, "will show our security professionals how to chart the path of greatest potential up the career ladder." DMA-wide career guide sessions will begin later this spring.

Earle also outlined his personal priorities, developed since he came on board in January, including improvement of the quality of security education programs and speeding up the security clearance process.

Steve Earle came to DMA from the Army Intelligence and Security Command, where he was chief of the Command Security Office at Arlington Hall. He has held security posts at Aberdeen Proving Ground, Md., and the Army Picatinny Arsenal in Dover, N.J., and served as a counterintelligence agent with the Army in Vietnam.

Memorial Day and Flag Day are Celebrated

Memorial Day will be celebrated on Monday, May 25. It is the day we honor all of our war heroes who gave the ultimate gift to defend the Constitution of the United States. It was originally called Decoration Day because the graves of the war heroes were decorated.

Memorial Day is known for its picnics, partying, and highway fatalities. If you drink, don't drive. Have a safe Memorial Day weekend.

Flag Day is June 14. It is also the Army's birthday. On June 14, 1777, the Continental Congress passed a resolution which established the Stars and Stripes as the official flag of the new Republic.



Mr. John D. Mann and hometown friends.

It's A Small World

Mr. Mann, Department of Geodesy and Survey, met two hometown friends from Richlands, Va. right here on the DMS parking lot. The friends, Michael Patrick of Richlands, and Claude Farmer of Woodbridge were hired to haul away the remains of the former Army Topographic Element (ATE) building.

Has Anyone Seen Lora?



DMSers in Bagley Hall are going to miss the sunny Ms. Lora Cromer, the computer specialist from Vanguard Technologies. She is off on a new assignment in Martinsburg, W. Va. after her 6 month stay here.

Her job in Management Information Systems will bring her to Ft. Belvoir occasionally.

Lora - we miss you - please stop in and see us!

DMA Participates in Names Conference



Standardization is the name of the game, as Dr. Richard Randall, DMA Geographer leads a session of the U.S. Board on Geographic Names, of which he is secretary. The first Federal Conference on Geographic Names was held at HQ DMA in March.

Representatives from DMA and the U.S. Board on Geographic Names (BGN) met March 5-6 for the first Federal Conference on Foreign Names. The Naval Observatory and HTC served as meeting places for the attendees, who included Charles D. Hall, DMA Deputy Director for Programs, Production and Operations; Colonel Ernest F. Boyer, chief of the Land Combat Division of HQ DMA; and Dr. Richard R. Randall, DMA geographer and secretary of the Board.

The conference was convened to ensure that federal agencies using geographic names in their programs understand BGN's role in the standardization of names for official U.S. purposes as well as the role of DMA in providing technical and administrative support in toponymy (science of place-names).

Participants reviewed their use of geographic names in a variety of applications, including the cataloging of books and reference works, publication of handbooks on foreign locations, preparation of demographic studies and identifi-

cation of specific places for a variety of reports and communications.

Results of the symposium include steps to ensure collaboration of efforts for maximum efficiency in the production and application of geographic names. Of particular interest to DMA are steps being taken to avoid duplication of efforts and the uses of automated data processing into a data base which will contain nearly 20 million geographic names when completed.

Competition Works

DMA Acquisition Director Mordecai Labovitz forwarded the following revealing anecdote:

"For seven years the same contractor was providing maintenance services at the Aerospace Center (AC). The eighth year promised to be no different since it had been clearly stated that this contractor is the only firm capable of providing what was necessary to assure compatibility between the computer and associated hardware.

"The acquisition staff at AC, following the guidelines of the Competition in Contracting Act, did a market survey and based on the response was able to conclude that competition did indeed exist. While 11 potential contractors expressed an interest in the work, only one submitted a proposal and that offer came from the previous sole source contractor...

"But this time conditions were different. The contractor was aware that there was competition. Consequently, he adjusted his proposed price accordingly. And the result? The Government was able to buy an even larger requirement than in prior years -- for less money. The mere threat of competition resulted in DMA receiving the same service, from the same contractor, for a larger system, for less dollars.

"Competition puts money back into your pocket to be used elsewhere. Competition does work for you."

Skills for the Mark 90 Era

"What?" you're asking yourself, "Another survey? First there was a safety/facilities survey for the (PIP) program, now a skills survey for the Mark 90 program. Where's it going to end?"

Larry Ayers, DMA Deputy Director for Management and Technology has the answer. "Before we embark on the Mark 90 program," he emphasized, "it is essential that we analyze the present skills of our MC&G and related field personnel. This holds true whether an employee is a 2-month newcomer or a 20-year veteran at DMA." The skills survey is scheduled to commence later this spring.

"Designing an effective training program will depend on the accuracy of the survey," declared Mr. Ayers. "It is necessary that skills and limitations be reported precisely; overstating capabilities could prevent an employee from receiving the training he needs," Ayers added. "I would encourage you to take a very close look at your own skill capabilities and needs, and through the survey, tell us your strengths and developmental needs."

The Deputy Director reiterated, "No one will lose a job at DMA because of any skills survey findings. The Agency will match what Mark 90 skill requirements we need against what you and your supervisors tell us you have in the area of MC&G skills. Any mismatch will be the basis for a strategic training and developmental plan for the DMA workforce. We all know the complex world of digital mapping uses super-sophisticated systems," he continued. "Nonetheless, the system will not meet its expectations without adequately trained personnel."

Ayers explained, "We want to put as much emphasis on the resource that feeds the system as we're putting on the system itself. That resource is you. An effective production line comes only from effective people. We've

See Mark 90 page 10

The Office of Academics' Instructor Training Course Sparks Imagination



Maj. Lecki, Dr. Berry, CW3 Henry, SGT(P) Timmons, Mr. Wilson

said, "Almost all our students are highly-motivated volunteers who are interested in training newly assigned personnel at the DMA Aerospace Center and DMAHTC. What is so gratifying about this program is to see the rapid development of these talented people over the course length of just eight days. This is especially true when one considers that 70% of the students have never spoken in front of a group of people before this."

The Instructor Training Course is held monthly at various locations: DMAAC in St. Louis, Mo., DMAHTC in Brookmont, and sometimes here at DMS.

This DMS ITC team included, Mr. Ralph Henry, Department of Management and Technology, SSgt Jack Castle, SGT(P) Brenda Timmons, Department of Topography and Drafting, and Dr. Geraldine Berry, Office of Academics.

The Instructor Training Course (ITC) brings out the creativity in its students when the time comes for the students to "teach".

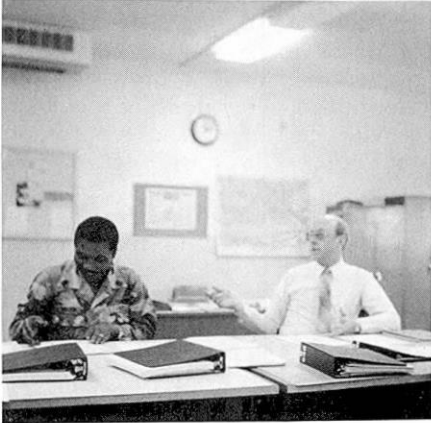
In his presentation on cartooning, Tom Stern, from the Hydrographic Topographic Center (HTC), summed up ITC quite well. (See accompanying cartoon.) Other presentations included DMSers SGT Gavin Ralston, Topography and Drafting, on Scuba Diving, and SFC James Mayer, Management and Technology, on Visual Training Aids.

Mr. Dan Wilson, ITC Coordinator, stressed that the subject matter is not as important as the instruction itself. "We want the ITC student to concentrate on learning instruction, not subject matter. So we ask them to instruct on a hobby or subject that they know well." Mr. Wilson, who has been selected for the Executive Leadership Program, has former ITC Coordinator, Maj. Ron Lecki, Chief Department of Geodesy and Survey, as his backup coordinator for the next year. Maj. Lecki said, "I'm delighted with my return to this exciting and worthwhile program. I look forward to continuing the philosophy and initiatives that Dan has developed over the last year."

Who goes to ITC? Maj. Lecki



Another First for Survey and DMS



Bill Locke conducts Quality Circle.

Following an 18-month experiment, the Department of Geodesy and Survey is now going public with its success as pioneer of DMS's first Quality Circle.

Announcing the success of the experiment, acting Division Chief CW3 Garrett R. Moore, said, "Over the past year and a half Survey Division instructors have convened over a dozen Quality Circles. They've identified problems, proposed solutions, obtained approvals and made important changes. The results have been measurable improvements of instruction, instructional materials and instructor morale."

The Quality Circle is a participative management idea invented, but ignored for many years, in America. Ironically, Japanese industry picked up on it in the '60's and turned their nation's economy around. Says Bill Locke, a key player in the Survey Division's Quality Circle, "A generation ago the label 'made in Japan' was synonymous with cheap, shoddy junk. Now the products coming off Japanese assembly lines, from automobiles to stereos, serve as the international benchmark against which others try to measure up. The difference, to a great extent, is due to their use of Quality Circles on production lines."

"The idea behind the Quality

Circle," explains SFC Ron Nelson, Survey Division NCOIC, and another key player in making DMS's first Quality Circle a success," is that workers, not managers, are the best source of new ideas on how operations, processes or products can be improved, simplified, made less costly, and so on."

Adds Bill Locke, "The Quality Circle, typically, is small, informal, dynamic and highly focused on one specific problem at a time."

The Quality Circle process involves periodic meetings of a representative group of workers chaired by a co-worker called a "facilitator." Bill Locke, who serves as the facilitator of Survey's most active Quality Circle, explains his role, "I guide the group in identifying, defining and discussing work-related problems. Together we explore alternatives and recommend solutions on how to improve the work process or its final product."

One of the problems Survey had to confront was adapting the Quality Circle to the training environment. "Most of the literature on the subject applies to assembly line or other manufacturing operations," says Locke, "But here our final products are trained people, not consumer goods."

With lots of enthusiasm, no formal training and only such knowledge as could be gleaned from management literature, Moore soon had a highly charged group of instructors knocking off previously intractable problems, one-by-one.

"At first," says the chief, "we concentrated on fixing problems with our existing courses. This was all going on with no break in our heavy training schedule of about 200 students per year with six 16-week courses in Construction Survey alone. Meanwhile, we also had a concurrent high-priority push to finish the systems re-design of all Division Courses -

Construction, Topographic Instrument Maintenance and Hydrographic Survey - by Fiscal Year (FY) 1987.

"Now the new courses are all on line, and we are continuing to use the Quality Circles to tweak and fine-tune them."

Dale Cuave, another facilitator, led his Quality Circle to drop 3 days off the Topographic Instrument Maintenance Course and reallocate the remaining time more effectively between practical exercises and exams.

The immediate impact of Survey's unique experiment was an improvement in training materials. "We checked this by observing a decrease in the number of 1st-round NO-GO's in previously troublesome lessons," says SFC Nelson.

Another nice spin-off has been an improvement in instructor morale. The creative juices have been flowing in Survey, resulting in new training aids, new ways of teaching and fresh ideas for implementing the latest in technology and media into the instruction. Most significant it has helped to build-in a healthy attitude toward innovation and improvement as a continuous process in the Survey Division.

The long-term impact of Survey's experiment may be to have elevated the Quality Circle to school-wide consideration. It has already shown up on the DMS FY 87-92 plan for improving effectiveness and productivity. Further, the Office of Academics has proposed Quality Circles as a topic for a future In-Service workshop, which should begin to multiply the benefits of this tool throughout DMS.

"At the beginning," says Chief Moore, "It was my hope that the Quality Circle approach would provide a more meaningful, satisfying way to deal with chronic problems many instructors had long recognized, but no one was doing anything about. I wanted my instructors to take the initiative, to sit down with their peers - their toughest critics!-and sort things out together; and I wanted

See Survey page 12

The Office of Academics Hosts Apprenticeship Meeting

by Dr. Linda Schultz-Shiner

On Wednesday March 25, 1987, the Office of Academics hosted a meeting at the Defense Mapping School to revitalize and expand DMS' participation in the National Apprenticeship Program. Representatives from the U.S. Department of Labor, the military services and private industry as well as DMS staff and faculty participated. LTC Russell O. Reich, Jr. had conceived of this idea and initiated contacts when he was Chief of the Office of Academics. Dr. Linda Schultz-Shiner then coordinated the meeting and as the current Chief of the Office of Academics welcomed the group. Mr. Ambrose Bittner, Chief of the National Program, Coordi-



Colonel Maune, DMS Director, briefs visiting participants.

nation and Training Group at the U.S. Department of Labor presented opening remarks concerning the history, development and objectives of the National Apprenticeship Program; and Colonel David F. Maune, DMS Director, briefed the group about DMS, its mission and functions, and answered participants' questions. Ms. Irene Bellefeuille, Public Affairs Officer, then escorted the group on a tour of the School.

In the afternoon the participants broke into small working groups to consider procedures for revising and updating the old



Working groups address work process schedule revisions.

work process schedules which the U.S. Department of Labor representatives, Mr. Bittner, and his assistant Ms. Marcia Moses, disseminated. For each military occupational specialty which DMS teaches that is an apprenticeable skill, there are both industry and military work process schedules which prescribe the type of tasks and amount of experience and training (expressed in hours) gained through employment which are considered necessary to develop a skilled worker in that particular trade. These out-moded work process schedules and the DMS Course Content Documents will provide the basis for generating the revised military work



Participants engage in hands-on activities during DMS tour.

process schedules which more accurately will reflect current training and work in a given trade. Students and trainees at DMS can be logging hours for performing work processes in their trade (i.e. MOS, Rate) while at the School. Then they continue to log hours in their duty assignments to be credited toward attainment of Journeyworker. Interested personnel should contact the Office of Academics for further information

and assistance.

The DMS faculty presently is working on the schedule revisions. Upon completion of their efforts, the Office of Academics will forward the updated work process schedules to the U.S. Department of Labor for evaluation and registration and will coordinate with the military services not only to provide currency and to promote continuity for the program, but also to provide for program expansion through increasing the number of trades in the Services which will be registered as apprenticeable. The DMS program also will be receiving visibility at the 39th Annual Southern States Apprenticeship Conference in July during the presentations and discussion conducted by the military and civilian government panel.

Somebody Loves You - Buckle Up!

Mark 90 from page 7

spent a great deal of time worrying about acquiring the dollars to pay for the Mark 90 system," he noted. "We need to worry more and direct more attention to you, the employee: Do you have what it takes to function in our modernized production environment?"

"DMA employees are playing a vital role in the future of our Nation," Ayers emphasized, "and will continue to do so as long as they get proper training."

"You are fortunate people because you are in the forefront of a most dramatic technological advancement and the skills you acquire will assure your personal futures as well as that of this Agency."

Director's Call



MILITARY AWARDS

Joint Service Achievement Medal
SFC Paul S. Barker, USA
Department of Topography and Drafting

Army Achievement Medal
CW3 David E. Miller, USA
CW2(P) David C. Dannelly, USA
CW2 Frederick N. Pessaro, Jr., USA
SSG Timothy M. Brennen, USA

Defense Mapping Agency Junior Sailor/Marine of the Year
SSG Steven R. Woosley, USMC
Department of Topography and Drafting

Defense Mapping Agency Junior Soldier of the Year
SSG Karen A. Campbell, USA
Department of Geodesy and Survey

CERTIFICATE OF ACHIEVEMENT

Mr. Nicholas Mosura
Office of Academics

Letter of Appreciation from
Maryland Society of Surveyors
Mr. Daniel B. Wilson
Office of Academics

SUGGESTIONS

LTC Russell O. Reich, USA
Office of Academics

SFC Richard E. Rivera, USA
Department of Graphic Arts

DEPARTURES - MILITARY

LTC William B. Griffith, USA
Department of Management and Technology

DEPARTURES - CIVILIAN

Mr. William M. Lewis
Office of Academics

ARRIVALS - MILITARY

SGM Jake P. Bernard, USA
Office of the Director

SSG Enrique Pastor, USA
Department of Graphic Arts

DP 1 Calvin Lloyd, USN
Department of Management and Technology

ARRIVALS - CIVILIAN

Ms. Lisa D. Roberts
Office of Mission Support

DMSers Take Top Bowling Honors

DMS has had four bowling teams playing in two Fort Belvoir post-wide leagues.

DMS 2 took first place on the Monday night Castle League. DMS 2 bowlers were Bill Sutton, who had the league high scratch game (268), CW2 Bill Michaels, Ron Wenrich, Karl Abt and ex-DMSers Harold Hester, Steve Falkenthal and John Maxwell.

DMS 1, took second place. Team members were Maj. Ron Lecki, Jim Harnden, John Jacobs and

ex-DMSers Tom Nolta, Will McCullough, Jim Hey and Ed Marcy.

On the Tuesday night Intramural League, one DMS team took first place. The team members were SSG Karen Campbell, MSG Cain, Lt Col Milton Ritchey, SFC(P) Richard Cowan, GySgt Paul Wavra, and L1L Michael Bush. At April's Director's Call, team captain, Karen Campbell, presented the large first place trophy to Colonel Maune for the Defense Mapping School.

W BRIGGS GUNN
SHAW A U
I R HERRING
T K K T S
DEFENSE MAPPING SCHOOL
A I R R R E
L G R CAIN N R
Y C H F FREE
CASTLE F Y V
M E W REICH E
P E A I T L
M B WRIGHT HAMN L
C E B D C
D LAKE H M MAY
O L R M READING
N TROUTT Y L R B
A Y R L E A
LOCKE R MOORE E T
D CARR R N T
FRANK Y MANN LEWIS

Solution to May's Crossword

Gilliam is Promoted



Mr. Penman Gilliam

DMA's System Center Director, Penman (Red) Gilliam, has been promoted to the top SES level in the Civil Service. The only other executive within the Agency at that SES 5 rank is Lawrence F. Ayers, Deputy Director for Management and Technology.

Maj. Gen. Robert A. Rosenberg, DMA Director, expressed his pleasure at this "high honor, which reflects not only on Mr. Gilliam, but the increasing recognition of the Defense Mapping Agency within the Defense Department leadership. I am proud

of the work Red has done for this Agency, and consider this is also recognition of the outstanding efforts of those under his direction."

Mr. Gilliam was a 1985 recipient of the Presidential Meritorious Executive Rank Award, one of the highest given to civilians by the President. At that time, Assistant Secretary of Defense (C3I) Donald Latham endorsed the nomination with a salute to Gilliam's "managerial skills, executive acumen and positive leadership" as vital to keeping important projects "on or ahead of schedule."

Mr. Gilliam headed DMA's Special Program Office for Exploitation Modernization from its inception in 1982 until it was designated Systems Center. He has worked in both major DMA production centers as well as Headquarters.

First employed at the Aeronautical Chart and Information Center (now the Aerospace Center) in St. Louis in 1958, after graduation from Berea College in Kentucky, Gilliam worked up to the position of chief of the Geopositional Data Department at AC and later served as PP at HTC.

Let's Party

This year's DMS picnic will be held at Anderson Park, Davison U.S. Army Airfield, at 11:00 a.m. June 27, 1987.

This year's picnic is sponsored by the Department of Graphic Arts. Point of contact is MSG Jackson, at 664-2285.

Mark your calendar now!

ODS from page 2

many users of DMA products and data around the world recognize our role as well, and I consider this new name for one of our outstanding Components will help ensure that happens."

Survey from page 9

to find a way to expedite approval of their best ideas. My two goals in this experiment were to involve all instructors in a critical self-examination of what we do in the Survey Division, and to improve the overall quality and effectiveness of our training. I'm highly pleased with the results and so are the instructors."



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June 1987

Credibility Through Teamwork

by CW2 Frederick N. Pessaro, Jr.



CW2 Pessaro introduces speakers at the Terrain Analysis Seminar.



The audience consisted of Terrain personnel from all over the world.

The Department of Topography and Drafting, Terrain Analysis Division and the Engineer Topographic Laboratories (ETL) recently cosponsored the 1987 Army Terrain Analysis Seminar at the Casey Building on Fort Belvoir. This annual event was attended by nearly one hundred and sixty personnel associated with the Terrain Analysis community, the bulk coming from Army Terrain Teams around the world.

The seminar was started by Major General Kem, Commandant, U.S. Army Engineer Center and School who gave the keynote address setting the tone and atmosphere for the seminar. The theme of his presentation was "Credibility Through Teamwork" and this was carried throughout the seminar.

Many old faces from the ranks of former students and former DMS instructors were present. Army terrain analysis warrant

officers and noncommissioned officers, from all except one Theater and two Divisions, were represented. The faces of CW2 Huth from Fort Polk, La., CW2 Garreth from Fort Stewart, Ga., CW2 Weir from the 649th Engineer Battalion, and CW2 Sabin from Korea, were missed by all! We hope to see them next year.

This year's seminar offered a unique blend of participants. Terrain Analysis personnel from the Defense Mapping Agency Hydrographic/Topographic Center, Air Force Targeting assets, and Marine Corps assets all added a unique opportunity for an interface between the producer and customer of terrain data bases.

Many of the presentations from the Engineer Topographic Laboratories were both lively and educational. Thanks to all who made presentations, especially DMS's Honorary Instructor, Mr. Robert Frost. Additionally, Dr. Jack N.

Rinker, from ETL, gave a unique and informative presentation on "Photo Techniques to Support Desert Operations." In this analysis, it was demonstrated that during the Chad-Libya conflict the Libyan tanks were immobilized by the desert terrain and picked off by the lighter, more maneuverable anti-tank equipped vehicles of the Chad Forces.

The conference was judged successful by those who attended.



CW2 Kenneth Braswell, Chief 60th Engr. Det. (Terrain) Frankfurt, Germany, addresses audience.

The Direct Line



from
Maj. Gen. Robert A. Rosenberg
Director

I recently returned from Europe where I was able to visit the unified command, USCINCEUR, as well as Army and Air Force operational commanders and their senior staffs at USAREUR and USAFE.

Once again, the efforts of the men and women of DMA to provide timely and accurate support were praised by every "four-star" that I met. Especially noteworthy was participation by the DMA Office, Europe, in the last JCS exercise, WINTEX/CIMEX, where our people in the field played the exercise to the hilt, participating throughout the European command with the actual and/or simulated shipment of map stocks. They then participated as a combat unit, donning chemical biological radiological field gear and following through on all aspects of the exercise.

It's especially rewarding for me to have confirmed that your dedication and hard work are recognized around the world. There isn't anybody in the European Command who doesn't use and appreciate the products of DMA everyday.

We still have work to do in strengthening our support to EUCOM, however, especially in the area of war reserve stocks and how we get those war reserve stocks into the hands of the

combat troops when needed. We have to look at the products that we're making in the EUCOM area of responsibility and examine new ways of satisfying their requirements: can we provide them, for example, alternative locally produced maps in those areas where there are no maps today? We have to make sure that our logistics system reaches all the way from the DMA production line through to the combat soldiers, sailors, marines and airmen in the field, so that when units arrive to reinforce Europe, maps and charts are waiting for them.

The "one DMA production line" concept that I've often talked about is alive and well; we have to keep improving the portion of that production line that actually gets the product to the user.

At EUCOM, I was able to introduce our new DMA liaison officer, Dave Hawkins, to the Deputy Commander in Chief and his staff. Dave is one of our two Unified and Specified Command liaisons -- a new concept, which places professional DMA technical MC&G advisors in the commands to help identify product and area requirements as well as represent me personally to those four-star flag officers.

Also, during my trip, I had the pleasure of signing a new agreement with our Italian colleagues for co-production of maps and charts in their area of interest. These foreign agreements, of which we now have more than 80, add about 40 percent additional capability to our own production line; that is, we would require an additional 40 percent in our budget and personnel strength to make the products that we now get through our foreign exchange agreements.

I was also interested to see that, just as we are modernizing our production line, so are our foreign friends. I was able to see digital equipment being put into place and into use. I was able to see the use of various sources from commercial activities, such as LANDSAT and SPOT. And, most importantly, I was able to see the enthusiasm with which our foreign counterparts approach

their work and their relationship with DMA.

Altogether, I rate the trip to Europe as an affirmation of all the good things we are doing in DMA to strengthen our ties with our users and with our Allies. All this goes a long way towards achieving DMA's number one goal -- to provide the best support we can for combatant commanders in the right time, at the right place.



General Dynamics Is Awarded \$29 Million Contract

The DMA Director of Acquisitions, Mordecai Labovitz, has announced that General Dynamics Electronics Division of San Diego has been awarded a contract worth nearly \$29 million for the development and operation of a Depot Repair Program for unique circuit boards.

The contract, having both R&D and operational applications, is in support of the Mark 85 and Mark 90 programs and will be handled by the Systems Center. Contract terms, extending into 1993, call for R&D work to be done primarily in California and construction of an operations site in the Washington area.

Four proposals were received for consideration prior to the awarding of the contract to General Dynamics.



From the DMS Schoolhouse



Director
Colonel David F. Maune

Itschner

I'd heard of him for years. His name is synonymous with excellence. I thought he was dead, but he's very much alive. He attended the annual Engineer Dinner at the Fort Belvoir Officers Club this past month. He said he hadn't been to this event in the past 27 years.

He is Lieutenant General Emerson C. Itschner, USA (Ret), who served as the 39th Chief of Engineers between 1956 and 1961. He returned after all these years to personally present the Itschner Awards given each year in his name to the most outstanding Engineer companies in the Active Army, Army National Guard, and U.S. Army Reserve.

General Itschner is a peppery little guy in his 80s who remains very articulate. He told why it's so important for all units and individual soldiers to strive for excellence.

He graduated from the U.S. Military Academy in 1924. As a Captain in 1939, he graduated from the U.S. Army Command and General Staff College just as World War II was breaking out in Europe. He was sent to Camp Ord, Calif. to be the senior logistics controller for the first

major maneuver exercise that the Army had held since World War I. He didn't know much about logistics and couldn't find anyone with experience or advice on how to be a logistics controller.

He went to the lieutenant colonel who was the senior controller for the entire exercise and said he didn't have the slightest idea what he was supposed to do as logistics controller. The LTC said, "Captain, I don't have the slightest idea what my job is either." That LTC's name was Dwight D. Eisenhower. In December 1941, the U.S. became "suddenly" involved in the war, and in 1944, General Eisenhower was the senior commander leading the allied offensive against Germany. Ike obviously had accelerated responsibilities along with his promotions.

General Itschner made the point that in peace and war military leaders are called upon to do jobs for which they are unprepared, jobs that have not previously been performed by anyone. Our "sudden" involvement in WW II was not really so sudden. We actually had the luxury of having more than 2 years to prepare for our active entry into the conflict. In future wars, it might be 2 months or 2 weeks. With actions such as we had in Grenada, it might be more like 2 days. Will we be ready?

General Itschner reminded us that it is so important to be well prepared and excellent in peacetime so that we may serve our country with excellence in wartime should the need arise.

I could not help but think how terribly important it is for DMS to produce graduates well trained and educated to do their jobs in time of war -- for DMA to produce maps, charts, tactical terrain analysis data bases, point positioning data bases, and other MC&G products that are maintained accurate and up-to-date in peacetime in preparation for war -- for the DMA Combat Support Center to get required MC&G products into the hands of our customers in timely fashion -- and for thousands of customers to know how to correctly use these

complex MC&G products, many of which are digital terrain products never previously used in combat.

I love to see DMS help individual units in their search for excellence such as when we provide challenging technical assignments and serve as controllers for Army Training and Evaluation Programs (ARTEPs) for Army topographic units. We not only help the units being evaluated, we help ourselves to become better members of a Combat Support Agency, focused on the combat needs of the military Departments. Four DMS faculty members (CW3 Miller, CW2 Dannelly, CW2 Pessaro, and SSG Brennan) recently received Army Achievement Medals for their excellence in support of a 30th Engineer Battalion (Topographic) ARTEP, and three DMSers went to the 29th Engineer Battalion (Topographic) this month to serve as ARTEP controllers and did excellent jobs. Maybe someday, a topographic engineer company will win the Itschner Award in part because DMS provided professional resident training, nonresident controller support and challenging taskings.

This year, General Itschner decided to attend the annual Founders Day dinner at West Point. He called to make reservations and said he was from the class of '24. The reservationist said, "Sir, if you're from the class of '44, you're very special. We'll send a sedan to meet you at the airport, and you'll be expected to deliver the 'old timers address' as the oldest USMA graduate in attendance." General Itschner replied, "I didn't say class of '44; I'm from the class of '24." The receptionist paused and then said, "In that case, you'll still be expected to deliver the 'old timers address,' but instead of the sedan, we'll send an ambulance."

Whoever chose General Itschner to become the Chief of Engineers obviously made an "excellent" choice.

Speaking of excellence, DMS

See Schoolhouse page 4

Schoolhouse from page 3

proved during our IG inspection this past month that we have an outstanding organization. Of course, we already knew that, but it's nice to have independent verification. We should have very few IG findings that will require corrective action by DMS. As in the past, Mr. Ches Cummins and his entire MS staff, from top to bottom, showed that we have the best mission support operation in DMA. (Throughout DMA, the mission support areas of personnel, administration, security, logistics, and safety are where most IG findings are received.) Although we were not perfect -- no organization is -- our deficiencies were relatively minor. Where problems are beyond our control, the IG report will hopefully help systemic problems to be solved. And didn't Tom O'Brien prove what a good job he's done in the safety and health area? Praise from the DMA IG team about an organization's safety and health program is extremely rare.

I can't name everyone who did an outstanding job because we have so many unsung heroes in DMS. Those who do an outstanding job every day, providing our regular classroom instruction, should never be forgotten because they are the professionals that help DMS maintain our excellent reputation in the field. The mission that they perform is why DMS is here in the first place. When the "mission performers" and "mission supporters" are both good, we can all feel proud of our schoolhouse and the roles we individually play in making DMS the excellent organization it is.

I was pleased to read the minutes of the IG's Group Sensing Session with our employees. The IG summarized the attendees' expressions of pride in DMS with the statement that DMSers are proud of "the fact that DMS with so few, does so much, for so many with so little." I applaud all DMS personnel for making this statement a reality. I couldn't be prouder of you all.



BTAC Slides in to Hawaii

by Nick Mosura



Nick Mosura

During the Apr. 30, 1987 Director's Call, I was proud to receive a Certificate of Achievement citing the Visual Information Division, Office of Academics' support of the Basic Terrain Analysis Course (BTAC) Mobile Training Team conducted for the Fleet Marine Force, Pacific.

Briefly, in December 1986 (and on very short notice), CW2 Fred Pessaro, CW2 Kathy Hawes and SFC Lyle Otineru received the word - transport the entire Basic Terrain Analysis course to Hawaii for MTT instruction, including training aids. At that time, the existing BTAC overhead transparencies were being used for ongoing resident instruction, so duplicates of 600 to 750 overheads were needed. A large majority of the overheads (three stacks, each three feet tall) could have been copied using the DMS master filing system, but not within the given time frame, and not without great expense. At my suggestion, CW2 Hawes and SFC Otineru readily agreed to use 35mm slides in place of overhead transparencies.

Within three days, Jeanne Elmore, Elizabeth Norton, and the perennial volunteer, Bill Locke, photographed over 750 overhead transparencies into 35mm slides. This was a great amount of work completed in a short period of

time by these dedicated people.

I must add, CW2 Hawes and SFC Otineru found the 35mm slides easy to transport and very "user friendly." In this instance, shooting 35mm slides from existing overhead transparencies was the economical and expedient solution to a problem that could easily arise again given the increased DMS MTT mission.



General Galvin Is Transferred

In "yet another demonstration that the work of the people of the Defense Mapping Agency is recognized," Maj. Gen. Robert A. Rosenberg, DMA Director, forwarded for publication excerpts from a recent letter sent by Gen. John Galvin as he leaves his post as commander in chief, Southern Command, to become supreme allied commander in Europe.

Addressed to Maj. Gen. Rosenberg, Gen. Galvin's letter declared: "...I appreciate your best wishes and words of congratulations as I face the many new challenges in my new position as SACEUR.

"I would like to take this opportunity to thank you for the fine support you and the men and women of the Defense Mapping Agency have given to our mission here at the U. S. Southern Command. I wish you continued success in your vital and important mission and I'm sure our paths will cross again in service to our great country."

"A conference is a gathering of important people who singly can do nothing, but together can decide that nothing can be done."

—Fred Allen,
radio wit

"History repeats itself because nobody listens."

—Anonymous

Office of Academics Teaches Math



Dr. Geraldine Berry teaches refresher math course to RERC students.

What appears to be a math class is just that, plus a trip down memory lane for students participating in a pilot Reproduction Equipment Repair Course (RERC). The Department of Graphic Arts (GA) staff is making an effort to provide students essential math skills needed to do tasks such as trammeling and calibration of the copy camera. Review of math skills, e.g., adding, subtracting, multiplying and dividing fractions, decimals, whole numbers and percentages, is very helpful in preparing students to successfully perform the tasks required in the course.

Dr. Geraldine Berry, Education Specialist in the Office of Academics, has been assisting GA with delivery of refresher mathematics instruction to RERC students. Since October 1986 CW3 Miller, LICS Carr and Dr. Berry have worked to integrate a refresher math block of instruction into the RERC curriculum. Dr. Berry was the refresher math primary instructor for this pilot class (class 87-004).

Following the math instruction and once the students were into the RERC core curriculum, Dr. Berry interviewed the students to determine if the math review had helped them. Comments such as the following were received:

- SSG Wrenn said, "I didn't use math daily. I needed the math review. I recommend math as an introduction to the whole course."
- SSG Wilson commented, "It's

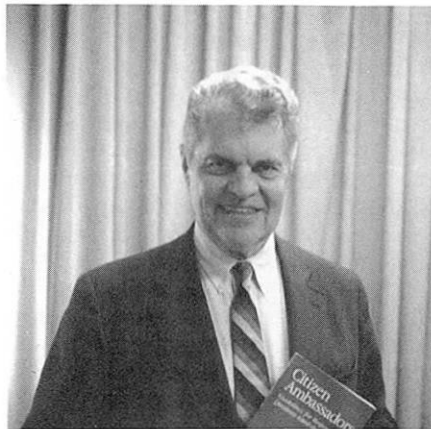
the smartest thing DMS could have done; identify students' problems before the course, then proceed to fix it. I needed to learn to divide decimals."

- SGT Lang said, "I relearned a lot from the math review. I learned that I do not utilize math skills. I recommend the math review be 40 hours long."

The students not only endorsed this phase of the course, but also added that they had really enjoyed the class.

Dr. Berry views these math sessions as a beneficial head start as well as a unique opportunity for students to recall skills learned years ago. This revised RERC curriculum incorporates three days of concentrated refresher math which is taught at the beginning of the course. The pilot addition of the refresher mathematics block of instruction to RERC will be assessed at the end of the first year's implementation (October of this year) when the question of permanent integration will be decided.

Office of Academics' In-Service Workshop Presents Dr. Vetter



Noted In-Service Workshop guest speaker, Dr. Charles Vetter, with his book "Citizen Ambassadors."

On May 27, 1987 the Office of Academics sponsored another in their series of in-service workshops. The DMS faculty and staff were privileged to be informed and entertained by a group of international trainers during the "Training the Allied Student" workshop.

Among those addressing the audience were a Nigerian, a Russian, an Australian, a German, and a Pakistani, all under the name of Dr. Charles Vetter. Dr. Vetter is a consultant and lec-

turer in Communications, International Relations, and Human Resource Development who has conducted training programs in over 40 countries. With a great facility in accents and sensitivity to cultures, he related numerous anecdotes illustrating the hindrance of communication by differences in geographical or political background. Through example, he made such terms as "kinesics" (blushes, shrugs, eye movement), "paralinguistics" (voice effects), and "proxemics" (spatial separation between people in conversation) understandable. In one instance, he demonstrated the different ways people from around the world count on their fingers; aside from his being able to count in a dozen or more languages, which was amazing, he effectively pointed out that we come from very different mental "places" as well as physical places.

Dr. Vetter urged everyone associated with DMS to be aware of the importance of their role in sending the "larger messages" of respect and acceptance to the international students, and through them, to their respective countries. The lasting message to them may not be so much what we teach, but how we teach it.

New Alcohol and Drug Abuse Officer is Appointed

by Bill Sutton



Bill Sutton

Drug and alcohol abuse is an ever increasing problem in our society today. How much do we concern ourselves with this problem? The general feeling is that there are other people around who will "take care of it." I have often heard that we don't have a problem at DMS. I agree - something we all can be proud of. As the newly appointed Alcohol and Drug Abuse Officer, I will play a part in maintaining this excellent record.

When asked by the deputy to volunteer for this additional duty, I was not sure what he was asking me to do or what the duties included. The DMS appointment notice was signed on April 9 and I became the Alcohol and Drug Abuse Officer for DMS.

I am replacing CW3 Garrett Moore who retires soon. A lot of questions were going through my mind as to what the duties will entail. How involved do I become? How can I help someone with a problem? Just before the IG inspection, CW3 Moore and I got together and discussed my duties. He gave me a folder full of literature he had collected, a rundown of the reports that must be submitted on a regular basis, and a list of contacts of the various organizations that can provide the assistance I may need

in helping someone. CW3 Moore also answered my most important question: Do I have to be a watchdog or detective in the performance of these duties? The answer is "no."

As the Alcohol and Drug Abuse Officer, I will report to the Director on a quarterly basis, do an annual report for DMA, provide guidance to persons needing assistance, and, last but not least, provide articles for the *Contour*.

CW3 Moore's tenure as Alcohol and Drug Abuse Officer is going to be "a tough act to follow," but I plan to uphold the high standards he set for this program.

I know this is a subject that is personal and controversial, but should assistance be needed I am located in the Department of Graphic Arts, Reproduction Section - 664-4171.

How to do Business With DMA

The DMA Acquisitions Directorate held a procurement conference in April on "How To Do Business With DMA." Mr. Mordecai Labovitz, Director of the DMA Acquisitions Directorate, chaired the meeting.

Held in conjunction with the Latin American Manufacturing Association, the conference was designed to increase the number of small disadvantaged businesses participating in the DMA contracting program.

Dr. Philip Speser, of Foresight Science and Technology, Inc., identified ways small businesses could recognize marketing opportunities in the federal government. Captain Marion Etheridge, Aerospace Center's small disadvantaged business utilization specialist, led workshops throughout the day.

The Office of Secretary of Defense has assigned DMA a small disadvantaged business participation goal of 5 percent of all funds available for the small business program and requires DMA to contract as many small disadvantaged business firms as possible.

DMA TDY Travel Requirements Explained

"What gives?" you're asking yourself, "I'm military and recently took a TDY trip with a GS-12. We compared our travel claims and our expenses were virtually identical. Our reimbursements, however, were nowhere near equal! What's the story?"

DMA Comptroller John R. Vaughn says, "Unfortunately, there may be little relationship between what you spend when on TDY and the amount of reimbursement the law permits."

Such questions arise constantly over military versus civilian DoD TDY travel reimbursements. Current guidelines contain the choices and rules. As of January, military travel policy is guided by the Joint Federal Travel Regulation (JFTR); civilian DoD travel comes under the Joint Travel Regulation (JTR). These policy manuals can provide for different reimbursements for military and civilian travelers on identical DoD business.

Military members have two choices according to the JFTR. They can travel at the "standard rate," which is a daily maximum authorization of \$50. The \$50 limit is broken down into a lodging authorization of \$27, meals at \$19.50 (3 meals at \$6.50) and a miscellaneous expenditure of \$3.50. The maximum meal allowance of \$19.50 may be incrementally reduced by \$6.50 depending on the member's location at 7:00 a.m., noon and 6:00 p.m.

The other choice for military DMA members is "actual expense" reimbursement. This normal authorization is \$50 per day although some high cost areas are allocated up to \$75 daily. The traveler using this method must submit an item-by-item expense report and reimbursement is made item-by-item within the established cost limits.

Currently "in testing" is a third military "flat rate" -- but it is not available as a choice for DMA personnel. With this system a

See TDY page 10

Colonel Saunders Assumes Command of CSC



Colonel David W. Saunders

Air Force Colonel David W. Saunders became Director of DMA Combat Support Center on May 6. He relieves Colonel Larry E. Lowe, USA who has been re-assigned to Fort Belvoir, Va.

Colonel Saunders has served as Vice Commander, Keesler Technical Training Center, Keesler Air Force Base, Miss. since February 1987. He was assigned as Vice Commander, 3300th Technical Training Wing, Keesler AFB and Chief of the Wing's Operations Division in August, 1984.

A native of Tacoma, Wash., Colonel Saunders considers Springfield, Ore. as home. He graduated from the University of Oregon in June 1961 with a B.S. degree in General Science and, as a distinguished ROTC graduate, was commissioned a 2nd Lieutenant. In 1963 he received a Master's degree in Geodetic Science from Ohio State University.

Colonel Saunders completed Squadron Officer School in 1966, U.S. Army Command and General Staff College in 1973, and the Air War College in 1982.

In 1963 Colonel Saunders was assigned to the Air Force's only Geodetic Survey Squadron which was initially headquartered at Orlando AFB, Fla. and later at F.E. Warren AFB, Wyo. In 1968 he completed pilot training at Craig

AFB, Ala., and was assigned to Laredo AFB, Texas as a T-37 Instructor Pilot and later as a Flight Examiner.

From March 1971 to June 1972 he served as a Forward Air Controller in Southeast Asia where he flew 496 combat missions. In 1973 he was assigned to Headquarters Pacific Air Forces, Hickam AFB, Hawaii, as an Operations Inspector and as Chief, Tactical Air Control Branch.

In 1977, Colonel Saunders was assigned to Columbus AFB, Miss., as a Squadron Operations Officer; Chief, Wing Operations Division; and Commander, 50th Flying Training Squadron. In June 1982 he served as Commander, 3503rd U.S. Air Force Recruiting Group Robins AFB, Ga.

Colonel Saunders is a command pilot with over 3300 flying hours. His military decorations and awards include the Distinguished Flying Cross with one oak leaf cluster, the Air Medal with 14 oak leaf clusters, the Meritorious Service Medal with two oak leaf clusters, the Air Force Commendation Medal and the Vietnamese Cross of Gallantry with Palm.

Colonel Saunders is married to the former Judy W. Morgan, of Springfield, Ore. They have a son, Morgan and a daughter, Tory.



Secretary of Defense Sends Compliments

From
Maj. Gen. Robert A. Rosenberg,
Director

In an April memorandum to the Chairman, Joint Chiefs of Staff, regarding defense agency staffing, Secretary of Defense Caspar W. Weinberger demonstrated his recognition of the work you are doing. I want all of you to see what SecDef had to say about the Defense Mapping Agency:

"The DMA is second largest of the Defense Agencies, both in terms of budget and personnel. The Agency's mission is of increasing importance to weapons systems development and guidance and is a cornerstone of our intel-

ligence and warning analytic process. It utilizes, even pioneers, the most advanced technologies, and it gathers data from the most sophisticated U.S. collection sources as well as through extensive contacts in other agencies and governments (including 190 sources in 67 foreign countries.)"

An earlier memorandum to the SecDef from Donald C. Latham, Assistant Secretary of Defense for Command, Control, Communications and Intelligence, expanded the same theme, noting:

"...with almost 10,000 personnel assigned in over 50 locations worldwide. Their operating budget is also the second largest (over \$740 million in FY 1986), with \$2.3 billion planned for congressionally mandated modernization programs over the next six years. The scope and importance of the DMA mission has also expanded, providing essential support to advanced DoD weapon systems and analytic support required by every CINC to operate and deploy effectively. The media used to accomplish the mapping, charting and geodesy (MC&G) functions are characterized by high technology, depending on imagery and other data gathered from space systems as well as communication of products via rapid (digital) transmission."

Here's Some Bike Safety Tips From Tom O'Brien

Along with the summer sunshine come the bicycles.

It is important that bicyclists understand their responsibilities, as well as their rights, when riding on the roadway. While it is true that bicyclists have the same rights as motorists, they must also follow the same rules and obey all traffic signs, signals and traffic regulations followed by motor vehicle drivers.

Following are some helpful hints to assist you in having a safe trip every time you ride your bike.

Make sure that your bicycle

See Safety page 8

Safety from page 7

is in good mechanical condition: brakes, tires, headlamp, reflectors, pedals, chain, spokes, wheel rims, seat, handlebars, horn and gear shift.

Secure loose pants legs to keep them from getting tangled in the bicycle chain.

Ride on the right side of the road with the flow of traffic, not against it.

Look ahead for obstacles along the road, and be prepared to avoid them.

Signal your intention to turn, or stop and look around to make sure the way is clear before you make the turn.

Use both hands to control the bike and **DO NOT** attempt to



hitch a ride on another vehicle.

Be especially careful at night. Wear reflective or brightly colored clothing so you can be easily seen by other drivers.

Riding a bicycle requires the use of common sense. Try to avoid hazardous situations such as heavy traffic, high speed roadways, wet weather and times of poor visibility. Ride defensively and when riding with others, ride in single file at all times when on the road.

By following these simple rules of the road, you will have an enjoyable ride and arrive safely at your destination.



Forty-five million homes were on the receiving end of a television interview with Maj. Gen. Robert A. Rosenberg, DMA Director, at the recent ASP/ACSM convention in Baltimore. Correspondent Warren Corbett discussed DMA's automated cartographic processes with Gen. Rosenberg for his "Nation's Business" program, sent out via ESPN to all cable subscribers in the nation.

Vietnam Vets Medal Available

A Vietnam Veterans National Medal is now available to the general public from the U.S. Mint.

The bronze medal, issued in 3-inch and 1 1/2 inch sizes, honors the courage and dedication of the men and women in the U.S. armed forces who served in the Vietnam conflict.

The medals can be purchased at four locations or by mail from the U.S. Mint in Philadelphia.

The smaller one is \$2 (\$2.25 by mail) and the larger one is \$15 (\$16 by mail). Send a check or money order to:

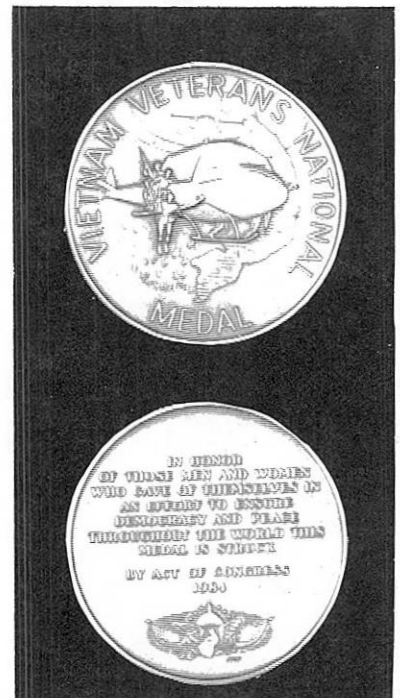
U.S. Mint (Medals)
P.O. Box 500
Philadelphia, Pa. 10105

The four locations are:
U.S. Mint Sales Area, Washington D.C. Tourist Information Center
phone: 202-566-5221

U.S. Mint, Philadelphia, Pa.
phone: 215-597-7692

U.S. Mint, Denver, Colo.
phone: 303-844-3331

San Francisco Old Mint, Ca.
phone: 415-974-0788



America Has 211th Birthday *by Rickie Blas* Contour Editor

We will celebrate America's 211th birthday on July 4. We celebrate more than two centuries of freedom under the Declaration of Independence signed July 4, 1776.

Fifty-six Americans signed the Declaration of Independence, which concluded with this pledge: "And for the support of this Declaration with a firm reliance on the protection of divine providence, we mutually pledge to each other our lives, our fortunes and our sacred honor."

The pleasant vision of the colonial-dressed Thomas Jefferson, with feather pen in hand, comes to mind. However, the consequences of being one of the signers was anything but pleasant. Even today's 7th grade history



books do not contain the "rest of the story."

All of the signers of the Declaration of Independence were declared traitors by the British; everyone was hunted, driven into flight and unable to return to their homes and families.

Five signers were captured by the British and tortured before they died.

Nine signers fought and died in the Revolutionary War.

Twelve signers had their homes burned to the ground with seventeen of them losing everything they owned.

The wives, sons, and daughters

of other signers were killed, jailed, mistreated, persecuted, or left penniless. One signer lost all of his children and was driven from his wife's side as she lay on her deathbed.

Most were offered immunity, freedom, rewards, the return of their property, or the lives and release of loved ones to break their pledge or accept protection under the King. In spite of their tragedies (loss of life and fortune) their "sacred honor" was intact. No signer defected or changed his stand throughout the bitter hardships of the American Revolution.

This valor, displayed during each war and conflict, has been passed on to each generation to maintain this country's security.

Independence Day - a day of picnics, fireworks, and celebration in honor of our beloved forefathers who provided the most vital resource we have today - freedom.

DMS Warrant Officers Are Commissioned



At a recent Director's Call, Colonel Maune commissioned nine DMS Warrant Officers. From left to right are CW4 Andrew Yacenda, CW3 Thomas Besch, CW3 Ralph Henry, CW3 Herbert Kressler, CW3 Garrett Moore, CW2(P) David Dannelly, CW2 Lester Fitzgerald, CW2 Kathleen Hawes, and CW2 Frederick Pessaro.



And In A Separate Ceremony.....



Graphic Arts Department Chief, CW4 Yacenda, swore in instead of at his Division Chiefs, CW2 Bill Michaels and CW3 David Miller, who could not be present for the group ceremony. Chief Yacenda joked, "Some of the words contained in the Oath sounded very similar to some of the words I use when I swear at the guys." Just joking, of course!

DMA Names SAC, EUCOM Liaison Officers

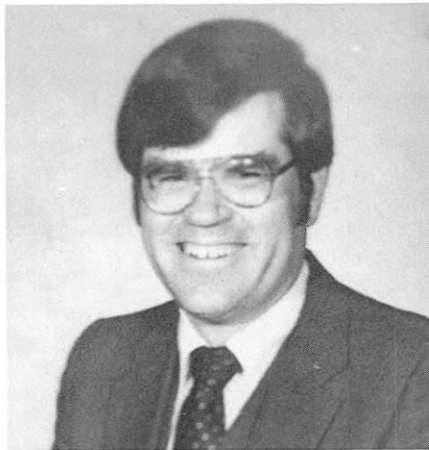


David Hawkins

In an effort to enhance DMA's vital support to U.S. operational military forces, full-time liaison officers are being placed at selected Unified and Specified Commands. The purpose of these new positions is to improve communication and cooperation between the Defense Mapping Agency and its most important customers, the men and women serving on the front line of our nation's defense.

This month, DMA Liaison Offices at the Strategic Air Command (SAC), Omaha, Neb., and U.S. European Command (HQ EUCOM), Stuttgart, West Germany, will be open for business. Irvin Buck, formerly of the Hydrographic Topographic Center, Plans and Requirements Directorate, Topographic Requirements Division HTC(PRT), has been named DMA Liaison Officer with HQ SAC and the Joint Strategic Target Planning Staff. David Hawkins, formerly of HTC, Plans and Requirements Directorate, Plans Division, has been appointed to the HQ EUCOM post.

Both men will report to HQ DMA, Plans and Requirements Directorate in their new positions. They will be working closely with their respective commands in the definition and prioritization of requirements, supply and distribution of DMA products, as well as development and fielding of new



Irvin Buck

or modified products and coordination of mapping support to advanced weapon systems. Their charter extends to all issues of common concern between DMA, SAC and EUCOM.

Buck and Hawkins bring a wealth of experience to these new positions. Hawkins began his career at the Army Map Service in 1962 as a negative engraver and has worked in progressively demanding positions in photogrammetry and geodesy as well as Plans, Production and Operations Directorate and Plans and Requirements Directorate staffs at both HTC and HQ DMA. His contributions to the Agency include management of Pershing II production support and development of standardized Mark 90 product specifications.

Buck joined the DMA Topographic Command in 1974 as a map compiler and has worked in source preparation, production and management of topographics, hydrographics, aerospace and digital products. A graduate of the Naval War College, he has held positions on the Air Staff and in HQ, DMA and the HTC(PR). His particular area of expertise is the design of Mapping, Charting and Geodesy products for military operations.

Maj. Gen. Robert A. Rosenberg, DMA Director, has placed great importance on the establish-

ment of these liaison positions, describing them as "DMA's and my own personal representatives to the Commanders In Chief." Maj. Gen. Rosenberg added, "With the cooperation and support of the entire DMA community, these liaison officers will greatly improve the quality of DMA support to our military forces."

Tact Results in Cooperation

A smart manager or coworker never sets out to blame anyone for anything. Why? Because blaming people makes them resentful and defensive, instead of encouraging them to do better or correct the problem at hand.

When something isn't going right, don't look for WHO is wrong. Look for WHAT is wrong, then take steps to make it better or correct it.

TDY from page 6

capped rate is paid by geographic area regardless of out-of-pocket expenses.

DMA civilians travel under the concept of "lodging-plus." In this case, lodging is paid up to an established maximum per geographic area and a "meals and incidentals" allowance of either \$25 or \$33 is provided, again depending on the location. When calculating reimbursements, it is important for civilian travelers to remember that one half of the daily meals/incidentals allowance is paid for the first day of TDY and one half of the daily rate is paid on the last day of travel.

Vaughn pointed out "Regulations have been recently revised to provide military private-owned vehicle (POV) users the same 20 1/2 cent reimbursement rate received by civilian travelers. There are some changes in the works which will make the military TDY reimbursement more like the civilian system. You will be advised when this occurs."

For answers to additional travel questions DMA military and civilian employees should consult their travel offices for guidance.

Director's Call

MILITARY AWARDS

Defense Meritorious Service Medal

LTC William B. Griffith, USA
Department of Management and Technology

MAJ Edward J. Wright, USA
Department of Management and Technology

SGM Jake P. Bernard, USA
Office of the Director

SGM Phillip I. Tarr, USA
Office of the Director

SSG Sergeant Karen A. Campbell, USA
Department of Geodesy and Survey

Joint Service Commendation Medal

LTC Russell O. Reich, Jr., USA
Office of Academics

Letter of Commendation

LII Leo Scully, USN
Department of Graphic Arts

Senior Instructor Certificates

TSgt David J. Okerblom, USAF
Department of Graphic Arts



Arrivals - Military

SSG(P) Michael T. Carter, USA
Department of Graphic Arts

LII Leo Scully, USN
Department of Graphic Arts

Arrivals - Civilian

Ruth Garfield
Department of Management and Technology

Terry D. McKiver-Byrd
Department of Topography and Drafting

Summer Hires

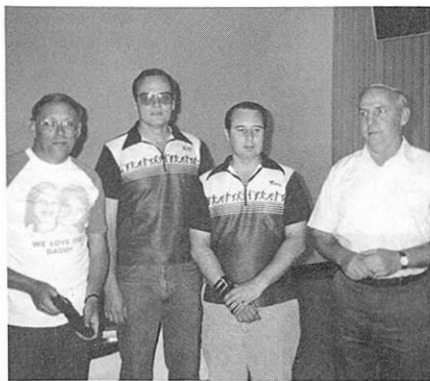
Jennifer Bowker
Office of Academics

Annie Wakimoto
Office of Academics

Mark Nolta
Office of Mission Support, Logistics
Divisions

DMS Has Top Bowlers!

Three out of four DMS bowling teams took top honors on two post-wide leagues this season.



Castle League DMS 2 - 1st place; Steve Falkenthal, Bill Sutton, Ron Wenrich, Karl Abt. CW2 Bill Michaels, Harold Hester and John Maxwell not pictured.



Castle League DMS 1 - 2nd place; Maj. Ron Lecki, CW4 Tom Nolta, LTC Jim Hey, Will McCullough, Jim Harnden. John Jacobs and Ed Marcy not pictured.



Intramural League- 1st place; GySgt Paul Wavra, Lt Col Milton Ritchey, SSG Karen Campbell, MSG James Cain, LII Mike Bush. SFC(P) James Cowan not pictured.



Ron Edwards

Hi DMSers:

It's about that time of year to get an annual update of the old-timers, so I figured I would get a head start while I'm at a lull. (smiles)

First of all, I hope all is well and everyone is in the best of spirits there.

The past year culminated many events in my life. I believe in my last report I told you I was overloaded in my curriculum at school. Well, overloaded wasn't the word for it! If you remember the cartoon about the alligators and the swamp, think of it that way.

Well, I managed to salvage 2 D's, 1 C, and an I during that semester and I'm telling you my chest was really sticking out to have done that well! It was also during that semester that I dropped my computer science

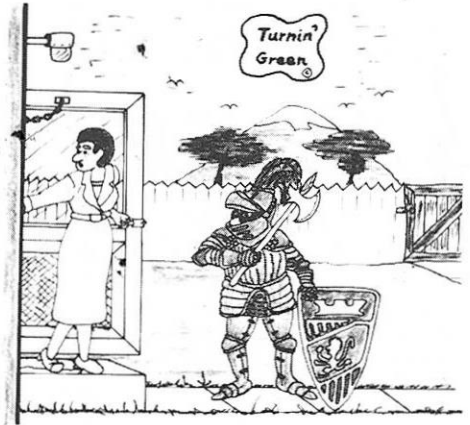
minor in order to get my degree in the summer. "Had enough of school!" I did change the I to a B later.

Well, I managed somehow to graduate with a 2.98 average and on my 43d birthday no less. (August 15, 1986).

After having completely depleted my assets financially, I landed employment with the government as a test data collector once again and lasted long enough to get my bills caught up. Approximately one week after that job ended I received an answer from a staff servicing center rating me as a GS-5 as an auditor and an accountant. A couple days later Minerals Management Service (old USGS) sent a letter stating they were considering me for employment and wanted to know when I would be available to work. Naturally I let them know yesterday was too late. (smiles.)

Anyway to shorten this letter, I am now employed by them and working in downtown Dallas on the 35th floor of the ARCO building as an auditor. Love it, love it, love it!

We fall under the Department of the Interior and our job is to audit all these big oil companies. Make sure they're paying proper leasing and royalties from proper-



"Dear.... the baby sitter's here!"

ties. Of course, by law, they have to provide us office space. That's why I'm working out of the ARCO building I reckon! Who would willingly let someone who could possibly find an error worth millions of dollars use their building. (smiles)

So far as the "Yammie", I've still got it, but I'm going to have to put it to sleep soon. No 1st or 2nd gear!

Well, let me close for now.

Take care and God be with you. I still enjoy reading the latest from your **Contour**. Sign me up for another year!!

Sincerely,
Ron E. Edwards



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Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

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CONTOUR

Volume 14, Number 10

Defense Mapping School, Fort Belvoir, Virginia

July 1987

Major General Rosenberg Announces Retirement



*Maj. Gen. Robert A. Rosenberg
Director*

Maj. Gen. Robert A. Rosenberg, Director DMA, has announced his retirement from the Air Force on Sept. 30, 1987.

In a memorandum to all Defense Mapping Agency employees, Gen. Rosenberg said he has been "proud to work alongside a dedicated group of professionals whose work is acclaimed throughout the Department of Defense."

Once again, he charged DMA personnel to keep in mind the importance of their work, now and in the future. "I reemphasize that theme, that the groundwork you are laying today, in building modern production systems, services and training, is the foundation upon which tomorrow's deterrence will be built."

Gen. Rosenberg said, "I am proud to be a member of a team that has accomplished much and made great strides in building a strong Defense Mapping Agency, while contributing significantly to our nation's defense."

No successor to the Director has yet been announced.

'Amazing' DMA Foundation of Armed Services, Says Secretary Weinberger

"I am delighted to have had this chance to be here and see these really amazing things."

Such was the reaction of Secretary of Defense Caspar W. Weinberger to modern MC&G technology during his June 10 visit to the Defense Mapping Agency.

Secretary Weinberger's visit, the first ever by a Secretary of Defense, included an overview briefing by Maj. Gen. Robert A. Rosenberg, DMA Director, and a tour of facilities at the Hydrographic/Topographic Center, including hands-on demonstrations using current and future production techniques.

The Secretary cut peelcote overlays, peered through three-dimensional viewers at aerial photographs to develop targeting coordinates, and manipulated Space Age cartographic tools, such as state-of-the-art computerized feature extraction equipment.

Remembering his days in Officers Training School at Fort Benning, Secretary Weinberger said he had ultimately learned to read maps there, and added, "I'm not sure that I



Examining map, from left: Maj. Gen. Robert A. Rosenberg, Director, DMA; Caspar W. Weinberger, Secretary of Defense; Maj. Gen. Gordon Fornell, Aide to the Secretary of Defense; Edward W. Finnegan, Technical Director, HTC; and Col. Peter G. O'Neill, Director, HTC.

See Weinberger page 4

The Direct Line



from
Maj. Gen. Robert A. Rosenberg
Director

During my recent quarterly visit to the Aerospace Center (AC) I had an opportunity to see what the Logistics, Facilities Engineering and Safety people have currently underway. This visit made me realize I needed to report to you on some of the accomplishments of these people -- without whose efforts DMA just could not continue to record the production successes it has achieved in recent years.

I want to salute here the efforts of what I call the First Team, those people who make things work around this Agency, whose little-recognized efforts keep the wheels in motion so the rest of us may continue on with our vital mission.

For example, at AC the facilities people are now completing renovation of many office and production areas. This includes greatly improved facilities for Programs, Production, and Operations, Aeronautics, Scientific Data, Quality Assurance, Personnel, Security and Public Affairs.

They have an aggressive landscaping program underway and have resurfaced the parking lots. Although many AC people had to experience some months of turbulence, they now have a much improved parking area, with all utilities underground -- and with some 60 more parking spaces. To improve general appearances, they

are even designing new directional and office signs throughout the facility.

At the Hydrographic Topographic Center (HTC), the Facilities force is modernizing passenger elevators and renovating stairwells in Erskine Hall, putting a ladies' shower in the Freemont Building and improving air conditioning in the Ruth Building. HTC also has underway an aggressive program to remove asbestos insulation in both Freemont and Ruth Buildings, as well as adding new "break areas."

Your colleagues in Safety have been busy at both Centers and other components, conducting systematic fire, safety and health inspections to identify those hazards that need correcting -- both immediately and in the long term. Since implementation of an upgraded Safety program in DMA, we've been able to put an action in place that emphasizes supervisor safety surveillance and development of a supervisors' safety manual. We have also stepped up training of employees who routinely use chemicals in their work. And we have obtained services of an occupational health physician to guide our efforts in that area.

Logistics offices likewise have been busy. At AC they have saved the taxpayers more than \$6 million bringing hardware maintenance contracts in house. Also, they have performed extensive surveys of equipment accounts at HTC and AC in preparation for the DoD Inspector General's visit this fall.

Logistics staffs at both Centers have been actively working with the DMA Systems Center integrated logistics support program to ensure efficient and responsive life cycle support to Mark 85 and Mark 90 systems. The Systems Center recently awarded a contract to a private contractor to design, develop and operate a depot facility for repair of DMA-unique electronic circuit boards. This new maintenance capability will give DMA the ability to support its MC&G production lines without being dependent on original equipment

manufacturers.

So, it's a broad area of responsibility and expertise we are talking about here: everything from new signs at AC, to showers at HTC, to major production support in all elements. At the Inter American Geodetic Survey, they even had to obtain eight armor-plated vehicles for protection of DMA personnel in Central and South America.

Many other projects are in the works to improve the environment and living conditions of all of us in DMA, around the world. This is the work being done by the First Team, the unsung heroes. They do their work so the rest of the Agency can function well, so the Defense Mapping Agency can continue its critical combat support to this nation's operational forces.

We should all salute them.

DMA Training Coordinators Honored

DMA's quality leadership was once again brought to the public's attention in June at Fort Lesley J. McNair Officers' Club in Washington. Dr. Ellen M. Roderick,



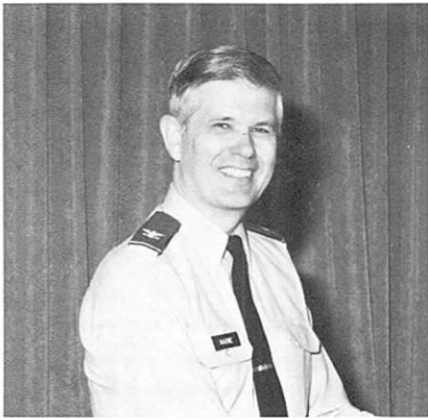
Ms. Kathy Hagedorn and Dr. Roderick.

chief of DMA Education and Training, and Ms. Kathy G.

See Training page 9, column 3



From the DMS Schoolhouse



**Director
Colonel David F. Maune**

Our Bulging Schoolhouse

This month, I've had cause for comparing our current mission and resources with those inherited by DMS when we were formed in 1972. I'm mighty proud of DMS's record of absorbing new missions without increase in resources. Most historical data was extracted from the U.S. Army Engineer School (USAES) Department of Topography (D/Topo) Historical Activity Reports for 1968 through 1972. I'd be interested in hearing from "old timers" if any of my data is in error.

o DMS was formed on 1 July 1972 (first day of FY73) by assuming the mission and part of the resources of D/Topo.

o D/Topo was authorized 371 manpower spaces in FY68, 380 in FY69, 300 in FY70, 305 in FY71 and 250 in FY72.

o D/Topo had mission support (personnel, administration, security, logistics, comptroller, etc.) provided by other elements of USAES -- not part of D/Topo's 250 spaces in FY72.

o D/Topo taught only eleven resident courses in 1972.

o Per their annual reports, D/Topo conducted no Mobile Training Teams (MTTs).

o Although about 2000 students were graduated from D/Topo each

year during the peak Vietnam War years, D/Topo graduated 981 students in FY72.

o On July 1, 1972, DMS was given the mission to assume the eleven resident Army courses and to satisfy the differing training needs of the Navy, Air Force and Marine Corps as well, but with only 204 spaces instead of 250. DMS had to provide its own mission support out of these 204 spaces. DMS originally conducted no MTTs either.

Today, the quality of DMS instruction is recognized as better than ever, and DMS graduates 1500 - 2000 students per year. All relevant courses previously taught by D/Topo are still taught by DMS, but updated to remain abreast of changing technology. Further, DMS has already developed and regularly teaches 14 new courses, and 11 more courses or major course modules are under development in response to evolving requirements, all with no increase in personnel resources.

DMS is still authorized 204 spaces which include mission support. DMS now teaches 23 resident courses and has an extremely active MTT program in which about 50 MTTs have been conducted to date in FY87. DMS support of MC&G doctrine and training literature remains at high levels, and DMS support of weapon system development has never been higher.

We have had a major expansion in MTT activity and are very active in the Joint Service arena. Our rejuvenated MC&G Staff Officer Course (MCGSOC) is now taught monthly instead of quarterly, often by MTTs.

Our Basic Terrain Analysis Course (BTAC) is going "full steam" in residence; we already conducted Terrain Analysis MTTs to the Fleet Marine Force, Pacific (FMFPAC) and Headquarters, Strategic Air Command (SAC) this year with additional Terrain Analysis MTTs planned for the U.S. Army Europe, Inter American Geodetic Survey (San Antonio, Texas), Canada, Italy, Thailand, and Korea. Indonesia and the Philippines have also expressed interest in BTAC MTTs.

The following new courses have been added by DMS since 1985 alone:

- o Analytical Photogrammetric Positioning System - IV (APPS IV)
- o Multispectral Imagery Course (MSIC)
- o Cartographic/Geodetic Officer Course (CGOC)
- o MC&G for Targeting Course (MC>C)
- o Microfix Topographic Workstation Course (Microfix-T)
- o Advanced Lithography Course (ALITH)
- o Technical Engineering Supervisors Course (TESC)
- o Terrain Analysis Warrant Officer Certification Course (TAWOC²)

In our current Joint Manpower Program (JMP) submission, DMS realigned 20 billets in order to accommodate new courses and totally new missions received this year with no increase in DMS resources. To do this we eliminated six staff, five department overhead, and nine instructor positions for alignment elsewhere in DMS to satisfy new missions expected for the coming year.

o To proactively export MC&G training and education to U&S Commands, deployed units, Senior Service Colleges, Defense Systems Management College, Command and Staff Colleges, DoD R&D laboratories, weapon system developers developing weapons that utilize DMA digital MC&G data, targeteers from all Services, and others.

o To manage selected technical and nontechnical training for new DMA military and civilian employees and Exploitation Modernization Program (EMP) retraining for current DMA civilian employees. To provide visual training aids for common courses developed by DMS for presentation by other DMA components.

o To provide faculty development training for DMS instructors as well as instructors within other DMA components to include contract personnel from EMP system developers.

Yes, our schoolhouse is bulging with new missions, but not with

See Schoolhouse page 5

Weinberger from page 1

could today, with all of these enormously complex and truly amazing technological changes."

Emphasizing his awareness of DMA's move into fully automated systems, Secretary Weinberger noted, "The new (weapons) systems rely on this total accuracy and your ability to develop this kind of information very, very rapidly."

Citing the short notice requirement for the Granada invasion, he described that as "an example of how we need to get things done. We really don't know ahead of time what we will need--which means you must have practically a world-wide

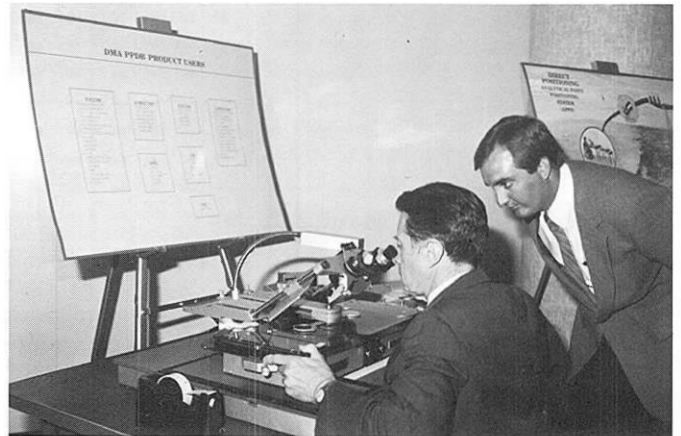
capability in view of our responsibilities as a super power."

He also told DMA employees, "In many ways the Defense Mapping Agency is really the foundation of today's Armed Forces, and one of the key supporting institutions for all of the things we have to do."

Turning to General Rosenberg, he added: "You are a very big part of keeping the peace. It is a great privilege to have a chance to see all of this, to note your moves into the newest and most modern equipment -- and to realize what extraordinary good hands this critical function is in."



Weinberger, at right, listens intently as Rosenberg gives DMA overview.



At the APPS, from left: Weinberger and Hainsey.



Demonstrating the Automatic Notice to Mariners System (ANMS) to Weinberger is Steve Hall, chief, Navigational Aids Division, Mapping and Charting Department, HTC.



Seated at the Universal Automatic Map Compilation Equipment (UNAMACE), Weinberger standing, from left: Karen Thayer, Digital Products Department, HTC; and Fornell.

DMA "Inspires" SecDef

Shortly after his tour of DMA, Secretary Weinberger responded to a memorandum concerning special DMA mapping products provided to an operational commander with the following note:

"This is both especially valuable and exceptionally

fast work by the mapping agency. I toured DMA this week after my two congressional hearings and it is a great inspiration to see how quickly they can produce what we need."

.....

It Pays To Be British

new resources. The DoD Reorganization Act is forcing everyone to attempt to do more with less. We are certainly doing our share. I believe DMS's record of productivity improvements is unmatched by any organization with no increase in resources in the past 15 years. As I said last month, we do so much for so many with so little. All DMSers, past and present, can be justifiably proud of this record!

Obviously, DMS is successful because we have many outstanding employees. I was extremely proud this past month to attend DMA's 1987 Awards Day Ceremony to see several of our best receive the recognition they deserve. DMA Outstanding Personnel of the Year Awards were presented to Ms. Cris Becerra, LICS Robert Carr, USN, Mr. Wilson Freeze, and CW2 Frederick Pessaro, Jr, USA. In the new category of DMA Soldier, Airman, Sailor/Marine of the Year Awards, SSG Karen Campbell, USA, was honored as DMA Outstanding Soldier of the Year - Junior Enlisted Category; and SSgt Steven Woosley, USMC, was honored as DMA Outstanding Sailor/Marine of the Year - Junior Enlisted Category. CW3 David Dannelly, USA, was honored for his receipt of the Soldier's Medal for heroism. Mr. Bill Locke received a Special Act Award for his role in the establishment of a Quality Circle program in DMS.

On behalf of the School, I accepted the Director's Special Award for Achievement in the DMA Suggestion Program - Most Adopted Per Capita. People who think of better ways to do things, and Outstanding Employees, are one and the same. I value the Suggestion Program so much because I know that you are the ones who know how to make a good school better and make it happen. Congratulations to our many outstanding employees, whether or not you received formal recognition.

XXXXXXXXXXXXXXXXXXXX

It pays off to be assigned to HQ, DMA -- at least if you're a Brit.

Both the present and immediate past commander of the United Kingdom Liaison Office in HQ DMA were on the latest Royal Engineers promotion list.

Lieutenant Colonel Andrew J. (Andy) Hoon, who headed the office 1984-86, will become full colonel and commander of the Production and Planning Control Unit at Feltham.

Lieutenant Colonel M. P. B. G. (Mike) Wilson (present U.K. Liaison head) will, as a new colonel, become commander of the 42nd Survey Engineer Group, Hermitage.

Wilson is replacing Colonel Roy Wood -- who was head of U.K. Liaison 1981-83. Wood -- as a new

brigadier -- has been named director of Survey Operations and Production, also at Feltham.

Actually, it's a long-standing pattern: Major General C. N. (Chris) Thompson, director of the U.K. Military Survey at Feltham, was U.K. Liaison head as a Lieutenant Colonel 1972-75. His deputy, Brigadier A. E. (Alex) Mathews, held that post in 1977-81. Retired Brigadier G. R. (Geoff) Gathercole was in the post 1975-77.

All were "trained by" the same secretary, Laura Reynolds, who has been with the office virtually since DMA was founded.

Lieutenant Colonel M. Harvey of the Royal Engineers assumes command of the Geographic Branch, Washington, U. K. Liaison Office, HQ DMA, on Sept. 25.

A General Extinguishing!



Training for "all hands" includes the director of DMA, Major General Robert A. Rosenberg, who was recently checked out on how to fight a flammable liquid fire with a hand-held extinguisher. Fire Safety Officers stress this training will benefit all DMA employees -- on the job or at home.

NDW Hosts "Navy '87"

Throughout the rest of the summer, the Commandant, Naval District Washington, hosts "Navy '87" every Wednesday night through August 26, with the exception of July 15. This musical and visual presentation combines a celebration of the Navy's traditions and past with a look at the people who make up today's modern Navy. The U. S. Navy Band and Sea Chanters are featured.

Other free attractions at the Washington Navy Yard include the Navy Museum, with over 5,000 Naval artifacts, and the destroyer USS Barry. "Navy '87" starts at 7:00 p.m. and runs for about an hour. Due to limited seating, reservations should be made early. For reservations or more information, please call the Naval District Washington Public Affairs Office at 433-2218.

Department of Graphic Arts Reproduction Division Gives Special Class

SFC Floyd Spicer, Department of Graphic Arts, Reproduction Division, recently conducted a 2-week class entitled "Offset Press Operations and Skill Level III Management Training." His students were three reservists from the 5th Psychological Operations Group, U.S. Army Memorial Reserve Center, Washington, D.C. SFC Austin Lippet required only one week of instruction on the SOR. SGT Gary Morgan and SGT Ronnie Gordon are experienced in printing, however, they were lacking the skills necessary to operate the Heidelberg SOR offset press. These Heidelberg models

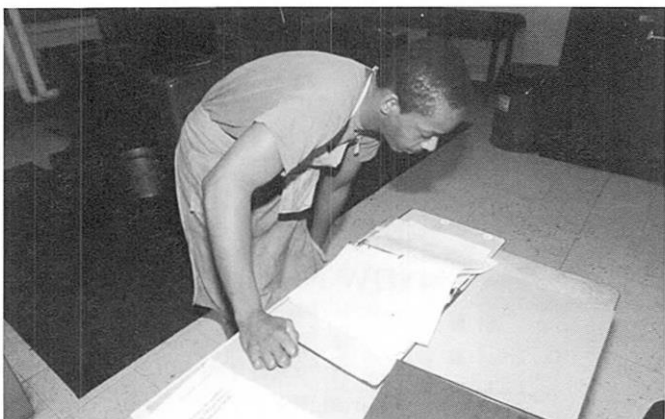
have been at DMS for several years.

Four new Heidelberg models are expected to be installed in August. The new ones, named the SORD, are four inches wider than the previous model.

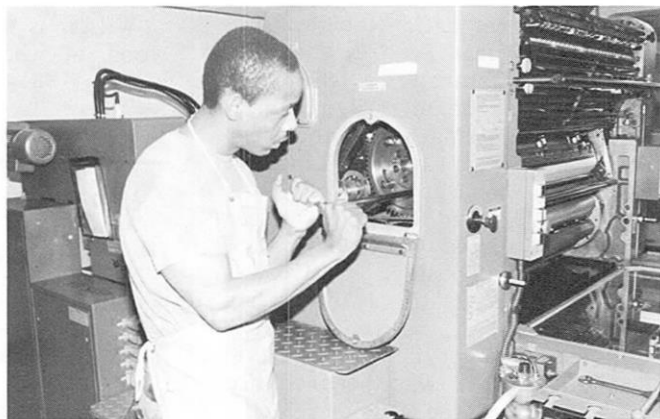
In addition to the "hands-on" SOR training, the reservists received classroom instruction from SFC Spicer on management related tasks that enlightened them to the broader spectrum of supervisory responsibilities they may expect to gain as they progress on the career ladder. These tasks were on such subjects as management of supplies, maintenance,

time, safety, and section operations. They also learned security procedures for handling classified reproduction projects, demolition of equipment when necessary, preparation of mobile equipment for movement and subsequent restart of operations after movement completion.

Sergeants Gordon and Morgan successfully completed this 2-week course and were awarded commensurate certificates of training from DMS. Both were eager to return to their units and civilian jobs to apply the skills they had learned.



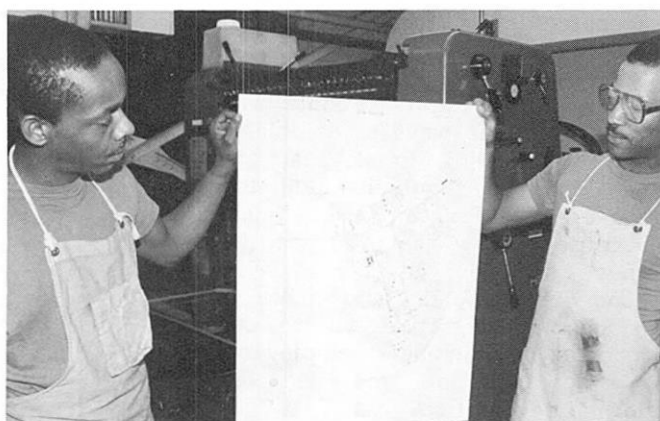
SGT Gordon studies a student text in preparation for a Practical Exercise.



SGT Gordon makes a .008" cylinder swing adjustment on the SOR to position the image onto paper.



SGT Morgan tightens the tail clamp tension nut on the plate cylinder to secure the plate around cylinder.



SGTs Gordon and Morgan display their finished product.

DMS Employee Victim of Housing Crunch

(The following article and photograph by Barbara Dubuc, are reproduced with permission of the Weekly Messenger, Prince William County, Va.)



Penny Greer

Moderate and low-income county residents have a difficult time finding affordable, decent housing as both home costs and rentals continue their upward spiral. This difficulty doubles when wheelchair accessibility is required.

Woodbridge resident Penelope Greer, 48, is learning just how difficult - perhaps impossible - the quest is. Ms. Greer is a double amputee who lost both legs 3 years ago, but through courage and perseverance, has learned to cope successfully and independently - perhaps too well, since her success, and her income of some \$18,000 a year working at Fort Belvoir, makes her ineligible for other assistance.

Since 1974, Ms. Greer and her dog have lived in her 1970 model mobile home situated at the Lake Hill Motel Trailer Court, but the court is closing, being replaced by commercial development.

"People need to wake up and realize the urgent need for affordable housing for lower and middle income people," she says.

"There is also the need to better understand the needs of the

handicapped people. Often there are no ramps, and they are sometimes engineered so that it is impossible for me to use them because I have no weight in front."

Ms. Greer's hand-operated automobile enables her to lead a reasonably normal life. Unassisted, she drives daily to her \$18,000 a year job as training technician at the Defense Mapping School at Fort Belvoir. She manages shopping, laundry and housework and her small, fenced yard allows dog Benji sufficient freedom.

An "army brat," she has been a long-time member of the Veterans of Foreign War, and is currently president of the 10th district, which encompasses Falls Church, Lorton, Woodbridge, Sterling and Arlington.

Thanks to her father and to coworkers, Ms. Greer's home has been modified to allow wheelchair access. It has a deck, ramp, concrete walk and apron which allow her to get into her car unless there is snow or ice. On such days, a dedicated coworker and friend backtracks from Northern Virginia and helps her get to work.

Ms. Greer recalls a frightening morning when she decided to test the ice on her ramp and was stuck there for 20 minutes without gloves before she could maneuver her wheelchair back into the house.

Now that she must move, Ms. Greer is finding that she makes too much money to qualify for any type of aid, but too little money to pay \$550 rent plus electricity on an apartment which could possibly meet her needs.

This isn't the first time that her independence and wage-earning ability have kept her from receiving assistance. Since her insurance would pay 80 percent of the wheelchair cost, she went to Virginia Rehabilitation Services two years ago to ask for 20 percent of the cost of a new wheelchair, and found the regulations didn't permit this.

Finding another site for her 12x60 foot mobile home has proved fruitless unless she moves further south, requiring a 139-mile round trip journey daily. She doesn't believe she can physically handle such a trip.

Ms. Greer explains that her double amputation was necessitated because of circulatory problems which required by-pass surgery. From January 1984 until the amputation Aug. 24 of that year, she underwent 10 operations, and life threatening blood clots finally forced the amputations. One leg stops at the knee, the other just above the knee.

"The pain was so excruciating that I didn't care when they performed the amputations," she says.

When curious children ask about her legs, she says she tells them that "my legs were sick and had to be removed." She says she cringes when a well-meaning parent explains that "the lady is sick."

"I'm not sick now," she insists. "I just don't have legs."

She recalls meeting a paraplegic in the grocery store who believed he was better off than she, but she disagrees.

"He has to pick up his useless legs and move them. I have more mobility without legs," says this gutsy lady, as she demonstrates how she can turn in her chair. She has retained her sense of humor, and says this is absolutely essential.

"Sometimes I think I might be better off if I were on public assistance," she admits. "I don't want to do that."

She says she will have to work for another 20 years in order to accumulate a livable pension. She credits her elderly father for his strength and assistance during these last years. Her coworkers have been "wonderful" too. During her months of hospital stays, they raised money to help her financially, and some helped construct her deck and did the concrete work.

At the work site, they added

See Penny page 8, column 3

DMA Professional Women Invited To Join New OSD Organization

Professional women employed by the Defense Mapping Agency have been invited to join their counterparts in the newly formed OSD Senior Professional Women's Association.

Open to senior women employees of the Office of the Secretary of Defense, Joint Chiefs of Staff and Defense Agencies, the organization's purpose is "to represent the interests of professional women in DoD and to encourage the full utilization of women at all levels of policy and decision-making in DoD," according to Diane L. Carroll, Association vice president for membership and an assistant for information systems review and analysis in OSD.

"Among the Association's objectives," Ms. Carroll said, "are

expanded opportunities for professional development, training and education for women and provision of programs that encourage equal employment."

The Association's goals are met through lunchtime meetings with speakers of interest to DoD women employees, as well as luncheon training seminars. The Association also publishes a quarterly newsletter and periodically offers weekend "getaways" to enhance both personal and professional goals.

Ms. Pat Zahrer, director for customer services in the Office of the Deputy Assistant Secretary of Defense for Installations, is president of the Senior Professional Women's Association.

Women eligible for Association

membership include former and current DoD civilian employees in Grade GS-12 or higher and military officers at the O-4 level or higher.

"This new organization can provide an opportunity to enhance the development of DMA professional women," said Curt Dierdorff, DMA Personnel Director. "Ms. Carroll is willing to present information on the Association to Washington area DMA components during the lunch hours, and such programs will be initiated."

Interested DMA professional women may obtain more information about the OSD Senior Professional Women's Association by contacting their component Federal Women's Program Manager, John A. Thornton, in the DMA HQ Personnel Office Equal Employment Opportunity Division, (202) 653-1602/Autovon 294-1602; or Ms. Carroll, (202) 695-9505.

Savings Bond Campaign Success

A "congratulations and well done to all who contributed to the success of DMA's 1987 Savings Bond Campaign" came this month from Rear Admiral Oakley E. Osborn, DMA Deputy Director, who chaired the Agency campaign.

DMA increased its payroll savings plan participation by 24 percent during the just-completed campaign, while 14 percent of

those currently participating in the plan increased their allotments, according to Ronald E. Fitzgerald, DMA Safety Director, who coordinated the campaign effort.

Throughout the Agency, where a wide variety of rallies and special events were held, the percentage of employees signed up for the Savings Bond plan increased from 32.8 to 40 percent.



ILT(P) David Brumbaugh, the DMS Savings Bond Campaign Representative, shakes hands with Mr. Willard Scott, the Honorary Chairman of the National Savings Bond Campaign, and weatherman on NBC's "Today Show." Standing next to Mr. Scott is Secretary of Defense, Caspar Weinberger.

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Penny from page 7

handicapped sanitary facilities and made other alterations in the old building for her benefit.

"It's a good thing I work on the first floor," she says. "The building doesn't have an elevator and if I am required to be on another floor, four men pick up my wheelchair and carry me up the steps."

There is a glimmer of hope for Ms. Greer, but it will require relocation. She has been interviewed for a job at the Martinsburg, West Virginia Veterans Administration Hospital, and believes she has the opportunity for a suitable, affordable housing arrangement in that city. If this doesn't materialize, she doesn't know where she is going to live after July when she must move.

Since she can't find a site for her mobile home and is afraid that structural damage may occur even if she did move it, she has decided to give it up to an individual who will bear the relocation cost, she says.

Washington Area Is Bugged

by Rickie Blas, Contour Editor

In a form of surveillance that Washington seldom experiences, the 17-year cicadas are monitoring the Washington area.

If entomology is not one of your strong points, and you are a native from somewhere west of the Mississippi, you may be asking, "Is this technology's latest sophisticated listening device?"

No. The 17-year cicada is an "intimidating looking" red eyed wonder bug, approximately 1 and 5/8 inches long. They have long orange-veined wings, long black bodies, make a loud shrill noise, don't bite or sting and their airborne maneuvers are the worst I've ever encountered. They are clumsy and once they fly into you they stick like Velcro. If the cicada ends up on its back, it lies buzzing and struggling, unable to flip back over.

A pitiful excuse for an insect (author's opinion only), they rise by the millions up out of the ground once every 17 years like Zombies to mate, lay eggs and die within 3 weeks. If every 17 years isn't enough, there is also a 13-year cicada which hasn't gotten half the publicity, as it only plagues the eastern United States. (And again, "Welcome to Washington.") However, there are cicadas of many varieties which appear somewhere every year.

Today the cicadas are still mislabeled as locusts because early settlers thought they were a Biblical plague.

There are three species of cicada in the 1987 deluge. *Magicicada septendecim* is the biggest and makes a shrill, eerie, whistling call. *Magicicada casini* is smaller but most numerous and has a constant, high-pitched screech. *Magicicada septendecula* is the rarest. It screeches also, but more in a broken pattern like a cricket. The cicada calls to attract a mate, and is probably also happy that his 3 weeks hasn't expired yet. After mating, the female of the species cut slits in twigs and lays 400-600 eggs.



Sherrie Stanfield, Department of Graphic Arts, bravely displays a cicada on her shoulder. Of course his 3 weeks had expired.

These eggs hatch 6 weeks later and the infant cicadas fall to the ground, crawl into cracks and a new cycle has begun.

For campers, the noise is deafening. For the Japanese, it is enlightening because the cicada is the symbol of rebirth. The Chinese, on the other hand, make medicine from the insect.

Cincinnati, Ohio has the honor of being named the cicada capital of the region. The wooded hills around the city are a natural cicada haven, where the insect sucks tree root juices for 17 years and then emerges.

Cincinnati couldn't avoid Cicada-mania. There are cicada-survival computer games, deep-fried hors d'oeuvres of cicada, and boiled cicadas which Ohioans say taste like asparagus. Jewelers offer gold dipped cicadas for an unusual bracelet charm and street vendors have the usual T-shirts and other items.

On the darker side, cicadas have caused quite a few traffic accidents, and dispersed many afternoon picnickers. And it could only happen in Ohio - two men robbed a Cincinnati restaurant by using a cicada to scare off the cashier. (It was probably more effective than a Smith and Wesson.)

There you have it, readers; a

buzzing update on the 17-year cicada. (I'm from Columbus; Cincinnati always did bug me....)



Training from page 2

Hagedorn, chief of the Training and Career Development Division at DMAAC, were each presented Distinguished Service Awards in the Career Development category by the Training Officers' Conference.

The award, which is presented to individuals or organizations responsible for "designing or operating a career development program which represents the highest standards of the training community," was presented for their "outstanding leadership" in development of a full-scale DMA Civilian Career Management Program that includes 15 individual career program guides.

The Training Officers' Conference, founded in 1938, is one of the Washington area's oldest professional organizations, and is dedicated to improving the quality of training programs, in part by recognizing people making new and vital contributions in the professional training field.

Do You Know?

What the star with Air Force enlisted chevrons signifies:
NCO status

The only U.S. battleship to get underway during the Japanese attack on Pearl Harbor:
USS Nevada

Revolutionary War officer known as "Mad Anthony":
Brig. Gen. Anthony Wayne
(commander of the Pennsylvania Line)



CW2 Michaels coordinates another successful golf tourney. "No, he didn't drink all those." Rickie and MSG Cain set him up!



Jeane Elmore, Jenny Bowker, Maj. (Ret) McPherson enjoy refreshments at the clubhouse.



Official tasters, MSG Cain and LTC Reich.

Golf Tournament Held at Belvoir

by Rickie Blas

CW2 Bill Michaels again successfully coordinated the annual DMS Golf Tournament held on June 17 at Fort Belvoir's scenic North Post Golf Course. Special thanks goes to Andy Anderson, Hydrographic/Topographic Center, for being the HTC liaison in this effort, and to the North Post Golf Course personnel, Al Zarrella, Nancy Frishmuth and Tom Deane, for their hard work and hospitality.

I'd like to thank HTC photographer, Mel Chamowitz, Annie Wakimoto and MSgt Wayne Dunbar of DMS, for their excellent photography. I'd also like to thank MSG James Cain for loaning his camera to us, and for being my very cheerful golf cart chauffeur. Last, but not least, thanks goes to Bill Sutton and SFC Jim Hollingsworth for their help.

Now for the serious business: Congratulations to the HTC participants who won 1st, 2nd and 3rd place.

Andy Anderson, Pete Fuller, John Morris and Steve Griebel were on the winning first place team.

The second place team had Bob Derrenberger, Pam Brown, Tom Jorgensen and Paul Weise.

The third place team had Jack Barrett, Doug Fink, Charlie Morris and Corey Ferrell.

Pete Adeson, from Falls Church, Va. won the award for making the longest drive on hole #1, and Dan Harbacevich of HTC won the award for making the longest drive on hole #11. SFC Ken White, DMS Department of Topography and Drafting, was the closest to the pin on hole #7, and LTC Jim Hey, HQ DMA, was the closest to the pin on hole #18.

Awards were also given for making the worst score! (Guess I otta' play next year.)

**"There is many a good man to be found under a shabby hat."
—Chinese proverb**



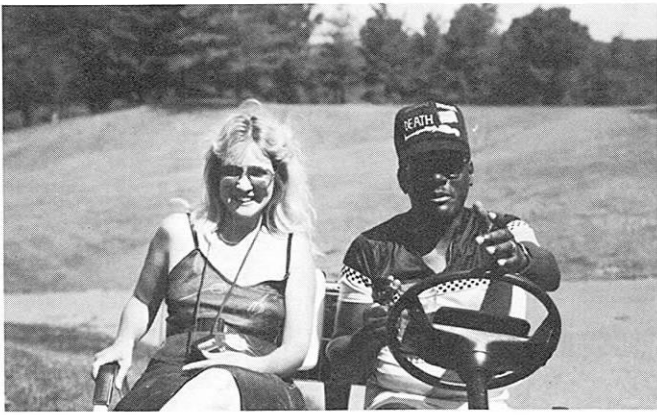
CW2 Miller "I got a birdie," and CW4 Yacenda, "You're not supposed to kill the sparrows."



Photographer Annie Wakimoto gets in "front" of the camera with Danny Farkas.



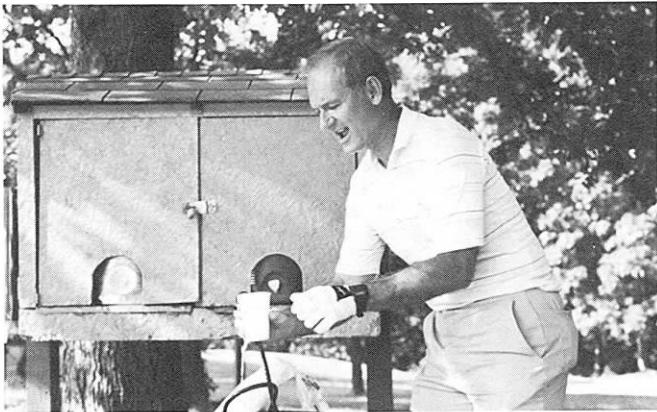
Colonel Maune, DMS Director, having a "swinging" time!



"My chariot awaits, equipped with cheery chauffeur." Rickie Blas and MSG Cain,



LTC (Ret) Bill Griffith and Mr. Bill Revell enjoy a break in the shade.



Lt Col Ritchie checks in at the best hole on the green - the watering hole.



Pressure! "Why didn't it roll into the little hole??" Danny Farkas, and Geoff Koslow.



From the Office of Telecommunication Services in Reston, Va. Tony Metro, Niel Best (visiting from the Aerospace Center in St. Louis), Jimmy Connell, and Dennis King.



Admiral (Ret) Wilkinson, Sam Custer, O.B. Williams, General (Ret) Bill Nicholson enjoying the tournament and the cooperative weather.

DMA Presents Awards



DMA Award Winners from DMS: Ms. Maria C. Becerra, Outstanding Personnel of the Year; Maj. Gen. Rosenberg, Colonel Maune, SSG Karen A. Campbell, Outstanding Soldier of the Year-Junior Enlisted Category. Standing: Mr. Charles W. Locke, Special Act; CW2 Frederick N. Pesarro, Jr., DMA Outstanding Personnel of the Year; SSgt Steven R. Woosley, DMA Outstanding Sailor/Marine of the Year-Junior Enlisted Category; LICS Robert D. Carr, DMA Outstanding Personnel of the Year; CW3 David C. Dannelly, Soldier's Medal.

SSgt Steven R. Woosley, Department of Construction Engineer received the award for Outstanding Marine of the Year, Junior Enlisted Category.

SSgt Woosley is an instructor in Phase III of the Construction Drafting Course. He teaches the difficult drafting skills necessary to produce Structural and Civil Engineering drawings. The initial exam failure rate for the Structural block of instruction fell from 20 percent to less than 10 percent due to his effective teaching. He has spent many off duty classroom hours to voluntarily work with students having difficulty in this area. He maintained an accurate and complete log of student questions and student errors for each drawing along with the individual corrective action taken. He used this plan to correct recurring problem areas by revising the lesson materials for 3

ing aids, student texts, practical exercises and examinations. The revised materials resulted in better and more complete student understanding as evidenced by the reduction in the exam failure rate.

SSgt Woosley was also assigned the additional duty of Maintenance and Supply Coordinator for Phase III of the Construction Drafting Course. He organized a new accountability system for student equipment that resulted in a savings of approximately \$360.00 per year.

He has volunteered his assistance in the planning of the Marine Corps Ball, the Marine Corps Picnic and various luncheons.

SSgt Woosley was assigned to DMS in 1985.

SSG Karen A. Campbell, a Topographic Surveyor in the now defunct Department of Geodesy

and Survey, received the DMA Outstanding Soldier of the Year, Junior Enlisted Category. She was recently discharged after her tour of duty. SSG Campbell was a top-notch instructor who provided over 350 hours of platform instruction in Basic and Intermediate Geodetic Survey courses. She contributed significantly to the development of trained geodetic surveyors. SSG Campbell was a member of the elite DMS Instructor Training Course team. She also volunteered to assist in the management of course development for the Basic Geodetic Survey course. She developed lessons herself, as needed.

She was selected Brigade Soldier or NCO-of-the-Quarter on four different occasions.

Mr. Charles (Bill) W. Locke II, Department of Construction Engineering, received the Special Act Award. Mr. Locke, former DMS Sergeant Major, returned to federal service 2 years ago as an instructor. He received the Special Act Award for facilitating DMS's Quality Circle. His leadership and personal skill contributed to the successful Quality Circle method to the training environment. (See May 1987 Contour)

Outstanding Personnel Awards went to CW2 Frederick N. Pesarro, Jr., Department of Geographic Sciences, LICS Robert D. Carr, Department of Graphic Arts, Mr. Wilson G. Freeze (not pictured) Department of Construction Engineering, and Ms. Maria (Cris) Becerra, Office of Plans, Programs and Operations. (See March 1987 Contour.) CW3 David C. Dannelly received the Soldier's Medal for risking his life to save another soldier's life. CW3 Dannelly rendered first aid to the other soldier, an automobile accident victim. CW3 Dannelly remained with the injured man inside the burning wreckage, until he could be freed. (See March 1987 Contour.)

Air Force MSgt Kelly K. Calantane, F. E. Warren Air Force Base, Cheyenne, Wyo., has been selected DMA Airman of the Year. She is one of the Air Force's 12 Outstanding Airmen.

So You Want To Be A Disc Jockey

from William MacPherson

Remember Arnie Ginsburg on station WMEX in Boston announcing, "And now, here's Little Caesar and the Romans singing, 'Those Oldies But Goodies?' "You don't? Well, I do. Anyway here's

AND NOW HERE'S:

1. Little Caesar
2. Rosie
3. Joe Bennett
4. Smokey Robinson
5. Gary Lewis
6. Martha
7. Huey "Piano" Smith
8. Shep
9. Sam the Sham
10. Dion
11. Lee Andrews
12. Sonny Till
13. Buddy Holly
14. Frankie Lymon
15. Danny
16. Little Anthony
17. Bill Haley
18. Booker T.
19. Junior Walker
20. Frankie Valli

your chance to play disc jockey. All you have to do is match the artist in the first column with his or her group in the second column and their hit song in the third column. If you get 17-20 correct,

AND THE:

- a. Romans
- b. Limelites
- c. Crickets
- d. Imperials
- e. Sparkletones
- f. Hearts
- g. MGs
- h. All Stars
- i. Orioles
- j. Playboys
- k. Clowns
- l. Belmonts
- m. Juniors
- n. Pharaohs
- o. Comets
- p. Four Seasons
- q. Teenagers
- r. Miracles
- s. Vandellas
- t. Originals

rate yourself "Golden Voice"; 13-16 correct, "Silver Throat"; 12 or less, "Aching Adenoids." (All of these phrases were used by Arnie to describe himself, depending, I suppose, on how he felt.)

SINGING:

- (1) Those Oldies But Goodies
- (2) Shake, Rattle and Roll
- (3) A Teenager In Love
- (4) Don't You Just Know It?
- (5) Tears On My Pillow
- (6) Angel Baby
- (7) Why Do Fools Fall in Love?
- (8) Wooly Bully
- (9) Rag Doll
- (10) Maybe Baby
- (11) Black Slacks
- (12) No Place to Run
- (13) Green Onions
- (14) At The Top
- (15) Crying In The Chapel
- (16) Shotgun
- (17) Tears Of A Clown
- (18) Teardrops
- (19) This Diamond Ring
- (20) Daddy's Home

Mac Is Back!



William MacPherson, AF (Ret) known affectionately as "Major Mac" stops in to see his former coworkers occasionally. He contributes this word game for your enjoyment.

SOLUTION

1. a.(1); 2. t.(6); 3. e.(11); 4. r.(17); 5. j.(19); 6. s.(12); 7. k.(4); 8. b.(20); 9. n.(8); 10. i.(3); 11. f.(18); 12. i.(5); 13. c.(10); 14. p.(7); 15. m.(14); 16. d.(5); 17. o.(2); 18. g.(13); 19. h.(16); 20. p.(6).

P.S. There's a "clinker" in this puzzle. Does anybody know what it is?

("Green Onions", by Booker T and the MGs, is an instrumental.)

Mind Teaser From Nick

from Nick Mosura, Office of Academics

You are given six narrow sticks. Each is three inches long. Make four equilateral triangles from them, without bending or splitting any stick. All ends must fit together, with no parts left over, and without any of the sticks crossing over one another. Good luck!

For Rent

One cage efficiency, rent free to a single or married black widow spider, in exchange for webbing. Includes breakfast - flies and gnats, plus dinner - crickets. Life-time lease. No pets.

For further information contact Mr. Mann at 664-3489 or Irene at 664-2075.

MSG Watkins Graduates from University of Maryland



Congratulations to MSG Jimmy Watkins who graduated from the University of Maryland with 700 other students.

MSG Jimmy D. Watkins, Department of Management and Technology, recently graduated from the University of Maryland. He received a Bachelor of Science degree in Business and Management, with a minor in Applied Management.

In November he will be re-assigned to Korea, where he will begin working on his master's degree.

Annie & Jenny Graduate

Jenny Bowker and Annie Wakimoto, Office of Academics summer hires, graduated from college in June.

Jenny received a BS in Journalism and Public Relations from Radford University, Radford, Va. She will be leaving DMS soon to attend graduate school at Boston University. Jenny has been with DMS for 3 summers.

Annie graduated from Hood College in Frederick, Md. with a BS in Interior Design. Annie has been with DMS for 2 summers.

Congratulations!

"Time is what keeps everything from happening all at once."

—Anonymous

Dying To Stay Thin

by Karin Watts

Anorexia Nervosa. Bulimia. They sound like the names of some punk-rock group, don't they?

Anorexia nervosa and bulimia are the names of two related eating disorders that are claiming the lives of people all across the country. For the most part, the victims are young teen-age girls, but anyone can be affected. No one is immune. These illnesses are caused by fears. Not just the fear of "being fat" as one might think, but the fear of responsibility that growing up brings. By controlling their body weight, the victim seeks to control at least part of the confusing process of maturation.

What are these diseases? Anorexia nervosa, or anorexia, as it is commonly called, is an eating disorder that affects the mind of the victim. When stricken, the victim (called an anorexic), simply stops eating, or comes very close to it. Bulimia, is a spin-off of anorexia, in which the victim (called a bulimic) eats everything they can stuff into their mouths, and then self-induces illness to expel it from the body.

Sounds disgusting doesn't it? Yet, thousands of people do it.

How can you spot an anorexic or a bulimic? It's not easy, and you have to know your subject and care about them.

Anorexics drop a lot of weight suddenly and still talk about being fat. They actually see themselves as fat even though they might be skin and bones. They either do not eat, or they eat very little, and God forbid they might eat something nutritious. It might stick to them somewhere. Sometimes they take over the chore of cooking, if they live with a family, thereby providing themselves with a cover for their abnormal eating habits, overfeeding the family while they themselves eat practically nothing. They reach the point where their stomachs have shrunk and they are incapable of consuming anything.

Their body fat is completely gone and the female anorexics cease to menstruate. Their bodies start to grow hair in an attempt to conserve heat. When this happens, nothing can be done except hospitalization. They are incapable of reversing the process on their own.

Bulimics are a trifle more difficult to spot. They eat like a normal person, but with careful observation, you can tell. Their teeth, depending how far gone the person is, are partially rotted away from the stomach fluid. They are abnormally haggard. Like anorexics, therapy is about the only way to help them, because it is their minds that are affected, not their bodies.

These are disorders of the mind and the mind must be treated as well as the body in order to effect a cure for the victim. But only the victims can allow themselves to be cured. It won't help the victims to force feed them if they consider themselves hopelessly fat. If they refuse treatment, they either reverse the process themselves, or die. It is very difficult to cure this illness. Those who are "cured" often relapse into the same self-destructive cycle of fasting, purging or struggling the rest of their lives to maintain an "ideal" weight - normally a weight that is just barely functional in terms of survival.

MC&G Conference Is Scheduled

The annual DoD Mapping, Charting & Geodesy Conference will be held Oct. 20 - 22, at HQ Defense Logistics Agency, Cameron Station, Alexandria, Va.

Maj. Gen. Rosenberg is intent upon the active participation by all DMA Component organizations. The conference is the "opportunity of the year" for intensive, fruitful, and firsthand communication with operational forces and the military departments.

Mark your calendars -- plan to attend and help make this conference the best ever.

#####

Director's Call



Defense Meritorious Service Medal

Lt Col Milton W. Ritchey, USAF
Deputy Director
Office of the Director

CW3 Garrett R. Moore, USA
Department of Geodesy and Survey

Joint Service Achievement Medal

SSgt Jack O. Castle, USMC
Department of Topography and Drafting

Promotions

CW2 David C. Dannelly, USA
Department of Topography and Drafting
Promoted to Chief Warrant Officer 3

SFC James M. Cowan, USA
Department of Graphic Arts
Promoted to Master Sergeant (E8)

SSG Juan Buentello, USA
Department of Topography and Drafting
Promoted to Sergeant First Class (E7)

SSG Michael T. Carter, USA
Department of Graphic Arts
Promoted to Sergeant First Class (E7)

Senior Instructor Certificates

SFC Floyd M. Spicer, USA
Department of Graphic Arts

SSG Mark N. Hjuler, USA
Department of Topography and Drafting

SSgt Carl A. Richardson, USMC
Department of Geodesy and Survey

Sgt John M. Kilgore, USMC
Department of Geodesy and Survey

SGT Tim K. Valentine, USA
Department of Geodesy and Survey

Mr. Robert M. Glazier
Department of Graphic Arts

Master Instructor Certificates

SSgt Jack O. Castle, USMC
Department of Topography and Drafting

SSgt Steven R. Woosley, USMC
Department of Topography and Drafting

SGT Elizabeth M. Harschow, USA
Department of Geodesy and Survey

Civilian - Certificates of Service

Ms. Irene L. Bellefeuille
Public Affairs Officer
Office of the Director
30 years of Federal Service

Mr. Fred D. Sisk
Department of Topography and Drafting
25 years of Federal Service

Mr. John G. Aranza
Department of Graphic Arts
20 years of Federal Service

Mr. Clayton J. Kruck
Department of Geodesy and Survey
20 years of Federal Service

Special Act

Mr. Dale A. Cuave
Department of Geodesy and Survey

Arrivals - Military

CPT Thomas F. Milo, USA
Department of Management and Technology

Arrivals - Civilian

Mr. Eric J. Dean
Department of Management and Technology

Ms. Jill E. Tompkins
Office of Mission Support

Departures - Military

Lt Col Milton W. Ritchey, USAF
Deputy Director

CW3 Garrett R. Moore, USA
Department of Geodesy and Survey

LT Brian F. Daly, USN
Department of Management and Technology

MSgt Wayne J. Charles, USMC
Department of Topography and Drafting

SGM Tarr Retires and SGM Bernard Arrives



SGM Tarr bar-b-queing at a DMS cookout.

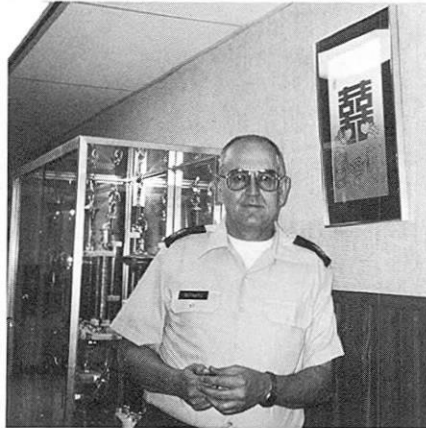
SGM Phillip Tarr, the School's Sergeant Major, has retired from a 30-year military career. He and his lovely wife, Trudy, moved to Fayetteville, N.C.

SGM Tarr had been at DMS since July 1981.

His military career took him from basic training at Fort Jackson, S.C. in 1957, to Hawaii, Vietnam, 3 tours of Germany, and various stateside assignments.

The Tarrs have 3 grown children.

A going-away bar-b-que was



SGM Bernard, from HTC, replaces SGM Tarr who recently retired.

held for SGM Tarr and family at Bagley Park where he was "head chef" at the Bar-B-Que pit for many other DMS special occasions.

The cheerful, always smiling, native Virginian was like a permanent fixture at DMS. We miss him already. We will miss his great cooking and Trudy's delicious Christmastime "decorated delights".

SGM Jake Bernard replaced SGM Tarr as the School's Sergeant Major.

Assigned to DMS previously, he has been transferred from the Hydrographic/Topographic Center.

If the name sounds familiar, it is because his charming wife, Charlotte, recently went to work in the DMS Logistics Office.

The Bernards have two children, and they recently became grandparents!

Just A Thought from Rickie

For anyone 5'2" or under driving a medium or large automobile, your worries are over. If your shoulder strap (which fits snugly across your larynx) is fastened, you will not die of injuries sustained in a collision - the shoulder strap will snap your neck painlessly and quickly.

GOWF CORSE



"The way I see it, you've got two choices.... try for a birdie or a new job."



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CONTOUR

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August 1987

The Geodesy Division's Annual NAVOCEANO Excursion

by Clayton J. Kruck



SGT Elizabeth Harschow giving a class on Station Recovery at Bay St. Louis.

Why do select personnel from the Survey Division, Department of Geographic Sciences always seem to take their vacations in the springtime and go to New Orleans and the Mississippi Gulf Coast? Well, those trips to southern Mississippi are not vacations or leaves - they are the Survey Division's annual Mobile Training Team (MTT) mission to the National Space Technology Laboratory (NSTL), Naval Oceanographic Office (NAVOCEANO) at Bay St. Louis, Miss. The Laboratory is located about 25 miles west and slightly north of Bay St. Louis in the middle of the great watery wonderland known as the Big Swamp. This region is an environmentalist's dream -- lots of

mosquitoes, fire ants, snakes, alligators, rain and an occasional hurricane. Fortunately (some may say unfortunately) for the MTT personnel, there are no quarters available at the NSTL site and they have to rough it in Gulfport. Gulfport is actually a very nice place, located right in the middle of the biggest man-made beach in the world. The people are friendly and helpful and, best of all, the price is right. (No, I don't own property there).

Why does the Survey Division send mobile training teams to NSTL? -- DMS MTTs provide instruction in geodetic and astronomical observations and computations in three different courses that are sponsored by the U.S.

Naval Oceanographic Office. When MTT instruction began in 1977, DMS personnel taught a 12-week block of instruction in a course called the Foreign Officers Hydrographic Training Course. The first classes consisted of eight to 22 foreign naval officers, representing from six to 17 different countries. It was our responsibility to teach the geodetic and astronomic surveying phase of the course. The total length of the course at that time was 16 months and graduating students were well versed in all phases of hydrographic surveying.

In 1980, the course was moved from Mississippi to the Naval Post Graduate School at Monterey, Calif. After the move, DMS was not tasked to instruct the course. It is my understanding that the course was taught only one time



CDR Gusm Abdalla Omar from Sudan, a student in the 1987 HYCOOP class at NSTL, Bay St. Louis, Miss.

at Monterey and that its original program of instruction was

See NAVOCEANO page 5

The Direct Line



from
Rear Admiral O.E. Osborn
Deputy Director, DMA

At no time in our history has espionage hurt national security as severely as in the past decade. Since January 1984, no fewer than 20 American citizens have been convicted of stealing national secrets. There were only four in the previous 4-year period. In every case, attention to fundamental security procedures could well have prevented, or at least minimized, the damage.

Why are there now more American traitors? Men and women spy for one or more elements in what we call the "SMICE" formula: Sex, Money, Ideology, Compromise and Ego. Individuals involved in these areas are susceptible to compromise, or receptive to approaches from foreign intelligence agents.

This nation remains badly exposed to espionage by foreign governments, particularly the Soviet Union and Soviet Bloc nations. Can you believe that at least five million Americans currently have ready access to classified information? More than one-third work for some 13,000 defense contractors while unknown thousands are employed by firms hired by Congress and federal agencies that deal with sensitive matters. Unless the United States really protects its sensitive classi-

fied material, foreign agents may not leave many secrets worth protecting.

Most of us at DMA work each day with large quantities of genuinely sensitive classified material. Why should we feel our operation is any less attractive to foreign agents than those that have been compromised? Among our more than 9,000 people there can well be those who are subject to compromise — for sexual adventures, for being greatly in debt or for disenchantment with our nation and its values.

I have directed this Agency's security professionals to accelerate at once our internal programs to reduce vulnerability to espionage exploitation. But we all must work together to counter this very real threat. You, as responsible, patriotic employees, are the key to this whole thing. What can you do? There are two things you can do immediately:

First: identify who they are by answering one or more of the following:

+Do you know someone: who makes frequent short trips out of the country, over long weekends, to such places as Canada or Central America?

+Do you know someone: who is called at work by one who refuses to leave a name or phone number?

+Do you know someone: who brags about "James Bond" type adventures?

+Do you know someone: who frequently visits a foreign embassy or consulate or has other dealings with a foreign government?

+Do you know someone: who has come into the office in the morning and returned a document to the safe?

+Do you know someone: who has asked you or a coworker for a document, manual or plan, but wouldn't say why it was needed?

+Do you know someone: who always has a lot more money than the job should pay? Is it from selling drugs or information?

Second: Report any suspicions to your security office. It is their job to know what to do at that point.

Now, I am well aware of the

reaction of most of us to "snitching" on a fellow worker. At the same time, all of us must realize that this is a deadly serious business we are talking about. We must be alert to clues. There is no earthly reason to feel that the Defense Mapping Agency is immune to espionage activities. Just the opposite is true and more of our employees have been approached than you realize.

If there are espionage agents within DMA, or employees who have been compromised, then the damage they can inflict upon our nation is directly related to the amount of access they have. We must adhere to strict need-to-know policies. We must remain vigilant and renew the attention to information security when we first came on board DMA. Remember, what we do here in DMA is important, and has a very real impact on the very lives of thousands of American soldiers, sailors, airmen and marines around the world. For them it's for real, everyday. It must be the same for all of us. We cannot afford the compromise of a single item of classified information.

I ask you to keep security uppermost in your awareness during day-to-day activity. You are part of the security team in an agency where security must come first.

Somebody Loves You - Buckle Up!

(It could be a grave decision.)



Here lies the body of
Jonathan Grey
Who died while maintaining
the right-of-way
He was right, dead right,
as he rolled along
But he is just as dead,
as if he were wrong.

Reprinted from June 1968 "Topo Skope", the Contour's predecessor.



From the DMS Schoolhouse



Director
Colonel David F. Maune

"One More Time"

Yes, I did it again. I've reorganized DMS a second time in my 2 years as DMS Director. What's more, I'm not finished yet. We'll have another reorganization next year.

The organization chart below shows our new structure. Major changes are as follows:

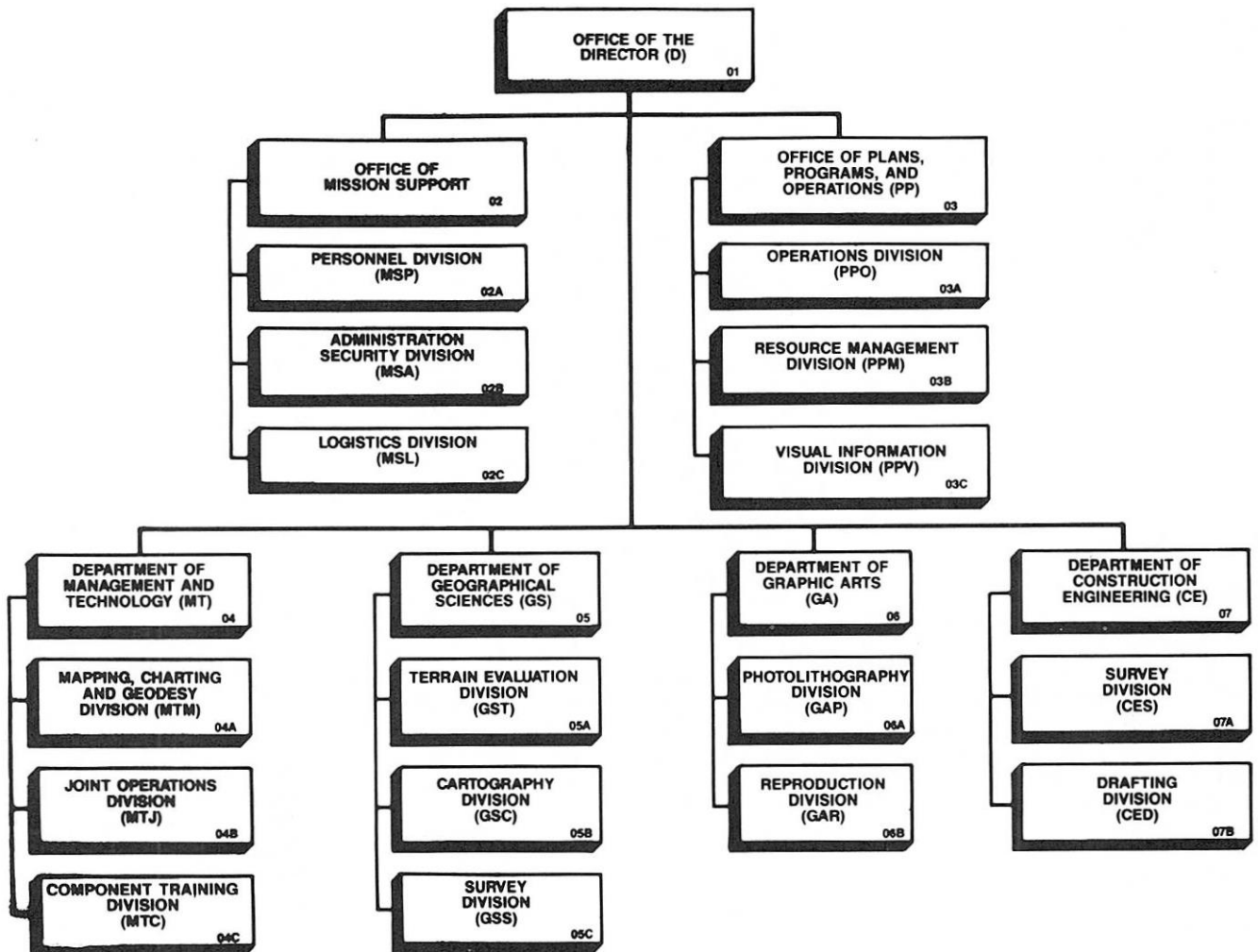
The former Office of Academics (AC) is being dissolved, effective Oct 1. The Departments of Geodesy and Survey (GS) and Topography and Drafting (TD) no longer exist; in their place we have two new departments.

The new Department of Construction Engineering (CE) consolidated our construction surveyors and draftsmen into a single department. LTC Reich, department chief, can now speak with a single voice and coordinate with

the U.S. Army Engineer School all actions necessary to transition our Construction Survey (CONSS) and Construction Drafting (CONSD) courses to Fort Leonard Wood in FY 89 or whenever appropriate facilities are available. Agreement was reached this year between DMA and the Army that these two non-MC&G courses would be returned to the Army. Since the consolidation, we already realized benefits in having Army 51Ts and Marine 1411s from CONSD help out in CONSS when additional instructors are necessary.

The new Department of Geographic Sciences (GS) has a familiar acronym, but for a new department. I admit this may cause confusion for awhile, but we could find no better name for a

See Schoolhouse page 4



Schoolhouse from page 3

department that teaches terrain analysis, cartography, geodetic and hydrographic surveying plus other related courses. MAJ Hovanec heads this department which is now our largest.

MT's Advanced Technology Division (MTA) no longer exists but was very effective while it lasted. It will transition its APPS I and IV courses to MTM and the MICROFIX-T course to the new Terrain Evaluation Division (GST). MT's new Joint Operations Division (MTJ) fills a void by assuming major new missions received this year. Most of these new missions involve the exporting of mobile training teams (MTTs) around the world with new courses (or revised courses that were previously taught only in residence). With these MTTs, we are proactively supporting the Navy, Air Force, Defense Intelligence College, Defense Systems Management College, Research and Development labs and others who may not previously have realized that they needed to understand the "world of digital MC&G." We will also get more involved with the Service Academies, Senior Service Colleges, Command and Staff Colleges, Service Schools and ROTC programs. This mission is overwhelming, but MTJ was formed to address Joint Service MC&G education deficiencies as best we can.

MT's new Component Training Division (MTC) has a totally new mission to develop and coordinate selected courses standardized for DMA Components, including production training. MTC has the following new functions:

- o Design, develop and maintain the DMA MC&G Orientation Program (DMOP) -- formerly NEOC -- and coordinate the program with the Components.

- o Design, develop and maintain the DMA Initial Orientation Program (DIOP), and coordinate the program with the Components.

- o Support the DMA Systems Center in all Exploitation Modernization Program (EMP)/post-

EMP training-related issues. Review contractor-developed training plans; provide input to contractors during their development of all training documentation (i.e., course outlines, lesson plans, instructional materials, assessment measures); identify and resolve training-related issues; and review/critique training documentation at designated intervals.

- o Maintain training materials after all EMP/post-EMP contractor training requirements have been met. Coordinate the training with the Components.

- o Design and develop other standardized MC&G and MC&G-related training courses, and coordinate courses with the Components.

- o Design and develop or work with contractors to design, develop and deliver standardized courses in such areas as executive/managerial/supervisory development, administrative training, instructor training, and short-term ADP training; and coordinate the programs with the Components.

- o Provide DMS representation on the DMA Training Board.

- o Review the IAGS Cartographic School courses and provide recommendations on design and content changes.

In addition for FY88, an expanded Faculty Development staff will merge with the new Component Training Division and will be responsible for developing faculty members in DMS and other DMA Components with training missions, and they will assist in the other MTC missions stated above. We will continue to export about ten Instructor Training Courses (ITCs) annually to HTC and AC.

Lastly, we are expanding the Visual Information Division to support the visual aids needed for the DIOP, DMOP, EMP and other training programs for which DMS will provide all lesson plans and training aids. They will be designated PPV as a division within the Plans, Programs and Operations office (PP).

In total, DMS this year assumed major new missions requiring at least 22 new spaces, but we are absorbing the new missions with an increase of only two spaces.

FY88 Joint Manpower Program was turned in with 206 total spaces, but with a change in mix resulting from our zero-based review of requirements. Within the Army and Marine Corps, several MOSs are changing. Some civilian billets were deleted with new ones added elsewhere. In all, we lost 11 Army spaces and gained 2 Navy, 3 Air Force, 3 Marine, and 5 civilian spaces -- if the JMP gets approved by the Joint Chiefs of Staff and the Services.

I mentioned another reorganization next year. We know already that we expect to lose the CE department, probably in FY89. We also know that the Army plans to eliminate three of our four topographic warrant officer MOSs; this will force us to civilianize seven key billets within DMS. Other needs will surely arise in the months ahead that will require us to tighten our belts even more.

Through all this change, Helga Yovorsky and SFC Anderson have been kept very busy keeping track of my latest reorganizations. I'm sure it's very confusing to some, but I consider these changes necessary to keep this School alive, healthy, and growing. The alternative is to stagnate, and I've never been one to let moss grow under my feet. General Rosenberg cautioned all Components that we must be prepared to "change or perish." DMS's ability to recognize the need for change and to be proactive in support of our customers is very healthy and vital for our future. I appreciate the support I've received from everyone in making DMS the vital School we are today.

"If something goes wrong, it's more important to decide who's going to fix it than who's to blame."

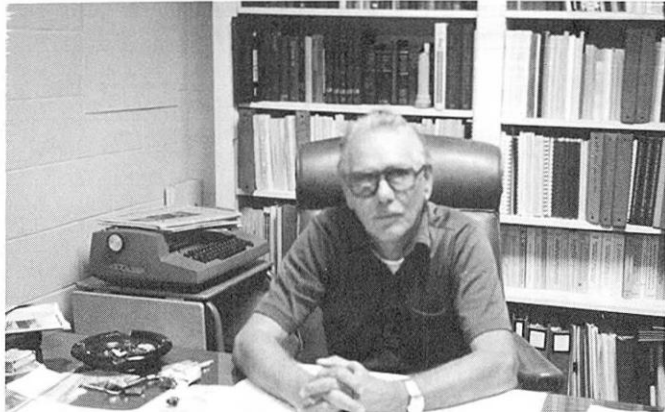
—Anonymous

"When one door closes, another one opens. But we often look so long and so regretfully upon the closed door that we do not see the one which has opened."

**—Alexander Graham Bell,
inventor**

changed to an oceanographic orientation.

During the period 1981 - 1985, MTTs from the Survey Division were asked to provide geodetic and oceanographic surveying instruction in courses offered by a Civilian Training Program at NAVOCEANO. Several courses were taught by MTTs during this time period. The classes were 6 to 8 weeks long and consisted of 10 to 12 civilian personnel who were assigned to NAVOCEANO's survey ships.



Mr. Clayton Kruck, the author, was one of the instructors at NAVOCEANO.

In 1986, NAVOCEANO, in cooperation with other U.S. Government agencies, started a program called the Hydrographic Cooperation Program (HYCOOP) for officers from allied and third world countries. Again, NAVOCEANO requested that DMS support this training program by providing instruction in geodetic surveying and computation, astronomic observation and computation, and satel-



LCDR Ahmed Aziz, from Sudan, measuring the distance from a survey control point to a submerged reference mark.

lite positioning. During the months of April through June 1986, the Survey Division presented a 9-week course in these subjects to a class of 22 students from 14 different countries, plus two Americans. We

are providing the same instruction again this year to a class of 10 students from eight different countries.

During the last 9 years, instructors from the Survey Division, teaching at NAVOCEANO, have taught, not only Americans, but officers and civil-



A triangulation station installed in the Bay St. Louis area by HYCOOP instructors, for student use in practical exercises.

ians from 23 other countries including Bangladesh, Burma, Colombia, Dominican Republic, Egypt, Iceland, India, Japan, Kenya, Korea, Malaysia, Morocco, Nigeria, Norway, Pakistan, Portugal, Saudi Arabia, Sudan, Sweden, Taiwan, Thailand, Trinidad, and Tunisia.

One would think that because of the highly diversified nature of the students that teaching would be difficult. However, in most cases the students are well versed in the English language and when difficulties arise they are usually handled on a one-to-one basis between the instructor and student. The comradeship and cooperation between the students from the different countries are very helpful, not only to the students but the instructors as well.

As one of the instructors for some of these classes I found teaching to be a very rewarding and fulfilling experience from both a professional and personal standpoint. Many lasting friendships between instructors and students, and among the students themselves, were made during these courses. I have received cards and letters from many of the students after they returned to their own countries.

The Survey Division has gained a great deal from this association. Our students have also gained a valuable understanding of the science of geodesy and, on a broader plain, what America is all about.

Do you notice anything in common about these three words: abstemious, facetious, arsenious?

They are the only three words in the English language that contain all the vowels in alphabetical order.

Can You Take the Heat?

by Major Ron Lecki
Office of Academics

DMS conducts many of its classes out-of-doors where the summer heat can become a real factor in student performance as well as health and safety. A "Heat Index" is useful to forewarn our instructors of potentially dangerous heat conditions. (As the "wind chill" for cold conditions.)

The Heat Index deals with the higher temperatures and humidity relationship whereas the wind chill deals with lower temperatures and wind velocity.

Your body "feels" different temperatures depending on the temperature and humidity ratio. The Heat Index combines the actual temperature reading with the humidity in the air, to produce an "apparent temperature" or how hot your body thinks it is when you step outside.

To read the chart, determine the temperature and the relative humidity (from the local weather station. Correspond the two values in the appropriate square and you'll determine the "apparent" temperature outside. For example, if your thermometer reads 90° and the relative humidity is 80%, your body thinks it's 114° outside!

HEAT INDEX

RELATIVE HUMIDITY

	10%	20%	30%	40%	50%	60%	70%	80%	90%
104°	98	104	110	120	132	*	*	*	*
102°	97	101	108	117	125	*	*	*	*
100°	95	99	105	110	120	132	*	*	*
98°	93	97	101	106	110	125	*	*	*
96°	91	95	98	104	108	120	128	*	*
94°	89	93	95	100	105	111	122	*	*
92°	87	90	92	96	100	106	114	122	*
90°	85	88	90	92	96	100	106	114	122
88°	82	86	87	89	93	95	100	106	115
86°	80	84	85	87	90	92	96	100	109
84°	78	81	83	85	86	89	91	95	99
82°	77	79	80	81	84	86	89	91	95
80°	75	77	78	79	81	83	85	86	89
78°	72	75	77	78	79	80	81	83	85
76°	70	72	75	76	77	77	77	78	79
74°	68	70	73	74	75	75	75	76	77
TEMPERATURE	* BEYOND THE CAPACITY OF THE EARTH'S ATMOSPHERE TO HOLD WATER VAPOR.								

Information contained in the chart above is obtained from an article appearing in the Aug/Sept 87 issue of National Wildlife.

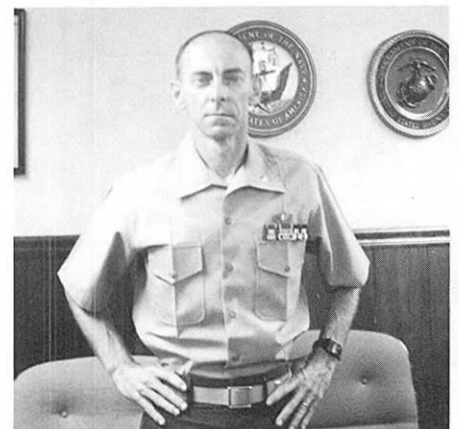
Farewell to Lt Col Ritchey and hello to LtCol Sakowicz



Lt Col Ritchey displays a going away gift from Office of Academics - portrait of himself.

Lt Col Milton W. Ritchey, former DMS Deputy Director, has a new assignment in Germany. At the DMS picnic, LtCol Ritchey said a few words of farewell to the picnic crowd after being presented with going away gifts. Because all the departments were not represented, a going away luncheon was given July 6 at Chef Huang's restaurant in Mount Vernon, where Lt Col Ritchey again said a few words!

LtCol Charles A. Sakowicz replaced Lt Col Ritchey as the School's Deputy Director. He has been transferred from Marine



Lt Col Charles Sakowicz, USMC, the School's new Deputy Director.

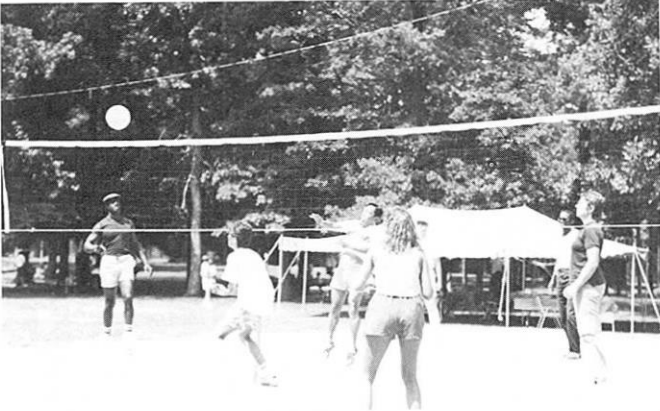
See Sakowicz page 12

DMS Picnic - A Hit in the Heat!

The annual DMS picnic was held at Anderson Park, Davison U.S. Army Airfield.

At last count over 300 people had attended to munch those delicious bar-b-que'd ribs, hot dogs, hamburgers, and other mouth-watering treats.

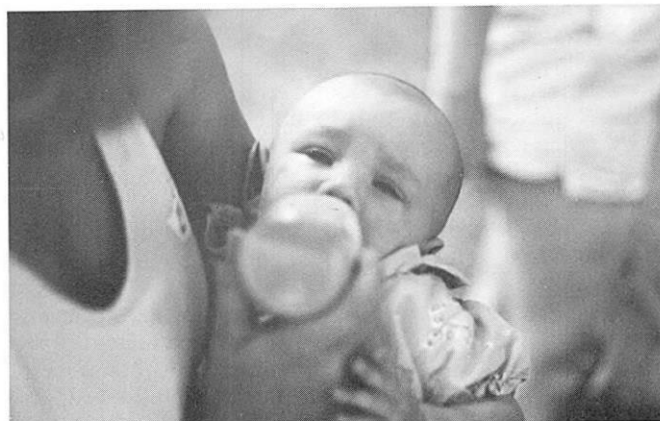
The NCOs won the softball game again this year! And the Department of Management and Technology must have a course we don't know about: CW3



Department of Geodesy and Survey won the volleyball game.



Smitty the Clown entertains Maria Blas and little brother, Frankie, children of Rickie Blas.



Chelsea Downs, daughter of SGT(P) and Mrs. Patrick Downs, has a cool drink in the summer sun.

Ralph Henry and CW3 Herbert Kressler, won the horseshoes competition.

Smitty the Clown was full of hot air - he blew up dozens of balloons which he artistically twisted and shaped into animals for the children.

The humidity was a little high, and the helicopters were a little low, but everyone who attended had a great time, and watched a free air show as Davison personnel conducted a weekend training mission.



Mrs. Marge Rosenberg permitted us to photograph her unique earrings - globes with detailed maps.



Smitty the Clown gives Maj. Gen. Rosenberg a pick-me-up.



The space walk started to deflate a few times adding some excitement for the children inside.

PCs Save DMA Time and Money

What began as a HQ DMA effort to gain greater control over its Program Objective Memorandum (POM) and budget preparation process using desktop personal computers (PCs) has burgeoned into a full-fledged Agency management information system.

Developed initially for the home computer enthusiast, the PC has undergone rapid advances in its technology, design and operations. As a result, the smaller, self-contained machines have become powerful computing tools featuring impressive memory storage capacity, ability to work in various programming language environments, and -- best of all -- wide latitude in terms of modifying commercial and created software to "tailor" it to specific organizational requirements and applications.

DMA budget analysts faced a crisis almost 2 years ago. POM and budget submission time was approaching, but the Agency was locked into a soon-to-expire commercial computer mainframe contract. Analysts worried that the budget work would be slowed by timesharing provisions required by the contract and less than adequate contract service and support.

DMA acquired the services of Dale Chiusano, computer program analyst assigned to support the HQ DMA Programs, Production and Operations Directorate, Program Integration Division, and the Department of the Comptroller, Programs and Budget Division, directed by William Hogan and Gloria Ockershausen, respectively. Chiusano was asked to develop a PC-based management information system to support the POM/budget process and to replace the mainframe timesharing system that had been in place for over 8 years.

With the volume of printed and automated submission information prepared by DMA and its seven Components, Chiusano recognized quickly that the Agency needed an

improved system. HQ program managers and analysts needed a system that provided useful tools to reduce the submission material to an easily managed level that prepared reports, produced meaningful forms, provided "what if" modeling capability, and prepared POM and budget exhibits for Director's briefings and for the Office of the Secretary of Defense.

Based on Chiusano's recommendations, the mainframe timesharing contract was scrapped in favor of Zenith Z-248 desktop computers and DBase III Plus data base software. The nature of DBase III Plus permits easy modification and reorganization as various needs arise. Also, the software has its own PASCAL-like fourth generation language that aids program development and "debugging" operations to eliminate program errors, according to Chiusano.

With the system in place, Chiusano immediately began concept design and review and, although many normal processes used in software development had to be abandoned, had the largest data base, DMIS/P, operational just 2 months after he started development. This data base was extensively used during preparation of the FY 1988-FY 1992 POM submission.

Each DMA Component now forwards its POM and budget submissions to HQ on PC diskettes compatible with the new system. Other data bases were completed later, tested, and are currently operational.

As a result of Chiusano's innovativeness, DMA now has a complete management information system incorporating five separate data bases: DMIS/P, a HQ subset of DMIS/P by a two digit expense code; FOURDIGIT, a four digit expense summary; QUARTERLY, a quarterly production status; CIVPERS, civilian personnel cost data; and ADP, or automatic data processing by four digit expense element; plus one additional data base, DMIS/E, or Equipment Procurement Program.

What are some of the results of the introduction of DMA's in-

ternal management information system? In addition to saving about \$250,000 annually by cancelling the mainframe timesharing contract, DMA now has the ability to thoroughly review and analyze the vast amount of POM/budget submission data from its components at its convenience, rather than waiting for the dial-up mainframe -- a delay budget analysts endured -- plus the knowledge that all data is secured within tamper-proof DMA-maintained data bases. In addition to almost instant access to current information, the Agency also now



Working with the new PC system, Jo Ann Gillis, DMS Budget Officer, makes final adjustments to DMS's revised FY 1988 and 1989 Budget Estimates on an IBM micro-computer. DMS/PPM is one of 12 sites now on the Agency-wide network which feed database into the master database at HQ, DMA.

has the ability to conduct "what if" modeling, and many features of the Exploitation Modernization Program's Data Integration Segment have been modeled as a prelude to implementation.

Looking at the future for its new management information system, DMA expects to expand its PC-based data bases to areas which have been exclusively the domain of mainframe computers. Included in the anticipated applications are Area Requirements

See PCs page 10, column 3

The Revolving Door Slows Further

The following article by Tom Joyce of the American Forces Information Service is reprinted in its entirety.

In recent years the Department of Defense has taken steps to slow the "revolving door" that had allowed DoD officials to leave government service and immediately start work with defense contractors they had worked with as part of their official duties.

Most of the concern was directed toward procurement officials whose actions might have been guided more by lining up lucrative jobs with defense contractors than getting the best deal for the government.

In 1985, Congress passed a law aimed at ensuring that senior officials didn't get too cozy with defense contractors. Now, in response to a new law, DoD has updated its standards-of-conduct regulations to further refine employment restrictions.

Air Force Lt. Col. Michael B. Lumbard, an attorney-adviser within the DoD General Counsel's office, noted that there are two categories that determine who can and cannot go to work for certain defense contractors.

In the first category are civilians in a grade which pays an equivalent of GS-13 or higher and military personnel in pay grade 0-4 and above. These individuals are restricted from accepting compensation from certain defense contractors if they:

- o spent the majority of their working days during the last two years of DoD service performing a procurement function relating to a DoD contract, at a site or plant that was owned or operated by a contractor and which was the principal location of their performance of that procurement function; or

- o performed a procurement function relating to a major defense system on the majority of their working days during the last two years of DoD service and "personally and substantially"

participated in decision-making responsibilities for that system through contact with the contractor.

The second category includes those individuals who served in a pay grade equal to Senior Executive Service position or higher (which includes most political appointees, for instance) and individuals who served as a member of the armed forces in the pay grade of 0-7 or higher. These individuals are restricted if they:

- o acted as a primary representative of the United States in the negotiation of a contract of more than \$10 million; or

- o acted as the primary representative of the United States in the negotiation of a settlement of an unresolved claim of a defense contractor in an amount in excess of \$10 million.

Lumbard said the new law went into effect April 16, and the new DoD guidelines are intended to clarify terms used in the law.

"We foresaw a lot of problems with implementing certain provisions," said Lumbard. "There was a real need to have our DoD component organizations uniformly apply the restrictions to all our DoD officers and employees. It also was a question of interpretation. For instance, we went back and defined "working day." There was no definition provided in the law, and it was open to so many different definitions."

The new law broadens the number of people covered, but there is no clear indication yet of how many will be affected. For instance, the previous law covered only presidential appointees.

The new law and directive apply to those earning an amount equal to the minimum rate of pay of a GS-13, which means some GS-12s in higher steps may be covered. The same rule applies to that section covering Senior Executive Service employees and higher.

DoD and the services have also assigned agency ethics officials - lawyers - to provide guidance and advice on whether or not an individual is covered under the law or regulations. A legal opinion

given by these attorneys that certain individuals are not under the law will help protect the former DoD employee later.

"But it's important to note that if an individual is restricted by the law, the restriction applies only to that particular contractor," stressed Lumbard. "It doesn't mean they can't work for any of the other defense contractors, as long as they don't fall under the restrictions." Contractors who knowingly hire former DoD officials in violation of these provisions are subject to fines up to \$500,000. Former employees who knowingly violate the prohibitions are subject to civil fines of up to \$250,000. Previously, the fine for presidential appointees violating the law was only \$5,000.

In the future, contractors and recently separated employees in the covered categories will be required to furnish reports to DoD concerning their employment records. "This will provide a system of reinforcement," said Lumbard.

The "Revolving Door" policy affects all DMA employees. The following is a statement prepared by Edward J. Obloy, General Counsel HQ DMA, that all employees are encouraged to read.

The new DoD Standards of Conduct Directive which implements all the statutory changes in post employment restrictions has been published and will be implemented in DMA soon. Procedures for requesting opinions on the applicability of the new "revolving door" law will be contained in the DMA implementation of this directive. In the interim, you should know that the only person in DMA, authorized by law to issue opinions on the applicability of this law to you, is the DMA General Counsel who is also the DMA Designated Agency Ethics Official (DAEO).

An opinion of the DMA DAEO that the new law does not pro-

See Door page 10, column 3

Competition is Key to Lower Procurement Prices

DMA's effort to "get more bang for the buck" was the dominant conversation topic during a recent meeting of all Agency Competition Advocates (CA) and Directors of Acquisition (AQ).

Hosted by COL Marcus J. Boyle, DMA Chief of Staff and Agency CA, the May 14 meeting was held to review DMA's Competition Advocacy Program, discuss competitive goals for the current year and plan future competition initiatives.

The climate for competition advocacy was established by the Competition in Contracting Act which requires all executive agencies and agency procurement activities to designate CAs. The advocates, in turn, are responsible for seeking and promoting full, open and competitive property and service procurement by each agency.

DMA's Competition Advocacy Program was formalized in February 1986 with publication of "Competitive Acquisitions" (DMA Instruction 4245.9). During fiscal year 1986, DMA had a competition goal, in dollars, of 70 percent and exceeded that goal, attaining a rate of 84.9 percent. The current fiscal year goal is 75 percent and, through March, the achievement rate stands at 78 percent. The overall DoD goal for fiscal year 1987 is 58 percent.

COL Boyle opened the day-long meeting with his view of the Agency's competition challenges for the next year. He emphasized the need to sustain program momentum, find ways to resolve recognized barriers to competition and to rapidly organize a CA program for the newly formed DMA Systems Center.

Maj. Gen. Robert A. Rosenberg, DMA Director, supported the competition emphasis in realistic terms. "We are continually being given less and less money to accomplish the expanding DMA mission," Gen. Rosenberg said, "and we must find ways to make the remaining dollars go further

and buy more."

Commander Joel Greenberg, Director of Policies and Procedures in the Navy's Competition Advocate General Office and the meeting's guest speaker, gave a brief history of the Navy program and recounted some of the lessons the sea service learned in its implementation of the program.

"The only measure of success in this type of program is results -- competition where it didn't previously exist," Commander Greenberg said.

Other program discussions focused on acquisition planning, the history of federal legislation promoting contracting competition, and DMA Component status reports.

Confusion about the DMA Competition Achievement Award Program (CAAP) also surfaced. Begun in fiscal year 1986, the program encourages recognition of DMA personnel for activities that significantly promote competition in the Agency's procurement program. Although publicized under the DMA Awards Day program and open to all Agency personnel, CAAP awards are perceived to be only for contracting personnel. COL Boyle pointed out that while the first two \$1,000 award recipients were contracting specialists, the program is not restricted to AQ personnel.

"We need to stimulate our technical community," Colonel Boyle said. "Sometimes they are in the best position -- when they begin to define a requirement -- to make the decisions that will maximize competition, and efforts in this area should be recognized."

In addition to Gen. Rosenberg, COL Boyle, and Commander Greenberg, meeting participants included Mordecai Z. Labovitz, DMA Senior Procurement Executive, and members of his staff; Colonel Stephen F. Burrell, Aerospace Center (AC) Deputy Director and CA; William Nelson, AC Director of Acquisition; Curt Ward, Systems Center (SC) CA;

Dr. Paul Ballou, SC Acquisition Director; Captain K. G. Hinman, Jr., HTC Deputy Director and CA; Gerald Kipp, HTC Acquisition Director; and supervisory personnel from DMA AQ.

PCs from page 8

and Products, Data Integration Segment simulation, MC&G graphics, and possibly a local area network at HQ to permit various offices to share commonly used information.

Door from page 9

hibit you from working for a particular employer is legally conclusive. This means the opinion cannot be overturned or set aside at a later date, absent fraud or a failure on the part of the employee to provide all relevant facts concerning the duties performed and relationship with the particular prospective employer(s). A request for an opinion must be in writing setting out all relevant facts. If you have questions, please contact the Office of the Associate General Counsel of your component, or my office.

I believe that as time goes on, prospective employers will routinely ask that applicants produce such a letter since a violation of the law can result in stiff fines for them as well as the applicant involved.



Director's Call



MILITARY AWARDS

Joint Service Commendation Medal

LT Brian F. Daly, USN
Department of Management and Technology

SFC Floyd M. Spicer, Jr., USA
Department of Graphic Arts

Joint Service Achievement Medal

MGySgt Russell L. Cavender, USMC
Department of Geographic Sciences

SFC Ronald H. Nelson, USA
Department of Construction Engineering

SFC Lyle K. Otineru, USA
Department of Geographic Sciences

TSgt James E. Lobdell, USAF
Department of Geographic Sciences

Promotions - Military

1LT James M. Giesken, USAF
Department of Management and Technology
Promoted to Captain

SGT(P) Maria LeFlore, USA
Department of Geographic Sciences
Promoted to Staff Sergeant (E6)

SGT(P) Ricardo Rodriguez, USA
Department of Construction Engineering
Promoted to Staff Sergeant (E6)

Civilian - Certificate of Service

Ms. Marjorie K. Kelley
Office of the Director
30 years of Federal Service

Senior Instructor Certificates

SFC Peter E. Rossi, USA
Department of Geographic Sciences

SSG William F. Belokon, USA
Department of Geographic Sciences

SSgt Thomas B. Walt, USAF
Department of Geographic Sciences

Sgt James P. Cast, USMC
Department of Construction Engineering

Certificate of Good Conduct

Sgt James P. Cast, USMC
Department of Construction Engineering

Special Acts

Mr. Charles W. Locke II
Department of Construction Engineering

Ms. Elizabeth L. Norton
Office of Academics

Arrivals - Military

LtCol Charles A. Sakowicz, USMC
Office of the Director

CPT(P) Larry C. Shubat, USA
Department of Management and Technology

CWO4 Steven D. Borgeson, USMC
Department of Geographic Sciences

LT Robert M. Bassett, USN
Department of Management and Technology

SGM Carlos Sellers, USA
Office of Plans, Programs and Operations

LII Warner L. Mayden, USN
Department of Graphic Arts

SSG(P) Robert B. Murphy Jr., USA
Department of Geographic Sciences

Suggestion

CPT Bruce Donaldson, USA
Department of Management and Technology

Departures - Military

LT Brian Daly, USN
Department of Management and Technology

SFC Floyd M. Spicer, Jr., USA
Department of Graphic Arts

GySgt(P) Raymond L. Moll, USMC
Department of Construction Engineering

LII Kenneth E. Priggemeier, USN
Department of Graphic Arts

SSG Richard B. Carandang, USA
Department of Construction Engineering

Sakowicz from page 6

Corps Headquarters, Washington, D.C.

In 1972, as a Captain, he attended the U.S. Army Engineer School at Fort Belvoir.

His duty assignments include Marine Corps Development and Education Command, Quantico, Va., Camp Pendleton, Calif., Iwakuni, Japan, and Vietnam.

LtCol Sakowicz is a native of Massachusetts. He and wife Jeanne have two daughters, Christine 19, Laura 15, and two sons, Charles Jr. 12, and Michael 9.

From the Editor's Desk

We are always looking for short "filler" items to put into the *Contour*. They should be approximately two to ten lines like the quotes, trivia, Do You Know, and Just a Thought items that we publish each month. Remember, unless you create it yourself, please be sure to Xerox your source of information (for verification) to send along with your contribution. Larger items, including articles, are also welcomed but, unfortunately, must be published on a space available basis.



"A proud day for the Agency," was the way Major General Robert A. Rosenberg characterized a ceremony honoring Lawrence F. Ayers, DMA Deputy Director, Management & Technology. With a beaming Margaret Ayers joining them at Headquarters on June 25, the Director announced Mr. Ayer's promotion to SES 6, highest Civil Service level -- with an equivalency rank of a four-star flag officer. Larry Ayers termed it "an honor which reflects upon the good work being done by all the thousands of outstanding people throughout DMA around the world."



"Bet you can't eat just one!"

Do You Know

Number of final copies of the Constitution printed in 1787 by the publishing house of Dunlap & Claypool:
500



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Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

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CONTOUR

Volume 14, Number 12

Defense Mapping School, Fort Belvoir, Virginia

September 1987

Deterrence Through Training

By Major(P) Louis R. DeSanzo

Major General Rosenberg has clearly established "Deterrence" as the mission of the Defense Mapping Agency. "...no military unit, from an infantry squad, to a warship or fighting airplane, to the most advanced strategic or tactical missile--or those in their electronic command posts--may function effectively without the products generated by the people of the Defense Mapping Agency."

This appears prominently in our work areas reminding all of the tremendously important work that our Agency performs. It is fairly easy to visualize how the products

generated by the DMA production centers contribute to deterrence, but what about us at the Defense Mapping School? Where do we fit into the deterrence equation? Simply stated, we are the "knowledge link" between DMA and its customers. We are charged with teaching our customers about the characteristics and applications of the Agency's products and services. Our mission is crucial, for without knowledge and understanding, even the best DMA products are useless. In the Department

See Deterrence page 4



Larry Ayers speaks to DMSers on his retirement day.

Larry Ayers Visits DMS

by Colonel David F. Maune,

On Aug. 31, 1987, on his last day before retiring from government service, Mr. Lawrence F. Ayers, Deputy Director for Management and Technology, Defense Mapping Agency, addressed the DMS staff and faculty during the monthly Director's Call in Heitmann Auditorium.

Mr. Ayers' government service started 32 years ago at Fort Belvoir, where he was hired by Robert Macchia of the U.S. Army Engineer Topographic Laboratories (ETL), then named the Engineer Research and Development Laboratories (ERDL).

Mr. Ayers talked about John Nesbitt's book, "Mega Trends," and how America must exploit information to remain a world leader.

He talked about the historical significance of terrain information and how General Stonewall Jackson in the Civil War and

See Ayers page 6



CPT Donaldson, MAJ(P) DeSanzo, Capt Cincala and Capt Giesken with a recent MCGSOC class.

The Direct Line



from
Maj. Gen. Robert A. Rosenberg
Director

My final report to you comes at a time of mixed emotions: genuine pride in what we, together, have accomplished in the past two years along with genuine regret to be leaving this dynamic agency in such a critical time.

This, however, is our way of life in the military service. My strongest hope is that we have managed together to chart a course that will keep DMA on track during the extremely important next few years leading into implementation of the Modernization Program in the early '90s.

I'm not going to rehash a litany of accomplishments; you know what has been initiated and what is now on track in your individual areas. Each of you has every right to be very proud of your record in the immediate past and the paths we have charted for the future. Our major goals have been used as guideposts and I am delighted to realize that all our major accomplishments fell within those goals -- which together we developed early on.

Our people programs are leading to more efficient use of DMA manpower and a formalized system of advanced training and definitive career paths in various disciplines. You have a clear opportunity to advance along lines spelled out up front -- and to advance as far as your skills and dedication will take you. The leaders of tomor-

row's DMA are in these pipelines today and I am convinced both you and the Agency will benefit from this overall effort.

I personally, and with your senior staff, have undertaken long and serious meetings with senior commanders of operational forces, at the Pentagon and around the world. I have made them more aware of DMA's vital role as a Combat Support Agency -- without whom they simply cannot function. At the same time, I have worked hard to convince them they must recognize the serious mismatch between their requirements and the capabilities of this agency to meet those requirements in the face of continuing budget strictures and the transition into Mark 90 which is taking so much of our effort.

They understand they may have to do with less: less sophisticated data, fewer sophisticated map/chart products when simpler versions will do the job until we get Mark 90 in our plants. At the same time, we must understand that here at DMA we must keep up a constant pressure to increase productivity. We must use every avenue to eliminate overlap and waste and accelerate our efforts in the suggestion program and quality circle endeavors, and in every other way to do the very best with what we have.

And the very best from the professionals at the Defense Mapping Agency is very good indeed. You, together, make up by far the most effective team of its type in the world today --and Mark 90 isn't even here yet. Your future, and the future of this vital agency, is unlimited.

And you know what really makes it click? The increasing sense of togetherness, the growing realization that with the new technologies fast coming on line, our scattered components will be operating a common single DMA production system with more integrated training, communications and distribution systems than ever before. Our unified management system and all-encompassing communications links will truly link us into the "One DMA" that we seek.

It is this "One DMA" that I will miss. It is very much like leaving the members of a family which has gone through trying times, together. The bonds are strong, as are the emotions.

At the same time, on a personal level, the thought of spending more time with my other family is particularly gratifying. They have done without much in the past three decades. It is time to make some of this up to them.

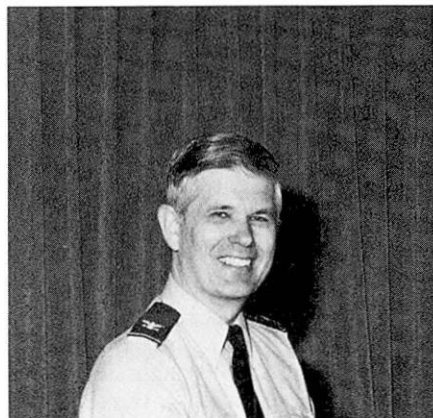
So, I am leaving in the fortunate position of a man who is leaving the professional family he loves, knowing they are in good shape and, at the same time, turning to the personal family he loves, which now has every right to expect the attention they did not get through the years.

To you in the DMA family, my every best wish and my confidence that you will meet the demanding mission before you. It is, simply, so very important to our nation that you must do so. I know you will.





From the DMS Schoolhouse



Director
Colonel David F. Maune

The Payoff

Payoff: The climax of an incident or enterprise. A decisive fact or factor resolving a situation or bringing about a definitive conclusion.

We've just had our payoff, and nothing could make me more proud of our schoolhouse.

I remember the struggles Dick Christ, our former Education Advisor, used to have in trying to convince the staff and faculty of the importance of Task Analysis Data Bases (TADB's) and Dick's vision of how Course Content Documents (CCDs) should be prepared. I remember the CCD format preparation efforts of our former Curriculum Requirements Coordinators, Majors Charlie Buddenhagen and Will Haverland along with Editor, Jim Harnden and the agony they went through in reviewing TADB's and CCDs and telling writers and course managers what they had done wrong in their course design and documentation. I remember the "blood, sweat and tears" that went into the preparation of these documents by instructors, writers and course managers; of course, this is an endless process as we constantly strive to keep our courses and documentation up to date. It's

what we had to do to get our jobs done right. It was good for us. It was like eating spinach and liver when we preferred pizza.

The payoff came this past month when the team from the American Council on Education (ACE) reviewed all our courses. At the outbriefing, the leader and various team members indicated that DMS' CCDs were the best they had ever seen. The team members who were in the business of assessing courses for recommended credit said that our courses, on an average, earned the highest recommended credit of any DoD school reviewed by ACE in the past 15-18 years. That's quite a payoff for the entire School, faculty and students.

Generally speaking, courses that provide skills training leaned more towards vocational school credit, while courses that emphasize knowledge and tax the students' ability to understand complex concepts leaned more towards college credit. Both kinds of courses are needed.

As indicated in Dr. Schultz-Shiner's article in this edition of the *Contour*, the Analytical Photogrammetric Positioning System I (APPS I) course was recommended for 3 semester hours of undergraduate or graduate credit. The Basic Terrain Analysis Course (BTAC) was recommended for 17 semester hours of college credit; the Advanced Terrain Analysis Course (ATAC) was recommended for 23 hours, and the Terrain Analysis Warrant Officer Certification Course (TAWOC²) was recommended for 9 hours. A Terrain Analyst NCO taking APPS I, BTAC and ATAC could earn 43 semester hours of college credit. A Terrain Analysis Warrant Officer completing all four of these courses could earn 52 semester hours of college credit from DMS. That's equivalent to about a year and a half of college -- well on the way to a college degree. We wanted these courses to be challenging, and they are.

While our mobile training teams (MTTs) have received a lot of publicity lately, our resident course instructors, who work daily

"in the trenches" without fanfare, are the ones who make MTTs viable and credible. The MTTs are another form of payoff.

Before we could export our MC&G Staff Officer Course (MCGSOC), as described in MAJ DeSanzo's lead article, we first had to develop an improved resident curriculum with professional instructors. Only after we knew that our resident MCGSOC was a "winner" could we consider exporting it to Unified and Specified Commands worldwide. The non-resident MCGSOC was a payoff from the resident MCGSOC.

This month I received a delightful message from the Commander, Ocean Unit Five, operating in the Flores Sea near Indonesia. He said:

"Dear Colonel Maune:

"I would like to express my sincerest thanks for the contribution of LICS Carr to my unit. One of my critical mission requirements is to produce a field chart. I have not had a lithographer assigned to my unit since last year and the press had suffered from the subsequent lack of expertise. A private contractor worked on the press earlier this year but was not able to resolve or identify all the problems. Senior Chief Carr corrected all the deficiencies. Every single one. Secondly, Senior Chief Carr was able to train one of my petty officers, (Second Class Construction Mechanic) in the entire photo/print process. The CM2 was very nervous about working in a completely unknown rate but, after 1 month with Senior Chief Carr, the CM2 can safely and correctly operate every piece of equipment in our print shop and photo lab. Thirdly, Senior Chief Carr jumped right in and became a part of the unit, voluntarily attending department head meetings, counseling sailors, and being a visible example of pride in professionalism. He lifts people to his level.

"As a direct result of Senior Chief Carr's efforts, I am one hundred percent mission capable in the printing of field charts. Thank you, sir, for DMA DMS support.

See SCHOOLHOUSE page 6



MCGSOC reaches a mixed audience of military and civilian mid-level managers.

of Management and Technology (MT), we take this task seriously and have instituted several programs to not only reach the users of our products, but also to help DMA managers better appreciate and interact with those users. This article will look at one MT program, the MC&G Staff Officer's Course (MCGSOC); its past history, current status, and future trends.

In February of 1986, Major General Rosenberg made his first quarterly visit to DMS. He had just returned from an extensive tour of commands around the world, assessing their MC&G programs and evaluating their needs. He was convinced that our users of DMA products did not really understand how to work within the "DMA system" to get what they needed and that our MC&G staff officers in the field were not being properly trained to assist them. His message to us during that visit came in the form of a challenge; "Fix the problem!" The mission logically fell on MT which already had its primary focus on training of mid-level MC&G managers for all of DoD.

A study of existing programs revealed that the MC&G community had been relying upon the MC&G Staff Officer's Course to educate people in key MC&G positions on the very issues raised by the DMA Director. MCGSOC, at that time, was in trouble. Its foundation appeared solid but the course had not been scrubbed in several years. Commands (and DMA) had almost stopped attending; barely 200 students had graduated in over 2 years. MCGSOC was a 9-day course which included three tours and depended heavily upon guest speakers. As such, it was taught with redundancy and lacked cohesion. MCGSOC was only offered quarterly, making it more difficult to attend. With approval from DMA, MCGSOC underwent a major overhaul.

With Major General Rosenberg urging all DMA Components and user commands to "go to the Schoolhouse and get smart," all we had to do was provide quality training when they arrived. We were convinced that three major changes were

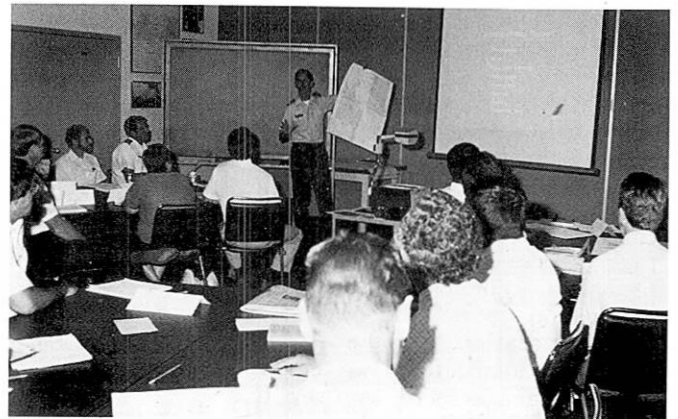
needed. First - organize the training program into a concise, meaningful course. Second - reach more students by doubling the resident MCGSOC course offerings immediately. Third - send Mobile Training Teams (MTT) to areas with large student concentrations.

Revitalizing the curriculum proved the biggest challenge. The 9-day course length seemed to discourage many potential attendees, so MCGSOC was trimmed to a 1-week core of resident instruction. Tours and guest speakers were moved to the second week of the course which was reserved for those students going to positions requiring intensive, one-on-one briefings. To make the course more cohesive, students were placed in the role of MC&G Officers for a Unified Command and given a theoretical JCS operational tasking to plan and become familiar with the litany of DMA products, the numerous joint planning systems applicable to MC&G, and the theoretical foundations and production techniques associated with our products. The MT instructors responded like true professionals. Coordination was the watchword as they collectively ensured that their individual classes related logically to one another. These officers worked long hours with members of the DMA staff to glean the most current information for the platform. Their efforts were truly impressive and their results remarkable. In less than 2 months they had the "new improved" MCGSOC on the street and drawing rave reviews.

The second step was relatively easy. Dates for four additional MCGSOCs were announced to potential attendees. It wasn't long before those new offerings were filled and an extensive stand-by list grew. Demand became so strong that we had to add two more resident courses, just for the DMA Combat Support Center (formerly ODS).

Determination of MTT sites was more difficult. While we had a fair idea of where the highest concentration of potential students lay, we had to work closely with parent commands to ensure that our help was really needed. At the annual DoD MC&G Conference in October 1986 we met with those

See Deterrence page 5

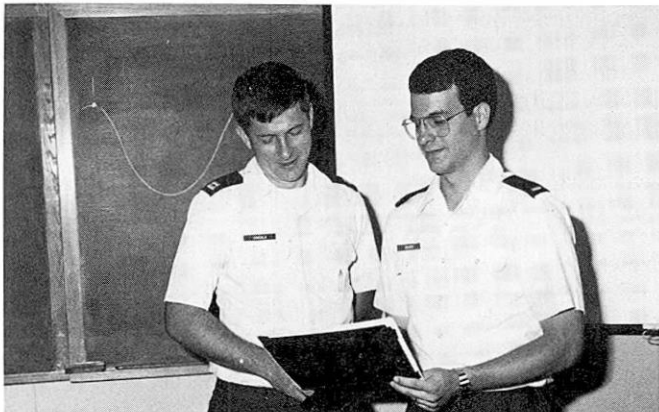


CPT Donaldson instructs Product Development at the Aerospace Center, St. Louis, MO.

Deterrence from page 4

commands and firmed up requirements. As a result of those talks, MT conducted MCGSOC for 27 members of the U.S. Pacific Command (CINCPAC) in May of this year and a similar session for the U.S. European Command in September.

There was still another important audience that had not been addressed - the DMA managers at lo-



Capt Cincala, previous course coordinator, reviews schedule with current course coordinator, Capt Giesken.

cations away from the Washington, D.C. area. Military personnel from those activities were often our students, but it was too expensive to send large numbers of mid-level civilian managers back to DMS. To address this audience, the decision was made to offer MCGSOC at the DMA Aerospace Center on a trial basis. Our MTT to St. Louis in July was extremely productive and DMAAC has a list of over 100 people waiting to attend. MT further committed to conduct MCGSOC at the Inter-American Geodetic Survey (IAGS) in San Antonio, Texas, in August and is now negotiating with the Naval Oceanographic Office (NAVOCEANO) for a session this winter.

By the end of the calendar year we will have taught the new version of MCGSOC 14 times in 14 months to approximately 340 students. There is a formally approved Course Content Document, but MCGSOC is constantly being revised to reflect current doctrine, procedure and policy. The Joint Operations Division (MTJ) has spent a lot of time on the road lately; so much so that we have adopted "Deterrence Thru Travel" as our unofficial motto. It is important for all to realize that the improvements in MCGSOC came totally from existing assets and the hard work of the instructors involved. While responsibility for MCGSOC now formally resides in MTJ, its growth and success have resulted from the efforts of the entire department. In MCGSOC, DMS has a product that is truly a deterrence multiplier and clearly establishes the DMS role in the Defense Mapping Agency.

Providence and Jacksonville Field Offices Close

Forty-one percent of the Defense Mapping Agency employees formerly working at the Providence, R.I. Field Office of HTC have elected to continue their government careers with DMA. PVO ceased operations on June 30 and the final caretaker force officially closed the facility on July 31.

When Maj. Gen. Robert A. Rosenberg, DMA Director, announced the PVO closure in early January, he promised facility employees that every effort would be made to find them other employment if they desired to leave DMA. Those wishing to remain with the Agency were reassigned to other DMA components and field offices.

Sixty-one persons opted to continue their careers within the Defense Mapping Agency. Of these, 35 were reassigned to the Hydrographic/Topographic Center in Brookmont, Md.

Five employees elected transfer to the San Antonio Field Office and two others transferred to the Louisville Field Office. HTC is the parent "base plant" for Louisville and San Antonio.

The DMA Aerospace Center received 18 transfer employees and the AC field office in Kansas City received one.

Twenty persons obtained employment with the Defense Logistics Agency and 10 others were placed with federal government agencies through the DoD Priority Placement Program (Stopper List). Seven persons found positions with government agencies through other initiatives.

At the time of the closing, 26 PVO employees retired and 26 others resigned or were separated through reduction in force (RIF) procedures. Career employees continue to have reinstatement rights if they wish to return to federal service in the future.

Gen. Rosenberg's decision to close the Providence Field Office was made after a 5-month feasibility study by a DMA management team. Savings of some \$19 million are projected through fiscal year 1994, with annual savings of more than \$5 million after that time.

DMA also announced that it will close its Combat Support Center Detachment in Jacksonville, Florida, on Sept. 30, as part of the Department of Defense effort to initiate cost savings.

Gen. Rosenberg, explained, "A thorough analysis of the operations and workload of our Detachment in Jacksonville has demonstrated that it is not economically feasible to continue map and chart distribution operations at that location."

DMA will continue to support Jacksonville customers from its DMA Combat Support Center Detachment MacDill, located in Tampa, Fla.; DMA Combat Support Center Atlantic Office, in Norfolk, Va.; and from the DMA depot in Philadelphia.

The Jacksonville Detachment employs one military and three civilian employees. They are being offered employment within the DMA organization.

Ayers from page 1

General George Patton in World War II had exploited their superior knowledge of the terrain to overcome superior enemy numbers. Similarly, the U.S. today needs to exploit modern geographic information systems (GIS) to offset the fact that we may be outnumbered by enemy weapon systems.

He talked about the challenges facing DMA and the need for employees to possess computer hardware and software skills and knowledge of large data base management techniques in order to meet the needs of the future.

He mentioned that the average age of the DMA workforce has dropped from 43 to 36 and that technology is changing so rapidly that DMA may need to retrain the primary workforce every 3-5 years rather than 9-12 years as in the past.

He indicated that mapmakers cannot presume to know everything about users' needs, but we need to talk with our users regularly and recognize that requirements are ever-changing. Furthermore, mapmakers can't be locked into specifications but must be flexible.

He talked of the "One DMA" especially as pertains to production and training.

In response to questions, he talked of the role of DMA liaison officers and the role of DMS in training the DMA civilian workforce.

He concluded by telling several humorous tales of how he learned leadership through pig farming many years ago and why he always tells his wife, Margaret, where he's going.

Mr. and Mrs. Ayers have visited DMS on numerous occasions over the years, to include our Christmas dinner dance last year. We will miss them both. DMS has been blessed by knowing them. As a first-rate couple in every respect, they are a "class" act. And on his final day as a civil servant, Mr. Ayers was kind enough to present a class at the DMA Schoolhouse on how to be a professional in the mapping business. Many of us have benefitted from his experience and tutorage.

Senior Level Appointments Confirmed

In a recent executive action, Gen. Robert A. Rosenberg, DMA Director, confirmed the following senior level staff assignments:

- Penman R. Gilliam was assigned as DMA Deputy Director, Management and Technology on Aug. 2.

- Edward W. Finnegan was assigned as DMA Deputy Director for Research and Engineering on Aug. 2.

- Lon M. Smith was assigned as Technical Director, HTC, on Aug. 2.

- William J. Brown was assigned as Deputy Director for Programs, Production and Operations at HTC on Aug. 2.

- James R. Skidmore was assigned as Technical Director, AC, on Aug. 2.

- William N. Hogan was assigned as Deputy Director for Programs, Production and Operations, AC, on Aug. 2.

- Larry N. Muncy was assigned as Chief, Scientific Data Department for AC effective Aug. 30.

- Earl W. Phillips was appointed to the Senior Executive Service as Chief, Plans and Programs Branch, Special Programs Division, SC.

Gen. Rosenberg also confirmed the following retirements:

- Lawrence F. Ayers retired Sept. 1. He left the position of DMA Deputy Director, Management and Technology.

- Dr. Mark M. Macomber retired Oct. 2. James E. Ayres replaced him as the Scientific Advisor for Hydrography Sept. 21.



School Days are Back

by Tom O'Brien

Each year in August and September when school begins, there is an increase in traffic on main roads as well as in neighborhoods. School busses move slowly along picking up and dropping off children. Parents and students also

add to the traffic by providing school transportation.

Drivers should be aware that children are often impulsive. They dart across streets and from between parked cars, without looking. They cross driveways in a steady stream, walk in the middle of the street, congregate at intersections, sit on curbs, play catch, and chase one another into the street, while waiting for the school bus.

When approaching groups of children, observe the posted signs and speed limits, stop for school busses, and watch out for youngsters who are too busy to watch out for themselves.

No one wants to be responsible for the injury or death of a child, so drive carefully.

SCHOOLHOUSE from page 3

"If Army should defeat Navy on the gridiron this fall, how about sending me the LICS as a consolation prize?"

Again, DMS and LICS Carr received the special recognition as a result of an MTT. Yet, LICS Carr and other professional instructors like him perform superbly "in the trenches" day in and day out teaching resident courses where professionalism is assumed and special recognition is rare. If it weren't for our resident courses, DMS would never have pros like LICS Carr when the urgent call arrives during a crisis. Our entire MTT program, therefore, is seen as an outgrowth or payoff from our resident programs that are so professional that the American Council on Education praised us highly.

This payoff may not add money to your pocketbook, but it should add pride to your hearts knowing that our "bread and butter" resident courses form the solid foundation for all our academic programs. As I've said many times before, I'm extremely proud of our professional schoolhouse and the hard working people who make it so.

DMS Receives Highest Ratings from the American Council on Education

by Dr. Linda Schultz-Shiner

In July The American Council on Education's (ACE) Military Evaluations Program Division conducted an on-site evaluation of Defense Mapping School courses for academic/college credit. Dr. Schultz-Shiner, Chief of the Office of Academics, coordinated efforts to host the evaluation team at DMS. Academic credit in semester hours ranges from vocational certification to graduate level credit. ACE recommended the following semester hours for DMS courses in the chart below.

The chair of the evaluation committee commented that the DMS course documentation was the most professionally prepared and earned the highest average rating per course of any military school evaluated by ACE during the past 15-18 years. Everyone at DMS can take pride in this accomplishment which constitutes

a total team effort. However, special recognition should be accorded Mr. Dick Christ, former Education Advisor at DMS who retired in 1986, and Mr. Jim Harnden, DMS Course Content Document (CCD)/Publication Manager, who worked diligently in developing and implementing the course content process employed at DMS.

Accredited courses afford distinct advantages to DMS graduates who plan to continue their educations either in the immediate future or later in their careers. Recommended credits per course will appear in the third supplement to the "Guide to the Evaluation of Educational Experiences in the Armed Services," in both the handbook and the 1988 Guide. Interested parties should contact DMS Office of Academics or the Education Center for further information.

DMS Course	Semester Hours of Recommended Credit		
	Vocational Credit	Undergraduate Credit	Graduate Credit
Basic Terrain Analysis Course (BTAC)		17	
Advanced Terrain Analysis Course (ATAC)		23	
Terrain Analysis Warrant Officer Certification Course (TAWOC ²)		9	
Basic Cartography Course (BCART)	6	7	
Advanced Cartography Course (ACART)	6	9	
Hydrographic Survey Course (HSC)	3	6	
Topographic Instrument Repair (TIR)		3	
Basic Photolithographic Process Course (BPLITP)		11	
Basic Offset Printing Course (BOP)	6	3	
Navy & Air Force Basic Lithographer (NAAFBL)	9	9	
Reproduction Equipment Repair Course (RERC)		11	
Construction Survey Course (CONSS)	3	10	
Construction Drafting Course (CONSD)		11	
Cartographic/Geodetic Officer Course (CGOC)		9	
MC&G Officer Course (MCGOC)		9	
Analytical Photogrammetric Positioning System I (APPS-I)		3 or	3
Analytical Photogrammetric Positioning System IV (APPS-IV)		3	



Maj Gen Robert A. Rosenberg, DMA Director, and MSG Charles Knight, DMS, hold a "Smurf" retirement cake that MSG Knight made for the general's recent visit.

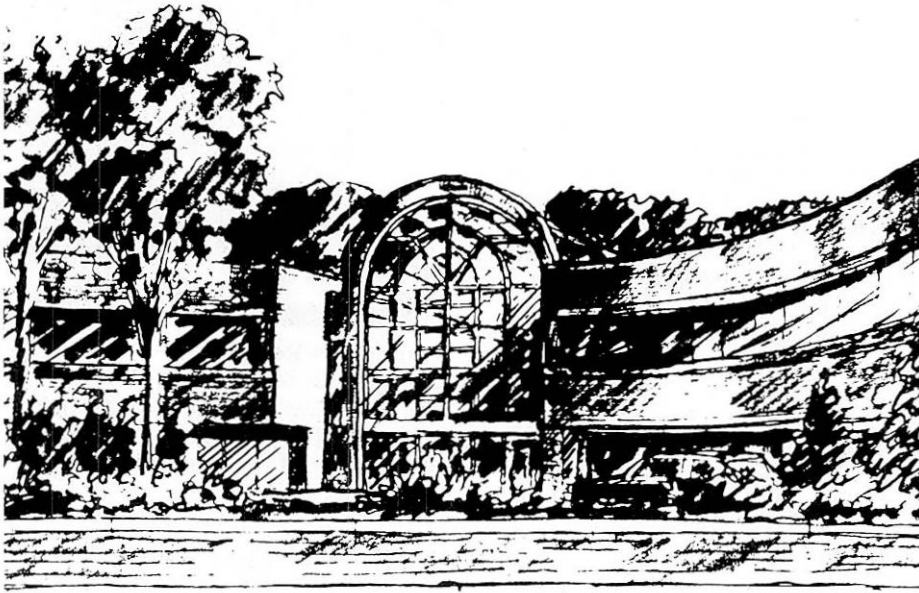
Colonel Boyer is New Inspector General

Army Colonel E. F. Boyer, chief of the Land Combat Division at DMA HQ, became the new DMA Inspector General, effective Aug. 1. He replaced Colonel William T. Stockhausen, who retired.

In addition to his Programs, Production and Operations, Directorate Land Combat Division position, "Fritz" Boyer headed the DMA Crisis Management Team and was instrumental in DMA support to operational commands in a number of crises during the past 3 years, including Lebanon, Libya and the drug interdiction effort in Bolivia, among others.

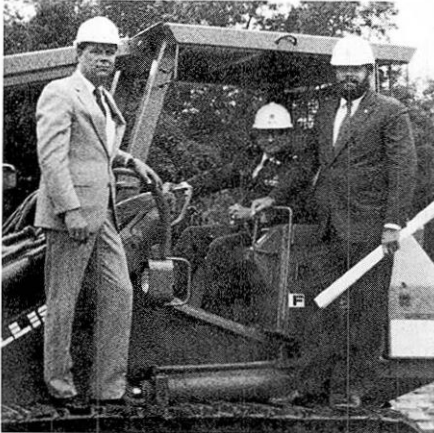
A native of Utah, Colonel Boyer is a graduate of Brigham Young University, Provo, Utah and the Command and General Staff College, Fort Leavenworth, Kan. He served two tours in Vietnam in the late 60's and early 70's, and later served with NATO in Allied Forces Southern Europe. Previous DMA assignments were in the Plans, Requirements Directorate, Plans and Exercise Division at HQ DMA and as a division chief, Department of Topographic Sciences, (TSD) DMS. Currently TSD is the Department of Management and Technology.

Colonel Boyer was at DMS from November 1972 until May 1976.



Architectural drawing of DMA's new consolidated building.

General Rosenberg Breaks Ground



General Rosenberg (center) drives bulldozer.

Andregg Named Honorary Member

Charles H. Andregg, former DMA deputy director who retired in 1979, has been awarded Honorary Membership in the American Society for Photogrammetry and Remote Sensing. The award cited Mr. Andregg for his distinguished service to the Society as well as distinction in the field of photogrammetry, remote sensing and related sciences.

Mr. Andregg, a 1939 graduate of Kent State University, Kent, Ohio, began his professional

career in the Materials Laboratory at Wright Field and left in 1942 to join the Army Map Service (AMS) in Louisville, Kentucky. Twenty years later, he left AMS as its chief civilian to go to the Pentagon as Technical Director of the Department of Defense's Mapping, Charting, and Geodesy activities. When all these areas were combined in 1972, the Defense Mapping Agency was born and Mr. Andregg was named Deputy Director.

career in the Materials Laboratory at Wright Field and left in 1942 to join the Army Map Service (AMS) in Louisville, Kentucky. Twenty years later, he left AMS as its chief civilian to go to the Pentagon as Technical Director of the Department of Defense's Mapping, Charting, and Geodesy activities. When all these areas were combined in 1972, the Defense Mapping Agency was born and Mr. Andregg was named Deputy Director.

SecDef Honors Penman Gilliam



Penman Gilliam (center) and wife, Billie Jo are congratulated by Secretary of Defense, Caspar Weinberger.

Honored by Secretary of Defense Caspar W. Weinberger in Pentagon ceremonies was Penman R. Gilliam, DMA's new Deputy Director, Management and Technology. He was awarded the highest civilian award in the Department of Defense, the DoD Distinguished Civilian Service Award. "Red" Gilliam and his wife, Billie Jo, were congratulated by the SecDef after the ceremony, at which the DD was cited for his "tireless dedication to the provision of software exploitation capability to meet DoD's worldwide mapping, charting and geodetic requirements in support of advanced weapons systems which has made a significant and lasting contribution to the national defense." The citation covered Gilliam's service as director of the Special Program Office for Exploitation Modernization (SPOEM) since its establishment in 1982.

Take a Tip

A good article should be like a bikini bathing suit - short enough to be interesting, long enough to cover the vital points.

(A quote by Edmund C. Arnold author "Editing the Organizational Publication.")

Belvoir has Women's Equality Day

by Penny Greer

As the DMS Federal Women's Program Manager, I attended a Women's Equality Day ceremony on Aug. 26 at the Fort Belvoir Recreation Center.

On Aug. 4, 1987, President Ronald Reagan issued Presidential Proclamation 5688 proclaiming Aug. 26, Women's Equality Day.

Women's Equality Day was established by public law in 1974. This is the 67th anniversary of the ratification of the Nineteenth Amendment which gave women the right to vote. Wyoming passed the first law giving the vote to women in 1869. Twenty-four years later (1893) Colorado enacted a similar law followed by most of the other Western States. However, it was not until 1920 that the Nineteenth Amendment was ratified.

This culminated the struggle of the American women's suffrage movement and began the fight for the Equal Rights Amendment drafted by Dr. Alice Paul in 1923. It was introduced to Congress for 49 consecutive years before it was passed and sent to the States for ratification in 1972. This 27th Amendment was not ratified but the suffrage movement proves legislative endorsement of women's rights can take a long time.

The underlying significance of Women's Equality Day is that it is not for women only. The Presidential Proclamation points out: "The needs, hopes and problems of a complex society demand the talents, imagination and dedication of all its citizens without regard to sex."

The Fort Belvoir Equal Employment Opportunity Office sponsored the Women's Equality Day ceremony. Maj. Gen. Reno, Commander, U.S. Army Engineer Center and Fort Belvoir, in his opening remarks, stated that he shared in EEO's commitment for job opportunities at Fort Belvoir and reminded us that the military and civilians were one family

whose objective was to support Fort Belvoir.

Following Maj. Gen. Reno's opening remarks was a panel discussion by six female members of the Fort Belvoir community, who hold traditional male jobs. They included CSM Garcia, CW3 Gilbert, COL Highmarsh, Pastor Burton, MAJ Oswalder and CPT Hodges. They all expressed appreciation for the opportunities the Army has afforded them. They stated that the two biggest changes have been women's weapons qualification and the choice of staying in or getting out when pregnant.

That afternoon Fort Belvoir Federal Women's Program presented a career development

training seminar. The topic was "Let Your Image Work For You" and was presented by Holly Salade, President of Color My Image, Ltd. She enlightened us on the importance of knowing the colors that suit you but, more importantly, remembering to present a whole image. This includes knowing how to stand, how to sit, how to walk, use of makeup, hair, eye wear and wardrobe. She also stressed that being aware of your appearance is important for men to learn. Your image is reflected in your body language and facial expressions as well as your appearance. If you would like more information about Color My Image, Ltd. contact me at 664-2383.

Who's Giving the Crab Feast Next Year?

by Jenni Bowker



Jenni Bowker and Ann Wakimoto

Recently Annie Wakimoto and I, the summer hires of the Visual Information shop of the Office of Academics, arranged our "Second Annual Crab Feast." Food, friends, and fun...this was the aura for the all-you-can-eat extravaganza.

After its success last summer and the large demand for another, we knew we had no choice but to start planning. In fact, the first thing we heard upon our return to DMS this summer was, "Hi!

When's the crab feast?" And so it was.

This year's small but ambitious group included such brave novices as Cris Becerra, MSG Victor Antezana as well as the "experts" Maj. Kurt Hovanec and Jeff Hamn, (both of whom polished off two to three dozen). Coming in at a close second were Nick Mosura and Jim Harnden. But regardless of how many crabs each person ate, everyone got their fill...and more.

Annie and I would like to thank Nick Mosura, Jeanne Elmore, and Elizabeth Norton for their help and support in the organization of this event. Although it took a lot of planning and hard work, it was well worth it and we enjoyed doing it.

As the summer comes to a close and I leave to pursue a master's degree at Boston University, and Annie looks for a permanent job, we will always carry with us the memories of our friends and good times at DMS. One question...who will organize the crab feast next year? Just don't forget to invite us!

CFC Helps People in Need

by Rickie Blas, Contour Editor

No one wants to die; worse - no one wants to know they are dying.

Each year thousands of people receive a death sentence from the person they depend upon for life - their doctor. It's everyone's nightmare. There's nowhere to run.

During a recent Combined Federal Campaign (CFC) workshop for editors in Washington, D.C., I had the opportunity to visit Hospice of Washington. Hospice is a health care facility for the terminally ill. Part of its funding comes from CFC.

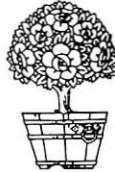
The Hospice facility is located in a quiet area of Washington. The one story building, with its pruned shrubbery and flower garden is very much like home. Inside, local artists' paintings hang on papered walls. A quiet, pleasant atmosphere exudes. There are no white sheets, no artificial life support systems, no hospital setting. The "great room" with many windows, boasts of Ethan Allen type furnishings, accented with large sun-streaked plants. An elderly patient watching television looks up and smiles at our small tour group.

In 1976 the Washington Diocesan Convention of the Episcopal Church passed a resolution forming a task force to examine the feasibility of establishing a hospice in Washington. After a year of study, the task force reported that there was a need, and they recommended that the Episcopal Church be the sponsor.

The founding members were Sarah Burger, R.N., Canon Michael Hamilton, Dr. John Lynch, and Carolyn Aniba.

In 1979 the 6-bed Hospice, known then as the Washington Hospice Society, was the first in the area to offer care to terminally ill patients in a home-like setting.

One of the first volunteers on the board of directors was Jean Tolbert. Jean saw the need for formal literature on hospice care.



I went to the hospital to be cured and I almost died. I went to the Hospice to die and I lived.

Hospice of Washington Patient

She located writers and secured funding. Her husband, daughter and even house guests pitched in to help with the coordinating, writing, editing, supervising, and all the other tasks involved in getting written material published. She secured grants and organized a clearinghouse for the area hospices to unite and share their knowledge. Today, five local hospices are involved. It is called the Hospice Care Providers of Metropolitan Washington, D.C. Jean did most of this work from her wheelchair while she was dying from multiple myeloma (tumors of the bone marrow).

Families have total involvement in Hospice care. Visitors of all ages are welcome any time. Close relatives may stay overnight.

The goal of Hospice is to provide a pain-free and supportive environment to patients so they can continue to control their lives. The emphasis is on quality living, not dying.

A team of physicians, nurses, social workers, a chaplain and other assistants provide intensive

care, and more. They help the family to provide comfort and dignity to their loved one.

Many patients come to Hospice and go back home several times depending upon their condition. The object of the hospice program is to keep the patient at home as much as possible. However, if the patient is in pain they return to Hospice where the pain is controlled. If the patient chooses to remain at home in the final days of his/her life, Hospice provides the emotional support so desperately needed by family members. This Bereavement support continues for a year after the patient's death.

No one wants to believe a tragedy like this could happen in their family. But it's nice to know there is help; help to make one realize that death is natural and inevitable; help to emphasize the quality of life. Living with dignity and living in comfort is what Hospice is all about. After all, someone once said, "Happiness is found along the way, not at the end of the road."

Director's Call

Promotions - Military

SSG Robert B. Murphy, USA
Department of Geographic Sciences
Promoted to Sergeant First Class (E7)

SGT Benjamin E. Milburn, USA
Department of Graphic Arts
Promoted to Staff Sergeant (E6)

Defense Meritorious Service Medal

SFC William M. Troutt, USA
Department of Management and Technology

Joint Service Commendation Medal

CPT Alan J. Waitkus, USA
Department of Management and Technology

SFC Floyd M. Spicer, USA
Department of Graphic Arts

LII Michael J. Busch, USN
Department of Graphic Arts

Joint Service Achievement Medal

SSG Timothy M. Brennan, USA
Department of Graphic Arts

SSG Carl D. Cummings, USA
Department of Construction Engineering

SSG Thomas K. Wallenius, USA
Department of Geographic Sciences

LII Michael J. Busch, USN
Department of Graphic Arts

Master Instructor Certificate

CPT Alan J. Waitkus, USA
Department of Management and Technology



SSG John M. Bradley, USA
Department of Graphic Arts

Senior Instructor Certificate

SSG Timothy M. Brennan, USA
Department of Graphic Arts

SGT(P) Steven G. Puciato, USA
Department of Construction Engineering

TSgt Curtiss E. Poormon, USAF
Department of Geographic Sciences

Letters of Appreciation

CPT(P) Patricia A. Poulson, USA
Department of Management and Technology

Mr. William H. Sutton
Department of Graphic Arts

Departures - Military

CPT Alan J. Waitkus, USA
Department of Management and Technology

LII Michael J. Busch, USN
Department of Graphic Arts

SFC William M. Troutt, USA
Department of Management and Technology

SFC Floyd M. Spicer, USA
Department of Graphic Arts

Departures - Civilian

Mr. Louis W. Bloom
Office of Academics

"Government is a trust, and the officers of the government are trustees; and both the trust and the trustees are created for the benefit of the people."

—Henry Clay,
patriot and orator

"I should deem a man-of-war incomplete without a body of Marines . . . imbued with that esprit that has so long characterized the 'old Corps'."

— Commodore Joshua R. Sands

"It is better to keep the wolf out of the fold than to trust to drawing his teeth and talons after he shall have entered."

— Thomas Jefferson

Chuckle of the Month

Submitted by Irene

Some of the mice, whose earthly home was in the walls of Bagley Hall of the Defense Mapping School, died and went to heaven. As residents of the School, they became experts in the fields of mapping, charting, and geodesy.

As a result of this previous experience, the little mice soon were traveling to the far corners of heaven. However, their little legs often tired out before they reached their destination. To eliminate this problem, they requisitioned, through the Angel-in-charge, roller skates. Wanting them to really enjoy themselves, the Angel-in-charge issued them their roller skates.

Soon after the "old Tom cat", whose home had been near the Essayons Club, Fort Belvoir, Va., also died and went to heaven.

After a few weeks in heaven, the Angel-in-charge asked the "fat old Tom cat" what he enjoyed most about heaven. With a gleam of delight in his eyes, he answered, "The meals-on-wheels!"

Moral of the story: "Even the best laid plans of mice and men can go astray."



"How cute! While we were shopping, it paid our insurance and mortgaged our house."



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DEFENSE MAPPING SCHOOL

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CONTOUR

Volume 15, Number 1

Defense Mapping School, Fort Belvoir, Virginia

October 1987



"Sir, I assume command." With these words, Major General Robert F. Durkin officially became director of the Defense Mapping Agency. The affirmation came with a salute to General Robert T. Herres, vice-chairman of the Joint Chiefs of Staff, who officiated at the Sept. 30 ceremonies at HTC. Major General Robert A. Rosenberg, in the background, retired the same day.

Major General Durkin Takes Command of DMA

DMA's new director "passed the word" up front as he assumed command of the Agency in colorful military ceremonies at HTC on Sept. 30.

Maj. Gen. Robert F. Durkin, as he relieved retiring Maj. Gen. Robert A. Rosenberg, told the several hundred assembled for the Change of Command: "Two words have become important additions to my vocabulary in the past few years. Those words are 'timely' and 'tailored' — particularly as those words apply to support to the Unified and Specified Commands and their combatant components.

"Support which is not tailored is inefficient support and support which is not timely is no support at all," he maintained. The new director added: "You'll hear those words repeated time and time again."

General Durkin noted, "I am well aware of the challenges that we collectively face to make this support more timely and more tailored — and I'm here to tell you that I willingly, eagerly accept those challenges."

He said his first challenge, "is the difficult one of following in

See COMMAND page 3

DMSers Run for the Constitution

by Rickie Blas, Contour Editor

LtCol Charles Sakowicz, DMS Deputy Director, MAJ Kurt Hovanec, Chief, Geographic Sciences Department, and 1st Lt Jim Luebbe, Department of Management and Technology, joined 10 other runners, most of whom are from the Davison Aviation Command, for a relay run from Fort Belvoir to Philadelphia. They ran the 172-mile stretch to celebrate the Bicentennial of the U.S. Constitution.

CPT Don Benton of the Davison Aviation Command had the idea for the Constitution Run and made the arrangements with the assistance of a few friends.

The team was sponsored by the Association of the U.S. Army and Noncommissioned Officer Association. Each runner received American Flag uniforms and quality running shoes.

The 13 runners, representing the 13 original colonies, began the run from Fort Belvoir's Headquarters. They ran past George Washington's Mount Vernon home, continuing north on the George Washington Parkway, through Old Town Alexandria into Washington, D.C. Downtown they ran past the Lincoln Memorial, the Vietnam Memorial and the White House. The runners, carrying a copy of the Constitution, were escorted and supported by several Military Police vans. Each runner ran 2 and 1/2 to 3 and 1/2-mile legs, before another runner would take over. Each man fulfilled his 16

See RUN page 10 column 1

The Direct Line



from
Rear Admiral O.E. Osborn
Deputy Director, DMA

After two years of dynamic leadership by Maj. Gen. Rosenberg, DMA now has a new director. On Sept. 30, Maj. Gen. Robert F. Durkin relieved Maj. Gen. Rosenberg, who retired that same day.

Our agency is thus in a transitional period, a time that can be critical to our fast-moving programs unless we all consciously direct our attention to keeping up the pace.

Gen. Durkin, a combat pilot with very significant background in R&D and the Intelligence Community, will need a period of briefings and orientation. While experienced in using DMA products in an operational environment, Gen. Durkin must be brought up to speed rapidly on details of the many facets of DMA operations.

During this period, I call upon all managers and supervisors to keep ahead of the power curve. We are all aware of the dual strictures of budget reductions and the Defense Reorganization Act, plus the continuing pattern of increasing and ever more sophisticated requirements from all the operational commands.

While DMA has taken a number of steps to reassess requirements with our users, and to provide

more generic products and data where practicable, the continuing "mismatch" between requirements and capabilities will be with us for some time to come.

At the same time, we are entering the transitional period of the Modernization Program. Major infusions of new equipment and techniques are underway, and extensive training of hundreds of personnel is mandatory. Ensuring a smooth transition, without a loss in our production rate, is a major challenge and will call for constant effort by all of us.

So, it's a time when we simply cannot ease up. We must not lose the momentum that has kept this agency out in front, where operational military forces just may not function without our products and data.

It's a record which found Gen. Durkin able to tell us at his Change of Command ceremonies: "The Defense Department and the American people owe you a tremendous debt of gratitude."

Gen. Durkin also was able to say that he came here well aware that "the Agency's reputation for accuracy and precision is the envy of the world."

We must keep it that way. And prepare ourselves to fully support our new director in the challenging days which lie ahead.

DMA Initial Orientation Program Implemented DMA-Wide

by Dr. Linda Schultz-Shiner

As first reported in the April 1987 issue of the *Contour*, the former DMA Director, Maj. Gen. Robert A. Rosenberg, and HQ DMA staff, led by Dr. Ellen Roderick, recognized the need for developing a standardized DMA orientation program for new agency employees who did not process through the old technically-focused New Employee Orientation Course (NEOC). Dr. Roderick, working with HQ DMA senior staff and Component direc-

tors, drafted the initial design of this program and charged DMS with the task of coordinating, developing, producing and distributing the completed program package. The Office of Academics assumed responsibility for this project with Dr. Geraldine Berry coordinating the program development.

The completed DMA Initial Orientation Program (DIOP) consists of one volume of text (over 200 pages) with implementing instructions and cover letter signed by Maj. Gen. Rosenberg and one volume of five hundred twelve 35mm slides, each assembled in a large, attractive three-ring binder; and six video-cassettes: Standards of Conduct, DMA Core Briefing, Vital Support to Command and Control, Digital Mapmaking at DMA, Command Briefing - Spring 1986 and First Lines of Defense. The purpose of DIOP is to provide new employees with an overview of what DMA is



Dr. Linda Schultz-Shiner hands DIOP materials to Colonel David F. Maune.

all about and to familiarize them with regulations and procedures about which they need to know in order to function successfully in either the military or civilian DMA workforce and to support mission accomplishment. Program delivery is designed in three phases addressing the general topics of entrance on duty, administrative procedures and

See DIOP page 8

COMMAND from page 1

the footsteps of General Rosenberg, who has brought DMA to new heights in supporting the soldier, the sailor, the airman, the Marine, who daily place their lives, literally, in the hands of the 9,500 people of DMA.

"DMA's reputation for accuracy and precision is the envy of the world," General Durkin declared. "The complex demands of a complex age are reflected in the technology which DMA today relies upon to serve its consumers. Though we've progressed from parchment scrolls to optical discs,

special honor for me to be called upon to lead an organization made up of professionals such as you."

The vice-chairman of the Joint Chiefs of Staff, General Robert T. Herres, who officiated at the Change of Command ceremonies, also had words of praise for the Defense Mapping Agency, which he described as "an agency spread out over the four corners of the Earth, and whose mission and accomplishments are staggering."

General Herres said he hoped "future Americans would learn to recognize this Agency's efforts and its achievements in this very early part of the Space Age -

the achievements as they are viewed from far down stream."

General Herres praised retiring director Rosenberg as "a pioneer in the military space program" noting that "together, we laid the foundation for creation of the United States Space Command."

General Herres presented General Rosenberg with the first oak leaf cluster to the Defense Distinguished Service Medal, and cited him for a period of "extraordinary leadership that communicated an understanding of the Defense Mapping Agency's mission and appreciation for its vital role within the Department of Defense."



An emotional moment came during DMA change of Command ceremonies when retiring Major General Robert A. Rosenberg's personal colors were folded and furled for the last time, officially. General Robert T. Herres, vice-chairman of the Joint Chiefs of Staff, joined Major General Rosenberg for the ceremony. Major General Robert F. Durkin, new DMA director, is seated in background.

and from quill pens to digital input devices, the needs remain the same.

"These tools don't get the job done by themselves. The skilled cartographers, the geographers and other specialists in dozens of technical fields, the administrators, the expeditors, clerical, service specialists and many, many more are what make DMA work.

"The Defense Department and the American people owe you a tremendous debt of gratitude," General Durkin said, "and it's a

recognize with the awe past generations have had for such geodetic pioneers as Lewis and Clark and Admiral Perry and others."

"Much of the work is not so glamorous" for those who have to do it, noted General Herres, "but then I suspect that when Lewis and Clark set off across the Missouri and down its western banks there were many times when they thought what they did was not all that glorious at the moment, either.

"Often the glory is perceived in

New Director Comes From DIA

The Defense Mapping Agency's new director, Maj. Gen. Robert F. Durkin, comes to DMA from the Defense Intelligence Agency in Washington, where he served as deputy director for foreign intelligence.

The Youngstown, Ohio native graduated from the U.S. Military Academy in the Class of 1958 with a B.S. degree in military science. He later earned a master of science degree in engineering management from Rensselaer Polytechnic Institute in Troy, N.Y. He also graduated from the Armed Forces Staff College and the Air War College.

General Durkin won his wings in 1959, attended F-86 interceptor training and then B-52 combat crew training, reporting to his first operational assignment as a B-52 co-pilot with the 4038th Strategic Wing, Down AFB, Maine in 1960.

A year later, he became an aircraft commander at Homestead, AFB, Fla. After operational and training tours, he reported to Ching Chuan Kang Air Base, Taiwan, as an aircraft commander in 1966.

Returning to the United States a year later, he served a tour as test and deployment officer with

See DIRECTOR page 4

DIRECTOR from page 3

the Aeronautical Systems Division, Wright-Patterson AFB, Ohio, and another at the Armament Development and Test Center, Eglin AFB, Fla., as a program manager for R&D. Duty as a staff development engineer in the Office of the Deputy Chief of Staff, R&D, HQ USAF, brought him to Washington for 4 years. A tour as chief of the Operations and Training Division of the 28th Bombardment Wing was followed by command of the 77th Bombardment Squadron at Ellsworth AFB, S.D. until 1977.

General Durkin returned to Washington as chief of the Nuclear Division in the Organization



Major General Durkin prepares to sign the guest book on his recent to DMS.

of the Joint Chiefs of Staff. In 1980, he became deputy commander for operations, 5th Bombardment Wing at Minot AFB, N.D., and a year later became vice commander of that Wing. He took command of the 28th Bombardment Wing at Ellsworth in 1981.

In 1983, General Durkin returned to AF Headquarters as deputy for strategic forces in the Office of the Deputy Chief of Staff for Research, Development and Acquisition. In 1984, he became deputy director of operations and, in 1985, was assigned as deputy director of plans, both at HQ USAF. He went to DIA in March, 1986.

General Durkin is a command pilot with more than 4,600 flying hours, mostly in B-52s, including 97 combat missions in Southeast Asia. His military decorations and awards include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal with one oak leaf cluster, Air Medal with one oak leaf cluster, Air Force Commendation Medal with one oak leaf cluster, Combat Readiness Medal, Republic of Vietnam Gallantry Cross with Palm and Republic of Vietnam Campaign Medal.

General Durkin is married to the former Judith Andrews of Brewer, Maine. They have three daughters: Lynn, Julie and Mary Jane.

DMA Establishes New Production Center

A new Defense Mapping Agency production center was established by Maj. Gen. Robert A. Rosenberg, retired.

To be known as the DMA Reston Center, the new component will be located at 12310 Sunrise Valley Drive, Reston, Va. The Reston Center will increase the volume of mapping, charting and geodetic products and data currently produced by the agency through its Aerospace Center in St. Louis and its Hydrographic/Topographic Center in Brookmont, Md., and their field offices.

Captain Channing Zucker, USN, has been named director, and Mr. Paul Peeler, Jr., technical director, of the new facility. The Reston Center will begin initial operations in mid-February, and will ultimately employ a workforce of some 700 military and civilian personnel when fully operational in 1992. Employees, for the most part, are being transferred from other DMA components.

General Rosenberg described the new component as "necessary to keep abreast of the many sophisticated systems of today's Armed Services which may not operate without products and data provided by DMA."

The Reston Center will be tied in closely with DMA's other production elements under the Agency's ongoing Modernization Program. All production elements will interchange data to achieve the higher levels of productivity and sophistication which will be required in the 1990s in order to fulfill the Defense Mapping Agency's mission as a combat support agency for operational military forces around the world.

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"The trouble with our times is that the future is not what it used to be."

—Paul Valery,
poet, critic

Get A Map

The Defense Mapping Agency (DMA) has inaugurated a new computer system for requisitioning a map or chart. The new system, known as GET A MAP, should make it simpler to order desired materials.

The principal advantage of computerization for the customer is that he will now be able to check and correct his order form before it is submitted. With GET A MAP, customers may continue to use any currently approved order form. The only requirements are access to an IBM compatible

microcomputer and to a printer.

Upon request, DMA will make available to any customer the IBM floppy disk which contains the GET A MAP program. The program prompts the customer to answer a few simple questions about the form he wishes to use, then allows him to select the number and quantity of materials desired from the DMA menu. Following customer entry of pertinent data, the computer will review the entire entries for incorrect stock

See MAP page 7



From the DMS Schoolhouse



**Director
Colonel David F. Maune**

Rosie

At Major General Rosenberg's retirement dinner on Sept. 19, 12 year old Braden Danner came from the Broadway Theater in New York to sing the song "Little People." The first verse went like this:

They laugh at me,
these fellows,

Just because I am small.

They laugh at me because
I'm not a hundred feet tall.

I tell em there's a lot to learn
down here on the ground.

The world is big but
little people turn it around.

General Rosenberg has now retired from active duty in the Air Force. Whether or not we understood or appreciated him at the time, he did a lot for the Agency and DMS, and we shall miss him.

Two years ago, DMS personnel almost unanimously felt that they were members of DMS only and not DMA. Today, most DMS personnel know they are members of the larger DMA team. The reasons for this include the following:

- General Rosenberg fostered the "One-DMA" theme designed to integrate the "50 fiefdoms" (of which DMS was one) into a single Agency where synergism could

work to promote effectiveness and efficiency. I feel he was successful in achieving this objective.

- Prior Agency goals dealt almost exclusively with map production, distribution and the Exploitation Modernization Program (EMP). DMS couldn't relate to those goals. We felt left out. General Rosenberg developed Focus on People, Mission, Customers, Modernization, and R&D goals, worded so that they were all relevant to DMS and challenged us to participate with the rest of the Agency as a team. Furthermore, he changed the Agency's mission statement to add the words "services and training" so that DMS and IAGS both could identify with the Agency's primary mission.

- He recognized the importance of training, promoted DMA's Combined Training Study, and gave us a "sacred" new and important mission -- to train and/or retrain the total DMA workforce.

- He promoted our schoolhouse wherever he went. He believed in us. He challenged us. He drummed up a lot of business at places we never thought of before. He sent a lot of potential MC&G customers in our direction.

- He encouraged our mobile training team efforts to export our training and "sell" ourselves to customers who needed to know about MC&G but didn't realize it before.

- He wrote a monthly column for Component newspapers so we got to know what was on his mind. This helped him serve as leader and mentor. In a bit of "roasting" at the General's retirement dinner, Red Gilliam indicated that the word "mentor" is a derivative of "tormentor." I thought this was hilarious in part because of the truth in the joke. The General believed in "creative tension" as a means for bringing innovation to the forefront.

- He carefully read our monthly SITREPs and directed action to correct problems beyond local control.

- General Rosenberg and his wife, Marge, visited DMS quarterly and showed a sincere inter-

est in our people, our families, and our mission. They also came to the DMS picnic, Cultural Awareness days, and our Christmas dinner dances. DMSers got to know the Rosenbergs as caring people who were interested in us.

General Rosenberg challenged all of us personally to excel and he expected a lot from everyone, but never more than he expected of himself. He worked an estimated 36 hours per day, or so it seemed. He led by example and demanded first rate performance from all.

He liked to focus on the Soviet Union and regularly reminded all of us why we in DoD and DMA were important in deterring war through strength.

He even gave us his reasons for contributing generously to the Combined Federal Campaign (CFC) which starts again in October. He said the alternative to a democratic country, where we are free to elect our leaders and choose our charities, is an authoritarian country where the government decides everything, including "charities" to be sponsored by the government and paid for through taxation. One of the blessings of liberty is that we are free to choose the charities of our choice through the CFC. Let's hope we are always free to support the charities of our choice; charities so important to the overall well-being of our nation.

At the retirement dinner, Red Gilliam told a true story about General Rosenberg asking a cocktail waitress in San Antonio if she knew why he liked to drink Black Russian cocktails. After the General told her that he liked to drink them to toast the Soviet Union by saying, "May they always remain a second class power," the waitress replied: "You're ----- me, you just like to drink Kaluha and vodka."

Whether he preferred Kaluha and vodka or Coca Cola, I don't know. He did like to eat cake and especially enjoyed the one baked and decorated by DMS's MSG Knight. The cake depicted a

See Schoolhouse page 6

Someone Out There Needs Someone Like You

by CPT James Giesken



CPT James Giesken, Department of Management and Technology, is the DMS CFC Representative.

Once again, the Defense Mapping School is participating in the Combined Federal Campaign (CFC) of the National Capital Area. All DMA employees will be given a chance to support their favorite charities through a single fund drive. CFC supports agencies representing over 400 private voluntary organizations such as international and national service and health agencies.

Last year, DMS raised 10,879 dollars for many worthwhile charities. The money was definitely put to good use, helping those in our communities less fortunate than ourselves. For instance, a \$9.00 donation will provide glaucoma screening for 30 people while \$30.00 will feed 50 children overseas a daily nutritious lunch for one month. I am confident that DMS employees can raise even more money this year to go toward these types of worthwhile programs.

Payroll deduction is an easy way to give more help to those who truly need it. By pledging support through payroll deduction, you can spread out your donation over an entire year in relatively small deductions that are automatically subtracted from your pay.

Payroll deduction gifts have

become the backbone of the campaign. Last year the average payroll deduction gift at DMS (\$74.39) was twice the average cash gift (\$32.23) with over 73% of DMS employees taking advantage of this easy way to give to their favorite charity.

Payments on payroll deduction pledges do not begin until the first paycheck in January and those using payroll deduction have the right to terminate their pledges at any time for any reason.

Regardless of whether your gift is through payroll deduction or a cash contribution, the important matter is that you are given a chance to give and help the needy of our community.

As DMS CFC Coordinator it is my pleasure to work again this year with dedicated volunteers from each department and office. Each employee will be visited by a keyworker but can also contact me directly at 664-2978. Please consider a generous gift this year. "Someone Out There Needs Someone Like You."

Schoolhouse from page 5

Smurf with a sign: Kill a commie for Rosie and Mommie. He loved that cake, in large part because he was committed to a strong national defense, had a passion for freedom, and knew the enemy of liberty. I won't tell how many pieces he ate.

This little General held some big assignments during his distinguished career, including duty on the National Security Council during the Ford and Carter administrations. His retirement dinner included recorded comments from Zbigniew K. Brzezinski, Assistant to the President for National Security Affairs (1977-81), who spoke of the General's commitment to freedom.

It's obvious that the Little People song was right. The world is big, but little Rosie helped to turn it around.



Have a Safe Halloween

by Tom O'Brien, Safety Officer

Parents know that there are a lot of hazards associated with Halloween. You are able to make Halloween safe with careful planning. Instructing your children in safety practices can minimize or eliminate most of these hazardous situations.

Buy or rent costumes labeled "Flame Resistant" and tell your children to stay away from candles and other open flames in Jack-O-Lanterns, paper bags, etc.

Costumes should not be baggy, but fit snugly, and masks should fit the face securely, and have large eyeholes, so the child can see clearly at all times.

Costumes should be of a light color to be visible to passing motorists. When the costumes are of a dark color, reflective patches or paint can be used to increase visibility.

Instruct the children to stay away from unlighted areas or allow them to carry a flashlight to light the way.

Have the children travel in groups. Young children should be accompanied by an adult to watch over and protect them.

Ensure that children Trick or Treat in their own neighborhood where they know and trust the people they are going to visit. Visit only houses with their porch lights on, indicating the people are home and willing to participate in Trick or Treat. Do not let the children enter a house or apartment alone.

Ensure that children walk on sidewalks, cross streets at inter-

See HALLOWEEN page 13

General Walker Conducts Terrain Analysis Graduation



Brigadier General Leonard Walker, Deputy Commander, 125th Army Reserve Command addresses graduating class.

extensive, it was decided to work toward Basic Terrain Analysis Course (BTAC) completion, providing systematic and comprehensive training rather than isolated blocks of instruction.

To complete BTAC for this USAR unit, mobile training teams sent to Nashville for weekend drills were coupled with 2-week Annual Training in residence at DMS: one in Aug. 86 and one in Aug.-Sep. 87. Nine students, who successfully completed all blocks of instruction, graduated on Sept. 3. Five more students received certificates of training for those portions of the course which they were able to attend.

Brigadier General Leonard Walker, Deputy Commander, 125th USAR Command, traveled from Chattanooga to be guest speaker for this graduation. BG Walker's address stressed the importance of well-trained reserve component soldiers taking pride in their accomplishments and working hand-in-hand with active duty counterparts.

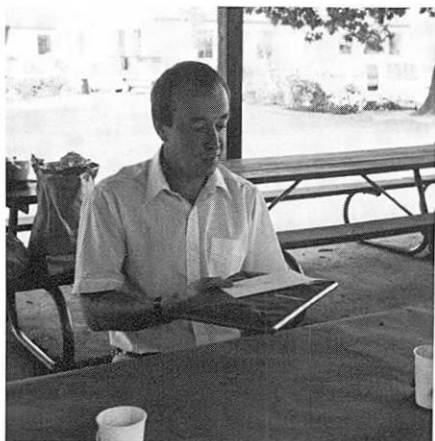
During the period of Aug. 24 to

Sept. 3, 1987, SFC Lyle Otineru, primary instructor and designer of the customized class, and his students spent approximately 140 hours in the classroom. Personnel of the 334th said they had never worked so hard during annual training.



Major John Potter, Commander, 334th Engineer Detachment, thanks Colonel Maune, CW2 Fred Pessaro, SFC Lyle Otineru and the rest of the staff for the customized training of his Army Reserve unit. SFC Otineru designed the course and provided a major portion of the instruction.

The Office of Academics Said Farewell to Lou Bloom and Jenny Bowker



Lou Bloom didn't have to travel far when he left DMS. He went a few blocks up the street to the Division of Topography!



Who's that chef? Jubilant Jenny Bowker left DMS to attend graduate school in New England.

MAP from page 4

numbers. Eliminating any errors found is a simple process.

Completed orders can be printed, signed and mailed to DMA. Customers able to access the Defense Data Network can order via DMA's central computer with a telephone modem. Electronic ordering saves paper, personnel time, and postal fees.

GET A MAP software was designed for use by individuals with a wide range of computer experience. Most users should be able to install and operate the program without special assistance. GET A MAP should permit DMA customers more time in utilizing maps and charts and require much less effort for error free ordering.

We the People

by
LtCol Charles A. Sakowicz
DMS Deputy Director

Two hundred years ago on Sept. 17, 1787, our forefathers met in Philadelphia and framed the Constitution. This historic document sets forth the concept under which the country was to be governed. Goals and Objectives are DMS's equivalent to the Constitution and the private sector's equivalent to Management by Objectives (MBO).

By explaining the overall objectives to the employee, the manager has liberated himself from the mode of moment-to-moment direction, and has liberated the employee as well. Goals and Objectives are not a system, nor a method. They are not a procedure. Like the Constitution, they are a concept. They are a philosophy, a basic mentality which the high-performance manager brings to the job of managing. Successful application of the key concept of Goals and Objectives rests upon two important suppositions:

- People work well if their activities have "meaning," i.e., if they can see and accept some sense of the higher purpose.

- Most people will work to achieve objectives if they know what those objectives are, understand them, and anticipate being rewarded for helping to achieve them.

It is interesting to note that like the Constitution which begins "We The People," the first of our five Goals is "Focus on People." It is fitting that people be the most important aspect for it is through and for people that the other Goals and Objectives are accomplished. The other Goals are: Focus on Mission, Focus on Customers, Focus on Modernization, and Focus on R&D. Like the constitution, goals and objectives change and grow with the people they serve and are used to pride and measure performance.

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DIOP from page 2

mission production. The DIOP's design is versatile in that its modular format permits an element of flexibility in delivery and latitude for program change and revision to accommodate the dynamic evolution of the agency. Even as I write, module development to communicate the mission and functions of the new DMA Reston Center needs to be considered in the not too distant future.

The Office of Academics not only met, but exceeded, its target date of Aug. 31, 1987 for collection of all DIOP instructional materials. Dr. Schultz-Shiner, as part of the DMS briefing team, presented the volumes of text and slides to Maj. Gen. Rosenberg for his review during his final quarterly visit to DMS on Aug. 18, 1987. The General's decisive and approving comment, "Outstanding!" uttered upon reviewing the DIOP materials constituted welcome recognition and appreciation for a job well done. Special acknowledgement goes to Mr. Nicholas Mosura, Chief of the Visual Information Division, AC and his staff; Mr. Jim Harnden, Technical Writer/Editor, and Mrs. Deborah Eure, secretary, along with Dr. Berry for all of their efforts which culminated in the successful and timely accomplishment of this labor-intensive endeavor (e.g., each of the approximately 11,000 slides had to be numbered in sequence by hand for inclusion in the instructional package!). We also wish to thank all of the numerous HQ DMA personnel and Component staff who cooperated responsively in furnishing us with requested materials. This was truly a one-DMA project.

The Office of Academics staff assembled the DIOP instructional packages for dissemination DMA-wide. Twenty packages were distributed in all with multiple copies being sent to HQ DMA. It was a proud moment when Dr. Schultz-Shiner presented the DMS DIOP package to Colonel David Maune, DMS Director, who eagerly accepted it and registered awe

when pondering the volume of slides produced and assembled for the packages. The direct costs associated with DIOP package production were relatively modest and equated to approximately \$550 per set.

Headquarters DMA and Components are gearing up to implement DIOP as quickly as possible. We at DMS hope that DMA employees world-wide enjoy delivering and receiving this program of instruction as much as we did producing and disseminating it for implementation and use.



Jim Harnden, Nick Mosura, Jeanne Elmore, Annie Wakimoto, Dr. Geraldine Berry and Debbie Eure of the Office of Academics.

Git it Rite

Maj. Gen. Rosenberg, DMA Director, recently received a circular from a seminar sponsor which promoted a conference on "How to Delegate Work and Ensure It's Done Right." The brochure highlighted the importance of detail in today's computer society and problems brought about by misunderstood instructions. The mailing label to the General proudly identified the Director as a "preferred customer" and was addressed:

MR M G ROSENBLUG
PRESIDENT OWNER
DMA OFC OF DISTRIB SERV
SYS SPRT DPT CMP
WASHINGTON, D C 30315

DMS Celebrates Cultural Awareness Day With an International Flare

by Irene L. Peine



Colonel David F. Maune, DMS Director, rear with Tan Soong Tong Michael, CPT Hsu-Chich Li, General Rosenberg and Major Abdel Basit Hamza.

On Sept. 23, 1987, the Defense Mapping School held its Second Annual Cultural Awareness Day. As in last year's celebration, the day had a distinctive international flare. And why not -- the School has students from all over the world -- we send Mobile Training Teams to all parts of the globe, and it goes without saying that mapping, charting, and geodesy technology is a part of all nations.

Mother Nature blessed the event with a perfect day -- a day in which the sun gave forth its waning rays of summer warmth and the gentle breeze gave a trace of autumn coolness.

In this setting DMSers and guests enjoyed just being together, finding and developing friendships, feasting on delicious ethnic and American foods, and learning about the various cultural races that thrive at DMS and Fort Belvoir.

The Cultural Awareness celebration began with remarks from Colonel Maune as he introduced Maj. Gen. Robert A. Rosenberg, Director of the Defense Mapping Agency. While this was to be Maj. Gen. Rosenberg's last official visit to the School, the General radiated with words of praise and excitement as he commented about his tour-of-duty with DMA. He spoke about events that have happened in the history of the Agency and its future technological advancements projected with Mark 90 developments in collecting digital data. These developments will be as revolutionary to the mapping, charting, and geodesy fields as the invention of surveying instruments in the past. New methods of collecting mapping data from land surfaces, the ocean floor, and the limits of outer space will expand man's knowledge of the universe to a degree never before known by man.

However, to make these goals of the future workable and affordable, we must learn from the cultures of all nations, make their people our



The Multi-Cultural Dance Group from Washington D.C. provided excellent entertainment for the audience.

friends, and share with them our knowledge. This mission must be accomplished by first becoming friends with them and this is done by sharing and conversing. International type cultural awareness days, such as the one held by DMS is a step in that direction.

Following General Rosenberg's remarks, Colonel Maune invited all present to enjoy a feast of many foods representing the native food of various international cultures. There were foods representative of Mexico, Guam, Jamaica, Africa, Turkey, China, Japan, Italy, Germany, Sweden and last, but not least, old fashioned hot dogs, hamburgers, and pizza served American style.

After the feasting and most congenial mixing of the cultures the Multi-Cultural Intern Program Dance Group, directed by Mr. Roberto Badillo, entertained DMSers and guests. The dancers and singers were students from the Alternative High School for recent immigrants sponsored by the Multi-Cultural Career Intern Program at Bell Career Center in Washington, D.C. The students presented dances from their native countries in their native costumes. These dances were typical of those danced in the Dominican Republic, El Salvador, Jamaica, and Puerto Rico. One student from China sang a Chinese ballad in his native tongue followed by his rendition of a Chinese pop-rock singer. The whole program was entertaining and professional.

After the dance presentation, Mrs. Beverly Stitt from the International Student Detachment, 4th Engineer Brigade, Fort Belvoir presented the Cultural Day speakers. The international speakers, who spoke of geographical location and cultures of their native land, were: Major Abdel Basit Hamza, Sudan; Captain Hsu-Chich Li, Taiwan; Captain

See Cultural Awareness Day page 10

Cultural Awareness Day from page 9

Ewada Hassan Ismael, Egypt; Sgt Michael Tan Soong Tong Singapore; Corporal Norman Campbell, Jamaica; and the School's own Mrs. Maria "Cris" Becerra, Mexico.

"Cris" is the secretary for the Office of Plans, Programs and Operations and DMS's Hispanic Program Manager. Cris is largely responsible, with the help of her very able-bodied committee, for the success of this year's Cultural Awareness Day. Committee members were: Deborah Eure (AC), Melinda Frank (GA), Sherrie Stanfield (GA), Penny Greer (PP), Paulette Kommes (MS), Susan Farrar (CE), Beverly Eppolito (GS), Gayle Shelnett (MT) and Capt. Cincala (MT).

Cris and her committee extend their "thanks" and gratitude to all the DMSers who prepared and contributed festive cultural dishes, their time, and talents. In addition, a special thanks is added for LTC Russell Reich, SGM Carlos Sellers, Jim Harden, and Nick Mosura, for cooking; CW3 David Miller, CMSgt Lytton Jackson and Graphic Arts students for setting up the parking lot and picnic area behind Bagley Hall; Rickie Blas for ushering and distributing programs; and MSG James Cain and

Irene Bellefeuille for taking photographs. Other special help was provided by MSG Charles Knight, Delores Balkenbush, Tom O'Brien, John Jacobs, and Dennis and Lisa Roberts.

The community spirit was shared by our Fort Belvoir neighbors, Domino's Pizza and Chef Huang's Restaurant, who donated great culinary delights for our enjoyment. Thanks Domino's and Chef Huang's.



DMSers and guests enjoyed a wide variety of ethnic foods at the cultural celebration.

RUN from page 1



Representing the 13 original colonies, 13 runners, including 3 DMSers, ran from Fort Belvoir to Philadelphia to deliver a copy of the Constitution to Secretary of the Army, John Marsh.

and 1/2 miles minimum distance to keep the run going.

On the way, children on bicycles joined the runners. Motorists passing by honked, waved and cheered them onward.

After 20 hours of running, they were 1 and 1/2 hours ahead of

their scheduled arrival in Philadelphia! At the outskirts of the city, they all joined in the final 2 miles - to Independence Hall. Arriving, they delivered the copy of the Constitution to Secretary of the Army, John Marsh.

A tree was planted in the

backyard of Independence Hall to commemorate the occasion. After the ceremony the runners all had one request, "A cold beer."

LtCol Sakowicz said, "It was a once in your lifetime event. However, we're all thankful for the short helicopter ride home rather than another 20 hour run!"

A Healthy Hint

Too much salt is not good for you, especially if you have high blood pressure.

Here's a recipe for a salt substitute.

Mix in blender:

- 2 tsp. garlic powder
- 1 tsp. basil
- 1 tsp. anise seed
- 1 tsp oregano
- 1 tsp powdered lemon rind

Store in a jar. Add a few grains of rice to prevent caking.

This recipe was developed by the Food and Drug Administration.

.....help from my friends

by Bill Sutton



How would you react if your best friend told you that "you have a drinking problem and should get help"? A typical reaction might be, "You're crazy. I don't have a problem," or "Get out, I can drink with the best of them."

I recently received a letter from a person who wishes to remain anonymous. The writer is a charter member of DMS and no longer resides in the area.

In the letter the author tells of his personal experience with alcohol. He said he was known by many DMS friends as "the drunk." He appreciates his friends not telling him he had a drinking problem, by writing, "If they had told me I had a problem, I would have called them liars, for you see we are the last ones to know we have a problem. In many ways I called for help, but I was too ignorant to see it, and we drunks do not listen to you 'normies.' "

The writer brings out a very important fact. "As uncontrolled drinkers, few of us realize the danger of our position or the great extent to which the illness, alcoholism, has deteriorated our minds and bodies."

The best advice he can offer to someone with his problem is, "should you need help, get on the phone and call the AA Hotline." You need to give only your first name and tell them how to reach you and "Somebody will be there to help you."

As the Alcohol and Drug Abuse Officer for DMS, I want to thank the author of this letter for sharing his thoughts and suggestions concerning this personal subject. We all have an obligation

to help a friend with an alcohol or drug abuse problem. Convince them someone cares and that help is available.

I sincerely hope the author of this letter keeps in touch with us here at DMS and will continue to share his experiences. I am sure it will help others.

Footnote: References in this article to the masculine gender were used for editorial simplicity.

Take A Breath, Will You?

by Rickie Blas

On Nov. 19, 1987, Americans on military installations here and abroad will participate in the 11th annual Great American Smokeout. Adopt a smoker and help him quit. Here are a few facts to help the smoker make that vital decision: to smoke or not to smoke.

- More than 320,000 Americans will die this year of diseases linked to smoking.

- Sixty thousand Americans will die this year from chronic obstructive respiratory conditions such as emphysema and chronic bronchitis. Between 80 and 90 percent of these deaths are the results of smoking.

- Smoking increases the risk of stroke.

Now, if you're not convinced to quit, let's look at some statistics. If you smoke 20 cigarettes per day for 23.5 years, it would take 4 workmen from Joe's Chimney Sweeps 36.2 months to scrape all that soot off your lungs. Now do you quit????



Contour's "Turnin Green" Creator Leaves DMS



CPT Alan Waitkus receives a farewell plaque from Colonel Maune, DMS Director.

CPT Alan Waitkus, Department of Management and Technology, was transferred to Fort Leavenworth, Kan. He plans to purchase a home in Paola, Kan. to be near daughter, Tracy, who attends school there.

CPT Waitkus is the creator of the *Contour's* cartoons, "Turnin' Green," "Dynosaurus Wrecks" and "Crackshot." He also illustrates for the Fort Belvoir Castle, and the Engineer Magazine, published by the Engineer Center, Fort Belvoir.

Pentagon Ski Club Makes Plans

Membership in the Pentagon Ski Club is available to all active duty, reserve component, retired military, associated civilian personnel and their families in the greater Washington area. Meetings are at 7:00 p.m. on the third Tuesday of each month at the Cameron Station Officers' Club, 5010 Duke Street, Alexandria, VA. The club has an answering machine available at 301-587-2073 for callers who want more information.

Plans are being made for not only weekend trips, but trips to the Northeast, the Rockies and even Europe! Better call now!

Hispanic Heritage Week Is Celebrated

Hispanic Heritage Week was celebrated Sept. 11-20th. The theme for this year's observance was "Hispanics: A Proud History...Enhancing America's Future."

Ms. Cris Becerra, DMS Hispanic Employment Program Manager, and LtCol Charles Sakowicz, DMS Deputy Director, participated in Office of Personnel Management's Hispanic Employment Program Achievement Awards luncheon and the DMA Equal Opportunity Planning Training Conference (HEP - Special Emphasis Program).

Hispanic Heritage Week was established in 1970. The Office of Personnel Management has been given the Government-wide responsibility for providing leadership and guidance to improve the opportunities for recruiting and advancing Hispanics. The Hispanic Employment Program focuses on eliminating barriers and developing initiatives that will create a positive climate for building a quality work force that is reflective of the diversity of this Nation's population.

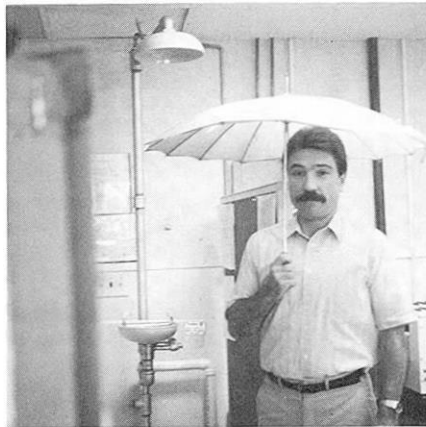
LtCol Sakowicz said, "For the most part, Hispanics are not recent immigrants. The oldest city in the United States, Saint Augustine, Fla. was settled by the Spaniards in 1565. Also, the entire southwest and other parts of the country were inhabited by Spanish speaking people long before there was a United States of America."

Ms. Becerra said, "I'm glad Hispanic Heritage Week was established to recognize the Hispanic influence in America in the past, and to encourage our young Hispanics to continue Hispanic traditions."

Ms. Becerra also coordinated the second annual DMS Cultural Awareness Day on Sept. 23. (See story on page 9.)

Name by which naval construction battalions are commonly known:

Seabees



Nick Mosura, Chief, Visual Information Division, Plans Programs and Operations is prepared for a "shower."

New Safety Device Arrives in PP

The Visual Information Division recently received a shower/basin utility. Why? Making viewgraphs, slides, other visual aids and type-setting calls for the use of toxic chemicals.

According to the Code of Federal Regulations, "a facility for quick drenching or flushing of the eyes and body shall be provided for emergency use."

Optimistically speaking, we hope there won't be any emergencies that call for using this device. But if an accident occurs with one of the aerosol cans of toxic substances, or any other chemical, the shower will be only a few feet away.

Nick is ready, one way or the other!

Have You Moved?

Has your address changed recently? If so, please be sure to inform the Contour staff at 703-664-2075, or send a change of address card to the address on page 16.

We recently received word that some ex-DMSers are not getting their Contours. Why? Because Rickie's clairvoyance is being obscured by the autumn coolness? No. It's because they forgot to send us a change of address!

Success Is Just A Decision Away

by Rickie Blas, Contour Editor

This issue of the Contour presents an article by Penny Greer, "Reaching Out For Success? Yes, I Can." (Page 14)

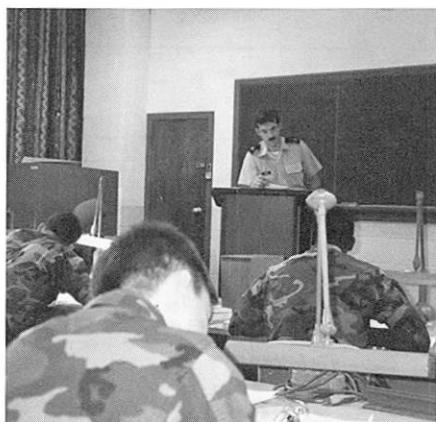
When that article first came into my office on a Thursday afternoon, I had been struggling all week with a decision, "To teach or not to teach."

One of the administrators at Northern Virginia Community College, where I am a part-time student, asked me to teach beginning typing. I had wanted to do it for years and now I had the opportunity to try it. If I failed, I would know it was not right for me. If I didn't try, my desire to teach would continue and I wouldn't know if I could have succeeded. Other questions plagued me; Will it interfere with my social time with my loved ones? Can I afford the extra few hours that should be devoted to my studies? Will there be a problem with the Contour requiring overtime? Can I handle the added responsibility and stress? Will I get stage fright?

After considering all of these things and talking them over with my loved ones, I made my decision - I had to try it. The first night of teaching was one of the most rewarding of my life. I am hopelessly hooked. My students are responsive, optimistic and hard workers. Their progress surprises me! And of course I am convinced I am an effective teacher or they wouldn't be progressing so well.

Yes, (Murphy's Law) the Contour has been my house guest a few times. I have felt the added responsibility and accompanying stress, but I am so glad I made the decision and took a chance. That is what success is all about; making a decision and taking a chance. Thanks to Penny's article, I have discovered another dimension of myself, and I have discovered a new love - the wonderful world of teaching.

DMS Instructor is Cartoonist



SSG Bruce L. Eaton

SSG Bruce L. Eaton, an instructor in the Department of Geographic Sciences, Terrain Evaluation Division is another talented DMSer. In these drawings, SSG Eaton presents his summation of this year's Terrain Conference held on Fort Belvoir's North Post.

He has been stationed in the Far East, Europe and has had various CONUS assignments as an Intelligence Analyst.

As the first Intelligence Analyst at DMS, he instructs Advanced Terrain Analysis course students on the Intelligence Preparation of the Battlefield (IPB), where terrain products are used in conjunction with weather and threat analysis. Here the students realize their role in the AirLand battle concept. He is the author of the IPB lesson plan.

SSG Eaton also wrote and instructs Project Planning, Threat Operations, and Intelligence Collection Request. He teaches Operational Graphics, Staff Relationships, Division Organization, Offensive Operations, Defense Operations, MC&G Products, Requisition of Standard Topographic Products, Data Base Management and Data Collection.

SSG Eaton is a native New Yorker who has been cartooning ever since he can remember. He said, "I was influenced by my father, and I took art in college."

SSG Eaton has produced cartoon

view graphs in conjunction with the Basic and Advanced Terrain Analysis courses he teaches.



Veterans Day Is Observed

by Rickie Blas

Do you know how Veterans Day originated?

In 1921 an unknown soldier was buried in Arlington National Cemetery. A ceremony was held at his burial site. Similar ceremonies were held earlier on Nov. 11, in England and France. On Nov. 11, 1918 at 11 a.m. World War I ended; the 11th hour of the 11th day of the 11th month. That day became known as Armistice Day and was declared a holiday 12 years later.

After World War II, Armistice Day was renamed Veterans Day to honor veterans from all America's wars.

Somebody Loves You - Buckle Up! (It could be a grave decision)

There was a young man named
Homer Conner
Who speeded around each bend
and corner
He wouldn't slow down
His car spinned around
And now Homer Conner's a goner.

HALLOWEEN from page 6

sections, walk facing traffic when there are no sidewalks, and watch out for motor vehicles.

Caution children not to eat unwrapped treats or those with damaged wrappers, until after they have been inspected for foreign objects. Better yet, give them some candy to take with them so they will not be tempted to eat items they receive as treats.

By making common sense rules and instructing the children to follow them, you have gone a long way toward ensuring a safe and happy Halloween for you and your family.

Reaching Out for Success? Yes, I Can!

by
Penny Greer,
Federal Women's Program Manager

On Sept. 30, 1987, I attended a seminar at the SOSA Recreation Center entitled, "Reaching Out for Success? Yes I Can!" given by Mr. Fred Soto, the Fort Belvoir Equal Employment Officer.

One of the first things you should ask yourself is, "What does success mean to me?" For instance, it is alright to be happy and content in your present job, but if that is not your idea of success, only you can do something about it. It doesn't matter how long you have been in your job, decide where you want to go from here, and concentrate on how to achieve that goal.

Too often we are our own worst enemies because we tend to think negatively instead of positively. We often think in terms of "I can't" (I can't get promoted) or "I have to" (I have to work). Remember, you have the ability to choose: you can choose to stagnate or you can choose to move forward.

If you're not sure where your interests lie, contact the Education Center for an aptitude test and find out what you are best suited for. Then pursue those areas. If you need more education, go after it, but also try to find someone in your field of interest to help and guide you --someone to be your "mentor."

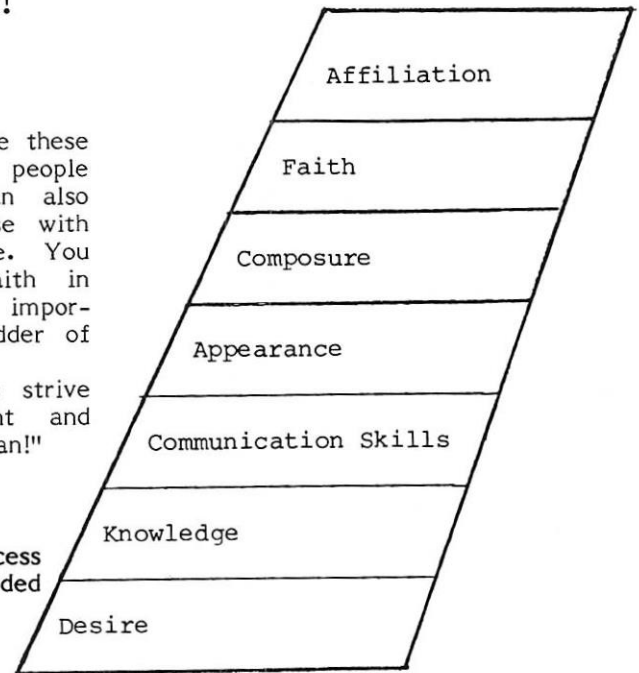
We need to realize there are core skills that must be developed on the road to success. These are: decision making, time management, leadership, working with people and communications (both oral and written). Other types of skills that could prove to be helpful are skills in automation (word processors and personal computers), budget (accounting) and management. Often, the Education Center and your local community college offer short, effective courses in developing these skills.

Your appearance and composure

are important because these are most often how people judge you. This can also carry over to those with whom you associate. You must also have faith in yourself which is an important step on the ladder of success.

Remember, always strive to be self-confident and believe that "Yes I can!"

The ladder of success shows the steps needed to achieve success.



Let's Have a Christmas Party!

Place: Essayons Club (Blue Room)
Date: December 5, 1987
Time: 7:00 p.m. to 1:00 a.m.
Cost: \$8.00 and a wrapped gift not to exceed \$5.00.
Menu: Sit down dinner of:
Roast Prime Rib of Beef,
Baked Ham Steak, or
Chicken Cordon Bleu



Schedule of Events:

7:00 - Cocktails (cash bar)
7:45 - Dinner
9:00 - "Festivities," Door Prizes, Gift Exchange
10:00- Music and Dancing

Your master of ceremonies again this year is Bill "Santa SGM Grandpa Shadrack" Locke. Department representatives are:

Staff: Capt. John Husar
GA: Mr. Karl Abt
MT: DPl Calvin Lloyd
GS: MSgt Paul Mason
CE: SSgt Steven Woosley

Submit money and dinner choice to representatives by Nov. 16. Make check payable to: Social Committee Fund.



Santa Claus is retiring (but not to the North Pole). I think he has hired a helper for this year's party. (MSG Knight with Pil Ok Free; 1986 X'mas Party.)

Director's Call



Navy Achievement Medal

L11 Warner L. Mayden Jr., USN
Department of Graphic Arts

Letter of Commendation

LICS Robert D. Carr, USN
Department of Graphic Arts

Certificate of Appreciation from U.S. Senate

MSG James A. Cain, USA
Department of Graphic Arts

MSgt Peter W. Dunbar, USAF
Department of Graphic Arts

SFC James L. Hollingsworth, USA
Department of Graphic Arts

Promotions - Military

L11 Leo Scully, USN
Department of Graphic Arts
Promoted to Chief Lithographer (E7)

Promotions - Civilian

Ms. Marjorie K. Kelley
Office of the Director
Promoted to GS-9

Master Instructor Certificate

SFC(P) Lyle K. Otineru, USA
Department of Geographic Sciences

SFC Ivan L. Herring, USA
Department of Geographic Sciences

Senior Instructor Certificate

SSG Paul M. Carter, USA
Department of Construction Engineering

Special Acts

Mr. Wilson G. Freeze
Department of Construction Engineering

Mr. Andrew D. Bradley
Department of Geographic Sciences

Mr. John D. Mann
Department of Geographic Sciences

Suggestions

CW4 Andrew B. Yacenda, Sr., USA
Department of Graphic Arts

L11 Warner L. Mayden, USN
Department of Graphic Arts

Arrivals - Military

MSgt Paul C. Mason, USMC
Department of Geographic Sciences

SSG Lawrence L. Lawson, USA
Department of Graphic Arts

Arrivals - Civilian

Ms. Kris K. Iskra
Office of Mission Support,
Logistics Division

Departures - Military

MSG Jimmy D. Watkins, USA
Department of Management and Technology

MSG Wesley R. Bohannon, USA
Department of Graphic Arts

L11 Michael J. Busch, USN
Department of Graphic Arts

SGT(P) Barbara A. Slusher, USA
Department of Graphic Arts

Departures - Civilian

Dr. Geraldine Y. Berry
Office of Academics

Do You Know?

The name of the first Air Force ace with victories in World War II and Vietnam?
Col. Robin Olds

The name of the Revolutionary War fort that was called the "American Gibraltar"?
Fort Ticonderoga

The number of Coast Guard cutters turned over to the Republic of Vietnam for use in the Vietnam War?
56

Journey to Paradise

by Richard Christopher Blas

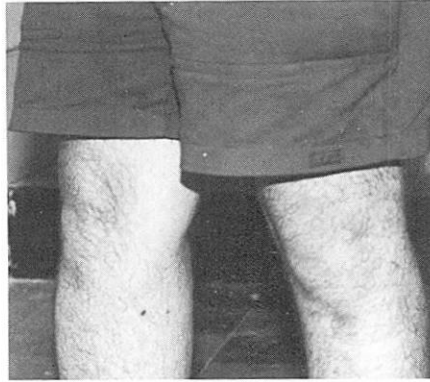
Our destiny lies within another
dimension
With wings of fringe we fly
We enter worlds of confusion and
chaos
And the black wing bird will
lead us to the end of time

Time after time we travel
through space as it folds
Time after time, the stargate is
free; it is bold

The future has been but foreseen
The universe as we see it is void
And the black bird flies to a
place
Where the sanctuary is
forevermore.

Just A Thought From Rickie

Do you realize if it were not
for bumper stickers and those
yellow diamond-shaped signs
people have inside their cars,
sitting in D.C. area traffic
wouldn't be as enjoyable as it is
now?



Whose Knees Are These?

by the Phantom Photographer

During a recent construction project this pair of knees was observed in a rather unaccustomed state. No stranger to Fort Belvoir, these knees belong to one who has been here for the past four years. Seen most often in BDUs, the owner of these knees is an instructor in Wheeler Hall. To say more would make your guessing too easy, so as you walk about DMS, think Kneesies.

(Identity will be revealed in Nov. Contour.)

Do You Know

The Indian name of Apache chief Geronimo?

Goyathlay
(One Who Yawns)



"Hey! Got another one with more spikes?"

Rickie and Irene, the Contour staff, wish you a happy Thanksgiving. We also wish you a safe one. Please don't drink and drive. Make sure you will be giving thanks next year with your family.



Thanksgiving



The Contour is an authorized newspaper, published monthly by and for the Defense

Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

Address all communication to:

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Fort Belvoir, VA 22060-5828
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Colonel David F. Maune

Public Affairs Officer:
Irene L. Bellefeuille

Editor: Rickie Blas

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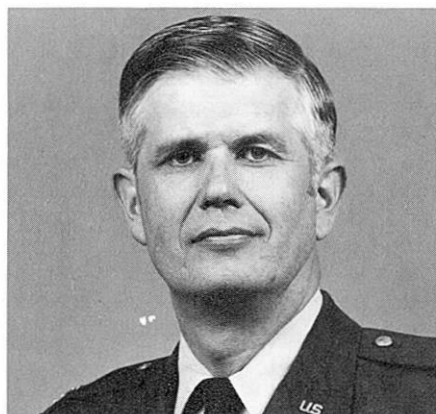
CONTOUR

Volume 15, Number 2

Defense Mapping School, Fort Belvoir, Virginia

November 1987

Doing More With Less



Director
Colonel David F. Maune

I've been asked if it's really possible to do more with less resources. Just read this article and see what you think.

In the January 1987 *Contour* I reported that we would be charting new directions in DMS. Before FY87, DMS focused on resident training for military personnel in MC&G and related positions, and we reacted to training requests from the military departments. I said that DMS's future focus would be on both resident training and nonresident education -- for military and civilian personnel, some of whom would be in non-MC&G positions and may not even realize they needed to understand MC&G. I said we would be proactive with an entrepreneurial approach to training. The statistics are now in for FY87. I think you will find them interesting. For the first time, we trained more unprogrammed students (1664) by mobile training teams (MTTs) and resident training

assistance (RTA) than we trained in our programmed courses (1602).

Students attending our programmed courses, including the scheduled Instructor Training Courses (ITCs) taught by DMS MTTs to DMA Aerospace Center (DMAAC) and DMA Hydrographic/Topographic Center (DMA-HTC), were as follows:

Army	833
Navy	85
Air Force	85
Marine Corps	173
U&S Commands	16
Allied	57
DMA	344
Other	9
Total	1602

Students attending our unprogrammed MTTs and RTAs, including Senior Executive Orientations, were as follows:

RTAs w/diplomas	10
MTTs w/diplomas	103
RTAs w/out diplomas	552
MTTs w/out diplomas	999
Total	1664

When the new DMA Director, Maj Gen Durkin, indicated that he wanted the agency to focus on the provision of timely and tailored support, I grinned because our MTTs and RTAs do exactly that:

In FY87, we sent MTTs to the U.S. Space Command, Pacific Command, Central Command, Joint Strategic Target Planning Staff, Air Force Systems Command, plus DMAAC and DMA-IAGS, training 187 personnel with MC&G management MTTs. A total of 80 MC&G Staff Officer Course (MCGSOC) diplomas were awarded by MTTs last fiscal year, and another MTT to the European Command was completed in

See MORE page 3

Space A Travel: the Forgotten Benefit

by Major Roger Devore

Prior to my assignment to DMS as Chief, Office of Plans, Programs and Operations, I was a C-141 pilot stationed at Travis AFB, California. I belonged to the Military Airlift Command (MAC), the major air cargo and people movers in the military. With approximately 5,000 hours of flying time on MAC aircraft, I became familiar with passenger handling rules and procedures. Space available (Space A) seats are frequently available on MAC aircraft throughout the world offering nearly free air transportation for military members, dependents (overseas only), and retirees. This military benefit is rarely used by people on active duty largely because of misconceptions of the Space A system.

See MAC page 5



Major Devore, a skilled photographer, took this photograph of a C-141. The C-141 and other planes are used for MAC flights.

The Direct Line



from
Maj Gen Robert F. Durkin
Director, Defense Mapping Agency

In this, my first report to you, I want to say I am both pleased and proud to have been selected to be Director of the Defense Mapping Agency. My wife, Judy, and I look forward to sharing with you the experiences that have led so many people to describe to me the "DMA family."

I have spent a considerable amount of my time since the Change of Command out of the office, meeting the people of DMA on site in order to learn first hand about what you do and the environment in which you work. These visits have reinforced my initial conviction that you know what you do is vital to this nation's operational military forces -- and that you are doing it well.

The environment in which some of you have to work is a different story. I've seen old facilities, some crowded work areas, and functional but obsolescent equipment. We cannot quickly nor easily correct these deficiencies. I want to assure you, however, that improvements in the quality of life in the work environment are very high on my list of things to be accomplished.

I am pleased to find that major elements of the Modernization Program are reported to be on time and on track. However, continuing use of the older analog equipment to support our production requirements while we take

on board more and more of the new equipment needed to develop an end-to-end digital production capability will undoubtedly create some tensions and more turmoil.

Compounding this situation is uncertainty about the ultimate effects of the Department of Defense Reorganization Act and funding restrictions resulting from the Gramm-Rudman-Hollings legislation.

It is always easier to ask for patience and understanding than it is to give them. Nevertheless, I am asking. It will be most important for all of us to take a calm, well-reasoned approach to the uncertainties that confront us. We must keep the lines of communication clear, open and rumor free.

There are existing channels for your recommendations on increased efficiency. Additionally, the most effective and growing suggestion program and quality circle efforts continue to provide additional opportunities for operational improvement. Only through the most efficient application of the professional expertise and dedication which is so clearly evident in the DMA workforce may we effectively meet the very real challenges before us in the next few years.

I seek your support. I assure you of mine.

Systems Center Symposium: Success

More than 700 military systems developers and users of DMA products and data from the Military Departments and the U&S commands joined DMA Systems Center managers in a new symposium keyed around their needs and DMA's plans for a high technology future.

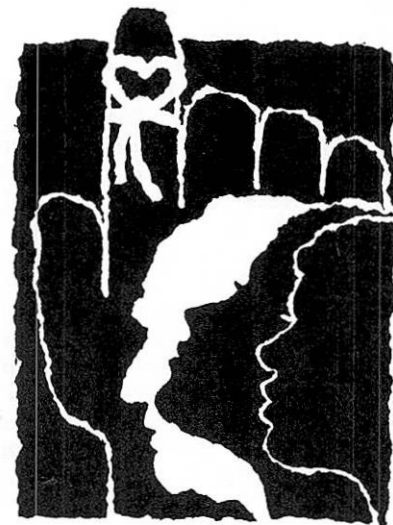
First of its kind, the Sept. 22-Oct. 2 symposium, consisting of four 2-day sessions, provided an opportunity for participants to "express their concerns and how they see themselves interfacing with DMA's Modernization Program and its relationship to advanced

military systems of the future," according to Dr. Kenneth Daugherty, director of the Systems Center.

In addition to outlining concepts of DMA's Mark 85.1 and Mark 90.1 programs -- provision of digital maps and charts directly to the user -- the symposium featured discussions on videodisc map and data products, prototype World Data Bases and future technology in general.

Formal presentations were followed by sessions where small groups explored future development of specific systems and techniques. Dr. Daugherty described the symposium as "an atmosphere of exchange, allowing DMA people - the producers - and consumers of DMA products the opportunity to share information and ideas of how best to coordinate our efforts in the next few years. We were able to outline our present and planned capabilities and future technologies being developed."

Reaction of the participants was enthusiastic enough that this first symposium may well become an annual event, according to its sponsors.



*Remember,
Someone out there needs
Someone like you.*

MORE from page 1

October 1987.

In FY87, we sent 13 MTTs to the intelligence and targeting communities and trained 429 personnel by MTTs. In FY88 we expect to send 18 MTTs to the Defense Intelligence College alone, and we hope to export our new MC&G Support for Targeting course to targeteers in all Services.

In FY87, we sent ten terrain analysis and Microfix-T MTTs to Army and Marine Corps units and trained 134 terrain analysis personnel by MTTs. A total of 13 Marines and nine soldiers received Basic Terrain Analysis Course diplomas by MTT. In FY87, we sent ten MTTs and trained 76 APPS operators by MTTs. Most of the APPS MTTs were to the Navy and included five aircraft carriers and a battleship. We trained 30 APPS operators for the Strategic Air Command by MTT.

In FY87, we sent 12 other MTTs to the Navy and trained 175 personnel in a variety of MC&G subjects. I'm particularly proud of our involvement with NAV-OCEANO's Hydrographic Cooperative Program (HYCOOP), where we train international officers, and with the Geophysics Technical Readiness Laboratory, where we quarterly teach Navy Geophysics Officers about the wonderful world of MC&G.

In FY87, we had six other miscellaneous MTTs to the Army, one to Peru in support of DMA Inter-American Geodetic Survey, and one to the U.S. Senate. These trained 101 additional personnel by MTTs.

In addition to the unprogrammed MTTs mentioned above, we had ten programmed MTTs in which 153 personnel from DMAAC and DMAHTC received ITC diplomas.

In FY87, we had 19 RTAs which trained 541 students, most of which were from the U.S. Army Engineer School (USAES). My favorite was our RTA in support of the 334th Engineer Detachment (Terrain), an Army Reserve unit from Tennessee; DMS MOS-qualified ten terrain analysts

who received DMS diplomas after 2 years of training by DMS MTTs to Nashville and RTAs at Fort Belvoir.

Some of these statistics came cheaply as when we went to DIA and taught a classroom full of students in one day. Some of the statistics did not come cheaply as when SFC Rivera went to Peru for a month and had to fabricate parts for and rehabilitate a printing press before training 2 people (in Spanish) how to operate the press.

In all, DMS spent 4 workyears on MTT support in FY87, i.e., on any given day we had an average of four instructors away on MTTs worldwide. This involved dozens of instructors who were also responsible for our "bread and butter" resident courses which had to be maintained as DMS's highest priority mission. And we never asked DMA for any additional travel dollars as we reprogrammed from the civilian personnel budget using funds available because of unfilled positions. The mere fact that we had so many military and civilian vacancies contributed to the hardships in executing our expanded mission.

I also find it interesting to compare our mission and resources today with those inherited from USAES's Department of Topography (D/Topo) prior to the formation of DMS in 1972. Statistics for D/Topo are averages from the 5 years (FYs 68-72) per annual historical reports.

D/Topo had only one "customer" to satisfy -- USAES which established all training requirements for Army MOSs trained therein. D/Topo courses were available to other Services, of course, but on a take-it-or-leave-it basis. DMS today tries to satisfy the following customers: Army, Navy, Air Force, Marine Corps, PACOM, EUCOM, CENTCOM, SPACECOM, HQ DMA, DMAAC, DMAHTC, DMAIAGS, DMAACSC, DMAOTS, US Naval Academy, US Naval War College, US Air War College, Defense Intelligence College, Defense Systems Management College, NAVOCEANO, Naval Postgraduate School, various DoD R&D labora-

tories, and many other commands worldwide with legitimate needs for timely and tailored MC&G instruction. Obviously, it is far more difficult to satisfy dozens of customers worldwide than it is to satisfy only one customer who is in your own backyard.

D/Topo was responsible for maintaining 875 course days of material for their 16 resident courses. DMS is now responsible for maintaining 1100 course days of material for our 23 resident courses and two nonresident courses (Warehouse Operations Course and ITC). In FY88, we expect to be responsible for about 1400 course days of material for 27 resident and 14 nonresident courses when we add the courses that we are to develop and maintain for training of the total DMA workforce. Obviously, it is far more difficult to maintain more courses and course days of material, especially when some courses change so rapidly (e.g., MCGSOC) that two consecutive courses are rarely the same.

D/Topo trained 1734 students per year on an average between FY68-72 while DMS trained 1602 in our programmed courses in FY87. But if we add the 103 diplomas awarded by unprogrammed MTTs and ten by RTAs in FY87, the number of course graduates (1715) are about the same, now as then.

According to the annual historical reports, D/Topo conducted no MTTs. Even when the 1203d Engr Bn (Topo) was formed from an artillery unit in the Alabama National Guard, they had to come to Fort Belvoir for resident training assistance from D/Topo. DMS conducted 70 MTTs in FY87, training well over a thousand students. This constituted a major change in DMS training philosophy by reaching out to those who needed the training but couldn't come to us.

In FY87, DMS devoted 2.2 man-years to training literature review and 1.4 man-years to technical assistance which included Army Training & Evaluation Program support and evaluation of

See MORE page 4

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developmental equipment items. Historical reports indicate those statistics were comparable to those of D/Topo in the past. Also, from what I can determine, RTA support then and now was comparable.

Obviously, the total DMS mission today is far more extensive than the D/Topo mission of the past, but just look at the resources. D/Topo had an average of 321 personnel authorized of which 6 man-years on average were devoted to interdepartmental support of other USAES teaching departments. D/Topo's mission support (personnel, administration, security, logistics, comptroller, public affairs, visual aids) were provided externally. In FY87, DMS was authorized 204 spaces of which 22 were for the mission support functions indicated. This means that D/Topo had a technical staff with overhead of 315 personnel while DMS is authorized a technical staff with overhead of 182 personnel for performing a mission that is far more complex.

Who says you can't do more with less? I think we are proving it every day, or so it seems. We do it by becoming more efficient, by working harder, by changing priorities and deciding what services of the past can no longer be afforded. But I also admit that we're spread very thin and near the breaking point in several areas. I am concerned about maintaining the quality of what we teach. We cannot afford to develop more courses and teach more and more people unless we can also maintain good quality. We don't need more people who are poorly trained.

In FY88 alone, I estimate that our new missions require 22.5 additional personnel, but we only received two extra personnel authorizations. This required me to cut many spaces previously authorized. In addition to other cuts in the staff and faculty, I decided to eliminate the Office of Academics (previously named the Office of Training Development and Evaluation) which had included an Army Lieutenant Colonel, Air

Force Major, Army Captain, Army E9 Senior Topographic NCO, four Education Specialists, and a Secretary who also performed many miscellaneous duties. Their work will either have to be performed by others or it will not be performed at all. We're still grappling with options. It's all a matter of priorities, and I decided our new missions were more important in order for DMS to survive and meet the changing needs of the future. The remaining personnel from this office were assigned elsewhere within DMS.

Next year, we will be transferring our two most productive courses, Construction Survey and Drafting, with resources (25 spaces) to the Army. Should we have to reduce additional spaces because of the DoD Reorganization Act, I will be hard pressed to find any more spaces to cut after essentially "absorbing" a 10% cut this year. Over the past 15 years, DMS Directors have "absorbed" many new tasks in annual attempts to do more with no increase in resources. So far we have been able to expand our resident and nonresident course offerings, maintain quality, and keep our customers happy. How much farther can we go?

Please let me know if you have any more ideas on how to improve our effectiveness and efficiency. We need all the bright ideas we can find to face the changes and resource cuts that face us and all of DoD in the future. DMS's past record of achievement is fantastic, but we can't rest on our laurels. The challenges of the future will continue to test our ability to innovate and excel. I'm convinced that DMS can and will meet those challenges.

"I have made mistakes, but I have never made the mistake of claiming that I never made one."

**—James Gordon Bennett,
newspaper editor**

Spell It Out For Me

by Rickie Blas

Are we going acronym crazy? I recently attended a class at the Office of Personnel Management (OPM), Washington, D.C. Usually when government employees take a class, they are given a "tent card." It is a folding card for the student to write his/her name and agency on both sides and place it on the table so that everyone knows who's who. After we completed this "introductory exercise," I looked around the room. I read each person's name, but I could decipher only one organization - mine! I was the only one in the room who spelled it out! I had no idea what the acronyms for other government organizations and departments represented.

This practice exists everywhere. I receive articles each month filled with strange acronyms. Maybe the contributor knows which office goes by the initials PSP, but I don't work there and I have no idea. And most of the Contour readership won't know either. Acronyms are also used casually in speech. A new government employee may not understand if told to "Prepare this ASAP" or "I must get downtown before COB." Often a puzzling acronym thrown carelessly into the course of a conversation interrupts listening and a communication problem develops.

Sure, acronyms save time and space when used appropriately, but I have wasted many precious minutes, during the course of my editing, trying to find out what one represented! Always spell out the proper name with the acronym behind it in the first reference of the article.

Before we filled out the tent cards, one student in the class asked me where I worked. I replied, "The Defense Mapping School at Fort Belvoir, Virginia. Where do you work?"

She replied, "I work for N-I-O-S-S." I nodded and smiled as if I understood, but I wanted to say, "Oh, that's G-R-E-A-T."

MAC from page 1

I, myself, have travelled Space A several times including trips to Europe and Hawaii without a hitch. Space A travel is a benefit that can save much money and should be used by many more military members than those who use it now.

Space A air travel seats are normally available after all official duty passengers seats have been taken. Passengers are permitted to sign up for a maximum of five locations and those travelling in categories 1, 2, or 3 (see below) are permitted a maximum of 30 days on the Space A regis-

Continental United States (CONUS) Space A Categories:

1. Active duty military on emergency leave.
2. Active duty military members on leave or pass, Medal of Honor holders.
3. British, Canadian, and Australian Exchange Officers on duty in a leave or pass status; active duty military personnel travelling on permissive temporary duty (TDY) orders.
4. Unaccompanied retired military members; ROTC students of the Uniformed Services receiving financial assistance and advanced training; and reserve components

4. DoD teachers or dependents (accompanied or unaccompanied) in an EML status during summer break; unaccompanied dependents on EML.

5. Student travel; permissive TDY.

6. Retired military personnel and their accompanied dependents.

Rules and Requirements

All passengers when registering for overseas travel are required to have in their possession: a current ID card, valid leave orders, passport/visas, and a current shot record (when applicable).

Individuals travelling in a leave status cannot be signed up prior to the effective date on their orders. They must remain in a leave status while awaiting travel and be in a leave status for the entire period of travel.

Individuals travelling in a pass status (without leave orders) can only travel within the 48 Continental United States.

All services require military members, including ROTC personnel, to wear appropriate military uniform when travelling on an aircraft owned or operated by the DoD.

Passengers will ensure all their baggage is properly tagged with the name and address of the owner. Normal baggage allowances for Space A passengers are two pieces not to exceed 66 pounds; however, on smaller aircraft such as T-39's, C-21's, and C-12's, 30 pounds is the maximum.

Passenger service or base operations controls all passenger placement on aircraft. The aircrew has no control over whether or not passengers get on board so bothering them will not help.

Individuals must be present at the passenger terminal at the time of the Space A call (usually 2 to 3 hours prior to takeoff) to be booked on the flight. If an individual misses a call to one of his locations, he will not lose his space on the register but remains in the same place for the next call.

See MAC page 6



Major Devore photographed this C-5, silhouetted against the sunset. This aircraft is used for MAC flights at Travis AFB, Calif.

ter. Passengers in category 4 are permitted a maximum of 45 days. Revalidation must occur every 15 days and passengers are removed from the Space A register when they are either selected for a flight, fail to revalidate on their proper date, or have not moved by their expiration date.

Space A travelers may reregister after they are removed from the list; however, they will be placed at the bottom of the list in their respective category.

Passengers will be offered air transportation on a first come, first served basis, based on established priorities.

upon presentation of a DD Form 2 (red) and DD Form 1853.

Overseas Space A Categories:

1. Verified nonfunded emergency leave.
2. Military members and their accompanied dependents on Environmental and Morale Leave (EML); DoD teachers or dependents travelling in EML status during the school year; DoD civilian employees and their dependents on EML.
3. Military members and their accompanied dependents on ordinary leave.

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Depending on the status of the base, there may be a small charge (usually \$10) for Space A travel overseas.

These are Air Force rules for Space A travel; Army, Navy, and Marine rules may vary.

The best military aircraft for Space A travel is the C-5. Each C-5 has 72 seats reserved for passengers on each flight. Other aircraft such as the C-141 and C-130 may have seats but they may also be full of cargo and have no seats available. The C-5 has its 72 seats available even with a full cargo load. C-5's are located at Dover AFB, Delaware and Travis AFB, California. These are the best locations for overseas travel to Europe and the Pacific respectively.

C-141 bases also provide good Space A opportunities. They are located at Norton AFB, California, Travis AFB, California, McChord AFB, Washington, McGuire AFB, New Jersey and Charleston AFB, South Carolina. McChord has the most flights to Alaska and all the west coast bases fly throughout the Far East. Norton flies to New Zealand and Australia. Travis is the best location to go to Hawaii. McGuire flies throughout Europe and Charleston flies to Europe, South America, and Africa. These are the bases' normal missions. Special requirements could send planes from any base anywhere.

Major MAC bases in the Pacific area are: Elmendorf AFB Alaska; Hickam AFB, Hawaii; Andersen AFB, Guam; Christchurch, New Zealand; Richmond AB, Australia; Clark AB, Philippines; Kadena AB, Okinawa; Yokota AB, Japan, and Osan AB, Korea. MAC bases in the Atlantic are: Mildenhall AB, United Kingdom; Rhine Main AB, Germany; Ramstein AB, Germany; Torrejon AB, Spain; Aviano AB, Italy; Athens, Greece; Incirlik AB, Turkey; and Lajes AB, Azores. All of these locations have MAC flights on a regular basis.

For CONUS travel, all the C-5 and C-141 bases are good opportunities. In addition, Andrews AFB, Maryland; Scott AFB, Illi-

nois; Hill AFB, Utah; Eglin AFB, Florida; Kelly AFB, Texas; Dyess AFB, Texas; Little Rock AFB, Arkansas; and Tinker AFB, Oklahoma also have regularly scheduled MAC flights. For more information on destinations and arrivals at each location, contact passenger service at the specific location.

MAC also runs overseas military charter flights out of civilian airports. These also offer Space A opportunities and provide by far the best service, flight attendants, movies, etc. They operate at the following international airports:

- o JFK, New York
- o Los Angeles, California
- o Oakland, California
- o Philadelphia, Pennsylvania
- o San Francisco, California
- o Seattle-Tacoma, Washington
- o St. Louis, Missouri

Contact the MAC desk at these locations for scheduled flights and destinations.

Tips for Space A Travel

Do your homework. Know where you want to go and research which flights get there and from where with what frequency.

Don't travel during holidays or summer. Spring and fall are good for Space A opportunities and less crowded for your vacation.

Dover AFB, Delaware provides an excellent opportunity for travel to Europe. Dover has 35 C-5 missions to Germany per month, 14 to England, and 4 to Italy. These are regularly scheduled missions not counting add-ons. During non-prime travel times, Space A flights out of Dover to Europe should be available on a daily basis.

Upon arrival at an overseas location, sign up immediately for the return home. You then have 15 days to enjoy the location while your name is moving up the Space A list.

Space A travel is never assured. Allow several days for travel and have an alternate plan at the location in case you don't get on a particular flight. Be prepared to return home commercially if the worst happens -your

leave is expiring and there are no military flights. Plan for the worst and then be pleasantly surprised. During my Space A travels, I have always gotten a flight on the first day I tried and have never flown back commercially. I flew from Travis AFB, California to Germany and back for \$20 and half the trip was on commercial charters.

For More Information

Each MAC passenger terminal publishes information packets and a MAC-GRAM with phone numbers at their location. Contact the terminal that interests you.

Military Living Magazine has recently published a new book called "Space-A Air Opportunities Around the World." This book addresses space available travel and schedules of aircraft throughout the world. Happy Travelling.

3 Good reasons not to smoke!



"How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving, and tolerant with the weak and strong. Because someday in life you will have been all of these."

—George Washington Carver, botanist and chemist

DMA's First Historian On Board



Ms. Shelley L. Davis is DMA's first historian.

Nearly everyone is familiar with the phrase, "Those who cannot remember the past are condemned to repeat it." Recently, the Defense Mapping Agency took a giant step forward to avoid falling into this trap by hiring its first full-time professional historian.

Ms. Shelley L. Davis arrived at DMA this summer with the mission of developing and operating the Agency historical function. She had been historian for the 12th Air Force for three years at Bergstrom AFB, Texas.

With 8 years of experience as an Air Force historian and a master's degree in American military history, Ms. Davis is well prepared to take on this task. "My first priority is to make DMA personnel aware of the addition of a historian to the Headquarters staff and to get people thinking about the historical importance of what they are doing today," said Ms. Davis.

The DMA historical program will have two main thrusts, according to Ms. Davis. The first will include the preparation of an annual historical report to provide a complete record of DMA's current activities. This report and a supporting collection of documents will form the beginnings of the DMA historical activities.

The second thrust of the his-

torical program will be to prepare a long-term official history of DMA, focusing on the Agency's genesis in 1972 and its development over the past 15 years.

The establishment of an effective historical program for DMA will depend a great deal on the cooperation and understanding of the Agency's personnel according to Ms. Davis. "The quality and quantity of information available to me is dependent on the willingness of the staff to provide me with complete and accurate background information," Ms. Davis stated.

Another facet of the historical program will include a collection of oral history interviews with key DMA personnel as well as a collection of historical photographs. Any current or former DMA employee who has photographs or documents that might be of value in preserving DMA's historical record is invited to contact Ms. Davis at 227-1364. She is located in the Administration and Communications Office at DMA's Hydrographic/Topographic Center until the Headquarters functions are consolidated next summer.

Kids Need Social Security Numbers!

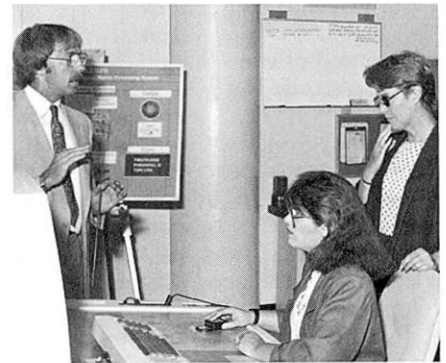
The Tax Reform Act of 1986 requires taxpayers to show a social security number for each family member five years of age or older, who are listed on their federal tax returns.

Young children represent the majority of those who will need a social security number before the completion of the federal tax returns for 1987.

The Social Security Administration expects quite an increase in applications for numbers and encourages everyone who needs a number to apply as soon as possible. There may be delays in receiving one.

For more information contact your local Social Security Office.

DoD Inspector General Visits HTC



DoD Inspector General June Gibbs Brown is shown operation of a DMA Terrain Edit System/Elevation Matrix Processing System by Wayne Orner and Elaine Villforth during a September visit to HTC. The lady IG was escorted by Rear Admiral O.E. Osborn, DMA Deputy Director, and Col. E.F. Boyer, Inspector General of DMA.

Somebody Loves You - Buckle Up! (It could be a grave decision)

There was a young man named Clyde
Who drove wreckless all of the time
He got his thrills
By racing up hills
Until he went over the side!

Do You Know

Number of combat sorties
flown by pilots of the 1st
Marine Aircraft Wing in the
Korean War:
127,496

The number of students
enrolled in the Marine Corps
Institute?
300,000

The official song of the
president of the United
States?

"Hail to the Chief"

Contour Receives News From DMSers and Friends

By Irene Bellefeuille
Public Affairs Officer

I enjoy this time of the year when Contour readers are asked to update their addresses. Many of our readers throughout the United States send us their best wishes. These good wishes tell us that striving to do the Contour in a professional and enjoyable manner is a worthwhile accomplishment.

At this point all Rickie (my very accomplished co-worker) and I can say is a great big sincere "Thanks a lot".

Robert Kallagis, Hampton, Va., thanks us for sending him the Contour. He asks us to, "Please try to add more information on actual training and news of retirees from the old topographic units." (This column is especially dedicated to you, Mr. Kallagis, with the hope that more retirees and ex-DMSers will be encouraged to write to us.)

Art Fleshman, now in Elizabethtown, Ky., writes, "We are busy getting our new house squared away, both inside and out." However, he says it was too hot last summer to do much outside work.

Art sends his regards to all!

Kathy and Ed Williams, now in Apex, N.C., enjoy the Contour very much but would love to see a "Where Are They Now" column to help them keep in touch with old friends from DMS. Kathy and Ed are former DMS instructors.

Everett Stevens, CW4 (Ret), St. Petersburg, Fla., looks forward each month to reading the Contour to find out what is happening in DMS.

Ex-director, Colonel Edward Wintz (Ret), Tucson, Ariz., tells us to "Hang in there!" In fact, he tells us he is going to try to send the Contour a short article

this year. (Colonel Wintz -- I sure hope you can find the time to do just that. DMSers really enjoyed your last article. We like to know that once you leave DMS we are not forgotten).

Victor Gonzalez, Woodbridge, Va., enjoys keeping up with DMS news about his old friends here at the School.

Major Gary Thompson is presently the U.S. Army Exchange Officer in Feltham, England with the Mapping and Charting Establishment - Royal Engineers. He says if any former DMSers just happen to be in England, please contact him through the DMA Liaison Officer. He was with DMS as a Captain, 1977-1979.

Ex-Contour Editor Linda Stacy - Nichols, Alexandria, Va., likes being kept "up-to-date" through the Contour. She says, "Congratulations, Margie, on your 30 years of service, but really, Margie, you don't look like you have reached your 40th birthday. Better double check!"

She is glad to hear that SGM Carlos Sellers is back at DMS. She also says to tell everyone "hello" and that she misses them.

And speaking of ex-editors, I can't forget summer-hire Kristi Yeargin who helped me out the first year I came to DMS. I understand she also worked in TSD (now the Department of Management and Technology) for a couple of summers.

Kristi's mother tells us that she now lives in Wichita, Kan. and is working for Letter & Associates, Inc., an advertising and public relations firm.

And in a note from Kristi herself, she says "Hi everyone! Kansas is great." She sends a special "Hello" to Dave Miller and wants Nick and the gang to know she is still alive.

Gerald Watson, Woodbridge,

Va., says "You're doing a great job! Keep up the good work. I'll contribute an article sometime in the near future." (Both Rickie and I will be looking forward to hearing from you and so will our readers.)

CW3 Donald L. Smith (Ret), Alto Pass, Ill., writes that he enjoys the Contour and flatters us by saying that we do a good job.

The IAGS Liaison Officer, HTC likes our paper because "The Contour is professional with a sense of humor. We need more of this at DMA."

Major James D. Green (Ret), San Antonio, Texas, former chief of the Department of Survey, writes, "Keep up the good work, Irene. I enjoy reading DMS news each month." (Really, Major Green, I can't take all the credit. Rickie has really put a lot of effort into learning how to do the Contour this past year.)

Glenn Swarthout, (CW4, Ret) Phoenix, Ariz., thanks us very much for sending him the Contour. He further says, "The Contour serves an important function in the information chain, especially for those of us who are no longer directly associated with Military Geographic Information handling."

Bill Dean (SFC Ret), enjoys our paper so much that he says, "Maybe, someday I'll send you an article!" (Hope that day is soon - your article would get Rickie and me started in writing our "News from Retirees" column.)

Colonel Joseph E. Kinnan, F.E. Warren AFB, Wyo., enjoys our "very informative publication" because it brings back many memories of dedicated professionals. Oh, by the way, he also says, "My best to Bev Eppolito!"

Bill Elliott, Bryan, Texas says, "Hi to everyone." He started at Texas A&M this fall and is really enjoying it. Bill left

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DMS in June 1985.

Other well wishers include: 1SG Augusto Aquino with a cheery "Hi/Hello to all from Hawaii;" LTC George Desrochers, Springfield, Va. appreciates receiving the *Contour*; CW2 Peter Swan, Fort Shafter, Hawaii, enjoys keeping informed through the *Contour*; MSgt John Depuy, Aurora, Colo., enjoys "the good reading." MAJ John Jens who has been the DMA British Liaison Officer, is back from his tour and is living in Manassas, Va. George Michaud, Stafford, Va. still enjoys keeping up with DMS activities and encourages us to keep up the good work. COL Maurice Kurtz, Jr. (Ret), Satellite Beach, Fla., tells us to continue our good work. SMSgt Bruce Porter, F.E. Warren AFB, Wyo., says "Keep up the good work." CSM V.H. McCartney (Ret), Cape Coral, Fla., thanks us for our fine publication.

Our list of well-wishers goes on and on but space limits my adding more. Again I must say, "Those little notes of praise make the tough job of doing the *Contour* a lot easier." Thanks friends.

DMSer Recruited Domino Pizza Manager

by SSG Paul Carter

At the October Director's Call, Colonel David F. Maune presented an award to Andy Rawding, the manager of Domino's Pizza in nearby Mount Vernon. Mr. Rawding donated 10 pizzas to the DMS Cultural Awareness Day celebration.

I recruited Andy Rawding in June 1982. He has always been an ambitious person. When I conducted my "sales interview" with him, he said he wanted to become a doctor. He is a very enjoyable

and comical person to be around. At Middletown North High School in Middletown, N.J. I was known throughout the campus thanks to Andy who was a student there. Andy would come around the recruiting station frequently trying to get a stripe (more money) by helping to enlist two recruits. Kinney Whitom, pictured below was one of "Andy's recruits."



Deidre Durham, SSG Paul Carter, Andrew Rawding, and Kinney Whitom at the Army Promotional Tour, West Point.

DoD Organizational Newspapers Follow Regulations

by Irene Peine

The *Contour* is a DoD funded newspaper and is governed by DoD policies and regulations. To justify publication of the *Contour*, it must be remembered that its primary purpose for publication is to provide a cost-effective means of communicating DoD, DMA or DMS mission-essential information to DMS employees and other DoD personnel.

It has been determined by the higher echelon of DMA that Component newspapers, in keeping with DoD policy, provide a free flow of news and information to all employees. Therefore, Component newspaper editors have been tasked to publish not only articles concerning their Component, but those articles deemed important by HQ DMA.

Editorial policies of Component

newspapers should be designed to improve the ability of DMA employees to accomplish the "one-DMA" mission -- the mission of producing and distributing to the Joint Chiefs of Staff, Unified and Specified Commands, Military Departments and other Department of Defense users complete, credible, and effective mapping, charting, and geodetic products, services and training at the right place, and at the right time.

Regulations state that news coverage and content in a DoD newspaper must be factual and objective. News and headlines selected must follow the dictates of good taste. Morbid, sensational, or alarming details not essential to factual reporting are to be avoided.

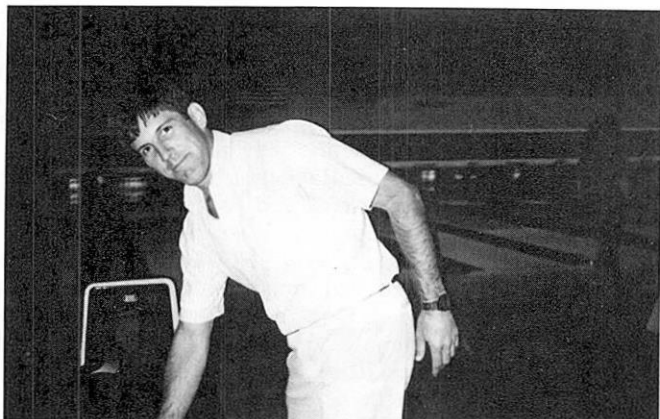
Editors and writers must also distinguish between fact and opinion, both of which may be part of a news story and assure that only accurate information is published. If an opinion is published, the person or source must be identified. In addition, writers must conform to applicable regulations and laws involving libel, copyright, and U.S. Government printing and postal regulations.

A secondary purpose of the organizational newspaper is to improve employee morale and attitudes. Feature stories and news articles concerning DMA employees and their organizational element improve internal cooperation and mission performance. Recognition of excellence in individual or organizational performance motivates and sets forth expected norms for job improvement. News items that destroy destructive rumors reduce on-the-job stress. Articles that encourage participation in various positive leisure-time activities improve employees' outlook on life and helps steer them away from alcohol and drug abuse and other pursuits that impair their ability to perform.

Writers should follow "Associated Press Style" principles in writing. Good journalistic practices are vital but are not an end unto themselves. They are the primary means to enhance professionalism and increase readership.

DMS Has Invitational Bowling Tournament

by TSgt James E. Lobdell



New DMSer 1st Lt Jim Luebbe enjoys the fall Invitational Bowling Tournament.



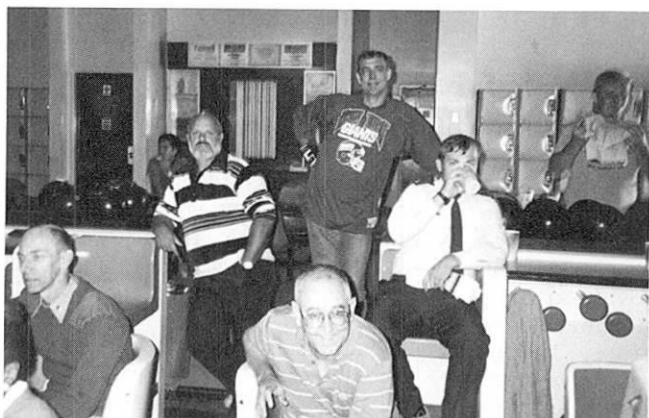
CW4 Andy Yacenda takes a "bowling break."

On Oct. 14, teams competed in the DMS Fall Invitational Bowling Tournament. Unlike tournaments in the past, teams were selected randomly to enable DMSers to get acquainted with other DMSers they don't normally have contact with. As the tournament drew to a close, GySgt Paul Wavra, GySgt(P) John Platt, and SGT Charles Heredia bowled 200+ games.

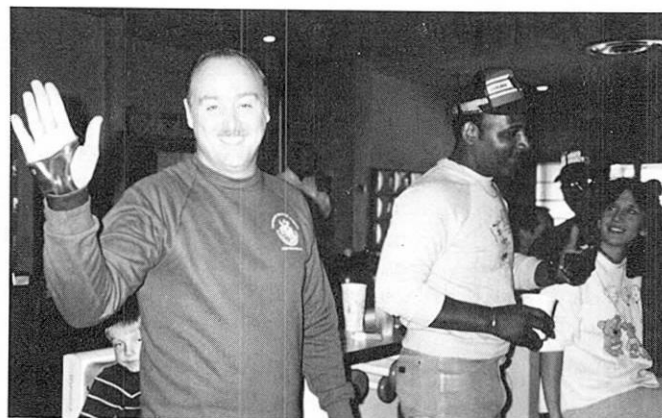
Prizes were awarded instead of trophies. DMS sweat shirts were awarded to GySgt Wavra and Ruthie Garfield for hi-series male and female. MSG James Cowan and SGT(P) Barbara Slusher earned a DMS T-shirt for having the second hi-series. DMS T-shirts were also awarded to GySgt Platt and

SGT(P) Slusher for hi-single with handicap games. DMS patches were presented to the first place team; GySgt Wavra, Jim Harnden, CPT Tom Milo, and SFC Michael Carter. DMS patches for the third hi-series were awarded to SGT Heredia and Lynn Keleher. Last, but certainly not least, DMS T-shirts were given to LtCol Charles Sakowicz and Sherrie Stanfield for earning the highest handicap.

It was the hopes of the organizers to make a little money for the DMS picnic fund (they did), to have a good time (let's hear some comments), and to put names to all those unknown faces. If you weren't able to participate, we hope to see you next time.



LtCol Charles Sakowicz, William Portt, SGM Jake Bernard (foreground), SFC Paul Barker.



TSgt James E. Lobdell waves to camera as MSgt Peter Dunbar talks to Melinda Frank.

Director's Call



Defense Meritorious Service Medal

Maj Ronald C. Lecki, USAF
Department of Management and Technology

MSG Charles R. Knight, USA
Office of Plans, Programs and Operations

Joint Service Achievement Medal

Capt James M. Giesken, USAF
Department of Management and Technology

CPT Bruce J. Donaldson, USA
Department of Management and Technology

SFC Richard E. Rivera, USA
Department of Graphic Arts

Joint Service Commendation Medal

WOC Kenneth E. White, USA
Department of Geographic Sciences

ITC Certificate

LII Warner L. Mayden, USN
Department of Graphic Arts

Special Act Award

Mr. Wilson G. Freeze
Department of Construction Engineering

Suggestion Award

Mr. Daniel B. Wilson
Department of Management and Technology

LICS Robert D. Carr, USN
Department of Graphic Arts

10-Year Service Pin

Mr. Thomas J. O'Brien
Department of Graphic Arts

Arrivals - Military

1st Lt James G. Luebbe, USAF
Department of Management and Technology

SSgt Tommy D. Williams, USMC
Department of Graphic Arts

SSgt Werner V. Hofer, USMC
Department of Geographic Sciences

Arrivals - Civilian

Mr. William E. Portt
Department of Graphic Arts

Departures - Military

Maj Ronald C. Lecki, USAF
Department of Management and Technology

MGySgt Russell L. Cavender, USMC
Department of Geographic Sciences

MSG Charles R. Knight, USA
Office of Plans, Programs and Operations

WOC Kenneth E. White, USA
Department of Geographic Sciences



DMS CHRISTMAS PARTY 1987



Your master of ceremonies again
this year is Bill "Santa SGM
Grandpa Shadrack" Locke.

Place: Essayons Club (Blue Room)

Date: 5 Dec 1987

Time: 7:00 to 1:00 a.m.

Cost: \$8.00 and an optional wrapped gift not
to exceed \$5.00 for those who wish to
participate in the gift exchange.

Schedule of Events

- 7:00 - Cocktails (cash bar)
- 7:45 - Dinner
- 9:00 - "Festivities" Door prizes
Gift Exchange
- 10:00 - Music and Dancing

DMA Implements WIN

The Defense Mapping Agency (DMA) has entered the world of real-time Command and Control Systems with the activation of four terminals tied to the World-wide Military Command and Control System Intercomputer Network, known as "WIN".

Located at HQ DMA, Aerospace Center (AC), Hydrographic/Topographic Center (HTC), and Combat Support Center (CSC), the terminals provide an instantaneous command channel among major DMA Components and between DMA and the National Command Authority, the Unified and Specified Commands, the Services, and other Defense Agencies. Military area commands and selected deployed forces which together form the bulk of the DMA customer base are also interconnected.

WIN operations will virtually revolutionize the nature of the DMA relationship with supported commands, especially for crisis management and the MC&G area requirements process.

DMA operations on the WIN will initially focus on crisis management, automation of the MC&G area requirements submission process and entry of real-time updates to national data bases, such as the Automated Airfield Facilities Information File (AAFIF), for which DMAAC is the DoD proponent.

"Our initial WIN usage will necessarily be limited in scope as we gradually become familiar with a new capability," explained Dr. Annette J. Krygiel, Director, Office of Telecommunications Services (OTS). "But there's no doubt that it will have a major impact on the very nature of the way we do business as we become more and more familiar with it and capitalize on its ability to provide instantaneous data exchanges with our major customers.

"If nothing else," Dr. Krygiel continued, "our customers will force us to become more and more WIN-dependent as they seek

to minimize or eliminate the chronic mail and message delays that have been inherent in our existing customer support systems."

Of the several major WIN capabilities, the WIN Teleconferencing System will have an immediate and far reaching impact on DMA crisis management procedures. The Teleconferencing capability allows WIN users at separate geographic sites to exchange information in a real-time conversational mode or to store and retrieve messages.

Aside from crisis management, WIN teleconferences could be convened to coordinate actions affecting any or all of the DMA WIN-capable components while other teleconferences could be convened to coordinate activities between DMA and the MC&G staff officers or DMA liaison officers located at supported commands and activities.

File Transfer Service (FTS), another major WIN capability, will allow DMA to establish its own data bases which, in turn, can be made available for viewing, editing or manipulation by supported commands and agencies. This presents obvious potential for complete automation of the MC&G Area Requirements and Product Status (ARAPS) system which is still dependent on manual updates from the DMA customer base.

The File Transfer Service will also be used immediately by DMAAC to update the AAFIF which provides information pertaining to the physical characteristics of active and inactive airfields throughout the free world.

An additional feature of the WIN File Transfer Service is FTS Mail, which is similar to commercial electronic mail, and permits the exchange of narrative data between users located anywhere on the system. The mail feature is expected to virtually eliminate the standard mail delays that have characterized communications between DMA Components and DMA liaison officers located throughout the world. The same applies to mail between DMS

See WIN page 6

The Direct Line



from
Maj Gen Robert F. Durkin
Director, Defense Mapping Agency

To the Men and Women of DMA:

My strongest impression from the several months I have been part of the Defense Mapping Agency is of the genuine feeling of accomplishment at all elements of the Agency. The mutual confidence and respect I see within this Agency family clearly come from a realization that we are producing, that what we do here is important, and that we are doing it well.

In my travels to the various DMA Components around the country, I have found that we are all aware of the challenges facing this Agency with the New Year, but that we also face our challenges confidently, together. With each other's help, we will continue our efforts to ensure, through effective support to deterrence, those freedoms we all enjoy and that genuine Peace on Earth we all seek.

So, to all of you, I say take a break and make it a joyous time with your families and friends. Judy, I, and our family forward our sincere wish that you and yours have a happy and safe holiday season and a healthy and rewarding New Year.

Robert F. Durkin
ROBERT F. DURKIN



From the DMS Schoolhouse



Director
Colonel David F. Maune

Yuletide



"I'm dreaming of a White Christmas, just like the Vet'rans Day last month . . ." We've already had a record-setting snowstorm -- 16 inches or so -- on Veterans Day. Some of our international students had never seen snow before. They were delighted and amazed with all the white stuff.

The Holiday Season is here - a time of cheer and good will among family and friends - a time of giving. It's also a time of depression when happiness doesn't live up to expectations.

I always feel especially caring about the homeless people at Christmas time, remembering that 2000 years ago there was "no room in the inn."

I want to thank those of you who gave generously to the Combined Federal Campaign, being a friend and helping friends you may never meet personally. Someone out there needed someone like you. We met our goal because many of you "gave until it hurt." By giving generously, you demonstrated good citizenship and the better traits of humanity. I hope it also helped you to feel better about yourselves. Thanks to LTC Reich for being a good sport and allowing his face to be used as a pie target, we raised the

final CFC dollars that put us over the top. Following our wacky Director's Call on Dec. 1, I laughed all day. The "just deserts" pie-in-the face idea was certainly a fun way to raise the final \$315.00.

I want to thank those who gave so much of themselves this year so that our School could perform its important mission so well. Our students received the professional knowledge and skills necessary to be good soldiers, sailors, airmen, marines and civilians who can defend freedom and democracy.

I was touched at Major Ron Lecki's farewell luncheon when Gunny Joynes told of the time that Ron worked until near midnight helping an Instructor Training Course student to overcome stagefright. That student and others progressed remarkably because of Ron's professionalism and personal attention to his students. Many of you instructors know the joy of seeing your students triumph over their individual adversities. Many of you give personally of yourselves on a daily basis, and it shows. We've got a good School here because of our professional, loving and caring faculty and staff. Keep us great in '88!

Thanks also to Santa "Shadrack" Locke, Beverly "Flutter B" Locke and the committee that raised funds and arranged for our Christmas party this year, and thanks to those who came. It was a great party.

In November, I met my Company Commander of 22 years ago. I had last seen him in 1968. He used to smoke like a chimney. He stopped smoking completely when shocked by the smoking-related sickness (emphysema) resulting in the early death of his father. He took up jogging and now looks and feels like a million dollars. His wife and children consider this a wonderful present to the total family. Think about it -- those who continue to smoke -- the gift of a vibrant and healthy you could be the best possible present to your family, friends, coworkers, and to yourself.

Wouldn't it be nice if we could really have peace on earth and

goodwill to all men (generic men, not male men) like we sing in Christmas carols. This won't happen if everyone feels peace is up to the other guy. Peace begins with us! I believe peace and goodwill is a state of mind that starts with individuals and the way we look at life and the world around us. (The "in" word now is "consciousness.") What we sow -- that we reap. I believe those who act lovingly and responsibly to family, friends, neighbors, coworkers, and foreigners sow the kind of "seeds" that "reap" teamwork, harmony, peace and happiness. I know this works for individuals; why not for nations too?

To each of you I extend my best wishes for a joyous Christmas season and my hope that 1988 will bring health, prosperity and love for all mankind -- but most especially to the DMS family.

DMSers Give Generously to CFC

by Capt James Giesken

Once again, through the generosity of its employees, the Defense Mapping School has reached its goal of \$10,450 for the Combined Federal Campaign (CFC) of the National Capital Area. All DMS employees should be proud that the School raised such a hefty sum of money for those in need. The money will go to many of the more than 400 private voluntary organizations such as international and national service and health agencies represented by the CFC. The School's effort was part of an Agency-wide campaign that raised over \$450,000.

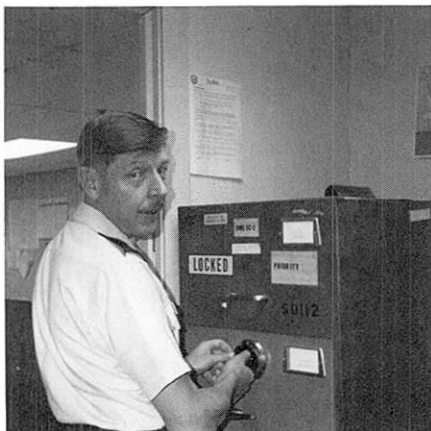
Attaining the goal was a team effort. Each of the keyworkers, the true backbone of the CFC, did a fantastic job, making sure all employees were contacted and offered a chance to give. However, as our campaign drew to a close, it became apparent that the

See CFC page 10

From the Office of Mission Support:

A Security Update

by SFC Richard Corum



SFC Richard Corum is the Security/Travel NCO.

Several sweeping changes have been implemented in the new Department of Defense (DoD) Information Security Program. Some of you may have already heard about the changes through other media. Your component and department security monitors have attended or are scheduled to attend orientation courses on the Information Security Program and are available to answer any questions you might have. The DMA manual which supplements the DoD Information Security Program has been written but has not been distributed. In the meantime, highlights of the changes which affect the DMS program are provided for your information.

Some of the definitions in Chapter 1 have been changed.

- The term CONUS has been expanded to include adjacent territorial waters, located within the North American continent between Canada and Mexico.

- The "need-to-know" principle has been restricted to the requirement for classified information to accomplish lawful and authorized Government purposes and verification of security clearance must be obtained prior to release of that information. This is defined as a determination

under the Personnel Security Program that a person is eligible for access to classified information.

Holders of classified material are now **required** to challenge classifications they believe to be incorrect rather than **encouraged** to challenge classifications.

The new regulation specifies use of the Standard Form 700 series of security related forms to attain uniformity throughout DoD. The SF 700 is used to record the names of those who have access to a container; the SF 703, 704 and 705 are classified cover sheets for Confidential, Secret, and Top Secret material; and the SF 701 and 702 are used to record security area and container checks.

One of the changes in Chapter 7, concerning the requirement for maintaining dispatch and receipt records of all Secret material, may be new to some DoD agencies, but DMS has never relaxed their restrictions and has a working system in place.

Another new twist is that two people, to the extent possible, must be present during reproduction of classified material.

What do you have in that briefcase? I'm sure that many of us would have to confess that at one time or another the briefcase might contain classified material. Well, the locked briefcase may now be considered as an adequate outer wrapper for classified material if the inner wrapper is properly addressed, classified, marked and sealed. Such hand-carried material must never be left unattended. The escort of the material shall be briefed periodically on his/her responsibilities and required to sign a statement to that effect, but not necessarily for every occasion.

A change that most security people are glad to see is the requirement to dispose of classified material 5 years or older unless otherwise authorized for retention. Too often, this material keeps building up year after year and takes up valuable storage

space needed for more current projects. To aid in this effort, an annual clean-out day will be designated to get rid of the excess classified material.

This is a brief synopsis of changes to the DoD Information Security Program. It reflects a stronger attitude toward control and protection of classified material and is an improvement over previous, less stringent guidance. I trust DMSers will cooperate with security personnel in attaining and maintaining a good security environment at DMS.

What is a Personnel Assistant?

by Jill Tompkins



Ms. Jill Tompkins is the latest addition to the Office of Mission Support family.

People often ask me "what do you do?" It's virtually an impossible question to answer. Since my arrival in June, I have discovered that there isn't much my position does not "touch base" on in the civilian personnel arena. It's the type of job that is definitely a challenge and where "routine" is not a word in the position description.

I deal with a large number of people - from employees to supervisors, civilian and military, inside and outside DMS - on a variety of matters. I'll describe a few of

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my duties.

- One of the biggest duties I have, as far as the civilians are concerned, is Payroll Liaison. I work with the timekeepers here at DMS, making sure correct time cards are submitted for each employee. I answer employee questions on timecards and resolve, working with the Defense Mapping Agency Aerospace Center in St. Louis, pay and leave problems.

- I receive and coordinate all training, for civilians and military, administratively checking all training forms for accuracy. I coordinate the forms through the proper personnel for funding and signatures. After the approved forms are signed, sealed and delivered back to me, I work "one-on-one" with vendors, reserving space for personnel. After all reservations are made, I mail and distribute the rest of the copies to the proper personnel.

- I monitor the Performance Rating System on all civilian employees, suspending supervisors when mid-point, out of cycle and annual ratings are due. I administratively check all ratings before forwarding them to the Consolidated Personnel Services Office.

- I am the DMS Suggestion Coordinator. I receive suggestions and unofficially evaluate them to make sure they fit into the "true definition" of a suggestion. After the determination is made, I coordinate the suggestion with the Deputy Director for official evaluation. After the recommendation is made for adoption or nonadoption and the Director has given the final approval or disapproval, I initiate the necessary paperwork to implement the adopted suggestion, and have a suggestion certificate prepared and presented to the suggester.

Some of the other fields I am involved in are answering and initiating correspondence and processing awards. I am the liaison for health benefits information, and I work closely with the Consolidated Personnel Services Office on all personnel actions. As you can see, the list of duties

of a Personnel Assistant can go on and on but, basically, I'm here to help supervisors and employees by providing advice, guidance and information on personnel policies, practices and procedures.

Cheers!

by Rickie Blas

Do you have to drink to have a good time?

If you go to a holiday party, must your vision be blurred and your body feel embalmed for you to have fun?

If the answer is no, read on. An alternative to drinking is the nonalcoholic beverage. It tastes like a mixed drink, but it doesn't have the mind-boggling ingredients to send you flying without wings.

Party hosts and hostesses should also consider the nonalcoholic drink, particularly to serve to the designated driver.

Virgin Mary

6 oz. can tomato or mixed vegetable juice
1/4 cup club soda
1/2 teaspoon lime juice
Dash Worcestershire sauce
Dash hot pepper sauce

Shake or stir to blend ingredients. Add ice, garnish with celery stalk. Makes one serving.

Mock Margarita

2 cups bitter lemon or lime soda
2 tablespoons sugar
Juice of 1/2 lime
Salt
Crushed ice

Freeze soda in an ice cube tray; Blend lime juice, sugar and frozen soda thoroughly. Rub lime around rim of glass, dip in salt. Pour mixture over crushed ice in salted glasses. Makes two servings.

Happy partying and watch out for drunk drivers. Don't be one of them!

Could You Escape a Fire?

by Mr. Tom O'Brien

With the Holiday Season here, more electricity is used for decorative lighting. Unfortunately, there is also an increase in home fires. Most of these fires take place during the hours of darkness when people are sleeping. There are a few simple rules which will help protect you and your family all year long, in the event of a fire in your home.

You should install smoke detectors on each level of your home. A smoke detector will warn you of a fire in sufficient time for your family to evacuate the house safely. Smoke detectors should be checked periodically to ensure that they are working properly.

Every home or apartment should have an evacuation plan, with alternate escape routes marked out, in case the primary route is blocked by fire. Sometimes a bedroom window may be the only safe evacuation route from the home. If so, a safety ladder may be just the right piece of equipment you need to escape the fire safely. You should also conduct practice drills so that everyone is familiar with the plan and knows what they are expected to do.

Fire extinguishers are a good item to have around. Everyone, except the smallest children, should know how to use them. Your fire extinguisher must be checked for the proper charge at least monthly. But remember, if the fire is out of control, call the fire department and evacuate the building immediately. Make no attempt to fight the fire.

Your local fire department can help you arrange your fire evacuation plan, determine what kind of smoke detectors and fire extinguishers to use, advise you how to evacuate a disabled person from the home and also give valuable advice on how you and your family should conduct yourselves in an emergency. After all, the unnecessary loss of a life is a terrible waste.

Major Lecki Retires

by Rickie Blas, Contour Editor



Major Ronald C. Lecki, USAF, DMS Instructor Training Course Manager.

Major Ronald C. Lecki, Department of Management and Technology, retired on Nov. 30, 1987 with 20 and 1/2 years active duty in the U.S. Air Force.

The former chief of the Department of Geodesy and Survey (GS), Major Lecki has returned to Home on the Range, (Cheyenne, Wyo.) not by horseback but by a Gold 280ZX.

He has been at DMS since June 1985 where he served as Curriculum Requirements Coordinator, coordinating service task lists and Course Content Documents. He was also appointed manager of the Instructor Training Course (ITC), where he taught Component instructors to become effective teachers.

Major Lecki took ITC, which DMS provides for the Defense Mapping Agency (DMA) Components, on the road to the DMA Aerospace Center, St. Louis, Mo., DMA Consolidated Personnel Services Office, Bethesda, Md., and the Hydrographic/Topographic Center, Brookmont, Md. Several of the ITC classes were instructed at DMS's Wheeler Hall, for local and out-of-state personnel.

Although he thoroughly enjoyed ITC, Major Lecki had to give it up for awhile when he was appointed Chief, Department of Geodesy and Survey (GS). As chief, he emphasized to his de-

partment, "the students are what DMS is all about." In 1967, as a 2nd Lieutenant, he was a geodetic student at DMS. Twenty years later, as leader of the staff and faculty of GS, he was addressing the graduating classes.

With reorganization came the dismantling of the Department of Geodesy and Survey, and Major Lecki was back in the ITC saddle again.

Colonel David F. Maune, DMS Director said, "I've known Major Lecki for about 5 years and wanted him on the DMS faculty. He's done a super job for me in both of his principal jobs. His assumption of Instructor Training Course Manager responsibilities enabled us to participate in DMA's Executive Leadership Program this year; without Ron to step in, Dan Wilson couldn't have been spared. I read every ITC critique sheet from the students and they all praised Ron's professionalism and demeanor as instructor and manager. He's a fine officer and I hate to see him go."



Major Lecki at his retirement party holding the portrait of himself painted by Nick Mosura.

Over 50 DMSers and friends attended a going away party for Major Lecki at the Peking Duck restaurant in Alexandria. LTC Russell Reich, Jr. was a very entertaining master of ceremonies at the "Final Hail, Farewell, Reunion and Roast of Major Lecki." During the roast, Major Lecki received a telephone call at his table. One of his former divi-

sion chiefs, CW3 (Ret) Gary Moore, sang to him. Unfortunately Major Lecki was the only one who could hear him!

Major Lecki was presented with many going away gifts, including a large portrait of himself, in uniform, painted by DMS's talented Nick Mosura.

DMSers made this a "special day" for Major Lecki, with LTC Reich roasting not only the guest of honor, but everyone else as well! A tape recording of the roast was made and presented to the major for his "memorabilia." I'm sure he'll cherish the memories of DMSers, ITC classes and students, and his "special (last) day" at the School.

WIN from page 2

elements and MC&G staff officers at supported commands.

The contingency planning function is also expected to reap significant benefits from WIN since it will provide DMA planners at all levels with access to the Joint Operations Planning System (JOPS), which is the joint service standard for the development and updating of contingency plans.

The WIN project is under the overall management and direction of OTS in cooperation with CSC, HTC and AC. Ms. Cindy Hicks heads the OTS project team which also includes Mr. Jerry Phillips, Mr. Ed Hane and Mr. Warren Broomer.

The DMA Component organizations also played key roles in implementing the WIN program and retain primary responsibility for WIN operations. Captain Dwight Bell and Mr. Frank Abbate head the effort at CSC while Mr. Paul Bauer oversees the HTC operation. The AC operations are being coordinated by Major Dan Snyder.

Coordination of the DMA WIN user community, to include development of a final WIN Concept of Operations, is being conducted by Mr. Jim Broadwater of the HQ DMA Plans and Requirements Directorate.

DMS Leaders Get Their "Just Desserts" and Attain CFC Goal

By Irene Bellefeuille

With only a few days remaining to meet the \$10,450 Combined Federal Campaign goal, DMS campaign coordinators found they were short several hundred dollars. How do we make up the difference?



With devious pleasure, LTC Jim Henry, Chief, Management and Technology, gives Colonel Dave Maune, Director, DMS, his "just desserts." Grinning LTC Russ Reich thinks "Funny!"

In the past, when we were short, coordinators usually devised a raffle of some kind. However, this year, with more emphasis on DoD Standards of Conduct being observed by everyone, a raffle was not acceptable.

At this point, innovative DMSers (MAJ Louis



Dr. Linda Schultz, with a lot of determination, squashes a cream filled pie in the face of ex-boss, LTC Reich. LTC Reich is now chief of the Department of Construction Engineering.

DeSanzo and Capt. Geisken) devised a "game plan" to give DMS leaders their "just desserts." The rules of the game allowed CFC coordinators to nominate three officials to get pies thrown in their faces. To add to the suspense of the game, only one or two of the them would actually get the "pie." The chief of the department or staff office, whose

people contributed the most "out of pocket" money towards reaching the goal, would be the one to throw the first pie, the second place winner would throw the second pie. The time and place would be after Director's Call on Dec. 1, 1987.

Nominated were DMS Director Colonel David Maune, Deputy Director LtCol Charles Sakowicz and School Sergeant Major Jake Bernard to be the pie recipients.



"Glad it's you and not me!" remarks LTC Reich (left), as the gallant Colonel Maune (right) endeavors to regain his eyesight. Needless to say, LTC Henry (background) looks quite pleased.

Winners were the Department of Management and Technology (MT) in first place and the staff offices in second place.

Therefore, after Director's call, the stage was set by "Vanna" Shelnutt and "Bomber" Mayer -- a plastic covering for the stage floor, three chairs for the



"Now, Colonel, that really wasn't so bad!" says mischievous Linda. Colonel Maune, amid his laughter, endeavors to rid his face of the excess cream.

nominees, and three blue smocks to prevent too much damage to uniforms. As representatives of their respective areas, MT's LTC James Henry and OD's Dr. Linda Schultz prepared to take their pie throwing positions. CFC Coordinator MAJ Louis

SEE JUST DESSERTS page 8

JUST DESSERTS from page 7

DeSanzo announced that DMS was still \$86 short of reaching the CFC goal. At this point, Major Roger Devore, Office of Plans, Programs and Operations commented that staff should be allowed to "target" someone from a teaching department -- namely LTC Russ Reich. CW4 Andy Yacenda and MGySgt "Top" Cavender quickly volunteered additional money to "cream" LTC Reich. That was followed with several others saying "Me too!"

Being a good sport, LTC Reich agreed. The proverbial "hat" was passed and over the goal went DMS.

SGM Bernard was asked to give up his smock and chair and LTC Reich took his place. This was not a big problem for Jake because the idea of getting pie in his face did not really appeal to him.

I wonder if LTC Reich would have so readily agreed had he realized the smock he was given would fit a petite secretary much better.

At last all three were seated on stage, each stating why the others deserved to be the recipient.

LTC Henry stepped forward. With an expression of sheer delight he aimed the pie at LTC Reich but "plopped" it squarely in Colonel Maune's face. Being the targeteer he is, LTC Henry aimed his shot so Colonel Maune got a full dose of cream but LtCol Sakowicz got ricocheted from head to waist. Two for the price of one.

Next, Dr. Schultz stepped forward and thoughtfully viewed the pie recipients. MAJ DeSanzo said, "You know, Linda, you can let Colonel Maune have it again!"

Through a mass of whipped cream Colonel Maune's eyes said, "Please Linda, not me again!"

Linda stalked the three and then, with firm determination, squarely pushed the pie into the face of our "good ol' sport" LTC Reich, her former boss. Not only did LTC Reich get his "just dessert" so did the curtains behind him.

Fun for all? You bet! Thanks Colonel Maune and LTC Reich for being such good sports. And you too, LtCol Sakowicz, for putting up with the suspense of it all!

Never let it be said that DMSers can't rally to the cause, regardless of what it may be. Now we can proudly put CFC goal chasing away for another year.

Major General Durkin Makes First CFC Pledge



Maj Gen Robert F. Durkin and CFC Campaign chairman, Chuck Hall.

In one of his first acts at his new desk, Major General Robert F. Durkin, DMA Director, signs Headquarters' first pledge in the 1987 annual Combined Federal Campaign. General Durkin, chairman of the DMA CFC Campaign for the National Capital Area, passed his pledge card and "my enthusiastic support" to Chuck Hall, deputy director, Programs, Production and Operations, who is serving as vice chairman for the CFC effort.

Brian Costello is Awarded

DMA Handicapped Employee of the Year, and one of the eight honored by the Department of Defense as Outstanding DoD Employees of the Year, is Cartographer Brian W. Costello of the Hydrographic/Topographic Center (HTC). Accompanied by Major General Robert F. Durkin, Direc-



Dr. David J. Armor, Brian Costello and Major General Robert F. Durkin at ceremony.

tor, DMA, Mr. Costello received his award at Pentagon ceremonies from Dr. David J. Armor, Principal Deputy Assistant Secretary of Defense (Force Management and Personnel). Although deaf since birth, Brian Costello holds a bachelor's degree in Mathematics from Assumption College in Worcester, Mass., and has compiled an outstanding record at HTC where he works in automated digital terrain data production.

DMA Geographer Meets With Soviet Geographer



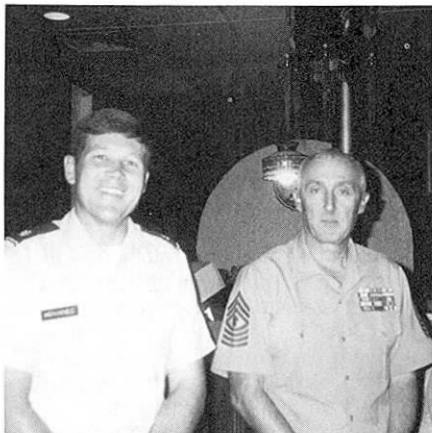
Dr. Richard R. Randall and Vjaceslav Dmitrocnkov debate the use of a Romanization system.

DMA Geographer Dr. Richard R. Randall, executive secretary of the U.S. Board of Geographic Names, met with a Soviet counterpart, Vjaceslav Dmitrocnkov, from the Main Administration of Geodesy and Cartography, Union of Soviet Socialist Republics. The

See RANDALL page 10

"Top C" Leaves DMS

by Major Kurt Hovanec



Major Hovanec and Top Cavender.

On Nov. 30, DMS said good-bye to MGySgt Russell Cavender who reported to his new duty assignment at Quantico Marine Base, Virginia. This hard-charging Marine has been an institution here at DMS and Fort Belvoir, for the past 10 years. During this time, he has worked diligently as an instructor, course phase leader, course manager, Division Noncommissioned Officer In Charge and Senior Instructor in the Department of Geographic Sciences. Over these past 10 years, he has played a key role in developing and maintaining quality instruction for all the services within DoD and for many allied countries. As the senior USMC NCO on Fort Belvoir, he has also assumed many additional duties for the USMC.

I will remember "Top Cavender," as we call him, for his professional decisiveness and his ability to make things happen. His swift application and execution of "Marine Corps Justice" has sent many a marine to Okinawa and has brought many a good marine to teach at DMS. If I ever wanted work done, he could find a detail. I had to just think of a plan of action and he would execute it, sometimes before I had the opportunity to tell him. He has the ability to solve potential problems before they become problems.

All of us at DMS know what a

tremendous asset and team player "Top Cavender" has been. As his boss for the past two years, I've come to know the personal side of Top Cavender. He is a family man with a very supportive and understanding wife. Who else, but Tanya, would allow her husband to skin a bear on the dining room table, fish the East Coast bass circuit and hunt like there is no tomorrow! Top Cavender has recently started a taxidermy business, "Cavender's Wild Art Taxidermy," which he plans to pursue full time when he retires (possibly next year). I can tell you first hand, that his new business has taken off rapidly, having cornered the market at Quantico this year.

Top Cavender, you will be missed very much here in my department. My hat is off to you. Good luck!



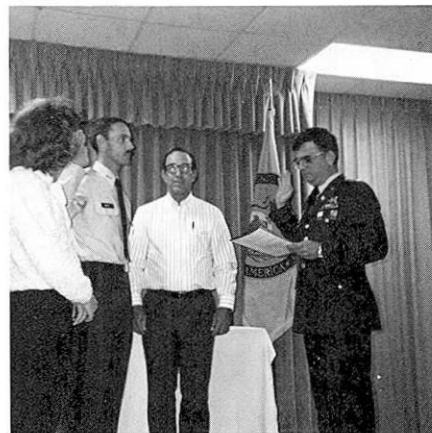
MGySgt Russell Cavender and Beverly Eppolito hold a statue of Iwo Jima, taken from the top of the Marine Corps' birthday cake.

MGySgt Russell Cavender and Beverly Eppolito, Department of Geographic Sciences, were recognized at the annual Marine Corps' birthday cake-cutting ceremony.

The ceremony was held at the SOSA Recreation Center where Ms. Eppolito was presented with the Iwo Jima ornament for 10 years of dedicating her time and effort to the support of the annual Marine Corps ball. Top Cavender was presented with a clock, handmade by GySgt(P) John Platt, as a farewell gift.

SFC White Is Appointed Warrant Officer

by Rickie Blas



SFC Kenneth White receives an appointment to Warrant Officer.

Kenneth White, formerly Sergeant First Class, Department of Geographic Sciences, Terrain Evaluation Division, received his appointment as Warrant Officer W-1 (WO1) upon graduation of the Terrain Analysis Warrant Officers Certification Course on Nov. 20, 1987 at Defense Mapping School ceremonies.

CW2 Frederick Pessaro, Chief of the Division, led the program of events.

The guest speaker was CW4 Edward Cole from the Engineer Proponency Office.

WO1 White has been at DMS since March 1984. He instructed the Basic Cartography Course before becoming the Noncommissioned Officer In Charge of the Advanced Cartography Course. Later, he was transferred to the Terrain Evaluation Division where he instructed the Basic and the Advanced Terrain Analysis Courses.

WO1 White is now stationed at Fort Polk, La.

"On the whole human beings want to be good, but not too good and not quite all the time."

—George Orwell

RANDALL from page 8

event took place recently in Montreal, Canada, at the United Nation's Conference on Geographical Names. Dr. Randall disagreed with Mr. Dmitrocenkov's introduction of a Romanization system for the spelling of Russian place names on the world's maps. The system was adopted despite U.S. objection.

Somebody Loves You - Buckle Up!

There was a young maiden from Fairborne
Whose family name was Clairborne
She didn't buckle up
And when she hit a truck
Ms. Clairborne from Fairborne
became airborne.

Drive safely and Happy New Year!

Rickie and Irene



CFC from page 3

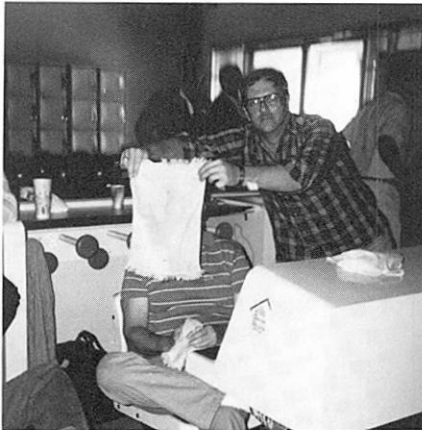
School's collection would be short of the goal by only \$315. At this point, Colonel Maune and the School senior management volunteered to go the extra mile for CFC.

In order to reach the goal, each office and department was to collect money to donate to CFC. The office or department which raised the most money per capita got to see their chief give Colonel Maune his "Just Desserts." (See photographs on page 7.) For good measure, LTC Reich also volunteered to get paid back (or should we say "pied back") by the DMS Staff (runner-up in the money collection contest) if the last few dollars of the goal were collected. This extra effort raised \$327, enough to put DMS over the top.

Again this year, through camaraderie and caring for others, DMS has definitely shown that we care when "someone out there needs someone like you."

MSG Knight Retires

by Rickie Blas



MSG Charles Knight at Fort Belvoir bowling alley.

MSG Charles Knight retired on Nov. 20, 1987 as Operations Sergeant of Plans, Programs and Operations (PP). He has been at DMS since 1985. He had been assigned to DMS previously during 1981 - 1982.

His military career included Vietnam, three tours to Germany, and one tour to Fort Benning, Ga., and Fort Carson, Colo., his home state.

His medals and awards include the Purple Heart, Bronze Star with "V" - 3d OLC, Army Commendation Medal with "V" - 3d OLC, Air Medal, NCOPD Ribbon with Numeral 3 and Combat Infantry Badge.

MSG Knight's Bagley Hall coworkers will miss his expert cooking and baking.

Former DMA Director, Maj Gen Robert A. Rosenberg, Ret. will never forget the Smurf cake MSG Knight baked for his retirement. (See Sept. 87 Contour.)

MSG Knight was the DMS Santa Claus for several years. (See Oct. '87 Contour.)

Irene and I would like to thank him for the photography he has done for the Contour and his willingness to assist whenever we needed a "man's help."

Now that he is retired, he plans to make his home in Colorado Springs, Colo.

Good luck, MSG Knight. Everyone will miss you for a long time to come!

Hear the One About the Impaired . . . ?

American Forces Information Service

Some safety officials would like to change the name of "National Drunk and Drugged Driving Awareness Week" to "National Impaired Driving Awareness Week."

The reason: You don't have to be drunk on alcohol or bombed on an illegal substance to be an impaired driver. Medications for pain relief, allergies and colds, as well as illegal drugs and controlled substances such as barbituates and narcotics, can act on the same areas as alcohol. And the impairing effects of many drugs combined with alcohol can multiply.

Ask your doctor or pharmacist if it is safe to drive after taking a particular prescribed or over-the-counter drug.

Also ask your doctor if it's safe to drink while using a prescribed medication, and follow the advice.

Twenty-five percent of the military people killed in two and four-wheel vehicles were in accidents where alcohol or drugs were confirmed as a factor.

You may be getting a lot of laughs as the life of the party, but when you get behind the wheel, drunk or drugged, the amusement ends. You become a potential killer.

If you don't consider your own safety, please think of the child or family you could injure or kill.

Sometimes it is inconvenient being a child, but it should never be painful.

If you hit your children, particularly with a belt or other object, please stop now. If you can't control your emotions, get counseling. Your problems are not the fault of an innocent child.

Director's Call



Defense Meritorious Service Medal

MGySgt Russell L. Cavender
Department of Geographic Sciences

Joint Service Commendation Medal

SSgt(P) Jack O. Castle
Department of Construction Engineering

Joint Service Achievement Medal

CW3 Ralph L. Henry
Department of Management and Technology

ISC Scott E. McDonald
Department of Management and Technology

TSgt Franz T. Brutscher
Department of Graphic Arts

SSgt Ricky L. Williams
Department of Graphic Arts

SFC Richard E. Rivera
Department of Graphic Arts

Promotions

Mr. Chesley F. Cummins
Office of Mission Support

Mr. Wayne G. Batts
Department of Geographic Sciences

Mr. John L. Bassett
Department of Management and Technology

Mr. Wayne M. Gleason
Department of Geographic Sciences

Mr. Ronald E. Wenrich
Department of Construction Engineering

Mr. Wilson G. Freeze
Department of Construction Engineering

Mrs. Paulette Kommes
Office of Mission Support

Master Instructor Certificate

SSgt Timothy M. Brennan
Department of Graphic Arts

Suggestions

LTC Russell O. Reich, Jr
Department of Construction Engineering

Sick Leave Certificates

Mrs. Marjorie K. Kelley - 1500 hours
Mr. James H. Harnden - 1000 hours
Mr. Fred D. Sisk - 1000 hours

New Arrivals - Military

CPT Jonathan R. Clark
Department of Management and Technology

Departures - Military

MSG Robert L. Gunn
Department of Geographic Sciences

SSgt(P) Jack O. Castle
Department of Construction Engineering

Departures - Civilian

Mr. John Misurda, Jr.
Department of Geographic Sciences
Retired December 1, 1987

DMS Civilian of the Year

Mrs. Lynn M. Keleher
Office of Plans, Programs and Operations

DMS Officer of the Year

MAJ(P) Louis R. DeSanzo
Department of Management and Technology

DMS Enlisted of the Year

ISC Scott E. McDonald
Department of Management and Technology

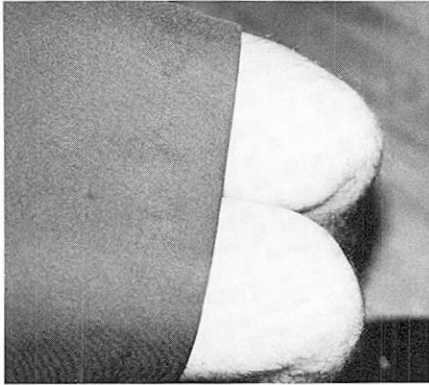
DMS Department with Highest
Rate of Participation in the DMS
Suggestion Program.

Department of Graphic Arts

DMS Suggestion of the Year

LTC Russell O. Reich, Jr.
Department of Construction Engineering

Whose Knees Are These?



by the Phantom Photographer

Last month's knees belonged to Susan Farrar. Sue has worked at DMS for the past seventeen months in both the old Survey Department and recently as a clerk typist for LTC Reich in the Construction Engineering Department. Moving from the first floor to the third floor of Wheeler Hall has certainly been a move up. Her plans for the future are to go to school in January to study computers and her ultimate dream

is to move back to Colorado. Sue confided to the Phantom Photographer that the man who will find the way to her heart will wear Calvin Klein's "Obsession" and give her butterscotch candy.

For this month's riddle:
 Caught by surprise
 from heights so airy,
 You look down upon legs
 ugly and hairy.
 Look as you will
 no secrets you'll see here,
 This month's victim
 was reluctant to be here.
 I'll Warrant you this,
 a miss or a mister,
 Give him your sister,
 this man will enlist her.
 In December he'll get
 a little bit older,
 But wearing a skirt
 his knees will get colder.

(From Rickie: For those of you who have tried to coerce or trick me into revealing the identity of the knees - sorry. You'll have to wait for the next **Contour!**)



"I see the MCGOC students have been picking their teeth with tripods again."

Combating Holiday Diet Busters

Christmas and New Year's can be disastrous for dieters still re-couping from Thanksgiving. Serious dieters need a strategy for combating those holiday temptations.

Here are a few suggestions:

- Eat fruit for dessert.
- Skip the bread and gravy.
- Use low-calorie salad dressing.
- Count calories and eat smaller portions.



The Contour is an authorized newspaper, published monthly by and for the Defense Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

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