

Administrator visits

During an All Hands Address on August 26, NASA Administrator Sean O'Keefe reaffirmed his commitment to adopting three guiding principles of a great organization—professionalism, resources, and recognition—and gave examples of how the Agency has addressed these values since his first visit to Glenn in January.

Professionalism

Administrator O'Keefe referenced the Freedom to Manage (F2M) task force's August 22 visit to Glenn. "This (F2M) is a very significant initiative," he said. "We need to break down barriers that go against professionalism and respect."

Citing the recent change that allows civil servants of any center to easily enter any NASA installation using their badge, Administrator O'Keefe noted that it was a great example of how the Agency is working to break down barriers that perpetuate division and disrespect.

Furthermore, e-mail addresses that will change to @NASA.gov, rather than the current addresses that reflect individual centers, will bring more unity within the Agency.

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C-2002-1651

Photo by Marvin Smith

With Center Director Donald Campbell at his side, Administrator Sean O'Keefe spoke to and with Glenn employees during an All Hands Address on August 26.

F2M task force shares its mission

BY DOREEN ZUDELL

Is there a barrier that gets in the way of you performing your work efficiently and effectively? NASA's Freedom to Manage (F2M) task force recently traveled to Glenn to solicit input that will improve work processes and practices within the Agency.

Central to the President's Management Agenda, the F2M program was established in January by NASA Administrator Sean O'Keefe to encourage civil servants and contractors to identify and stimulate changes.

This program is about "getting rid of extraneous, unnecessary impediments and getting on with our work at hand," explained NASA Chief of Staff Courtney Stadd, who chairs the task force. "F2M will be ongoing at NASA."

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Contract awarded for new environmental satellite system

TRW Company of Redondo Beach, CA, has been awarded a \$4.5 billion contract to build and deploy the Nation's future environmental satellite system. The contract is for the Acquisition and Operations phase of the National Polar-orbiting Operational Environmental Satellite System (NPOESS), which will combine the Nation's military and civilian environmental satellite programs into a single national system to provide vital information about our weather, environment, climate, and oceans. The new system represents an integrated effort among NASA, the Commerce Department's National Oceanic and Atmospheric Administration, and the Department of Defense that is expected to result in taxpayer savings of approximately \$1.6 billion over the NPOESS lifetime. More information on the NPOESS program is available at <http://www.ipc.noaa.gov/>.

NASA studies lightning with UAV

To better understand both the causes of an electrical storm's fury and its effects on our home planet, NASA and university research scientists are using a tool no atmospheric scientist has ever used to study lightning—an uninhabited aerial vehicle (UAV). Researchers chased down thunderstorms using the Altus II twin turbo-remotely piloted aircraft, based at the Naval Air Station Key West in Florida, which allowed them to achieve the dual goals of gathering weather data safely and testing new aircraft technology. Capable of high-altitude flight up to 65,000 feet, the UAV has the ability to fly near thunderstorms for long periods of time, allowing investigations to be conducted over the entire life cycle of storms. This research is part of the Altus Cumulus Electrification Study, a collaboration among NASA's Marshall and Goddard Centers, the University of Alabama at Huntsville, Penn State University at University Park, and General Atomics Aeronautical Systems, Inc., in San Diego. For more information, visit <http://www1.msfc.nasa.gov/NEWSROOM>.



Altus II



Marshall's Tony Kim and Dr. Richard Blakeslee test UAV sensors.

NASA okays proposals for Solar Dynamics Observatory

NASA selected three proposals to execute on the Solar Dynamics Observatory (SDO), the cornerstone and first in a series of missions in the new Living With a Star (LWS) Program. The SDO will provide new data on the nature and consequence of solar variability. The proposals selected are the Helioseismic and Vector Magnetic Imager, Solar Heliospheric Activity Research and Prediction Program, and Extreme Ultraviolet Variability Experiment. All flight instruments for the SDO mission will be coordinated through the Goddard Center and flown on a NASA-supplied Sun-pointing spacecraft in geosynchronous orbit. The SDO mission is a multilateral international collaboration with university and industry participants from Belgium, Denmark, France, Germany, Italy, Japan, England, and the United States. NASA intends to launch in August 2007 for a prime mission of 5 years. More information on NASA's Living With a Star program is available at <http://lws.gsfc.nasa.gov/>.

Hubbard named Ames director

Headquarters news release



Hubbard

G Scott Hubbard, former deputy director for Research at Ames, was selected center director at Ames Research Center. He replaces Dr. Henry "Harry" McDonald who will

join the faculty at the University of Tennessee at Chattanooga as distinguished professor of computational engineering.

Hubbard was previously responsible for the organization and oversight of Ames' research efforts. He is widely acknowledged as the originator of the highly successful Mars Pathfinder mission concept and was the project manager for Ames' portion of that 1997 mission. He helped establish NASA's Astrobiology Institute at Ames, which addresses fundamental questions about the origin and evolution of life in the universe, and served as its initial director. ♦

Glenn participates in symposium

The 2002 Turbine Engine Technology Symposium, sponsored by the U.S. Air Force, was held last week in Dayton, OH, in which Glenn was well represented. This event enabled the turbine engine community to review and discuss the latest technology advances achieved under the Integrated High Performance Turbine Engine Technology (IHPTET) and, more recently, the Versatile Affordable Advanced Turbine Engines (VAATE) Programs.

The theme of this year's symposium was "A Century of Power for Flight," which acknowledges the contribution of propulsion to the centennial celebration of powered flight that will occur in 2003. The technical program emphasized accomplishments and future challenges to develop superior propulsion capability for weapon systems. ♦

Appointments emphasize "One NASA"

Headquarters news release

NASA's Associate Administrator for Space Flight, William F. Readdy, announced the appointment of James W. Kennedy as deputy center director at



Kennedy



King

Kennedy Space Center, and David A. King, as deputy center director at Marshall Space Flight Center, effective November 3. Kennedy currently serves as deputy center director at Marshall while King is director of shuttle processing at Kennedy.

The appointments reflect Administrator Sean O'Keefe's new approach of "One NASA," which focuses on NASA Headquarters and field centers having enhanced coordination, collaboration, and communication to reach a common goal. ♦

O'Keefe names first ISS Science Officer

Johnson news release

Research aboard the International Space Station (ISS) is getting a boost. Administrator Sean O'Keefe named Dr. Peggy Whitson the first ISS science officer while noting that it is time to increase emphasis on the orbiting outpost's main mission—research.



Dr. Whitson

Whitson, who has a doctorate in biochemistry from Rice University in Houston, became the station's first resident scientist when she arrived at the space

station June 7 as an Expedition 5 flight engineer. Prior to selection as an astronaut, Whitson's NASA career included service as a researcher developing space shuttle experiments, as project scientist for the Shuttle-Mir program, and as cochair of the U.S.-Russian Mission Science Working Group.

The ISS science officer is a new duty assignment that will be made for a NASA astronaut on each ISS Expedition Crew. The science officer will continue to be the point of contact for the space station crew with NASA-sponsored principal investigators as well as payload developers, integrators, and trainers. ♦

Pamela Mountjoy dies; managed NASA teacher programs

Pamela L. Mountjoy, 49, former curriculum/dissemination program officer for NASA's Office of Human Resources and Education, died of cancer September 12 at her home in Laurel, MD.

Mountjoy, who was a former school teacher, traveled to schools across the country to promote education in mathematics and other sciences and to encourage use of instructional materials available through NASA's Educator Resource Center Network and the Central Operation of Resources for Educators.

She managed the Teacher in Space Program, which was suspended following the death of space shuttle *Challenger's* entire crew in 1986, but was reactivated in 1998. That mission included the first participating school teacher Christa McAuliffe.

Mountjoy also helped develop programs and activities such as EarthKam that enabled students to view images of Earth taken from a camera mounted on space shuttle flights and currently International Space Station.

Jennings earns new Headquarters post

Kennedy news release

Administrator Sean O'Keefe named James L. Jennings, former deputy director of the Kennedy Space Center, deputy associate administrator for Institutions and Asset Management at Headquarters, effective September 9.



Jennings

Jennings, who has been with the Agency for 35 years, will be responsible for providing operational and management support for Headquarters and will direct a full range of activities relating to personnel and institutional management, reporting directly to Deputy Administrator Frederick Gregory.

"Jim's diverse management experience with NASA makes him uniquely qualified for this position," Administrator O'Keefe said. "He has literally watched this Agency grow up from the front lines. Jim's leadership and resource management expertise are needed in Washington as we re-evaluate the way NASA manages its infrastructure and assets." ♦

During her 17 years of service to NASA, both as an independent contractor and civil servant Mountjoy was awarded NASA's Distinguished Service Medal, which she received in August, the Exceptional Service Medal and the Silver Snoopy for professional excellence.



Mountjoy

Congresswoman visits Plum Brook



C-2002-1673

Photo by Marvin Smith

Ohio Congressional Representative Marcy Kaptur visited Plum Brook Station on September 3 to learn more about NASA's Nuclear Systems Initiative and National Aerospace Initiative. During her visit, Facility Manager Robert Kozar provided an overview of Plum Brook and briefed her on the Nuclear Reactor Decommissioning Project. Representatives from the U.S. Department of Agriculture and

the U.S. Fish and Wildlife provided insight into their efforts for wildlife and humans to live more harmoniously. Pictured (left to right) are Kozar, Rep. Kaptur, and Center Director Donald Campbell.

Glenn dialogues with FAA

Key personnel from the Federal Aviation Administration (FAA) Engine and Propeller Directorate recently met with personnel from the Glenn Aeronautics Directorate, the Ultra-Efficient Engine Technology (UEET) Program, the Office of Safety and Assurance Technologies (OSAT), and Science Applications International Corporation supporting OSAT. The representatives discussed a joint technology certifiability program. The end goal of this program is to reduce the development-to-implementation time of new technologies currently being developed within the UEET program. Pictured left to right are Victoria Briscoe (SAIC/5000), Fran Favara and Jorge Fernandez (FAA), Dave Brewer (0300/5920), and Carol Ginty (2600).



Photo by Doreen Zudell

Cancer awareness

Although the Relay-for-Life campaign is usually months ahead of Breast Cancer Awareness Month observed in October, Glenn's support for both on behalf of the American Cancer Society is always on time. This year's NASA team, composed of Glenn employees and survivors from the Heart-to-Heart Breast Cancer Support Group, helped raise the approximately \$50K collected during the Brunswick Relay-for-Life held June 7 to 8. Rick (5420) and Berny (0120) Baldwin organized the Glenn team. *Strangers From the Street*, a band composed of several Glenn employees, did a benefit performance as well.



Photo by Tom Jares

A warm welcome

Employees throughout the Lab gathered in the Main Cafeteria on August 13 to congratulate and welcome Dr. Julian Earls as Glenn's deputy director. The humorous "Toast and Roast" consisted of a series of speakers including Olga González-Sanabria, director of the Systems Management Office (pictured with Earls) who reminisced about Earl's past experiences at Glenn and pledged support in the future.

Tech Expo 2002

On August 22, more than 350 Glenn government and contract employees were treated to exhibits from 25 mostly small businesses including industry-leading manufacturers, developers, and systems integrators during the "Technology Expo" in the

The event, sponsored by the Small Business Office, is an annual outreach activity held at the Center to provide the business community an opportunity to demonstrate their technology, tools, software, furniture, and equipment. Pictured below are employees trying out a work unit displayed by the Stephan Group.

Photo by S. Jenise Veris





Director's Corner With Donald Campbell

Nuclear Systems Initiative

Beginning in fiscal year 2003, NASA plans to embark on an exciting new effort—the Nuclear Systems Initiative (NSI)—to develop technologies that will enable significant scientific exploration of the outer planets within our solar system. I am extremely proud that the Glenn Research Center, along with the Marshall Space Flight Center, the Jet Propulsion

Laboratory, and the Department of Energy, will participate in this new initiative.

The focus of NSI will be technology developments for radioisotope power systems (RPS) and fission-powered propulsion systems for spacecraft. Glenn will support both of these areas. RPS

OCTOBER 2002 focuses on selection, development, and validation of the power system intended for use on the Mars Mobile Surface Laboratory, currently scheduled for launch in 2009. Our responsibilities for RPS include technical support of the Stirling radioisotope generator. For the fission-powered spacecraft aspect, Glenn will provide technology and support in the areas of power conversion, thermal and power management, and distribution technologies for electric propulsion systems. A key component of both focuses is safety.

NSI will enable the technologies required for this Nation to extend its scientific reach to the outermost planets. As our reach becomes greater in terms of time and distance, we have the opportunity to further extend our knowledge of the solar system and our universe. I am very excited about this opportunity for us to participate in this bold initiative. ♦

News Notes

LESA MEETING: LESA/IFPTE, Local 28, will hold its next monthly membership meeting on Wednesday, October 9, at noon in

SAFETY FAIR: Safety Week is October 15 to 18. Glenn's Safety Office and Medical Services will present a Safety Fair on Friday, October 18, from 10 a.m. to 3 p.m. in the Watch coworkers and managers compete live, on stage in the game show "Wheel of Wisdom." Munch on popcorn as DuPont's "Torture Chamber" fights hand-to-hand with your work gloves. You will also have an opportunity to speak

with ergonomic experts about making your workspace more comfortable.

SAFETY AWARDS: On October 16, the Center will present its annual Safety Awards in the from 1 to 2 p.m. Astronaut Don Thomas is scheduled to participate.

AFGE MEETING: AFGE Local 2182 will hold its next monthly membership meeting at 4:30 p.m. on Wednesday, November 6, at the on All members are encouraged to attend.

Astronauts to visit

On October 21, native Cleveland astronaut Carl Walz and International Space Station Expedition 4 crewmate Dan Bursch will visit the Center as part of their post-mission tour. An employee briefing is being planned at which time the astronauts will share an overview and personal reflections of their 196 days in space.

During their mission, Walz and Bursch broke the U.S. spaceflight endurance record. Walz also holds the U.S. record for most cumulative time in space with 231 days, and Bursch is second with 227 days. The two astronauts will be meeting with teams from the Space Directorate to review hardware and experiment performance and results. Stay tuned to *Today@Glenn* for details.

Exchange Corner

- The Fifth Annual Halloween Party will be held on Thursday, October 31 from 2 to 3 p.m. in the Main Cafeteria. Prizes will be awarded for the best costume. There will be lots of fun, food, and prizes!
- Mark your calendars for our next "Books Are Fun" book fair. The book fair will be held on Tuesday and Wednesday, November 19 and 20.
- The Annual Thanksgiving Dinner Special will be held on Thursday, November 21. The dinner will be served in the Main and DEB Cafeterias from 11 a.m. to 2 p.m.
- As the holidays approach, consider the Exchange to cater your holiday events. The Deli and Catering Department can help you plan your next party. For more information, call Becky Tinlin, 216-433-5534.

Pictured (left) Bursch and Walz in the space station.



Two Glenn innovations named 2002 most significant products

Glenn news release

Art restoration and computer simulation are not the kind of work readily associated with aerospace research, but at Glenn, such work is changing peoples' perceptions. This year, Glenn is the recipient of two prestigious *R&D 100* awards, which are presented annually by *R&D Magazine* for the year's 100 most technologically significant new products.

Atomic oxygen applied in art restoration and the Numerical Propulsion System Simulation (NPSS), a propulsion system simulation software program, are the Glenn winners for 2002. This

brings Glenn's total to 85 since the award's inception.

NPSS, a world-class propulsion system simulation tool emerging as the U.S. standard for aerospace simulation, was built and maintained with the full interaction of every major U.S. aircraft engine manufacturer.

NPSS provides NASA and the U.S. aerospace industry with ease of use and a revolutionary engineering capability that will reduce cost and risk associated with advanced propulsion system



development, translating into increased safety for aeronautics and the human exploration of space.

Cynthia Gutierrez Naiman, Glenn's NPSS team lead, worked with a team of 39, Glenn engineers and other organizations, including Analex, Cleveland; Arnold Engineering Development Center, Arnold Engineering Development Center, AFB, TN; The Boeing Company, Seattle, WA; General Electric Aircraft Engines, Cincinnati; Honeywell, Phoenix, AZ; Integral Systems Inc., Cleveland; Modern Technologies Corp., Middleburg Hts.; Pratt & Whitney, East Hartford, CT; Rolls Royce Co., Indianapolis, IN; RS Information Systems Inc., Cleveland; Teledyne Continental Motors Turbine Engines, Toledo; Williams International, Walled Lake, MI; Wright-Patterson Air Force Base, Dayton; and ZIN Technologies, Cleveland.



Graphic by Terry Condrich

Tank 5: tops in electrical propulsion testing

A Glenn-developed 50-kW Hall thruster test program is underway in the Electric Propulsion Laboratory's Vacuum Facility-5 (VF5/Tank 5), and all systems are operating as expected. The facility's unique size and pumping speed allow researchers to validate hardware and technologies quickly simulated in the vacuum of space that may be key components in the Agency's future missions to Earth orbit and beyond.



An inside view of Tank 5, which is 4.6 m in diameter by 19.2 m in length. The chamber has a pumping speed in excess of 3,500,000 liters per second.

Significant ground test programs will be required to develop these thrusters operating at power levels exceeding 20 kW—an order of magnitude above the state of the art. Recent testing of the high-power NASA 457M Hall thruster achieved three times the power of any previous level in excess of 70 kW.

Located in Building 301, Tank 5 includes a number of isolated ports (up to 6 m in diameter) that allow multiple tests to be conducted without the need to cycle the entire facility to atmosphere. With over 100 kW of installed power for thruster testing, integral propellant feed systems, thruststands, and plume diagnostics, Tank 5 provides the world's most-capable facility for high-power electric thruster and system testing.

Tank 5 was used to acceptance test ion engines and power processors (PPU) including the spaceflight engine and PPU that have successfully flown on the Deep Space 1 mission. ♦

Removal of organic and carbon contaminants from the surfaces of paintings and other art objects by means of low-energy atomic oxygen is the second award-winning technology. This technology, developed to simulate the low-Earth-orbital space environment, has made it possible to etch as well as alter the surface chemistry and texture of many materials through atomic oxygen interaction processes. Commercial applications of this technology include medical and industrial and air restoration.

"We haven't even begun to realize all the potential applications for this technology," said Bruce Banks, Glenn's Electro-Physics Branch chief, who codeveloped the technique with Sharon Miller, a researcher in the same branch.

The 2002 *R&D 100* awards will be presented on October 16 during a banquet at Chicago's Navy Pier Convention Center. ♦

Administrator looks ahead with optimism

Continued from page 1

Resources

Administrator O'Keefe pointed to three mission objectives that will guide where the Agency will dedicate the bulk of its resources: power generation, in-space propulsion, and the Nuclear Systems Initiative.

He noted that Glenn would play key roles in these areas as well as the Integrated Financial Management Program (IFMP), which debuts at Glenn in October. Reengineering NASA's business structure, IFMP will implement enabling technology that will provide information for better decisionmaking and seamless management of multicenter programs.

Administrator O'Keefe explained that "Glenn is critical to what we do to establish credibility" outside as well as within the Agency.

Recognition

"On October 1 when IFM comes online, everyone at NASA will notice," Administrator O'Keefe said, "and in the next 10 months the entire Agency will go to IFM, looking to emulate what you have done."

Along with recognition within the Agency, public awareness is vital to NASA. This means ensuring not only that the public is familiar with Agency programs, goals, and initiatives, but also that these factors inspire young people to pursue careers in math, science, and engineering.

Noting the maturity of the Agency, the Administrator affirmed the importance of reaching the next generation. "A major focus in the coming year and thereafter is how to pull together the initiatives to do this," he explained.

He cited two ways he hopes to achieve this goal: naming an Associate Administrator for Education (an enterprise equivalent) and forming an Education Mission Specialist category within the Astronaut Corp. A national recruiting effort for teachers to fill these roles will be

Top: Administrator O'Keefe unveils a poster promoting Education Mission Specialists. Below: (left to right) Director Campbell, Administrator O'Keefe, and Assistant Administrator of Public Affairs Glenn Mahone, meet with the local media.



C-2002-1647

Photos by Marvin Smith

forthcoming. To celebrate this goal, O'Keefe proudly presented Center Director Donald Campbell with a poster of Education Mission Specialist Barbara Morgan talking to young students—the future generation of NASA scientists and engineers. ♦



C-2002-1655

IFMP premieres at Glenn

Glenn is leading the way to the Agency's new common financial management system, the Core Financial module. Core Financial and Travel Management are projects within the Integrated Financial Management Program (IFMP) that will go live for the first time this month at Glenn. IFMP is an Agencywide effort to modernize NASA's financial and administrative systems and processes.

During his recent visit, Administrator Sean O'Keefe thanked Glenn for its leadership in helping to make this happen. In the past year, NASA employees on the IFMP project teams logged thousands of hours gathering input, redesigning processes, configuring software and hardware, converting data, communicating changes, and more. Core Financial end-users attended almost 6,000 hours of training during August with more scheduled in September. Both elements are critical for a successful system implementation. Glenn needs to have both a system that is ready for use and users trained to access it from day one. Successful implementation is a team effort.

The Travel Management software is the Agency solution for an integrated travel management system that provides electronic routing, e-mail notifications, and up-to-date travel information. Travelers will now electronically sign their travel vouchers in the system in order to receive reimbursement for travel expenses. While other centers are using the same Travel Manager software, only Glenn has integrated that software with the Core Financial system, SAP. ♦

Disability Awareness Month

Schaft proves that attitude determines altitude

BY S. JENISE VERIS

Although a native of Berea, Duane Schaft grew up with little knowledge of the neighboring NASA facility. Nevertheless, his father's memories of "an excellent place to work" back in the 1950's as an electrical apprentice was enough to encourage application for his first job out of college. Seventeen years later, Schaft said his experience at Glenn is everything he dreamed it could be.

"I was immediately impressed with the professionalism and positive attitude during my first interview," said Schaft, an information technology specialist in the Financial Management Division. "Right away, Glenn offered me a sense of equality, unlike some of the 15 other companies that weren't receptive to my inquiries about employment opportunities."

Equal opportunity was especially important to Schaft, who was raised to work hard and never to allow the fact that he lacked hands to be the focus of what he could accomplish.

Schaft brought that philosophy with him when he began his career at Glenn in

1985, shortly after earning his accounting degree from Baldwin-Wallace College. He immediately took advantage of the wide variety of training and development opportunities available at Glenn.



Schaft

Schaft's hard-working philosophy has proven key to his ability to take on the responsibilities of his current assignment as Glenn's lead for data conversion of the Core Financial module of NASA's Integrated Financial Management Program. Schaft oversees what he described as a

"consuming effort" to convert all the financial data from Glenn's legacy accounting systems into the new SAP software.

Recognizing how his hard work and determination could encourage others, Schaft joined Glenn's Disability Awareness Advisory Group (DAAG) about a year ago.

"I finally realized that my attitude and work ethic is an asset and example worth sharing with DAAG members and others," Schaft reflected. "Also, participation in DAAG afforded me opportunities to meet new people and to broaden my vision on Agency processes and issues of common concern." ♦

Airport construction update New facilities coming along

The City of Cleveland has begun the relocation of several Glenn facilities as part of its airport expansion project.

In August, construction began on the Small Scale Multi-Purpose Research Facility (SMiRF) at the Abram Creek valley along Creek Road. Meanwhile, construction progresses on the Liquid Hydrogen Transfer Facility off of Guerin and Cryogenics roads in the West Area.

Support service contractor trailer storage areas, originally clustered in the South 40 area, are being relocated to make room for the new runway as well. They will be placed in areas under construction near the South Gate and in the West Area off of Guerin Road.

In October, workers will begin building three facilities in the West Area—the Lewis Little Folks Daycare Center, the Fitness Center, and the Picnic Grounds. These facilities will be constructed across the street from their current locations on West Area Road (behind the baseball diamonds and near OAI). Construction of these recreational-educational facilities is expected to be complete by June of 2003.

The relocation of the Central Chemical Storage Facility (CCSF) and the Cryogenics Components Laboratory (CCL) is currently in the design process. Planning for relocating of pressure vessels to the Hypersonic Test Facility (HTF) are also underway. CCSF will be constructed near Substation A in the South 40 area, and CCL and HTF will relocate to Plum Brook Station in Sandusky. ♦

Disability Awareness Month Theme:

Today's Disabilities... Tomorrow's Opportunities

with keynote speakers
Zoe Koplowitz,
award-winning author of
*The Winning Spirit—Life Lessons
Learned in Last Place*
and
Nelson Lauver, a.k.a.
the American Story Teller

Look for details on date and time on
Today@Glenn.

Freedom to Manage

Having a say in the way we do business

Continued from page 1

The Administrator is personally committed to finding barriers to getting the job done."

Stadd, along with Cochair Gregory Reck, deputy chief technologist at Headquarters, and four members of the task force participated in the address in the DEB Auditorium on August 22. Glenn was

Photos by Quentin Schwinn



the first stop for the F2M task force team, who will be visiting all NASA centers in the coming months.

"We've made some real progress since the F2M team was established," Reck said. "Our first effort to solicit input resulted in well over 300 suggestions. We've already addressed many of the items that fall under NASA's control—the ones we have 'the power to change.' Suggestions that influence other Federal agencies will take us more time to work through."

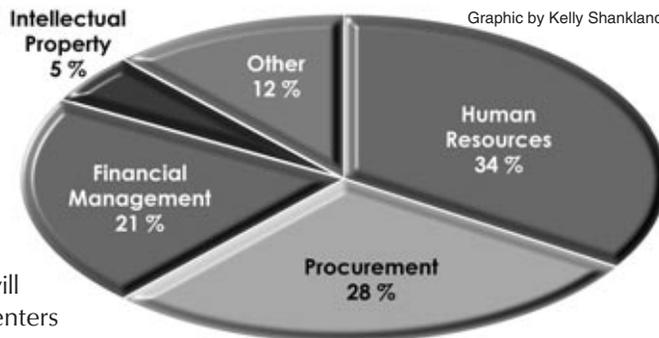
The F2M task force has organized the initial suggestions—obtained through the Web site or F2M contacts at individual Centers—under five categories: human resources (34 percent), procurement (28 percent), financial management (21 percent), intellectual property (5 percent), and other (12 percent).

Reck explained that the team has moved aggressively to analyze the issues raised

(A) Stadd (standing) outlines the objectives of the F2M task force as (left) Reck and Center Director Campbell look on.

(B) Dominguez (center) addresses questions and records suggestions during one of the breakout sessions.

(C) Task force members (left to right) Dominguez, Beck, Hayes, and Guenther share statistics and solutions.



Graphic by Kelly Shankland

Above: These five categories reflect the percentage of the initial suggestions received.

that require legislative relief or reform. Eighteen F2M legislative proposals were incorporated into the FY2003 draft NASA authorization bill. In addition, the team is already drafting legislation for FY2004 based on employee suggestions.

"By mid-September we hope to get back to everyone with positive feedback," Reck said. "In addition, we're working at adding a tiger team approach to address the daunting issues."

During the All Hands Address, task force members Richard Beck, Olga Dominguez, Anne Guenther, and Greg Hayes also reported on their respective areas and provided figures and examples of how the Agency has or will address the issues.

Later in the day, team members conducted breakout sessions, open to all employees, in Buildings 500 and 3 to provide further details on the process and encourage additional input.

"I received positive feedback from the F2M task force concerning their day here at Glenn," said Deputy Director Dr. Julian Earls, Glenn's F2M contact. "The break-out sessions were especially valuable and resulted in new suggestions for the task force to consider."

All NASA employees—civil servants and support service contractors—are encouraged to visit the F2M Web site to learn specifics about the suggestions and actions and to submit new ideas for consideration. The site can be reached at <http://f2m.nasa.gov>. ♦

Deputy chief



Onest

James Onest has been named deputy chief for the Central Process Systems Operations Branch. Onest has worked in the central process systems area for his entire 28-year career. In addition to taking on lead roles and responsibilities of leadership over the years, Onest has expert knowledge of the central process systems and has demonstrated excellent personnel skills in dealing with a large staff.

PDP graduates

Two Glenn employees—**Theresa Griebel** and **Dr. Chan Kim**—were among 17 NASA employees who were recently recognized for successfully completing the NASA Professional Development Program (PDP). In his address to the graduates, Administrator Sean O'Keefe reminded the class of their responsibility to mentor and share what they learned this past year.

Administrator O'Keefe said, "Part of your leadership responsibility now is to bring the energy and enthusiasm you have to help others improve."

As a PDP participant, Griebel, Space Transportation Project Office, worked in the Office of Aerospace Technology for 8 months providing leadership and support to many activities, particularly for the Space Transportation programs. The



Griebel



Dr. Kim

final 4 months of her PDP, Griebel worked in the Office of Space Science, supporting the formation of the Nuclear Systems Initiative (NSI), including leading the effort to write the NSI NASA Research Announcement (NRA) entitled "Radio-scope Power Conversion Technology." This NRA is expected to result in \$18 million per year in contracts that will be implemented out of Glenn.

As a PDP participant, Kim, Telecommunications and Networking Branch, worked in the Office of the Chief Information Officer for 9 months providing support to many Agency activities, including the Strategic Resources Review item "Consolidated Business Services," portal white paper, and directives vulnerabilities task. He also worked at the Department of the Navy for 3 months, sharing best practices in and providing support to enterprise architecture and application management activities. He currently works in the Office of the Chief Information Officer on enterprise architecture and data management.

Achievements

David Lewicki, Vehicle Technology Directorate assigned to the Mechanical Components Branch, and two Boeing employees won the best paper award of the propulsion sessions at the recent American Helicopter Society 58th Forum in Montreal. The paper "Torque Splitting by a Concentric Face Gear Transmission" demonstrated that face gears can be applied effectively in split torque rotorcraft transmissions, yielding potential for significant weight, cost, and reliability improvements over existing equipment using spiral bevel gearing.



Lewicki

Carl Silski, Procurement Division, was recognized at the New England Small Business Conference, one of two national NASA-sponsored small business conferences. He received the 2002

Commitment to Excellence Award as the Government Advocate of the Year for his work in support of small and women and minority-owned businesses.



Silski

Suggestion award



McCoy

Theresa McCoy, Scientific Applications Development Branch, was recently recognized in the Employee Suggestion Award Program for her suggestion of Online Leave Record. Annually, the NASA

C-418 is distributed to employees so they can track their leave. McCoy suggested placing a form online that can be used and printed out if desired.

Retirements

James Bagwell, Space Directorate, retired on September 30, 2002, with 38 years of NASA service.



Bagwell

DEADLINES: News items and brief announcements for publication in the November issue must be received by noon, Friday, October 11. The deadline for the December issue is noon, Thursday, November 14. Submit contributions to the editor via e-mail at doreen.zudell@grc.nasa.gov, fax 216-433-8143, phone 216-433-5317 or 216-433-2888, or send to Ideas for news stories are welcome and will be published as space allows.

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In Appreciation

We would like to thank everyone who sent cards, called, said a prayer, or visited our son, Tony, after his car accident in May. Tony and the family have been through a very difficult time, and we are glad that we have had the support of so many friends here at Glenn. Tony has been released from the hospital and continues to improve with his physical therapy at home. A special note from us: Please wear your seat belts! This tragedy could have been prevented by buckling up.

—Steve and Luann Keys

My friends at NASA Glenn, your kindness and sympathy at this time are more appreciated than any words can ever express at the loss of our son, Michael. Thank you.

—Nona Akos and Family

In Memory

Richard Fink, 76, who retired from Glenn's Plum Brook Station in 1974 with 24 years of service, recently died. He worked as an equipment management leader.

Frances Haas, 93, who began her NACA/NASA career at Langley in 1939, recently died. Her work later brought her to Glenn, where she worked until the early 1950s.

Robert Hess, 86, who retired from Glenn in 1975 with 30 years of service, recently died. Hess was a former model maker.

Alois Krsek, 92, who retired from Glenn in 1969, recently died. He began his NACA/NASA career at Langley in 1931. He came to Glenn in 1942 at which time he conducted research on aircraft engine fuels. During his career, he worked on fuels for WWII fighter planes, jet airlines, and spacecraft.

Susan Ledel, 61, who worked in the Nuclear Systems Division between 1960 and 1970, recently died. Her husband, Donald, who died before her, retired from Glenn in 1987.

Behind the Badge

a closer look at our colleagues

Dr. Carolyn Watts Allen



Job Assignment: I'm an attorney advisor in the Office of the Chief Counsel.

Time at Glenn: I've been with the Center for 1 year.

Hometown/current residence:

Describe your family: My husband, Robert L. Allen, retired from Glenn in 1995. I have two daughters: Cicely, age 21, a senior at _____ and Tiffany, age 16, a junior at _____. We also have a toy poodle named Buster.

Favorite food: Any kind of pasta.

Favorite music: I enjoy gospel and anything by Al Green.

Favorite book or magazine: *The Bible*

Favorite movie or play: *The Color Purple*

Person most admired: My mother, Mary Watts, who is an actress, a poet, a director of dramatic productions, and an inspiration to those who have talent and those who have not yet discovered their talent. Though she is well up in her senior years, she still believes she will be discovered and become a famous star. To our family she is already famous.

Activities when away from Glenn: I am the president of Renaissance Place Homeowners Association, the president of Mount Olive Baptist Church Community Development Corporation, and a member of Network, Inc., in the Hough neighborhood of Cleveland. I am also a member of Delta Sigma Theta Sorority.

Keith Peacock



Job Assignment: I'm the senior project engineer for the Plum Brook Reactor Decommissioning.

Time at Glenn: I've been with the Center—working at both Lewis Field and Plum Brook Station—for 15 years.

Hometown: I was born in Avon Lake and currently reside in _____

Describe your family: My family is the center of my life. My wife, Kaye, and I recently celebrated our 22nd wedding anniversary. We have two daughters: Allison, a freshman at _____ and Erica, a sophomore at _____

Favorite food: Almost any kind of pasta.

Favorite music: I enjoy Celtic, both traditional and modern.

Favorite book or magazine: I bounce between science fiction for pleasure and history and biographies for substance. Two recent favorites were *Fallen Dragon* (sci-fi) and *Founding Brothers* (history).

Favorite movie or play: *Noises Off* is a very funny farce that was good as a movie but even funnier on stage.

Person most admired: My father, a man of many talents and interests, taught me through example the importance of family.

Activities when away from Glenn: I enjoy kayaking, traveling, and working with stained glass. I'm also active in the U.S. Navy Reserves as an engineering duty officer. I currently hold the rank of captain.

New employee breakfast: a good start to a successful career

BY S. JENISE VERIS

It was an introduction for some and a reacquaintance for others as Center Director Donald Campbell and members of the Director's Leadership Team extended a warm welcome to 84 new hires during the New Employees Breakfast held August 9 in the Main Cafeteria.

In welcoming remarks, Director Campbell spoke of the importance of bringing in new talent to mesh with the old to create a learning environment that is invaluable to everyone.

"We have a high caliber of people who have sharpened the stature of this Center," Director Campbell said. "Now, we've really turned a corner in terms of our resources and you (new hires) will be able to build upon our pioneering research, to advance cutting-edge technologies, and to complete missions that are still on our drawing boards."

These new hires should help provide the necessary resources and intellectual capital that will enable Glenn to stay a cut above competitors. Many of the

new employees are co-ops and former interns who have had the benefit of on-the-job training through internships, grants, and academic partnerships.

"Interning here several years gave me a head start and put me at an advantage for job opportunities," said Joseph Ishac, a graduate of Case Western Reserve University who interned between 1998 and 2000, then continued as a research assistant under grant in 2001. "I enjoy the problem-solving associated with my assignment in the Satellite and Architectures Branch. It presents a challenge and that's very important to me."

Adjustment to a new job often presents a number of challenges. However, the Office of Human Resources' (OHR) New Employees Orientation Program (NEOP) team has worked tirelessly to organize a series of events to make the transition smoother. The breakfast, coordinated by NEOP team members Judith Budd, Nazzetta Robinson, and Darlene Jackson, is a highlight in a series of events



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Photo by Marvin Smith

Breakfast participants listen as they receive support and encouragement from Center Director Campbell.

including facilities tours and special briefings scheduled to provide information about Center and Agency operations.

Cindy Forman, chief of OHR's Organization Development and Training Office, compared the experience of adjusting to a new job with entering a marriage—full of wonder and the unexpected, exciting and intimidating at the same time, and often tested. She assured the new hires, however, that maintaining open communications is the key to a successful work environment.

"Just hang in there and don't be afraid to ask questions," Forman said. "You are part of a whole new generation of leaders. We believe in you and we want you to believe in yourself." ♦

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