

MELPARTICULARS

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E-Systems Melpar Division

March 1994

Lawson Promotes Total Performance in 1994

by Chuck Busby

E-Systems new focus for future business places concentrated attention on both traditional and non-traditional pursuits.

This approach, called "Total Performance," was outlined by E-Systems President and Chief Executive Officer Lowell Lawson at the annual management meeting in February. Lawson emphasized the Company's strategy for meeting the changing needs of our customers as we go forward into the 90's.

"DoD budgets are continuing to fall off," said Lawson. "This year's budget is \$262 billion, and the administration's target is to hammer it down to the \$200 billion range by the end of this decade. Our traditional customers are under pressure to reduce spending, combine functions and reduce overlap."

Lawson anticipated no significant decrease in the nation's intelligence budget, although he sees a shift in emphasis on the resources used. Specifically, Lawson expects changes in intelligence architectures which will en-



E-Systems CEO Lowell Lawson (left) presents the IR&D Project of the Year Award to DMW team leader Marilyn Zett (see related story below.) In his February address to management, Lawson stressed the need for maximum focus on both traditional and non-traditional business pursuits.

hance E-Systems future business opportunities.

E-Systems CEO also mentioned the Company's continuing search for proper acquisitions. "I can assure you, we're still looking," said Lawson. "But I feel the same way about acquisitions as I do about new

business. We need additional business, but we don't need bad business."

In addition, Lawson sees the chance to benefit from changes in the international marketplace. "There will be opportunities to market our traditional systems to foreign governments as we expand our customer base. The United Kingdom, Sweden and Korea are examples of these markets," he said.

E-Systems must also look to non-traditional business areas and "push the envelope" on those areas where we can apply our expertise, said Lawson. He outlined several initiatives where the Company has made successful inroads: the EMASS mass storage system, which is now in place at several

installations worldwide; Federal Aviation Administration air traffic control activities out of Garland, Greenville and Montek; and federal information systems which includes the National Student Loan and Guar-

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DMW Team Wins IR&D Project of the Year

Melpar selected the Digital Multimedia Workstation (DMW) project as the Division 1993 IR&D Project of the Year. Principal Investigator Marilyn Zett accepted the award in February during the Corporate P&O visit. Over twenty people worked as a team to ensure the project's success.

The DMW has been a multi-year project to create a software product for license, sale and modification for customers in the intelligence and law enforcement agencies. DMW

was Melpar's largest IR&D project in 1993.

The project significantly impacted Melpar's business, according to the award report. Advanced software for audio storage and recall, database and a fax/modem capability operating in a networked environment helped the Division win a major international, competitive program. Subsequent contract awards were won as a result of a strategy to provide modern workstations within an aggressive delivery

schedule. With Melpar's advanced software, the Division is now positioned to sell similar solutions to other customers.

Technical excellence was inherent throughout the project, the report said. The signal processing required the simultaneous handling of 32 signal inputs and 16 outputs without overload. The team also integrated a solution for handling high data rate signal transfers without reducing network

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Where We Stand

We began 1994 with a rush of activity by booking numerous competitive awards and pinning down the details of Melpar's reengineering. As we move closer to a clearer picture of the new organization, I hope to hear more ideas and suggestions from each of you on how Melpar can continue to improve.



January and February bookings kicked off the new year with a bang. Our flywheel customer awarded the Division the DGIF II build effort valued in excess of \$28 million. This program will involve the efforts of approximately 150 people over a two-year period. DGIF II is our next-generation U.S. Air Force ground system and the basis for the DoD's Common Ground Station. This Common Ground Station provides a solid foundation for Air Force, NSA and Navy reconnaissance efforts well into the 21st century.

Also in February, our Star Window program expanded by \$10 million with the addition of a Low Probability of Intercept (LPI) capability to the system. LPI

add-on options of \$2 million are expected in the near future. We also received the \$1 million Gambrell program. This contract will enhance our future business opportunities in the ground systems market.

In addition to these programs, we booked the digital special signals processor effort valued at over \$4 million in January. Building on this momentum, we received a \$5.5 million add-on to our DOGWOOD program.

Collectively, these programs represent over \$50 million of business for the Division—a terrific way to start out the year.

These successes and continuing efforts illustrate solid achievements against our objectives. The teamwork that produced these results is the type of effort needed to ensure Melpar's long-term success.

I know a lot of you are anxious to move into the new organizational structure. Keep in mind that change will not come overnight, nor will it be a one-time event. Melpar will continue to evolve, and I am counting on you to play a role in that evolution. Some of you have been very forthright in coming to me with your ideas, and I want to encourage more of that. In the meantime, let's build on our momentum by working hard to bring more important work to Melpar.

Inside the Corporation...

E-Systems Annual Meeting of Shareholders will be held April 27, 1994, at 10:00 a.m. at Corporate Headquarters. The business of the meeting will be to re-elect three incumbent directors for 3-year terms of office expiring in 1997. These directors are Mr. E. Gene Keiffer, Chairman of E-Systems, Mr. Martin R. Hoffmann, and Mrs. Francine I. Neff, both outside directors. The stockholders will also be asked to consider and approve the adoption of a 1994 Employee Stock Option Plan.

The Greenville Division has teamed with Grumman St. Augustine Corp., to pursue the U.S. Sustained Readiness Program for the P-3C aircraft. E-Systems will serve as prime contractor and will handle the engineering and manufacturing of most of the parts. The parts will be assembled into core kits for upgrades applied to all aircraft and conditional kits for individual aircraft requirements. The kits will be installed by E-Systems at its Greenville facility and by Grumman at its St. Augustine, Fla., facility.

The ECI Division won a \$19 million contract for NAVSTAR Global Positioning System (GPS) antenna electronics in support of the GPS 2000 Program and Foreign Military Sales requirements to Turkey. The contract should be completed in April 1995.

An EMASS® data storage system was installed at the U.S. Army Engineering Waterways Experiment Station in Vicksburg, Mississippi, and will be linked to a recently purchased \$40 million supercomputer from Cray Research, Inc. The large computing and storage system will be tapped by a number of DoD research and development facilities. These organizations produce considerable amounts of data every day for storage over extended periods of time. EMASS is capable of storing and retrieving up to 10,000 terabytes of data at very high speeds.

Gilbert V. Peterson was named vice president and general manager of Advanced Video Products (AVP), an E-Systems company that manufactures and markets medical diagnostic imaging systems. Peterson replaced Lynwood Givens who held the position on an interim basis. Peterson has held various executive positions with several related imaging companies.

E-Systems Reports 1993 Results, Raises Dividend

E-Systems net income for 1993 grew to \$122 million, or \$3.58 a share, compared to 1992 net income of \$109 million, or \$3.31 a share before the cumulative effect of a change in an accounting principle. This accounting principle related to retiree health benefits and reduced 1992 results by \$179 million to a net loss of \$69 million or \$2.11 a share. The Company also announced in January an increase in its quarterly dividend.

Net income for the fourth quarter was \$32 million, or 93 cents a share, versus fourth quarter 1992 net income of \$29 million, or 88 cents a share.

Sales for 1993 amounted to \$2.097 billion compared to 1992 year ending sales of \$2.085 billion. Fourth quarter sales totaled

\$524 million compared to sales of \$555 million for the same quarter a year ago.

Unfilled order backlog at the end of 1993 was \$2.133 billion versus \$2.320 billion at the close of 1992. New order bookings for the fourth quarter were \$441 million compared to 1992 fourth quarter bookings of \$452 million.

E-Systems Board of Directors approved a first quarter dividend of 30 cents a common share, or \$1.20 on an annualized basis, payable April 4, 1994 to stockholders of record on March 9, 1994. This represents a 9 percent increase from the previous annual dividend rate of \$1.10 a share set a year ago.

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E-Systems Announces Executive Changes

E. Gene Keiffer, who has been Chairman and Chief Executive Officer of E-Systems since 1989, was succeeded by Mr. A. Lowell Lawson as the Company's Chief Executive Officer in January. Mr. Keiffer will remain Chairman of the Board until his scheduled retirement in August this year, after which time he will continue as a Director of the Company. Mr. Lawson added the responsibility of CEO to his existing positions as President and Chief Operating Officer.

Mr. Keiffer stated the changes will facilitate and expedite the transfer of responsibilities pursuant to the Company's succession plan from himself to Mr. Lawson, who is expected to become Chairman of the Board in August, when Mr. Keiffer retires.

In other actions, the Company named Mr. Brian D. Cullen a Senior Vice President in addition to his responsibilities as Vice President and General Manager of E-Systems Greenville Division. Cullen will share operational responsibilities with senior vice presidents Dr. Terry Heil and Mr. Peter Marino.

The addition of the third Senior Vice President allows streamlining of the

President's office so that the Chief Operating Officer function will be divided into three major parts consisting of various divisions, groups and units of the Company with a Senior Vice President assuming primary operating responsibility for each segment.

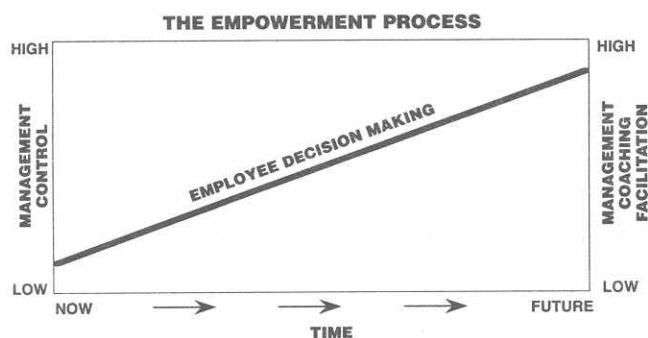
Mr. Keiffer said, "The goal of these changes is to shorten the lines of reporting responsibility to make better use of executive management's special talents and capabilities. We also want to make the Company even more responsive to new business opportunities both in non-traditional areas into which the Company has been expanding, while continuing to effectively serve the needs of the Company's traditional customers, primarily in the defense and intelligence communities."

Mr. Keiffer added, "We now have an even stronger executive management team to serve our current customers and to move forward aggressively to capitalize on emerging opportunities outside of our traditional business and foster the Company's growth through appropriate acquisition of other businesses." **M**



A. Lowell Lawson (standing) assumed the role of E-Systems Chief Operating Officer in January. E. Gene Keiffer (seated) will remain Chairman of the Board until his retirement in August.

The Process of Empowerment



"We will provide our employees an environment for success based on the belief that 'Empowered Employees' respond best to customer needs."

MELPAR VISION STATEMENT

Empowerment! We have heard this word often since our Vision Statement was first communicated in December. To some, empowerment means setting aside rules and regulations to do things "my way." To others, it means freedom to act indepen-

dently regardless of "the system." But these concepts of empowerment seem inconsistent with the new emphasis on 'Teams'. What, then, is meant by empowerment in the new Melpar?

"Empowerment as I view it is really a process for helping us achieve superior results," says Vice President and General Manager Larrie Judd. "The first step in this process is to keep employees informed of customer needs and business objectives. Our people cannot be very helpful if they are kept in the dark. The better informed we are, the more focused we can be in meeting our business challenges.

"Secondly, as employees have more information, I am convinced they will become more involved by bringing forward the ideas and creative solutions we need for

doing our jobs smarter, not just harder," says Larrie. "Not every new idea or suggestion can be implemented, but management at every level needs to encourage this infusion of new ideas. I personally appreciate everyone who has shared with me their thoughts on how we might build a better, more efficient and secure Melpar.

"Next in the empowerment process is open-minded consideration of the ideas and suggestions that are made. Making sure we open our minds to change will continue to be one of my priorities. As ideas are accepted and implemented, we can be assured of an orderly transition to more efficient ways of meeting our objectives. It is through this empowerment process that we can have more influence over our business success," says Larrie.

Team Building. Employee empowerment and the culture change it requires will not occur overnight. Both patience and persistence will be needed, not just from employ-

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Your Suggestion Counts

by Rick Burch



These E-Teamers won cash awards for their suggestions. (Front row, l to r) Scott Kunkel, Tom Thomas, Terry Fulcher, Charlie Swanick and Dr. Larrie Judd. (Back row) Wiley Peck, John Hood, Doug Snow, Barry Suskind and Steve Lovewell.

Yes, your active participation in the Employee Suggestion Program can make a difference.

One of a number of mechanisms for Continuous Improvement, your Suggestion Program can contribute to Melpar's continuing drive for improvement. But its success depends on your active participation.

Our success depends on you, the employee, to ensure we stay competitive. So, look around you: How can we improve the quality of our work environment and our

products? Then, give the Employee Suggestion Program the opportunity to put your idea into action.

A number of last year's suggestors were recognized in *Melparticulars* and in the Employee Suggestion Program displays. These suggestors also received awards for their input. Isn't it time you shared your suggestion?

Become a part of the 1994 Employee Suggestion Program. Your suggestion counts! **M**

Job Openings Now Available Via E-Mail

Employees may now access the listing of internal job openings by using electronic mail.

The personnel requisition report is generated every other Friday. To get the report, send mail to *openings@fc* with no message. A list of current openings in alphabetical order will be mailed to you in a few minutes.

The job openings list is Company Private.

For more information about current openings, employees should contact the recruiting section of Employee Relations at ext. 2424. **M**

1993 RESULTS

Continued from page 2

E. Gene Keiffer, E-Systems Chairman, said, "In a rapidly changing environment, our 1993 results were mixed. Sales and earnings were on or above plan and profit margins improved over last year. However, we were not satisfied with our bookings and backlog. Our primary emphasis this year will be concentrated on all aspects of growth, including acquisitions." **M**

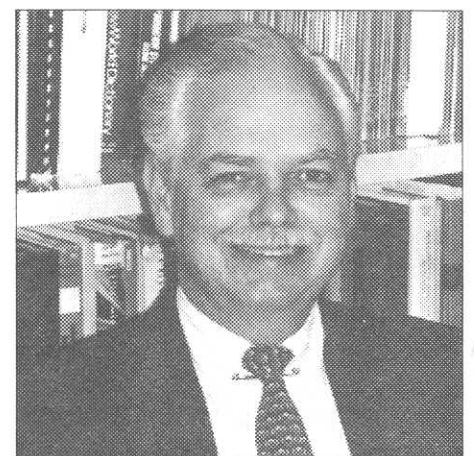
Dr. Joe Williamson to Play Role in the "Smart Highway"

The U.S. Transportation Department's Federal Highway Administration selected Melpar Engineering Manager Dr. Joe Williamson to serve as a member of the technical review team for the nation's planned Intelligent Vehicle Highway System (IVHS).

This system would use electronics to transform surface transportation via "smart cars" traveling on automated highways. The IVHS would use sensors, radar and Global Positioning System (GPS) communications to provide tomorrow's drivers with a host of information including mapping a course to a desired location, taking in factors such as traffic jams, accidents or construction areas.

As a member of the technical review team, Dr. Williamson will review the work of four competing teams developing the standards, or architecture, for the system, which will allow it to be used all over the country.

This appointment adds to the list of groups Dr. Williamson is working with towards IVHS implementation. He is a member of the IEEE Standards Coordinating Committee on IVHS and has been appointed as one of two U.S. experts to the International Standards Organization's Technical Committee on Transport Information and Control Systems (ISO/TC204). **M**



Dr. Joe Williamson



on Financial Analysis by Chuck Busby

When Mike Dutchak first began working at Melpar 23 years ago, he never dreamed he would one day monitor millions of company dollars.

As a manager in the Division Financial Analysis Group, however, Mike does this and more.

The job of Financial Analysis is to provide the critical financial information needed by management and Corporate to monitor Melpar's performance against its goals.

Fifteen E-Teamers in the group make up the department, headed up by Director Al DeFazio. The groups are government audit liaison, pricing analysis and estimating policies, and financial forecasting and support.

Government audit liaison is a two-person operation. Jim McLain and Greg Kauper have the responsibility of working with agencies such as the Defense Contract Audit Agency or DCAA.

"DCAA audits Melpar's compliance with the FAR (Federal Acquisition Requirements)," says Jim. "This is a multi-volume set of rules controlling the way we do business with the government." Such audits focus on compliance with government standards on material, labor and costing.

Since Melpar's policies, procedures and records are open to the auditors' review, Jim and Greg ensure these auditors get the cooperation they need.



Financial Analysis Manager Mike Dutchak.

Mike Dutchak heads up Pricing Analysis and Estimating Policies, a group responsible for a broad spectrum of Melpar's financial affairs. These include burden rates, which represent Melpar's cost of doing business. The group is a focal point for budgeting manpower, resources and capital for the Division.

Melpar management uses this information for making many important decisions. Other activities performed by Mike's group include cash flow analysis, pricing practices and cost estimating for bidding procedures.

Nearly everyone in the Financial Forecasting and Performance group takes advantage of the Company's tuition reimbursement program. Supervisor Gregg Bielen recently received his MBA, and Phelicia Boone, one of six individuals in the group, com-

pleted an MS in Computer Information Systems (see this issue's *Academic Applause*). Financial Forecasting involves monitoring the Division's progress against its goals. These goals include sales, bookings, profit, backlog and many other areas critical to the financial health and well-being of Melpar. In addition, these E-Teamers develop reports on all contracts and generate monthly, quarterly and annual financial reports for the Division.

Sports buffs all, the individuals in Financial Analysis lead interesting off-hours lives. Director Al DeFazio fancies sport cars. Jim McLain tussles in rugby. Principal Financial Analyst Gary Reed coaches youth basketball. Thrillseeker

Greg Kauper pumps his adrenaline through snow skiing and mountain biking. George Ward leapt over the 6'9" high bar in high school in 1982 and won the Virginia State Championship. And triathlete Mike Dutchak regularly competes in the Reston Triathlon.

"This is really a great group of people," says Director Al DeFazio. "They work extremely well together and do a terrific job!" **M**



Gregg Bielen (top) and Phelicia Boone keep close eyes on Melpar's financial performance.

Rick Smith Named Employee Relations Director



Rick Smith (left) wastes no time meeting Melpar E-Teamers, including Jodi Watts (center) and Tal Green.

Richard A. Smith has joined Melpar's Employee Relations organization as Director, reporting to Human Resources Director Ken Yancey. Smith will be responsible for overall Employee Relations programs including compensation, recruiting, training, benefits and safety.

Before coming to Melpar, Smith served as Human Resources Manager at E-Systems Greenville Division in Texas. His personnel experience in the high tech industry is also drawn from former positions at Elec-

tronic Data Systems, Datapoint, Inc., and Cessna Aircraft Company.

An Oklahoma native, Smith earned a B.S. in Physics and Math from Oklahoma State University and an M.B.A. in Organizational Development from Wichita State University. **M**



Eleven E-Teamers Win Superior Performance Awards



Dr. Larrie Judd (far left) presents this year's Superior Performance Award winners (L to r): Kelly Williams, Kathryn Krenn, Deepak Daryanani, Richard Krassowsky, Sam Baker, Susan Briggs, Rod Williams, Mary Hanson, Tom Barclay and Diane Morrical.

Melpar's third annual Superior Performance Awards ceremony honored eleven employees in February.

The awards recognize those employees who consistently perform their job assignments in an exemplary way. These E-Teamers are dedicated, reliable employees who take the time to be helpful to other employees for the benefit of the whole company. Through their behavior, they inspire fellow employees, thereby promoting teamwork, are resourceful and take the initiative to look for and institute improvements.

Winners were:

Sam Baker, maintenance mechanic 1st class with six years of service to Melpar. Sam performs general plant operations and maintenance for the Falls Church facility and is widely recognized for his pleasant manner and can-do attitude.

Susan Briggs, principal business analyst in manufacturing production, has distinguished herself in her six and a half years of service as an enthusiastic team player. Her exceptional job knowledge and professional working relationship with others demonstrate her sustained excellent performance.

Deepak Daryanani, senior electrical engineer with five years of service, leads DMW hardware efforts and supports IRSS products. A true team player, Deepak never hesitates to assist other projects or employees with his knowledge and skills.

Mary Hanson, in her 42 years of service to Melpar, earned the respect of many co-workers for her unending, cheerful, on-time and overtime job attendance and job performance. She dem-

onstrates her excellent work ethic every time she's tasked to do something and responds, "I'll be happy to."

Kelly Williams, assembly technician with seven years of Melpar service, is frequently the technician selected to handle the first-time build of new units. She is instrumental in working with engineers to come up with design improvements and regularly offers assistance in extraordinary situations.

Richard Krassowsky, principal engineer, has met or exceeded his established goals for every assigned task in his 11 years of service. He is very dedicated and consistently works aggressive schedules to meet program needs.

Kathryn Krenn, senior software analyst with four years of Melpar service, supports over 80 users of CAD/CAM on the network at Falls Church and University Center and is a prime example of how to properly respond to network users and business needs. Her network users know she can always be relied upon to find solutions to problems.

Rod Williams is a principal engineer who is responsible for the design and development of airborne RF hardware. Rod has distinguished himself as a key innovator and tough problem solver. He has been with Melpar more than eight years.

Diane Morrical, senior software analyst, has consistently maintained a high set of standards in her five and a half years of service. Her strong technical and managerial skills set an excellent example for the Division and earned her the respect of both her peers and management.

Tom Barclay, staff engineer with 24

years of service, is an experienced designer tasked with organizing, managing and leading technically challenging multidisciplinary tasks including the lead on the recent NEXUS proposal which resulted in a win for Melpar.

Jane Anthony, senior business analyst has, in her 12 and a half years at Melpar, become recognized as the central business information source for the Division. Jane exemplifies the Division team player by taking on the challenge to build a strong business information center that knows no organizational boundaries. **M**



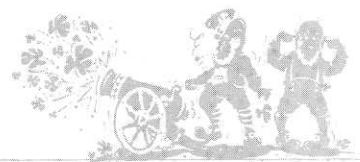
Jane Anthony

LAWSON PROMOTES PERFORMANCE Continued from page 1

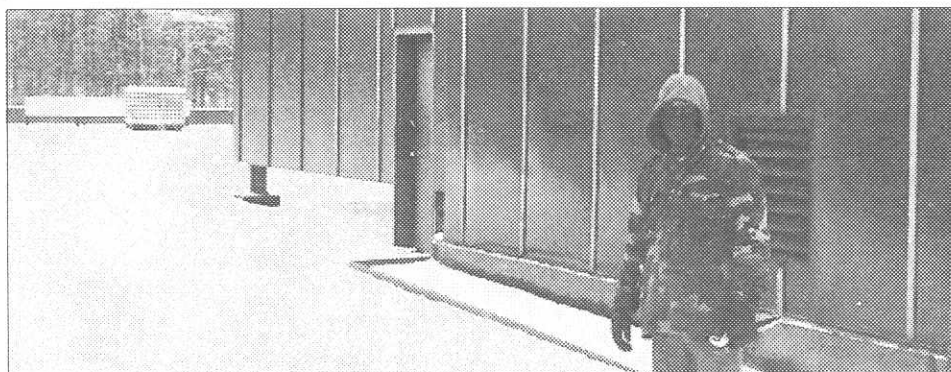
anteed Student Loan data systems. Another example is EMED's efforts to take systems design, information handling and image processing technology into the medical marketplace.

Our objective, both at Melpar and corporate-wide, said Lawson, is to place more emphasis on bookings. "In the past, we may have over-emphasized non-traditional business pursuits," he said. "We need to emphasize *all* our areas, and not one at the expense of the other. Balance is key, as we must never be distracted from our traditional core businesses. The best customer you can have is the one you've got."

"Total performance is the theme for 1994 because this is certainly the year that we cannot let up on anything," said Lawson. "I believe our future is bright. We've got outstanding technologies and the best people you can find anywhere. As long as we have the right spirit, attitude and commitment, we will succeed." **M**



Is it Spring Yet? by Bill Watson



Facilities Supervisor Charlie Jones braves the rooftop chill to ensure all is warm inside.

The newspaper headline read "Record Cold Threatens power Supply—Businesses, Governments Shut Down."

Thanks in part to the efforts of the Facilities Department, Melpar didn't have to shut down. While most E-Teamers worked within the comfort of their offices, Facilities personnel braved sub-zero wind chills to keep the plants in operation. They battled frozen cooling towers, burst pipes, failed heating tapes and power outages that, in the case of Falls Church, lasted two hours and caused some outside equipment to freeze up completely.

Parking lots and walkways were another problem. "The salt and sand we laid down disappeared and became ineffective almost as fast as we could spread it on the walks and pathways," said Facilities staff member Sam Baker.

To complicate the situation, a damper motor in a Falls Church air intake stuck open one Sunday in January, drawing cold air in over the cooling coil. This was more than the 35-year-old piece of equipment could stand, and it ruptured in 35 places, flooding a portion of the basement. Fa-

cilities personnel worked through the afternoon and evening (missing the playoff games) to get the area back in operation by Monday morning.

At University Center, overspray from one of the cooling towers began to freeze in the late hours of one evening creating a ten-foot long, three-foot wide icicle at the tower's base. When heating tapes failed on this same equipment, pipes burst. For a period of time, it was touch and go as to whether the building temperature could be maintained at a comfortable level. Group Leader Dave Jennelle and the Facilities staff built a tent around the base of the tower and started up two portable heaters, managing to keep the facility operational throughout the bad weather.

With memories of last year's late March snow still fresh, the Facilities staff remains prepared for more icy battles with Mother Nature. During these times, employees are reminded to use caution and wear the proper shoes and clothing when negotiating icy pavement. If you have to wear high heels in the building, make sure you use trekking boots as an outdoor alternative. **M**

New Appraisal Forms

The new appraisal forms in Word Perfect format will be available after March 10 via anonymous "ftp" from "fcserv." Both form and instructions will be located in the file "/public/ftp/pub/forms/perf_appr".

Please call Danny Kallick, x2638 if you have any questions. **M**

Transition Team Now Forming

One of the next steps in the reengineering of Melpar is the Transition Team—one of the teams that will guide the Division through change. A cross-section of Melpar employees will compose the team. The selection process will begin in March. Stay tuned for more information **M**

EMPOWERMENT Continued from page 3

ees, but from supervisors who also must change. We want to move to an environment where the manager is a leader and the role of a manager becomes one of coordination, integration and facilitation. This involves providing information to employees, sharing decision-making by getting input from as many sources as possible, and turning these ideas into actions for creating a more effective organization. Management will also guide and counsel their people to help them attain company and individual goals and conduct the evaluation processes to allow employees to identify mutual needs. A higher level of empowerment is only achieved over time as managers become more comfortable with employee decisions and employees begin to share more responsibility for how the organization operates (see chart on page 3).

The final result of this transition is a more cohesive team where all players make a difference. A number of activities are planned to assist us in making the transition to teams. First, the Office of the General Manager will participate in a program in the near future conducted by a consulting firm specializing in executive team building. Thereafter, those reporting into the OGM will participate in a similar program.

"Eventually," says Human Resources Ken Yancey, "our plan is to have in-house team building workshops for all those assigned to project teams or other team assignments."

Changing the Culture. How do we reach this new level of communication and employee involvement? "It requires a new orientation for many of us," says Yancey. "We all support open communication, but sometimes our actions do not reinforce that we really value someone offering a new idea. Recently, a member of my staff shared with Dr. Judd the benefits of having a skills inventory. The idea was well received and will be implemented. Now, if I got upset because I was not told first, certainly such a reaction would have a chilling effect on the individual making the suggestion. So each of us has to work at encouraging this process of empowerment. We will make some mistakes, but it's like going for the gold. It takes practice, getting up when we slip and keeping focused on our objectives." **M**

DMW TEAM WINS

Continued from page 1

responsiveness. An easy-to-use, advanced Human Computer Interface developed by the team makes the DMW extremely operator friendly.

Outstanding team effort and personal contributions also characterized the DMW project. Tight schedules were overcome by extra miles put in through long nights, weekends and shift work. In addition, excellent communication and cross-functional efforts quickly solved problems in order to meet objectives.

"This award is for the DMW Team," said Marilyn Zett. "But it is also for all of those across the Division who contributed to the success of the DMW IR&D Project."

Besides the direct team, E-Teamers in Purchasing, Receiving and Metrology expedited the delivery of critical hardware and software resources. Other employees lent their engineering skills and resourcefulness to providing FDDI protocol support and scrounging up badly needed VME chassis for the developmental effort.

Congratulations to all who pulled together on this successful project! **M**

The DMW IR&D Project Team

| | |
|--------------------|-----------------|
| Carolyn Andrukonis | Nancy Lindsay |
| Dan Bindbeutel | Ken Mason |
| Dave Bobick | Carl Mattes |
| Laurie Brown | Diane Morrical |
| Mark Cassidy | Karen Newcastle |
| Shu Chin | Rich Radcliffe |
| Tim Cooper | Trevor Raphael |
| Nelson Corcoran | Larry Schwartz |
| Deepak Daryanani | John Sessler |
| Sandy Decker | Nolan Som |
| Chad Dionis | Art Stefanelli |
| John Finch | Larry Tarr |
| Mark Freemantle | Jim Thomas |
| Gary Fuller | Tim Trapp |
| Drew Groszer | Troy Voytko |
| Criss Hyde | Bill Wuttke |
| Andrea Jensen | Marilyn Zett |
| Debra Kirk | |
| Mark Lawrence | |

and...

Thanks to these people who went well beyond the call of duty in providing timely service to the DMW project:

| | |
|--------------|----------------|
| Anna Sanders | John Humphrey |
| Dick Seeley | John Finch |
| Freda Elliot | Bob Buxton |
| Kenny Taylor | Mike Cianciosi |
| Chuck Beldy | Ed Quillian |
| Neil Molenda | Doug Toppin |

Melpar E-Teamers Record Largest Contribution to Children's Hospital

Melpar's 19th annual Children's Hospital Holiday Fund Drive culminated in success when employees contributed \$9,629.34 to *Washington Post* columnist Bob Levey's campaign. That amount well exceeded the established goal.

Building on that momentum, the Company matched one dollar for every three raised by employees, thereby adding \$3,209.78 to the campaign.

Levey credited E-Teamers in his January 14 column: "E-Systems Inc., Melpar Division, Falls Church (a stupendous \$12,839.12, by far the largest gift of the campaign so far. This is the 19th consecutive year that this loyal bunch has contributed big bucks. Special thanks to new general manager Larrie F. Judd)."

The 1993 contribution brings Melpar's 19-year total to over \$140,000. As in past years, employees targeted their funds to an area which Children's Hospital said was in need. The dollars raised in this campaign will help support the Pediatric Transport Service, which transports critically ill or injured children to the hospital from areas throughout the region.

Sixty-seven solicitors helped make the campaign an unqualified success. Special appreciation is extended to them, and we congratulate and thank all those who made contributions! **M**

INSIDE THE CORP. *Continued from page 2*

Dr. LeVan Griffis, 77, who had served on E-Systems Board of Directors since 1966, died December 23, 1993. Until his retirement in 1982, Dr. Griffis was director of industrial relations and professor of civil and mechanical engineering at Southern Methodist University in Dallas. Prior to that, he held several distinguished positions including dean of engineering at Rice University and vice president of the Southwest Research Institute. He received his doctorate degree in mechanical engineering from the California Institute of Technology in 1941. **M**

Local United Way Reorganizes Its Campaign

In response to contributors' desires to choose from the largest selection of charitable giving options, the United Way of the National Capital Area announced in February a dramatic change to its community service structure.

The UWNCA Board of Directors unanimously passed a new mission statement for the Fall 1994 Campaign. This statement outlines a new United Way that is more inclusive than any other local United Way around the country. Specifically, the new mission responds to contributors who increasingly wish to

designate contributions to the charity or cause of their choice. Thus, organizations representing the arts, the environment and other concerns that traditionally have not been part of the campaign are now being invited to participate in the United Way Campaign.

The result is the most inclusive United Way ever that preserves the harmony of a single campaign in the workplace.

Another change in the United Way structure is the creation of a "Community Fund." Contributors may choose to designate to the Community Fund, which focuses pri-

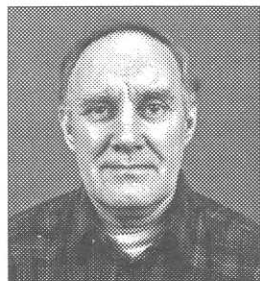
marily on community betterment and addresses community problem-solving. All organizations listed in the campaign are eligible to apply for grants from this fund. This fund will allow local volunteers to administer to the most critical needs of the community.

The new mission statement reflects the desires of United Way contributors who have asked for increased choices without the need for multiple campaigns at the workplace. For more information about United Way changes, contact Human Resources on ext.2717. **M**

1994 Service Awards January/February



Carl C. Fritsche
35 Years



Charles F. Wood
35 Years



Yvonne A. Crutchfield
30 Years

Twenty-five Years

Jerry V. Criste
Martt Harding

Twenty Years

Eloisa Dawson

Fifteen Years

Paula G. Franks
William C. Horton
Christian E. Howell
Knowles G. Little Jr.
Raymond W. Mandeville
Robert J. Still
Donald D. Woodruff

Ten Years

Garnetta L. Brown
Frank L. Byrne
Otto G. Czifra
James E. Down
Mary E. Fox
Linda B. Frazier
Keith E. Holmes
Dana C. Johnson
Joseph G. Marcoccio
Lynne P. Midgley
Daniel C. Orosz
John C. Sessler

Roderick P. Silton
Eric S. Stiegmann
Thomas B. Thompson Jr.
James A. Welch Jr.
Cynthia L. Williams

Five Years

Joseph D. Baran
Brenda F. Barlow
Stephanie V. Barnes
Charles F. Bayne
Earl G. Benteler
Richard L. Burch
Kim R. Burke
Deborah A. Byram
Michael L. Chmielowiec
Antonio Elmiger
Stephen T. Fairbank
Craig A. Frost
Carl J. Hauser Jr.
Joyce K. Jones
Mark D. Krutz
Yvonne T. Lemkuhl
Richard W. Matthews
Teresa A. Mulrooney
Gary L. Reed
Mark J. Reed
Reginald D. Rich
Michael D. Samuels

Brian T. Scarrow
Albert R. Schmidt
Roland D. Smith
Kevin D. Virnelson
Troy S. Voytko
Mark T. Ware
Donald C. Warnick
Barbara A. Wordsworth
Thomas B. Zeltwanger
Mark J. Zuza

Movers and Shakers

FALLS CHURCH

John K. Carbaugh
Brian J. Conant
Cheryl A. Engel
Patricia A. Ferguson
James H. Fristoe
Deborah L. Garrett
Grace A. Jenkins
Lee N. Jenkins
Warren S. Lang
Richard J. Martin
Nathan D. McDaniel

PROMOTED FROM

Engineering Supv
Electrical Engineer
Sr Eng Aide
HR Assistant
Operations Analyst
Sr Accounting Clerk
Software Analyst
Programmer
Accountant
Assoc Software Analyst
Software Analyst

PROMOTED TO

Fld Oprs Manager
Sr Elec Eng
Report Secretary
Assoc HR Rep
Sr Operations Analyst
Jr Accounting Spec
Sr Software Analyst
Software Analyst
Sr Accountant
Network Analyst
Sr Software Analyst

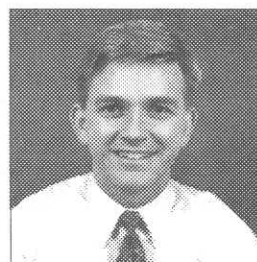
UNIVERSITY CENTER

Brian D. Bollinger
Scott W. Derflinger
Alan G. Hupke
Mark D. Krutz
Abraham J. Toro

Test Engineer
Assoc Test Engineer
Engineering Supervisor
Software Analyst
Test Technician

Sr Test Engineer
Test Engineer
Engineering Manager
Sr Software Analyst
Sr Test Technician

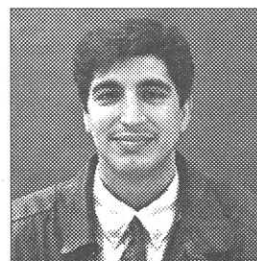
Academic Applause



Tim Blosser
M.B.A.
VA Polytechnic Institute



Phelicia Boone
M.S. Computer Info. Sys.
American University



Joseph Roesch
M.B.A.
VA Polytechnic Institute



George Rudy
M.S. Technology Mgmt.
University of Maryland

Sports Corner . . . Tennis League Retires Racquets for the Season



This year's tennis league winners include (front row, l to r) Brian Sachar, Kane Insomphou, Lynn Garland, Dan DeBold, Sante Kim, Tho Ly and Chuck Busby. (Back row) George Sarris, John Ryan, Ray Nelson, Robert Ossakow, Gary Hartmann and Jim Lok.

Melpar's Tennis League wound down its 1993 season in January with a banquet celebrating this year's trophy winners.

Over 40 employees competed this year, the 14th year of the Tennis League. The year's activities were organized again by Chuck Busby of Quality Assurance. Highlights for the year include the close contest for placement in the A Division; Tho Ly took the "Over 50" trophy for the fourth year in a row; and "sleepers" Sante Kim and Dan DeBold emerged from the competition to take two coveted placements.

Following are the Tennis League's 1993 champions:

Special Awards:

Over 50 Tho Ly
Women's Division Lynn Garland
Tennis Ladder Dan DeBold

A Singles

1st Place Sante Kim
2nd Place Brian Sachar

3rd Place Kane Insomphou

A Doubles

1st Place Dan DeBold
 Jim Lok
2nd Place Brian Sachar
 John Ryan

B Singles

1st Place Lan Nguyen
2nd Place Lynn Garland
3rd Place Ray Nelson

B Doubles

1st Place George Hibner
 Gary Hartmann
2nd Place Ray Nelson
 Robert Ossakow

The Melpar Tennis League begins its season in the spring. Information on Tennis League activities and court contests may be found on the Falls Church sports bulletin board where players can sign up to play each other. Employees of all skill levels are invited to play. For more information, contact Chuck Busby, ext.1696. **M**

Calling All Softball Players

Two Melpar softball teams are currently seeking a few good players for the spring season.

Melpar's men's softball team, the Polecats, competes in the Fairfax County Industrial Softball League against company teams such as VISA, Mitre, C&P Telephone, Washington Gas and Media General.

Practice starts in mid-March with the season running from April through July. Interested players should contact Danny Kallick on ext.2638.

A co-ed team for the Loudoun County League is also now forming. League play will begin in mid-May with games played at various field locations throughout the county. A minimum of 12 players (6 men and 6 women) is required. All talented players are encouraged to contact Karen Hess on ext.3238. **M**

Use the Melpar Division ETHICS HOTLINE



CALL 849-1577 (or ext. 1577)
You can call the Corporate
Hotline COLLECT 214-661-1000 ext. 255

IDENTITIES OF CALLERS WILL BE HELD IN
STRICTEST CONFIDENCE
(Anonymous Calls Will Be Accepted)

Melparticulars

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