Employee Update

SEPG Members' Efforts Recognized

Over 40 Software Engineering Process Group (SEPG) members gathered on August 28 in the cafeteria to award those whose recent contributions to the SEPG were of significant importance. While presenting the Recognition Awards, Walt Havenstein applauded the SEPG for its volunteer efforts and overall work ethics and attitude. The Recognition Awards presented quarterly to qualifying SEPG members are based on nominations from others involved in the SEPG.

People receiving awards must be: Technical Working Group (TWG) Chairpersons, practice/procedure authors, training material developers, training instructors, or those fostering enhanced awareness of technology and communication or making a significant contribution to the SEPG. Those who received awards were: Warren Allmond, Linda Armistead, Mike Beretsky, Deepak Daryanani, Kathy Dixon, Chuck Eby, Lisa Gegick, Syd Goldlust, Jim Hitchcock, Bob Kettig, John Masiyowski, Jennifer Pratt, Maria Sachlis, Brian Schechter, Eileen Silo, Dean Sims, Alex Tanes, Doug Toppin, Jay Turner, and Nathan Ward.

In presenting the awards, Walt expressed a sincere interest in both the cooperative nature and the structure of the group's activities. Those involved in SEPG demonstrate a positive attitude by volunteering their time to be a part of the group. This entails, as Walt says, realizing that an attitude of, "This is not my job," accomplishes nothing. "Helping each other is our number one job." Walt emphasized that more Falls Church employees need to adopt the practices of those in the SEPG. The professionalism of the SEPG is demonstrated in the work and dedication of its membership. ❑

See photo on page 3

Redefining Program Management

Members of the Program Management IPT at their weekly meeting. *Pictured (counterclockwise)* Tom Fraley, Dan Thomas, Linda Milton, Larry Terry, Stan Doran, Gerald Bazemore, and Seb Barrett. *Not pictured:* Reid Earley.

In an effort to redefine Falls Church's program management process, Walt Havenstein appointed Program Support Manager Linda Milton to lead a Program Management Integrated Process Team (IPT). Over the past few years, various changes at Falls Church have resulted in a lack of consistency in the management and reporting of Falls Church's efforts. The lack of standardization in the process makes it difficult to readily determine the status of some of Falls Church's efforts. The team's charter, which is to "redefine the program management process," sounds much simpler than the task has turned out to be.

The group is redefining the program management process by taking its theoretical components and applying them to Falls Church's business practices. As one might guess, there is no shortage of documentation related to various program management processes. A significant challenge in redefining this process has been the melding of several sets of documentation and

processes from St. Petersburg, Melpar, and ERA to define an applicable method for Falls Church.

In early June, the Program Management IPT became an official working group. By the end of September the group hopes to have accomplished its three goals: formulating a top level chart, otherwise known as the Process Flow; completing a cost and schedule management policy; and drafting the semblance of the program management standards. Currently, the draft of the Process Flow is complete, and the policy draft was distributed in a report for Walt's review. The draft policy and the draft Process Flow have been posted on the *fallschurch.pm* newsgroup. The semblance of the program management standards, which Linda refers to as the "meat behind the top level flow," is in the beginning phase.

REDEFINING PROGRAM MANAGEMENT
Continued from page 1

To put the IPT's work to use, program managers will be trained using the new process. Walt will lead a regular program management course until all program managers and program support people are trained. The initial session is scheduled to be conducted at the conclusion of the IPT. The formal training courses will be preceded by various "basic program management skills" courses, such as CSSR planning and Plans and Operations (P&O) reporting. Obviously, not all changes will await the conclusion of the IPT's efforts. To date, the most notable change involves the implementation of the Internal Plans and Operations (IPO) review. This review provides a major focus on cost and schedule, which includes performance measurement visibility. Its impact has resulted in improvements already being noted in the reporting process.

Recognizing the importance of the program management process, senior management carefully chose the members of the IPT. The benefits of choosing people with a common interest are obvious, explained Linda. "If you get all of the interested parties or process owners out there and they are making the changes to the process, you have a better chance of success." Along with Linda, members of the Program Management IPT actively involved in the project are: Electronic Systems' Gerald Bazemore, Reconnaissance Systems' Seb Barrett, Finance's Tom Fraley, Quality Assurance's Larry Terry, Special Programs' Reid Earley, ISG's Dan Thomas, and Product Delivery's Stan Doran.

The key to a productive and successful team effort is strong management support. Also, a strong commitment from the IPT members is absolutely required. "We have strong management commitment and support for this effort," commented Linda. That commitment, coupled with the hard work and equally strong dedication of the IPT team members, will help to ensure the success of this effort." The training and implementation of the program management process will be an ongoing effort. ❏

300 New Hires
The Record of the Decade
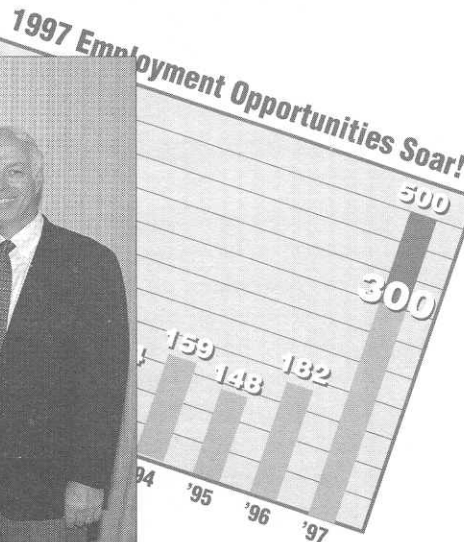
On Tuesday, September 2, Falls Church broke all internal hiring records for the decade, with over 300 people hired since the beginning of the year. Vice President of Human Resources Ken Yancey and Staffing Supervisor Trish Meade commemorated this event by recognizing CM Program Manager Linda Miller, our 300th newcomer since January 1. The 300 employees hired since January breaks hiring records for all years since 1989. Pictured above *(from left):* Trish Meade, Linda Miller, and Ken Yancey.

Falls Church Kicks Off '97 United Way Campaign

On September 25, over 40 Falls Church United Way campaign representatives gathered in the cafeteria to kick off the 1997 *"Caring About What You Care About"* United Way Campaign. Campaign Chairman John Gueterman is hopeful that Falls Church's 1997 contributions will exceed the tremendous 1996 level of $70,000. In 1996, Falls Church's donation made the difference in lives throughout the National Capital Area. "Our 1997 campaign goal is to increase the level of participation and, in doing so, top the 1996 donations we all made to the United Way," commented John. "In doing this, E-Teamers can help agencies throughout the Washington Metropolitan Area continue their important work in our community."

The campaign, running approximately two weeks, will conclude on October 10. To make a one-time donation or a payroll deduction to the 1997 United Way Campaign, please contact your organization's representative.

One out of every three needy residents in the Washington Metropolitan Area receives services from a United Way agency. United Way provides employers with a single, efficient campaign for charitable giving that encompasses a variety of charitable interests. In addition, United Way ensures that help is received by those in our community who need it most. The organization is considered the most cost-effective network of human caring in the country. ❏

FFEL Begins Employee Recognition Programs by Maria Sachlis

The first FFEL Development Employee of the Month Award given to Patty Cidone (left) by Robert Swindle.

Following the fine example set by the Reconnaissance Systems organization, the Family Federal Education Loan (FFEL) project in the Information Systems Group (ISG) initiated two employee recognition programs. The first program is the FFEL Development Employee of the Month, awarded to personnel in the software development organization on the FFEL program who provided a significant contribution to the project during the month. The goal is to provide an award that personnel will strive to win and to inspire others to attain exceptional performance. The management staff submits nominations, and the task managers and the development manager select the winner. On the fourth Thursday of every month, the recipient is chosen and presented with the award at an FFEL Development all-hands meeting later that afternoon. Each Employee of the Month receives a custom certificate and the winner's picture is taken and displayed on the ISG bulletin board. Additionally, Development Manager Robert Swindle will take the winner to lunch.

The second employee recognition program is a Kudos card program. Bruce Dautrich, of Reconnaissance Systems, briefed the FFEL software management team on its Kudos card program earlier this summer. The managers in the development organization decided to institute a similar program within FFEL and invited the other FFEL organizations to participate. Management sponsored a Kudos card design contest, and receipt of the first Kudos card was the prize. Each manager will be provided with a supply of Kudos cards to hand out to individuals who have done a particularly good job or worked extra hard to accomplish a work task. Specific redemption activities have not been determined, but the FFEL managers anticipate holding the first one in September or October. Fortunately, Reconnaissance Systems gave us lots of possibilities!

Project members are excited about these two new programs, and everyone is looking forward to a continued effort at improving employee satisfaction here at Raytheon E-Systems Falls Church. Our appreciation goes to Bruce Dautrich, Mark Neuhausen, and the entire Reconnaissance Systems organization for setting such a wonderful example and paving the way for others to follow. ❑

SEPG RECOGNIZED *See story on page 1*

SEPG Recognition Award Recipients. Pictured *(left to right, front row):* Jennifer Pratt, Maria Sachlis, Nathan Ward, Alex Tanes, Deepak Daryanani, Linda Armistead, Eileen Silo, and Walt Havenstein; *(left to right, back row)* Dean Sims, Jay Turner, Brian Schechter, John Masiyowski, Doug Toppin, Chuck Eby, and Jim Hitchcock. *Not pictured:* Warren Allmond, Mike Beretsky, Kathy Dixon, Lisa Gegick, Bob Kettig, and Syd Goldlust.
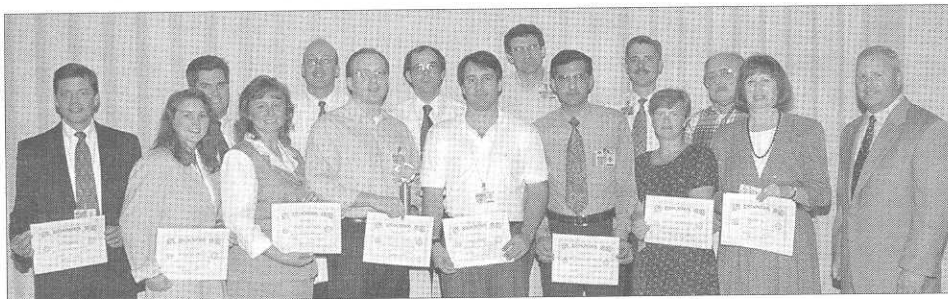
Ethics Corner
by Larry Buel

Raytheon E-Systems Falls Church just completed its Fiscal Year 1997 ethics and compliance training program which included the annual general ethics awareness training course for all employees and, for certain employees, compliance courses on antitrust, conduct for buying, environmental ethics, procurement integrity, quality assurance and product substitution, revolving door law and regulation, and truth-in-negotiations. Our training accomplishments were well received at the corporate level and will be included in forthcoming status briefings to the Audit Committee of the Board of Directors and senior officials of the Department of the Air Force on the company's implementation of the Administrative Agreement. The ethics and compliance training plan for Fiscal Year 1998 includes courses on conduct for buying and procurement integrity (annual requirements), cost accounting, international business activities, material charging, and quality and ethics. During the next several months, your supervisor will let you know if you are required to attend one of these training courses.

I have thoroughly enjoyed presenting these courses, and I look forward to our 1998 training. During our discussions of the company's "ethical decision-making model," we talked about the difficulty of compartmentalizing issues as management matters or ethics matters. We seemed to agree that most of our professional and personal actions and decisions have some ethical importance or impact. Therefore, rather than attempting to place issues in a management box or an ethics box, a better approach would be to use the decision-making model to help us determine the ethical implications and consequences of an action or decision by asking such questions as: What role do my own personal values play in this decision? What are the warning signs that a matter or transaction at hand may involve deeper issues and more stakeholders—both within and outside the company?

Here are some some questions to ask that should heighten our sensitivity to the ethical implications of an action or a decision and improve our decision-making process:

The New and Improving Falls Church

Engineering. Standing *(from left)*: Jose Barturen, Khandu Patel, Pol Atienza, and Joe Dahle *(sitting, from left)* Manny Del Mundo, and Carlos Hall.

"I believe in the relentless pursuit of continuous improvement," said Walt Havenstein upon his arrival at Falls Church. "Pursuit of continuous improvement" comprises words to live by for the Falls Church Facilities Department. Instrumental in the success of the Falls Church consolidation, Facilities is responsible for a broad, ever-changing range of projects, including restrooms, major renovation projects, leasing buildings, and handling the day-to-day facility needs of 1,500 employees.

Although Facilities plays the role of silent partner, it is difficult not to notice all of the improvements being made throughout the building—renovated areas, new furniture, fresh coats of paint, a variety of build-outs, upgraded phone services, and video conferencing. Since 1996, the Facilities department has renovated approximately 150,000 square feet of the Falls Church building. The department is responsible for 691,000 square feet of floor space (parts of which are over forty years old), and 43

Planning. *From left:* Dave Ross, Kelly Krause, and Margaret Mayhugh.

acres of land here at Falls Church, plus the management of nine other leases for facilities located outside the DC area.

At Your Service. When E-Teamers pick up the phone and dial extension 2220 to call the Facilities Service Desk, they are calling for routine repairs or emergency needs: water leaks, lighting repairs, safety related problems, special meeting setups, telephone problems, and temperature complaints. Service Coordinator Norma Lofgren receives the employees' requests and completes a work order. Afterwards, she directs the employees' service requests to the proper source for assistance, ensuring they are handled on a priority basis.

Equally important is the department's ability to support the engineering organizations' facility needs for contract performance. Quick-reaction requests for electrical power, shelters, and special facility security requests must all be fitted into the daily operations of the department.

Organization. Four groups make up the Facilities department: Planning, Engineering, Construction and Maintenance, and Project Management. The groups work in close coordination to ensure that building projects are performed in the most effective and least

disruptive manner. Overseeing the groups' many projects and requests is Facilities Director Bill Watson. Holding this position for the last ten years, Bill is a veteran at conducting and implementing Facilities' long-range plans and working with division management to map out effective space utilization and alternative facility plans.

Planning. Planning's main objectives are managing the efficient utilization of space and coordinating all interior design aspects of the current facility upgrade program. Guided by Manager Margaret Mayhugh, the ongoing requests for office and lab space for program needs and new hires require resolving competing demands for the same space and understanding each director's future plans. Responding to these requests demands constant communication with management personnel in all organiza-

Construction and Maintenance. *From left:* Paul Day, Steve Brown, Dane Hughes, Jeff Dodson, and Ron Angelelli.

tions across Falls Church. Concurrently, these activities are closely coordinated with our internal moving services group, led by Reggie Beal, and with outside contract moving companies. For example, within the past year alone, the "churn rate" (which is the number of employees moved) exceeded 2,200. In addition, the Planning Department is responsible for handling a variety of lab and other area moves, furniture orders, capital budget items, and major Falls Church office moves.

During the recent renovation of Contract Administration and Business Acquisition, Planning worked diligently to ensure that employees were not overly inconvenienced. Planning arranged to

Maintenance Crew. *From left:* Paul Billick, Kenneth Williams, Jeff Ward, Reggie Beal, and Kevin Virnelson.

move the two groups to temporary offices while their areas were being renovated and then moved them back when the job was complete. The moves generally take place after normal working hours.

Engineering. After Planning completes the space layouts, they are handed over to Engineering. Engineering then takes the plans and collects the detail necessary for construction, such as: how the electrical power and lighting will be laid out, how the air conditioning will work, fire safety systems, access controls, security, and building code compliance requirements. One of the group's strengths is engineering requirements for Secure Compartmentalized Information Facilities (SCIFs), which require a high degree of specialized knowledge to be code compliant and meet security needs. After incorporating these informational details into plans and specifications, the final product is distributed to subcontractors for bids.

Engineering, headed by Manager Khandu Patel, is comprised of mechanical and electrical engineers, as well as architectural and drafting specialists. Engineering is responsible for architectural, structural, electrical, and mechanical designs. Additionally, they apply for permits and oversee subcontractors on major projects. Bill explained, "Nothing gets built unless Engineering say it is okay to build."

Construction and Maintenance. Manager of Facilities Construction and Maintenance Ron Angelelli oversees Falls Church's daily maintenance and opera-

tion of building systems, custodial services, specialized construction and repair projects, service contractors, and voice and video communications. In addition, the team performs all preventive maintenance, painting, and snow removal. Although most of us are in the building between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday, it is a 24-hour a day, 7-day a week job to keep the facility up and running. "We have people on call 24 hours a day," commented Bill.

Due in part to a dedicated team of employees, Falls Church operations almost always run smoothly. In the event of an emergency, such as a snow storm or a power failure, the dedication of the maintenance team, headed by Facilities Supervisor Charlie Jones, can be relied upon, no matter what hour of the day or

Telecom Group. *From left:* George Cain, Yong Pak, and Burney Rogers.

night, weekends, and holidays. Recalling the July 5th Sunday when the BusBar (a piece of equipment which supplies electrical power to the main building) blew at 4:30 p.m., Bill explained "37,000 volts - gone!" Employees were scheduled to return to work the next morning after the 4th of July weekend. The group, along with a service contractor, worked through the night and completed the temporary repair by 10:00 a.m. on July 6th, saving E-Systems from shutting the building down.

Leasing Project Management. Facilities is also responsible for nine offsite leases, with a total of approximately 150,000 square feet. Leasing Project Manager Bob O'Connor actively supports these sites, coordinating the lease management and construction build-outs.

Additionally, he works as the liaison with the property landlords. Bob also coordinates any new business facility requirements from negotiating a new lease to getting the furniture, utilities, phones, and signs set up. Recently, he handled the relocation of the Fredericksburg, Virginia, operations and the establishment of the NISE East facility in Charleston, South Carolina.

Making It All Work. There are many others in Facilities who make up the silent partnership that supports the organization. "We all work closely together. The biggest challenge is letting customers know as far in advance as possible what is going to happen, eliciting their support in accomplishing whatever it is you're doing, and adding a little humor to alleviate the stress," said Bill. The latter involves a traveling moose head, which randomly appears in selected customers' offices; and the department's coveted Customer of the Year Award (a horse's behind trophy, awarded annually to the department's most challenging customer). "We have 1,500 customers and the biggest challenge is communication and being approachable." All the Facilities staff have learned to handle what Walt Havenstein refers to as "driveby shootings" (i.e., loudly voiced complaints in a public setting). "E-Teamers want to work in a comfortable and safe environment, no matter how a request is made. It's our job to make that happen," commented Bill. This is a challenge that Facilities tries to meet every day. ❑

Custodial Services. *From left:* Jon Scott, John Leach (USSI Custodial Services), and Martha Villatoro (USSI Custodial Services).

ETHICS GUIDELINES *continued from page 3* ❏

- Do I place a monetary value on the decision? Would I make this decision differently if cost were less significant or not a factor? Am I allowing financial considerations to compromise my personal values or the Company's core business values?
- Do words such as right, fairness, truth, perception, values, or principles appear in my reasoning when I make my decision?
- Do I feel a need to review law or regulation, review Company policies and procedures, or consult with a member of the appropriate staff function (e.g., Human Resources, Security, Counsel, Ethics, etc.) for help in framing a decision?
- Do questions of equity and fair treatment arise?
- Do my personal goals or values conflict with the requirements of my job or the business transaction at hand?
- Could the action I am about to take or the decision I am about to make generate strong feelings or other controversy?
- Does my action or decision pass the newspaper test? How would I feel if the matter were to appear on the front page of the Washington Post?
- What does my heart tell me? Do I think about the action or decision at hand as I drive to and from the office or spend time with my family?
- Do I unduly rationalize my decision or action, or do I offer myself excuses such as "everybody does it," or "no one will find out"?
- Does this decision really need to be made by someone else? Have I inherited the decision or action at hand due to the failure of another to do the right thing?
- How am I going to feel about myself tomorrow if I take this action or make this decision?

When you face such ethical questions and feel that you need help, there are many places to which you can turn. Your supervisor and manager (the chain of leadership) are generally the best because they understand your particular situation. Other sources of information and guidance are also available—Human Resources, Security, Counsel, or the Ethics Office.
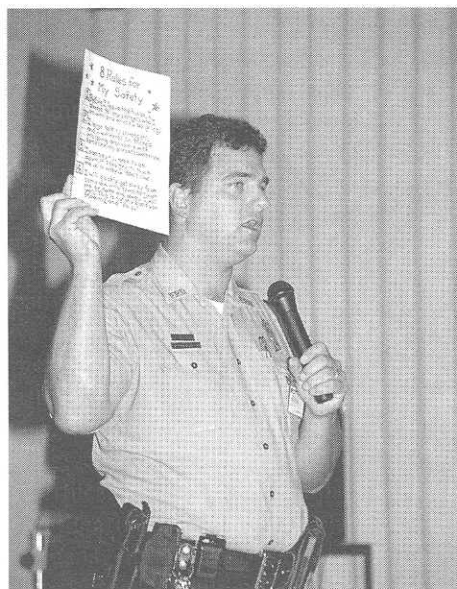
If you have questions or concerns that you would like to see addressed in this column, please contact me at extension 4465 or by electronic mail at **lbuel@fc.** ❏

How to Protect Your Children

On Friday, August 15, E-Teamers gathered in the cafeteria to hear Officer Josh D. Brown, Fairfax Country Crime Prevention Officer, explain "How to Protect Your Children." The Brown Bag Lunch Seminar sponsored by Security gave employees valuable safety tips to discuss with their families. By implementing these safety precautions and keeping the lines of communication open between parents and children, as Officer Brown explained, many of the crimes against children can be prevented.

The first and most vital step is to paint a picture of your own personal safety measures. "Remember," commented Brown, "you are the text book on 'How to Grow Up' that your child is reading." Stressing communication, Brown is a firm believer in parents telling their children what they think and believe. By talking to children, parents are not anonymous people and children will eventually find them approachable. More importantly, parents must learn how to listen. Keeping open communication allows children to entrust their parents with their problems, fears, and concerns.

Brown commented on the rules for a child's safety. Children should know to: tell their parents where they are going and with whom; never talk to strangers; say no to an adult in inappropriate situations; get away quickly when someone tries to touch them; tell their parents if someone tries to touch them; learn not to keep secrets from their parents; and come to their parents when they need someone to listen. Statistically, according to Brown, most threats to children are not from strangers but from someone the child knows. Children should be knowledgeable of these safety tips: say no, get away, and tell someone about threatening or inappropriate situations. ❏


Officer Brown explains to E-Teamers eight ways to teach children how to protect themselves.

Raytheon News

Raytheon Wins $111 Million Contract for Radio Frequency Identification Tags. Raytheon Company announced the award of a $111-million contract by the Department of Defense to Savi Technology, Inc., a wholly-owned subsidiary of Raytheon Texas Instruments (TI) Systems, to supply Radio Frequency Identification (RFID) equipment, software, and services to the U.S. military. Under the contract, the largest single investment ever made in RFID technology, Savi will provide automated RF tags to enable the military services to accurately locate, monitor, and track the status of goods and supplies in real time anywhere in the world.

Assuming that all contract options are exercised, the total contract life will be five years. RFID-based systems, the primary product of the Mountain View, California-based Savi Technology, use two innovative technologies: radio tags, which combine two-way frequency technology and a microchip computer in a package the size of a cellular phone, are used to identify the contents of containers and stored goods. Specialized RF hand-held computers, known as interrogators, are used to "read" the contents of the radio tags. These two technologies are linked to conventional computer databases and hardware to create a complete asset management system. ❏

September 1997 Service Awards
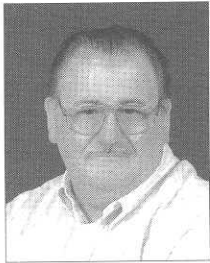
John D. Calloway
Thirty Years
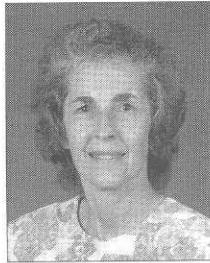
Velva E. Weeks
Thirty-five Years

Fifteen Years
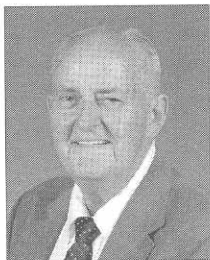Reginald L. Beal
Richard C. Coogan
Barbara J. Tinner

Ten Years
Joy M. Banegas
Lynn I. Davey
Warren E. Groom
Maureen T. Murray
William H. Nebiker

Five Years
Wendi L. Butler
Christine E. Camp
Megan A. Grammen
Andrew M. Haletsky
Dominique R. Huff
Whitney N. Lewis
Gregory R. Moran
William Patience
Louise J. Powell
Nettie M. Shoemaker
Peter H. Wald

Retiree

Sidney D. Honaker
12 Years

Staffing Names in the News

Rehires

Welcome back to the following rehires:

Name	Prior Service
Michele D. Beale	9/84 - 1/86
Cheryl L. Farewell	10/83 - 5/97
Bonnie J. Michael	6/90 - 10/95

Movers and Shakers

Name	Promoted From	Promoted To
Daniel Bezeredi	Test Engineer	Sr Test Engineer
Donnette C. Crone	Prin Financial Analyst	Mgr Financial Analysis
Kathleen M. Dixon	Prin SW Engineer	SW Engineer Supervisor
David E. Etienne	Assoc Electrical Engineer	Electrical Engineer
Marie H. Ferguson	Sr Technician	Jr Test Engineer
Megan A. Grammen	Assoc Financial Analyst	Financial Analyst
Wilfredo M. Leoncio	Sr SW Engineer	Prin SW Engineer
Donald W. Little	Tech - Houston	Sr Tech - Houston
Kimberly A. McCoid	Assoc Bus Analyst	Comm Analyst
Cynthia A. McGaffic	Operations Specialist	Assoc Test Engineer
Joseph H. McLaughlin	Prin Contract Admin	Contract Admin Mgr
Eric B. Thornsbury	SW Tech	Assoc SW Engineer

New Hires

Welcome to all of the new hires who joined us since the last issue:

Name	Coming From	Title & Organization
Daniel E. Abramson	Biocontrol Technology, Inc.	Electrical Engineer–Air Force Systems
Denis Q. Arnesen	Self Employed	Sr Technician–APTI
Albert P. Burgstahler	NAWCAD, Inc.	Sr Systems Engineer–Navy Systems
Chi Chang	Kathpal Technologies, Inc.	Prin SW Engineer–Digital Multimedia Systems
Cynthia A. Cornelious	DynCorp	Security Technician–Security
Angela M. DeLeon	Kelly Temp Service	Sr Clerk–Gvl ISG
Jose A. Diaz	SUNY, Institute of Technology	Assoc Test Engineer–Manufacturing
Monte Ellis	Data Base of DC, Inc.	Computer Operator–Information Systems
Jerrold C. Erdman	Teledyne Ryan Aeronautical	Sr Systems Engineer–HAE UAV Engineering
Jignesh K. Goda	Hughes Training, Inc.	Electrical Engineer–Air Force Systems
Stephen D. Henderson	Dominion Imaging and Recycling	Design Engineer–Special Programs
Bruce W. Jacobs	TRW, Inc.	Sr Systems Engineer–Navy Systems
Clarence N. Jenkins	Electronic Data Systems	Prin Comm Analyst–Special Programs
Reinold C. Johnson	U.S. Air Force	Sr Operations Analyst–Air Force Systems
Sarah J. Jones	Texas Instruments	Prin SW Engineer–Navy Systems
Jonathan H. Lee	EDS	Assoc SW Engineer–Air Force Systems
Jennifer K. Lyday	Kelly Temp Service	Sr Clerk–Gvl ISG
Kathleen M. Mahar	Lockheed Martin Corp.	Sr SW Engineer–Digital Multimedia Systems
Fizza T. Mechtieva	Geological Institute of Azerbaijan	Engineering Technician–APTI
Linda M. Miller	Troy Systems	CM Program Manager–Design Support
Robert P. Miller	SRA Corporation	SW Engineer–Reconnaissance Systems
Nhan-Thuan X. Nguyen	BBN Corporation	SW Engineer–Reconnaissance Systems
Miguel A. Pabon	Hughes Aircraft Co.	SW Engineer–Digital Multimedia Systems
Sami N. Saliba	Teneria Dos Leans	SW Engineer–Air Force Systems
Carole S. Samples	Texas Instruments	Prin SW Engineer–ISG (Richardson, TX)
Earl D. Saulmon	CIA	Prin Operations Analyst–Special Programs
Russell C. Shipman	Software Technology, Inc.	Member of Tech. Staff–Technology Devel
Richard E. Smith	Marine Corps	Security Technician–Security
Cynthia M. Sutherland	Mantech Strategic	Design Engineer–Special Programs
Glen M. Tarasov	Siemens, Stromberg, Carlson	Assoc SW Engineer–HAE UAV Engineering
Jennifer Trendel	Christen Associates	SW Quality Engineer–Quality Assurance
Shannon K. West	VisiCom Labs, Inc.	Graphic Artist (Pensacola)–Training Systems
Franch D. Williams	Self Employed	Prin Systems Engineer–Navy Systems
Xianhua Yang	Quantic Laboratories, Inc.	Systems Engineer–APTI

DAMS Provides Key Capability by Eric Wolf

Pictured next to the HUMV-based TAIS are core team members. *From left:* Dalida Nigro, Jeff Tobak, and Eric Wolf. Additional DAMS support has been provided by Peter Nigro and Rebecca Kreider.

In early 1992, the first licensed copy of the Dynamic Airspace Management System (DAMS) was delivered to the Air Force Special Operations Command. Since that time, additional software licenses have been sold within the Air Force, Army, and NATO communities. Over the last few years, DAMS has been utilized in military exercises around the world; has been out to sea on the U.S.S. *Enterprise*, U.S.S. *Mt. Whitney*, and U.S.S. *Nassau*; and was deployed to both Bosnia and Haiti.

Unlike most Command, Control, Communication, and Computer (C^4) programs, DAMS was developed as an in-house Independent Research and Development (IR&D) product with intellectual property rights remaining at Falls Church. To date, it has been marketed as a standalone Commercial Off The Shelf (COTS) package.

In early July, DAMS was delivered as a key embedded application of the Army's prototype Tactical Airspace Integration System (TAIS). This delivery marks the first time the DAMS was embedded within a C^4 Intelligence program as directed by the customer's program office.

Prior to TAIS, DAMS provided a stand-alone capability for combat airspace management with an emphasis on the three dimensional (3D) display of battlespace. Using DAMS, airspace managers can quickly and easily construct and check airspace for potential conflicts and hazards. In addition to automated conflict detection, the DAMS 3D representation of the battlespace helps to ease battlefield visualization and thus improve situation awareness.

Beyond simply embedding DAMS within the TAIS software architecture, the entire graphics engine within DAMS was replaced to allow for the incorporation of live, real-time air tracks. This new extension will provide users with the ability to view the live air tracks as they fly within the planned battlespace. This significant advancement in functionality will ultimately represent an example of advances in technology driving current military doctrine.

The TAIS prototype development has been a quick-reaction effort which began in late December. Two TAIS shelters, each with four workstations equipped with DAMS, have been delivered to the 4th Infantry Division at Fort Hood, Texas. The systems are undergoing staff drills in preparation for participation in the Army's Division 21 Exercises. The current program has delivered two TAIS shelters. However, current customer requirements call for the ultimate delivery of 120 shelters. ❑

Worth Noting

E-Systems Refurbishes C-130A as a Memorial. Raytheon E-Systems delivered a C-130A reconnaissance aircraft to the U.S. Air Force in Commemoration of its 50th Anniversary. The aircraft was resurrected from the Aerospace Maintenance and Regeneration Center in Arizona, called the "Bone Yard," and flown to Raytheon E-Systems for refurbishment at the Greenville operation. The C-130A is now on permanent display in an air park setting between the National Security Agency and the National Cryptologic Museum at Ft. Meade, Maryland. The memorial was established to honor the "Silent Warriors" of the Cold War who gave their lives for freedom.

The restored aircraft was reconfigured to mirror the Rivet Victor C-130A aircraft that was shot down by four Russian MiG-17's on September 2, 1958, after the unarmed aircraft accidentally strayed into Soviet Armenia while on a reconnaissance mission over Turkey. The aircraft, which had been modified at Raytheon E-Systems in Greenville, then named Temco, had less than 200 hours in the air when it went down. All 17 crew members aboard lost their lives. The dedication of the refurbished aircraft took place at Ft. Meade on September 2, 1997, the 39th anniversary of the original aircraft's loss. ❑

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