

Redstone Rocket

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Training Center of Excellence established at Redstone

BY SANDA MARTEL

An Education and Development Center of Excellence has been established to serve training needs of military and civilian personnel at Redstone Arsenal.

A separate division reporting directly to the director of Personnel and Training, the Center has at its core what was previously the Human Resources Development Branch, Civilian Personnel Office.

Dr. Delia Black is chief of the Education and Development Division, and the TDA organization encompasses the Army Education Center, Army Learning Centers, Education Support Team, Competitive Development Team, Acquisition Work Force Development Team and the Quality Institute.

"The Center designation deals with the larger group of individuals and organizations providing training and receiving training in the community," Black said.

That would include the local colleges such as Columbia, Calhoun, Alabama A&M, Athens, Florida Tech and UAH. It also includes contractors conducting training, other government agencies like Office of Personnel Management, Army Management Engineering College, Defense Systems Management College, for example, as well as professional associations and employee organizations.

Merging all training initiatives under a single umbrella is driven, like so many other things these days, by the need to conserve resources, Black said.



TRAINING ASSISTANCE — Melissa Brodersen, Security Assistance Management Directorate, sitting at left, gets training assistance from Syleria Jarmon, an education development specialist, while Diane Samsonavicius, also an education development specialist, helps Cathy McDermott locate course information electronically.

The new organization was also a recommendation that came out of the MICOM Future Task Force, Black said, noting that the MICOM commander approved the idea for the center's establishment on Feb. 2, 1994 and on April 17 the center was established.

Since training is the single critical element that has been defined over and over by management consultants as the means by which an organization and its people stay competitive and able to function in our changing times, Black wants to make sure that all organizations here become true learning organizations.

"The Quality Institute is the first of what we hope will be many centers devoted to keeping employees up to speed," she said.

The Quality Institute began in 1991 and during the first three years had as its primary mission the conduct of the TQM Consultant Course. It now conducts the Quality Executive Leadership Program and is a resource center with multi-media resources available for checkout.

Managers here have expressed interest in establishing other institutes that would meet training needs in each profession. Other institutes that could be established in fiscal '95 include the following: Logistics (partially established with Logistics University), Acquisition, Technology, Systems Management,

(See Center, cont'd on page 15)

Newly-computerized course has first Redstone graduate

BY SKIP VAUGHN

Test scores mean a lot to today's soldiers. A grade on a standardized Army test can determine whether they can qualify for the specialty of their choice, whether or not they can reenlist, and whether they can get promoted.

Help is available for those soldiers who fail to meet the grade. What used to be called the Basic Skills Education Program has evolved into the Fundamental Academic Skills Training (FAST) program. And computers are the new method of delivering the General Technical or GT portion of the program.

Redstone is among seven Army installations — including six in the continental U.S. and one overseas — testing the computerized GT Preparation program which began in January. The Roach Organization manages the program under contract by Department of Army; and TeKontrol Inc. administers it locally.

"I think the program is excellent. The program is there to help us; it did help me," said Cpl. Gennifer Stokes, Redstone's first graduate of the computerized GT Prep program. She raised her GT score 16 points — from 108 to 124 — well above the 110 requirement.

Now she plans to pursue her goal of becoming an officer. If Stokes doesn't get selected for Officer Candidate School, she plans to apply for another occupational specialty since her current one — Hawk repair — is being phased out. At least now she has a choice of specialties. And she plans to reenlist; the Army had given her an end of service date of November 1994. "But I don't plan on getting out so that's why it was important for me to raise my scores to look better," she said.

Stokes, a member of Headquarters and Headquarters Company, 832nd Ordnance Battalion, is a

**STOKES**

section chief in the Hawk air defense maintenance branch at the Ordnance Missile and Munitions Center and School. She found out about the GT Prep program from some sergeants with whom she works, and went to the Education Center to apply. She saw Tressie Stout, an education counselor, who gave her a form to fill out. It had to be signed by her supervisor, to approve the allotted time she could spend at the center, and by her company commander. After the forms were completed, Stokes was referred to Jeannette Chaney, the FAST lab manager.

Stokes worked hard for three straight weeks in April on the GT Prep program — for eight hours a day Monday through Friday. She used the computer to work on her math skills, paragraph comprehension, and vocabulary. She also had timed written exercises. "You go back and forth. You work on the computer then you're doing timed exercises," Stokes recalled. On April 26 she took the Armed Forces Classification Test, which included the GT and other categories, with dramatic improvements from her previous scores.

"It just opens up a lot of doors for me," Stokes said, referring to her plans to become an officer, reenlist and possibly reclassify her specialty — maybe to communications, intelligence or electronics. Her test scores make all that possible. Stokes, 27, from Columbus, Ohio, joined the Army in November 1990. She has been at Redstone since January 1991; she went through advanced individual training here from January to August 1991, and has been stationed here ever since. She and her husband, Terry — a material handler and forklift operator at Gold Star — have two sons: Terry II, 4, and Terae, 2.

She expressed appreciation for her supervisors allowing her to spend her workdays at the Education Center for three weeks in April. These include SFC James Johnson, her immediate supervisor at work, and SSgt. Ken Cour, her platoon sergeant. Most of all Stokes appreciates the support of Jeannette Chaney, the FAST lab manager, who got her started on the computer, encouraged her and administered the timed exercises. "She was always there to help support me," Stokes said.

Chaney says Stokes deserves most of the credit for this success story. An employee of TeKontrol, which is

(See Graduate, cont'd on page 17)



Mowers respond

Editor:

Reference "Customer service" letter published in the May 4 *Rocket*. I do not normally respond to such comments but in this case, I feel it is justified.

1. The building referenced is building 3644, a new building that is not on the contract drawings.

2. The area was mowed and the mowers cut as close as possible (10-12 inches) to the self-help installed items without striking the mulch or borders.

3. I am the project manager, not the project engineer, and the building custodian has my card with my name, title, organization and phone number on it.

4. I did not produce a copy of the contract. I had a copy of the letter of instructions from the Expanded Self Help Center dated March 3, 1992, with paragraph "i." (page 3) highlighted. It states that "When landscaping projects are undertaken, the watering, fertilizing, grass cutting, edging, weeding and pruning must be a part of the overall project. If the landscaping project interferes with the existing government mowing contract, project participants will mow and clip grass to maintain a neat and clean area."

5. Paragraph "4.b." (page 2) of the LOI requires prior approval of the plan to landscape areas; and from the location of some of the plants, I have my doubts that this approval was given as outlined in Paragraph "5.g." and Paragraph "7.b" (4), (5) and (6), page 5.

We do know the meaning of "Customer service" and we also know the difference between profit and loss. Our organization takes great pride in the standard of services that we are contracted to do and I think this is attested to by the overall excellent appearance of the Arsenal. The statement was made, "You are already here and it will only take you a few minutes to trim these items." This is true, however, building 3644 is only one of more than 2,000 buildings on the Arsenal and a few minutes spent twice a month for eight months one-half of these buildings is an expense that no contractor can absorb. At the request of Directorate of Public Works in September 1991, I spent eight days evaluating the installed self-help projects to determine the cost of maintaining them under the present contract. At that time there was less than one-third of the self-help projects in place than there is now. The estimate was given to DPW and I was later told that the money was not available and that the LOI from Self Help dated March 1, 1990 would be enforced and that I was not to trim any of the self help projects.

In reference to the work force in MICOM, if the goals of Total Quality Management and Army Communities of Excellence are expected to be met, a good

starting place would be to read and follow instructions on all endeavors and stop blaming someone else for the problems that are self inflicted.

Douglas A. Johnson
Project manager,
ANV Enterprises Inc.

Hospital care

Editor:

I would like to inform the personnel at Fox Army Community Hospital that it is not a "Free Clinic." I have served 24 years in the military faithfully. That was my part; medical care was part of the government's half of the deal. I am suffering from a painful medical condition (the Army doctors tried to correct it once and botched the surgery), and have been told it will only take three, maybe four months for them to arrange an appointment to have someone look at it again. Thanks. My wife, whose foot is so sore every morning she can't walk, was told, not an emergency, come back in 19 days and we will see you. Nice; first there will be a wait for X-rays, then the twice weekly visit by the doctor, who of course will be booked for the next two months. Do we have to wait for the ship "Hope," or Doctors Without Borders to make an appearance? Call the hospital as the dependent of an active duty servicemember. A non-medically trained operator takes the complaint. No follow-up questions, and a doctor will call and diagnose your condition (hopefully that day) over the phone. Terrific; except what about diseases like Meningococcal Meningitis — which has the same symptoms as the flu, until it's too late. Ask me I know; my 17-year-old son, who was in perfect health, died in 41 hours. We can do better.

CWO 3 Lindy Tagliaferri

(Editor's note: Col. William Wong, commander of Fox Army Community Hospital, signed the following response. "It is extremely difficult to address you and your wife's medical concerns without medical records. Although our patient representative position has been vacant, we do have knowledgeable 'stand-ins.' The headquarters staff at Fox (myself included) always have time to speak to our patients about any aspect of their care. Presently our X-ray department does not have 'any wait' for patients requiring urgent or emergency films. All emergencies are seen immediately and was one of the main reasons for me to keep our ER open 24 hours a day. Yes, we cannot obtain physicians appointments as easily as we want. During the next two years the Army is reducing the medical corps from 5,500 to 4,600. The first of these reductions is this summer. There will be 900 less physicians! Nurses and medical administrators already have been hard hit with forced early retirement. This is not an excuse but harsh reality! My job has been to juggle decreased personnel and resources so as to continue to provide the quality care that you deserve. Through innovative measures our staff will plus up our medical corps military strength by one as well as hiring several civilian physicians.

"The telephone system you mentioned is not perfect but we are working hard to make it better. Our recently installed 'help desk' was instituted so that you could talk to a physician or nurse. The idea was to reassure patients that did not need to be seen immediately and make same day appointments for the others. Any questionable case is told to come in to the ER.

"We at Fox want to accommodate you the patient whether active duty, retiree, or dependent. Please feel free to call and discuss your medical concerns with me."

Grateful secretary

Editor:

In reference to the "Secretary blues" letter in *Redstone Rocket* May 4... I am also a secretary who is assigned to the Electrical Standards Laboratory, U.S. Army Primary Standards Laboratory Directorate, U.S. Army Test, Measurement and Diagnostic Equipment Activity (USATA). This directorate and activity has treated me (and I presume the other secretaries in the activity) with as much respect and consideration as I could possibly ask. There were no questions asked when I changed to the AWS schedule and it has been a blessing to have that day off just to enjoy my husband (a recent retiree), children, and grandchildren.

Recently, in a three-week interval, I had a death in the family (out-of-state), a daughter who was diagnosed with a contagious virus, and another daughter presented me with a seventh grandchild. Needless to say, I have been away from my job more than usual in

one interval, and feeling guilty. As I was sitting in the front office for the directorate secretary who was on training, I was feeling sorry for myself and telling our director my troubles. His words as I recall were, "Mother, you take care of your family and don't worry about things around here. That is what annual leave is for. We'll manage."

I have always been blessed with great immediate supervisors and my newly elected one has been just as understanding. After deciding I could use a few days rest and again dreading asking off so soon after being off for my family's needs, I got enough nerve to ask. His words were, "I hope you enjoy yourself. You deserve the rest." Having such a pleasant working environment, great co-workers, and understanding supervisors, does ease the stress and strain of my job.

As I get closer to retirement age, I realize some lucky employee will be taking over my job. I wish "Name withheld by request" could be the one. I wouldn't have to wish her good luck. She would already have it. This is one secretary who was not only honored on Secretary's Day but is honored every day to work for an organization such as USATA. Thanks one and all.

Mary T. Nelson
Secretary, Elec Stds Lab
USAPSLD, USATA

Pedestrians

Editor:

This letter is in reference to the May 4 letter concerning people who walk on the roads while out for their lunchtime strolls. I too have experienced this while driving on the Arsenal. I recently moved here from another installation and I am appalled at the behavior of pedestrians here. They seem to defy anyone to make them move from "their space" in the road. Pedestrians have stared at me as if I am trespassing on their land when I approach them in a vehicle! I have never seen such behavior anywhere else and I would not be surprised to see an accident.

Name withheld by request

(See Letters, cont'd on page 3)

Sign your letter

Letters will not be considered for publication in the *Redstone Rocket* unless they are signed and contain an address or phone number for the writer. Names are withheld on request but unsigned letters will not be used. Send letters to: *Redstone Rocket*, AMSMI-IN.

Commander's letter: Military spouse day

The Army has designated Friday, May 13, 1994, as Military Spouse Day. On this day, we recognize and honor a most important member of the Army team — the spouse of the soldier.

From deployment, through permanent change of duty moves and downsizing, our spouses provide the stability of home life and encouragement to the soldier needed to meet any challenge. Our dedicated husbands and wives represent the best of the military lifestyle.

Army spouses have a long tradition of community involvement, from employment in the local economy to thousands of volunteer hours to assist local agencies, organizations, and their fellow military families. They fill our installation with a sense of purpose and commitment.

There is no way to thank these wonderful people for their involvement, enterprise, and sacrifices for us and for our country. Therefore, we honor them on this special day.

On behalf of the entire Redstone Arsenal community, I am proud to recognize the military spouse as a vital element in the defense of the United States of America.

Maj. Gen. Joe Rigby
Commander,

MICOM and Redstone Arsenal

(Editor's note: On May 13, the Post Exchange will sponsor a Military Spouse Day celebration with carnations presented to spouses and door prizes. All military spouses are encouraged to stop by.

In addition, the Commissary and Nabisco are sponsoring a Spouse Day Shopping Spree Sweepstakes. Winners, selected from a drawing by Nabisco management, are to be notified May 11; and the shopping spree will be held at the Commissary at 8:30 a.m. May 13. The first place winner will be allotted one and a half minutes to go through the commissary filling their cart or carts with available merchandise. The second place winner will be allotted one minute.)

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Army regional training center opens in Huntsville

The U.S. Army Management Engineering College opened a Southeast Regional Training Center in Huntsville's Research Park West with a ribbon cutting ceremony May 4 at its new facility in the Cray Building on Explorer Boulevard.

AMEC is headquartered in Rock Island, Ill., at Rock Island Arsenal and its mission is promoting business practices, productivity and quality improvement in the federal government.

It will work closely with the Education and Development Center of Excellence in fulfilling training needs in the local Redstone community, said Jack Pryor, president.

AMEC has an objective-oriented curriculum in management engineering techniques which includes the design, application and implementation of mathematical, physical and social science skills with the principles and methods of engineering analysis and design used to produce and evaluate results. AMEC also conducts applied research, consulting, and software and multimedia product development services in each curriculum area.

AMEC also has regional offices in St. Louis, Denver, San Antonio, Texas, and Washington, D.C.

Pryor said 87 percent of AMEC's students are DoD civilians, primarily GS-12-13-14, some GM-15, SESs and general officers.

The college has been open for about six weeks now and has two permanent staff members, A. Derrill Watts and Roy Smith.

Many of AMEC's courses are taught by contract instructors, said Hope Gardina, AMEC marketing director. Beginning in fiscal '94 the college began charging student tuition as part of its transition to fee-for-service. Some student tuition is prepaid by the Defense Acquisition University for mandatory courses, but most is paid for by the student's organization at time



TRAINING CENTER LAUNCHED — Col. Bruce Block, Missile Command chief of staff, cuts the ribbon to open the AMEC Southeast Regional Training Center on May 4. Assisting from left are Wtts, Col. Christopher Stratton, MICOM director of Personnel and Training, and Pryor.

of enrollment with a DD Form 1556, Military In-departmental Purchase Request.

For more information about AMEC or to receive a catalog, call the marketing office at 800-399-3632 or DSN 793-0449.

AMEC is an entity of Army Materiel Command, Pryor said.

The Southeast Regional Training Center is in the Cray Building, 994-B Explorer Blvd., room 1, telephone 895-4419.

DFAS people here may have to move

The 220 civilian workers of the Redstone office of the Defense Finance and Accounting Service (DFAS) face an uncertain future after DoD decided May 3 to

consolidate DFAS activities in 25 regional offices and centers throughout the U.S.

Redstone and Huntsville were not among the 25 sites named by Department of Defense. DoD told the media that work and remaining people of other current DFAS locations would eventually be moved to one of the 25 sites.

DoD said it had identified about 46,000 federal employees at either DFAS or in other DoD organizations who now perform finance and accounting missions that will be consolidated under DFAS. When consolidation is complete, that workforce will be cut in half, DoD said.

There was no immediate indication of where local DFAS missions would be moved or when.

Formerly a part of MICOM, Redstone Arsenal's DFAS Office was established a year ago. It handles civilian pay, travel and finance and accounting for all DoD elements in the Redstone/Huntsville area.

Huntsville and neighboring communities had hoped to gain a regional DFAS office or center in the consolidation study which went on for more than two years. At one time, Huntsville was named a finalist in a national competition after the city offered DFAS administrative space in research park for up to 4,000 people on a dollar a year lease.

On May 5, the city council adopted a resolution proposed by Councilman Richard Showers calling upon the Alabama congressional delegation to work with DoD in an attempt to keep the existing DFAS office and people at Redstone.

Letters

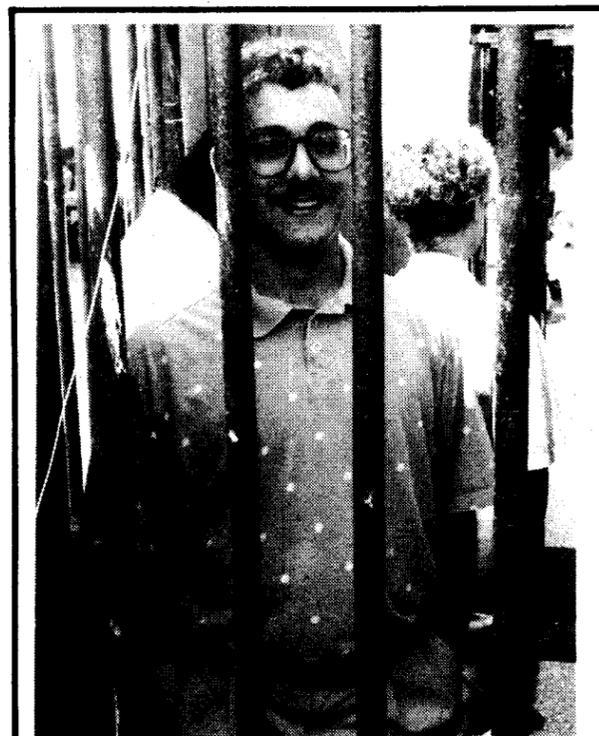
(Cont'd from page 2)

Union membership

Fellow employees:

Do you feel like you are not playing a big enough part in all the changes that are going on around you? If so, you might be interested in knowing that AFGE Local 1858 is building a partnership with the U.S. Army and would be delighted to have you on our team. If you would like to work side by side with management professionals in making the Army a more efficient, effective and productive operation, we would appreciate your help. We are the American Federation of Government Employees (AFGE) Local 1858 and we remain committed to making the U.S. Army "the best it can be." If you are not a soldier in the Army, then we would like for you to be in the AFGE. If you are interested, contact me.

Jerrell B. Justice
Membership chairman,
AFGE Local 1858
Telephone: 955-3452



'JAILED' ENGINEER — Samuel Mills, an electrical engineer in Advanced Sensors Directorate, is in good spirits while serving time in the AER Jail fund-raising activity. This was among the activities during the Research Development and Engineering Center's fun and games benefit May 5 to raise money for the Army Emergency Relief campaign.

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Software Engineering gets 'A' in process improvement

BY SANDA MARTEL

A team in the Software Engineering Directorate spent last week assessing the directorate's software capabilities and presented its results to the director and all employees on Friday.

The appraisal team was a result of an initiative undertaken in 1991 to improve SED processes, said Jim Reeb, team leader. A Strategic Action Plan was developed to define software process improvement effort goals, activities to support those goals and a vision statement.

SED is working toward improvement based on the Software Engineering Institute (SEI) Capability Maturity Model for software development.

SEI is a federally funded research and development center based at Carnegie Mellon University and managed by the Advanced Research Projects Agency. SEI's mission is to provide leadership in advancing the state of the practice of software engineering, thus improving the quality of systems that depend on software.

"With increasing budget cuts, we must continuously improve our process of software development in order to provide a quality product in a more efficient manner," said William Craig, director of SED.

Some 50 SED employees, as well as EER and SAIC contractor employees, were involved in the interviewing, questioning and recording of results.

The team found that in all five key process areas, which include project planning, project tracking and oversight, configuration management, quality assurance and requirements management, the directorate was satisfying requirements, Reeb told the group.

"SED has a unique combination of resources, diversified skills, facilities, technical/tactical equipment



APPRAISAL TEAM — The team poses after it presented the results of its findings to the Software Engineering Directorate Friday. Sitting, from left, Jim Reeb, Willie Fitzpatrick, William Craig, Bob McFeeley, Jackie Langout. Standing, from left, are Jay West, Steve Masters, Daryl Davis, Breck Kelley, Daniel Duck, Wayne Heckler, Larry Myrick, Riley Henderson, Dick Stutzke.

and long-term contracts. It also has an enthusiastic staff, committed management and a shared vision," the report indicated.

"I'm hearing the results for the first time here today," Craig said, adding that he was personally pleased on what the team results mean to the organization.

"By implementing our software process improvement effort we will improve as an organization and as individuals," Craig said.

The Software Engineering Directorate has about 350 government and contractor people responsible for developing and improving software that operates PEO managed missile systems from Redstone.

The Software Engineering Institute is funded by Congress and operates under a mandate to assist government agencies update all software.

SED has a cooperative effort with the University of Alabama in Huntsville in curriculum development.

Supply clerk marks 50 years of government service

On May 2, George Crutcher celebrated his 50th year as an Army civilian employee on Redstone Arsenal.

TMDE Activity held a reception in his honor and presented him with a certificate and 50-year pin. Crutcher, a supply clerk, has worked about eight years at Test Measurement and Diagnostic Equipment Activity.



CONGRATULATIONS — Crutcher, left, is congratulated by Hamm.



PRESENTATION — Crutcher receives a certificate and 50-year pin from Chen.

"All of it's been here," he said, describing his years of government service. "Huntsville (Arsenal) and Redstone (Arsenal) — it used to be separated."

Crutcher, 70, is a Huntsville native. Asked how long

he plans to work, he said, with a laugh: "I don't know. I just might quit anytime."

He has two sons and five daughters; his wife died about a year ago. One son works at Marshall Space Flight Center, and the other is a soldier. David Crutcher supervises the post office at Marshall; and Sgt. Willie James Crutcher is stationed in South Carolina.

Crutcher's co-workers at TMDE congratulated him on his half century of government service. "Every morning, we talk as he comes in," said Dennis Hamm, an electronics technician for TMDE's engineering division. "I don't know what we'd do without Mr. Crutcher out here."

Peter Chen, deputy director of TMDE Activity, presented the certificate and 50-year pin. The certificate, in recognition for 50 years of government service, was signed by Gen. Leon Salomon, commander of Army Materiel Command.



The Volunteer Center of Huntsville and Madison County

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Customer service corner: MICOM Safety Office

BY PAM ROGERS

The MICOM Safety Office is a small staff office which has been in the business of helping people for many years.

There are three main areas of concentration for the office: installation safety, system safety and radiation protection. In years past, a person who worked in the safety office served as an inspector.

For workers in the MICOM Safety Office, improving customer service began with a shift in mindset. "We were sometimes seen as saying to people, 'you have a problem and you need to fix it,'" said John Frost, chief of the System Safety Engineering and Radiation Protection branch.

When matrix support began several years ago, that attitude began to change.

These days the office takes a proactive approach to

safety, working with people to solve their problems, helping to improve designs to make them safer, and engineering weapon systems for safety.

"MICOM's system safety program, the first in the Army, tended to be a look-over-your-shoulder, gate-keeper kind of organization," Frost said. It was formed after a 1958 accident involving the Nike Ajax missile in Sandy Hook, N.J., left several people dead.

Army leaders decided they needed an entity to look after system safety; "someone not tied into the rush to get weapons fielded," Frost said.

System safety now focuses on the use of safety analyses on "lessons learned" to help project managers design the hazards out of systems from the start.

For example, the Redeye, precursor to the Stinger shoulder-fired missile, had a problem that sometimes

made it fly off in a random direction. The lesson learned in correcting the problem was used when the Stinger was designed, Frost said. And it has worked.

Recently, safety engineer John Schmidt, who supports the FAADC2I program, inspected some equipment and found it too heavy to lift safely. He worked with the project and the contractor to develop a lifting bracket to correct the problem.

Joyce Kuykendall handles all safety matters related to lasers, radio frequency and radiation source. In addition to preventing hazardous situations in radiation environments, Kuykendall frequently responds to short notice requirements for radiation surveys or assessments, whether it be radiation or other customer needs.

"We respond as quickly as possible if there is a problem," Frost said.

Installation safety covers a wide range of situations, and in many cases workers are dealing with people who are already having a safety problem, according to Bryan Lorge, chief of the installation safety branch.

"Part of our customer service efforts is learning how to deal with a customer who is already frustrated. We try to help them along, and work with people to come up with a solution," he said.

One example involves the rigorous safety standards and inspections imposed by the Army on family child care homes, according to Dian Avery of installation safety.

"A lot of caregivers are a little intimidated. They have the attitude that if the inspector sees something wrong, they're out of a job," she said.

"I try to allay their fears — a lot of the quarters are old and it's difficult to meet the requirements," she said. Avery works with the caregivers to find ways to meet the standards ensuring quality and safe child care for the Redstone community.

And finally, the office has come up with a safety handbook that guides the safety representatives for all Primary Organizational Elements through what should be done in different situations, including safety promotion, office safety inspections, supervisory and employee responsibilities and video display terminal safety.

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Fort Benning wins top ACOE award

WASHINGTON — A major Army installation noted for its top-rated services and facilities has excelled again for the people who live, work and recreate there.

As a key performer in the annual competition called Army Communities of Excellence, Fort Benning, Ga., takes top honors from the Army chief of staff, and in the process it receives the Defense Department's Commander in Chief's Award for Installation Excellence.

ACOE program manager Larry Black noted that Benning's latest monetary award of \$1.5 million is expected to be plowed back into the installation's projects for improving the quality of life of Benning-based soldiers, civilians, family members and retirees. The competition during 1993 was as keen as ever, Black said, adding that it once again showed how dozens of Army communities worldwide, active and reserve, can marshal their resources, skills and initiative toward the ultimate recognition for excellence. (Arnews)

Huntsville corporation wins defense contract

WASHINGTON — U.S. Rep. Bud Cramer, D-Ala., announced May 4 that Dynetics Inc. of Huntsville will serve as prime contractor for a \$128 million defense contract with Redstone Arsenal.

Cramer said Dynetics will provide analysis of air defense systems and engineering support services for the Defense Intelligence Agency's Missile and Space Intelligence Center (MSIC).

"The people who work for Dynetics and its team of subcontractors will bring a wealth of experience in intelligence analysis to MSIC," said Cramer, who serves on the House Permanent Select Committee on Intelligence.

The congressman said the contract will be performed in Huntsville. The contract will provide more than 120 jobs with potential growth of over 400 total jobs. The contract lasts three years with two one-year options. The total ceiling value of the contract is \$167.5 million.

Dynetics President Dr. Marc Bendickson said many of the contract activities will be consolidated at a \$3 million air defense engineering facility scheduled for completion by this fall. The facility will be adjacent to Dynetics Headquarters in Cummings Research Park.

As prime contractor, Dynetics will be assisted by a team of 12 subcontractors: Boeing, CBG, DESE Research, GTRI, HRB Systems, Lockheed, LRI, Nichols Research, Sparta, Radian, Teledyne Brown, and Tera Research. (Press release from Cramer's office)

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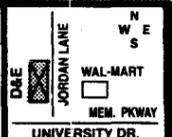
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Redstone Quality Institute trains Madison city managers

BY SKIP VAUGHN

When the commanding general invited the Madison mayor and his department heads to use the Redstone Quality Institute, the mayor took him up on the offer.

Mayor Chuck Yancura and 15 members of his staff took a two-day course at the Quality Institute May 3-4, and planned to use the strategic training they received in managing the operations of Madison.

"We're using the Quality Institute to work on long-term strategic planning for the city of Madison. I'm also using this for staff development," Yancura said. After the two-day course, he and his staff planned to meet for three more days back at Madison to apply what they learned.

After he and his staff complete their strategic plans — "Madison Vision 2001" — they will take those plans to the city council for its input.

"Using this (strategic planning) method, we are trying to determine what is the most important thing; and so far we've determined economic development — bringing in businesses," Yancura said.

The 16 Madison officials who received training at the Quality Institute included the mayor, his department heads and some of his assistants. They represented public safety (fire and police), municipal courts, finance and revenue, public works, recreation, city clerks, and personnel (human resources).

They took the Quality Executive Leadership (QEL)-Executive Support Workshop which was instructed by Ed Goad. By Redstone offering this training opportunity to Madison officials, Yancura sees this as an example of "how government entities can work well with one another."

"This opportunity to come here was extended to me by Gen. Rigby at the ribbon-cutting ceremony to open this facility. Of course I'm going to take advantage of that," Yancura said. "It's staff development and strategic planning."

This was the ninth time the QEL course has been given since it was introduced in January by the Quality Institute. Usually there are about 20 to 25 students per class, representing Redstone managers. The two-day, QEL-Executive Support workshop is for directors of organizations; and the two-week, QEL-Quality Implementation Leadership Tools course is designed for middle managers. "These give them the tools that they need to make TQM (Total Quality Management) hap-



MADISON LEADERS — Some of the Madison officials taking a two-day course last week at the Quality Institute include, from left, Skip Adkins, public works director; Beth Yell, assistant department head in municipal courts; Yancura, the mayor; and Mike Cassell, recreation director.

pen in their organizations," said Morton Archibald, a TQM consultant at the Quality Institute.

"And the whole idea," added TQM consultant Margaret Whitlock, "is to integrate and align MICOM so we can survive basically as a world-class operation."

Maj. Gen. Joe Rigby, commander of the Missile Command and Redstone Arsenal, cut the ribbon March 2 to open the Quality Institute at its new location, 5021 Bradford Drive in Huntsville. It originally was located in "Tin City" off Patton Road on post; and then stayed for a while in an interim location at the Cray building off post.

The Missile Command's Human Resource Development Branch established the institute, with Joan

McWilliams as director, in 1991 to support the command's training plan for Total Quality Management implementation.

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Public Works team improving job order system

Editor's note: The process action team at Directorate of Public Works provided the following article.

Does it take you longer to get an improvement project accomplished at your job site than at your home? Well, if your answer is yes and you work at Redstone Arsenal then you are not alone.

The Directorate of Public Works has been aware of this weakness for some time but has not had an effective mechanism in place to analyze and improve the process. Driven by declining resources in an era of downsizing and an increased emphasis on customer service, the directorate established a Process Action Team (PAT) to evaluate the job order request (JOR) process and implement improvements. The JOR PAT was chartered in July 1993.

The PAT's objective is to develop both long and short term improvements to the JOR process. This objective may seem simple but when the PAT looked at the total JOR process they found dozens of sub-processes, over 70 potential problem areas and an active list of 2,500 ongoing JORs which must be processed. Since July 1993, the team has completed Team Action Skills and Quality Action Teams training, flow charted the JOR process, developed a list of potential problems, and started gathering data on selected areas.

So, what are some of the problems with the JOR process? To date, the PAT has identified five key problem areas which must be addressed: procedures, prioritization, tracking, training/education and funding cycle.

Based on recommendations from the PAT, the Directorate of Public Works has already made some changes. This month the job status report will be made more user friendly and a single point of contact within the directorate for JOR inquiries will be established. These were two problem areas identified by the team's customer consultants where improvements could be implemented in the short term.



IN SESSION — Conducting a meeting are process action team members, clockwise from left, Hunziker, Shelton, Meyer, Buchanan, McVay, Kirksey, Lusk and Manis.

Long-term goals of the PAT are to improve the tracking system for JORs, make the JOR database accessible to its customers, improve Directorate of Public Works' internal procedures and better educate the directorate's employees and customers. All these areas will be addressed over the next six months with implementation of improvements occurring as they are identified. The directorate's customers should start to see noticeable improvements in customer service as these actions are implemented.

By focusing on its customers' needs, the directorate has taken the first step and is committed to providing Redstone with the best service possible. The PAT welcomes comments and suggestions for im-

provements. Please provide them to any PAT member.

PAT members include Rick Lusk, Rick Manis, Bob Hunziker, Terry Shelton, Kevin Meyer, Jeanette McVay; Keith Kirksey, team leader; and Sandra Buchanan, facilitator. Directorate of Public Works' consultants include Herb Plyler, Anita Harrison, Ronnie Brooks and Arthur Murtha. Customer consultants include Dave Ancell, BAMSI; Phil Carmack, Redstone Technical Test Center; Trisha Golden, Acquisition Center; Nadine Patterson and Donna Cruise, Redstone Arsenal Support Activity; and John Mills, Research Development and Engineering Center.

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A dog's life: Military working dogs assist in police work

BY KEN McCOOEY

They can find hidden drugs or explosives or aid their military police partner in an arrest by tracking and chasing down a speedy criminal. These are not superhuman beings or aliens from another planet, but are the dogs used by the MPs in the Military Working Dog section.

The MWD section is a part of the MP platoon here at Redstone Arsenal. The dogs there are trained to do a variety of missions to assist their handlers in police work.

"There are three basic types of military working dogs," said SSgt. Dwight Atkinson, kennel master for Redstone Arsenal's MWD section. "Control, which are attack type dogs, can do building searches, building scouting, tracking and riding around on patrol with their handler.

"We have explosive and control, in which the dog is trained to do control work," Atkinson said. "He can find 11 different types of explosive agents or explosives that were planted. Then we have narcotics detection dogs, which are control and narcotics. The dog can pick up four different odors: marijuana, hashish, cocaine and heroin."

Unfortunately, the dogs do not begin life with all these fantastic abilities. To learn all these skills they must go through training at Lackland Air Force Base in San Antonio, Texas. If they successfully complete their training, they will be used by MP units.

"First the dogs go through control training," Atkinson said. "Then after that they go through explosives or narcotics detection training which can last from a year to a year-and-a-half. If they flunk out of one of the detection courses they just stay control dogs. If they flunked control and detection, then the dog is gotten rid of."

The Army will not accept just any dog to be a military working dog. The dogs must be of a certain breed, at least one year old and be healthy in order to be selected for the program.

"The Army has buy teams that can get dogs from local communities," Atkinson said. "They will bring the dog down to me as the kennel master and I'll take the dog through evaluation. The Army also sends buy teams to Holland to pick dogs out, they also have veterinary teams inspect the dogs and then they bring them back.

"Most of the dogs here came out of Holland," Atkinson said. "They have been going with the Belguim Malinois and phasing out the German Shepherds. The Malinois have been easier to get out of the school and dual trained very quickly."

Being a handler is not as easy as walking into the



MP DOG SECTION — Sgt. Maj. Michael Pierce, far left, Army Materiel Command sergeant major, visited Redstone Arsenal April 21 and was given a tour of the Military Working Dog section. Posing with Pierce are, from left, Sgt. Kevin Wilson and his patrol dog Arco, SSgt. Dwight Atkinson, MWD kennel master, and Sgt. Steven Dulak.

MWD section with your favorite pooch. The handlers all have to take a special course in order to be qualified to work with the dogs.

"To get involved with working dogs, you have to have one year experience as an MP," Atkinson said. "Then you have to volunteer to get in the program. It's a six week course at Lackland AFB for control dogs. The Army will be going to a double phase next October which means you go through detection. For cost effectiveness the Army is trying to make the courses all into one."

Being a handler involves more than just completing a training course. The dogs require everything from upkeep of their kennel runs to weekly training to remain in top physical and mental shape.

"About 30 hours a week are put in with the dogs," Atkinson said. "That's by Army Regulation 190-12. Plus there is four hours of training if he's a control dog. If he's narcotics or explosives trained that's another four hours. So that's eight hours if you have a dual dog.

"On a typical day a handler comes in and cleans out

the run, checks the dog, and start training," Atkinson said. "After that he comes back, does the records, then area beautification, and more training with the dog.

"If an MP has patrol with his dog he will groom the dog, get his supplies together, inspect the vehicle, go to the Provost Marshal's Office and pick up a weapon and then go back to get the dog and hit the road," he said.

Handlers just can't come into the kennel and decide which dog they will take out with him that day. Each dog has his own handler so as to gain a sense of familiarity between the handler and his dog.

"The handler needs to know what the dog is capable of doing," Atkinson said. "If you just have a handler pick out a dog, he won't know what the dog's response is. The dog might not respond to a different handler."

Although the MPs don't expect their canine counterparts to be superheroes, they do expect them to perform the duties an MP can perform. "Anything an MP can do, that dog should be able to be at his side and work with him," Atkinson said.

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Hazel Green Junior ROTC students try Army hardware

BY SKIP VAUGHN

The chatter of teen-agers and the honking horns made the gravel lot filled with Army tactical vehicles seem like a shopping center parking lot on a Saturday night.

This was the scene when members of Hazel Green High School's Navy Junior ROTC unit visited the Maintenance Test Procedures Branch May 4-5. Half of the students visited May 4, and the other half visited May 5. The branch, located at building 3629, is part of the Integrated Materiel Management Center.

The students had the freedom to climb in and push buttons on such hardware as TOW, Bradley Fighting Vehicle and Chaparral. "They're actually going to get to put their hands on it, operate it, look through it, get the feel of everything," said Rick Hall, supervisor of the maintenance test procedures branch.

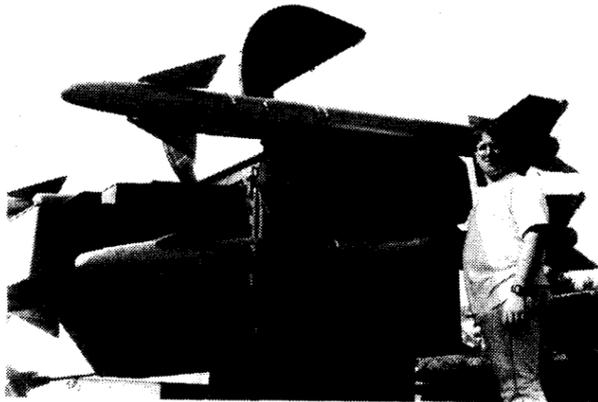
Russ Beshirs, a retired Navy commander, serves as the Naval science instructor at Hazel Green High. This is the first year for the school's Junior ROTC program. It has 120 of the school's approximately 880 students.

"We're probably going to try to get students out here once a year," Beshirs said, referring to the Redstone visit. "We're trying to show these folks the armed services have got a future for them if they really want it."

At least some of the students have already decided to make the military their future. Thomas Messer, 17, a Hazel Green senior and cadet ensign in the program, has enlisted in the Army on delayed entry. On July 14 he will be going to Fort Sill, Okla., and then to Fort Bliss, Texas, for advanced individual training; he has signed up for four years. "This is my MOS (military occupational specialty) when I go in the Army," Messer said, pointing to a shoulder-fired Stinger which he had the chance to aim during the visit.

Bunmi Olugbode, 16, a 10th grader and cadet petty officer 3, said she plans to enter the Navy. Asked what she thought about the Army hardware, she said: "It's interesting, I guess."

"Hey, how come this horn don't work?" asked Eric Scott, 16, from the driver's seat of the Chaparral vehicle parked in a row of tactical vehicles. A ninth grader, he is a seaman apprentice in the program.



ATOP CHAPARRAL — Williams, a cadet chief petty officer from Hazel Green High, stands atop a Chaparral vehicle during the Junior ROTC group's visit May 5.



FUTURE STINGER GUNNER — Messer aims a Stinger during the Junior ROTC group's May 5 visit. Hall, right, provides assistance.

Leadership Academy at the Naval Air Station in Pensacola, Fla. "Our best four or five cadets will be put in a program with cadets from throughout the southeastern part of the United States, put them with Marine Corps drill instructors," Beshirs said.



SPECIAL OLYMPICS — Angel Shaneyfelt, left, from Highlands school and Ashley Hardest from Hazel Green school, stand with Sgt. Maj. Michael Pierce, Army Materiel Command sergeant major. Pierce stopped by the Huntsville-Madison County Special Olympics April 21 as part of his visit to Redstone Arsenal.



SPRING FLING FUND-RAISER — After serving 300 lunches to other IMMC folks at Thursday's "Spring Fling" at building 5681, Ron Bickle, left, gets to eat, too. Paul Crawford, right, helped with the bratwurst, Polish sausage and jumbo franks. The Spring Fling's lunchtime activities, held by members of the Integrated Materiel Management Center, raised more than \$2,500 for the Army Emergency Relief campaign.

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Reserve Seabees have successful mission to Spain

Editor's note: The following article was provided by the Naval Mobile Construction Battalion 24.

"The deployment was good for everyone," said BU 1 Terry Lenning, NMCB-24's detachment petty officer in charge of the nine-man detail sent to Camp Mitchell, Naval Station, Rota, Spain. Their mission: "Augment support to active NCF units on base projects during the period 15 Nov. to 1 Dec. 1993."

NMCB-24's detail was tasked with five projects by active battalion NMCB-133 including work on the Enlisted Mens Club, Public Works Department, Airfield Terminal, and Camp Fire Station, as well as building five seahuts for a Boy Scout camp on the base. The "detail-type" projects allowed the men to transfer strong carpentry, drywall, stucco, acoustical ceiling, as well as floor and ceramic tile finishing skills to junior NCB personnel.

"The men of NMCB-133 accepted us well and made good use out of our skills," said BU 1 Charles Barnes, who took care of air conditioning problems at the base. "They kept us busy and we were treated as a part of the active duty battalion. They're one of the outfits that went into Northern Iraq during Desert Storm and we enjoyed hearing about the experiences they had over there."

In addition to a successful working relationship with the active duty Seabees, the detail is proud of their Rota accomplishments.

"BU 1 Harold Edwards laid about 4,000 square feet of tile at the camp fire station," Barnes said about his fellow Seabee. "He (Edwards) was the only one who had experience putting down ceramic tile and he spent the entire time doing just that. The active duty personnel didn't want Edwards to 'come back,' they didn't want him to leave at all and offered to keep him for an extended period."

It wasn't all work and no play for NMCB-24's personnel. Special Services Rota had a sightseeing trip scheduled during November and the men took advantage of it. The bus trip took them 200 miles north to the historic city of Cordova where they visited the 15th century castle where, it is supposed, Queen Izabella

and Columbus planned the explorer's fateful exploits into the new world. On another weekend, some of the men rented a car and drove several hundred miles to the entrance of the Mediterranean where the Rock of Gibraltar stands sentinel.

The mission was summed up by Lenning who said:

Red Cross offers first-aid course for youngsters

Editor's note: Sally Dasher, of the Red Cross at Redstone Arsenal, provided the following article.

Injury is the No. 1 killer of children. The leading causes of injury deaths among children under 12 years old are motor vehicle crashes, drownings, and fires and burns. The number of injuries and deaths can be diminished if more children are trained in injury prevention and control, says the Red Cross.

The American Red Cross Basic Aid Training (BAT) program is designed for children who are 8 to 10 years old. At this age, children begin taking part in more activities away from home, often without adult supervision, and they begin making decisions governing the activities of others. When a child is injured, a friend or sibling is most often the first person at the scene. Unfortunately, their first aid and safety knowledge is generally fragmented and often incorrect. BAT teaches basic skills and knowledge necessary for children to identify and prevent potentially harmful situations, to be able to treat common injuries, and to respond in emergency situations. The program emphasizes prevention to highlight its importance in reducing injuries.

Madison County Chapter of the American Red Cross will conduct a Basic Aid Training course June 1, 2 and 3 from 9 a.m. to noon at the Bicentennial Chapel. Cost of the 10-hour course is \$10 per person. Participants can register by filling out the form — which accompanies this article — with a check made out to the American Red Cross. Mail the check and registration to Madison County Chapter American Red Cross, 1101 Washington St., Huntsville, Ala., 35801. For more information, call 536-0084 (ext. 320).

"Four of the projects were 100 percent complete and the fifth was 90 percent complete when the men returned home. It was a great opportunity for all of us to use our professional skills and to interact with our active duty counterparts. The mission added substance to what the one-Navy concept is all about."

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TREE PLANTING — Clockwise from left Pvt. Anthony Mench, Pvt. Amy Park, Gay Williams, Spec. Shelia Sheppard and Pvt. Robert Esquivel take part in a tree planting ceremony outside of building 3300. The April 22 ceremony was part of the Ordnance Missile and Munitions Center and School's celebration of Earth Day.

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Philippine Scouts a vital part of U.S. forces in WWII

Editor's note: Retired CWO 4 Bagley, a member of the Asian-Pacific Committee for Redstone's observance of Asian Pacific American Heritage Month in May, is a former Philippine Scout which he recalls in this article.

BY ANICETO BAGLEY

Early in 1941, it became more and more apparent that the possibility of war in the Far East was too real to be ignored. On July 26, 1941, the War Department established a new command in the Philippines called the U.S. Army Forces in the Far East (USAFPE). It consisted of the Philippine Department, those military forces of the Commonwealth of the Philippines ordered into active service for the period of the emergency, and such other forces as might be assigned. By Nov. 30, 1941, the strength of U.S. Army troops in the Philippines was a total of 31,095 officers and enlisted men. Of this number, there were 31 Philippine Scout officers and 11,957 Philippine Scout enlisted men, 38 percent of the force.

For those unfamiliar with the Philippine Scouts (PS), it must be explained that these troops were Filipinos who had been trained by the U.S. Army and were in units which were components of the U.S. Army. They must not be confused with the Philippine Army which had also been ordered into service in the USAFFE.

Except for the 31 Philippine Scout officers, the officers commanding PS units were Americans. The majority of the PS troops were assigned to the Philippine Division which had 7,909 PS and 1,807 American EM and 517 officers. All the EM in the 26th Cavalry, 43rd Infantry, 86th Field Artillery Regiment, and 88th FA Regiment were Philippine Scouts. The Harbor Defenses had 1,572 PS EM and one of its units, the 92nd Coast Artillery, consisted entirely of PS EM. In addition, there were 499 PS EM in Service Detachments. The Air Corps units were the only components that had no Philippine Scouts.

Founded in war

The following history of the Philippine Scouts is extracted from an article in the *Army Times*, Feb. 5, 1949:

"During the Philippine-American war many Filipinos were employed by the United States forces as guards, interpreters, investigators, boatmen and teamsters.

"At that time there was considerable opinion that it was unwise and undesirable to arm any of the natives for use in military operations against their fellow islanders, a large number of whom were engaged in the insurrection against the United States.

"In view, however, of the friendly attitude of the great percentage of Filipinos and their manifest desire to cooperate with the Armed Forces, General Lawton, then in command, was authorized by the War Department to organize companies of native scouts. Thus it was that on Sept. 10, 1899, Lt. Matthew A. Batson organized the first company of Macabebe Scouts, the forerunner of the ... Philippine Scouts.

"In 1901 the president of the United States was authorized by Congress to enlist, organize, arm and equip as military units, Filipinos for service in the Army. Those who were already employed in the military service as civilians were reorganized into companies following the organization of a company of infantry. Fifty such companies were organized; and in 1902 the authorization was increased to a force of 5,000 men.

"Because of the large number of dialects spoken in the Philippines, considerable thought was given to the necessity of organizing companies by languages and that method was followed initially. Experience proved that the difference in dialects was no obstacle, however; and, except for the Moro and Igorot tribes, the lingual difference was forgotten.

"With the demobilization of American Forces in the Philippines during the years following the Insurrection, the Scouts rendered valuable service in the pacification of non-Christian and dissident groups which continued to cause trouble in Mindanao and Sulu.

"During that period many American Army officers served with the Scouts and many have since become famous. The campaign was led by Capt. John J. Pershing, who was promoted to brigadier general after the Lanao and Jolo campaigns. Douglas MacArthur and George Marshall served with Pershing as second lieutenants.

"These and other outstanding officers were largely responsible for the excellent training and high traditions of the early Scouts, and those standards have been handed down to the ... organizations.

"In the early part of 1917, as troops for World War I duty reduced still further the Regular Army in the Philippines, the Scout units were organized into provisional regiments. Between the World Wars the Scout units underwent continual reorganization and adjustment, and the individual unit training which was to bring fame to those organizations was conducted.

"The result was that the Philippine Scouts were as well prepared as any other American unit to face the test of Japanese aggression.

A general's words

"The worth of the Scouts to the embattled forces in the Philippines in the sad days of late 1941 and early 1942 can best be told in Gen. Jonathan M. Wainwright's own words:

"My Filipino soldiers were Philippine Scouts, fine fighters and equipped as well as our Army was equipping anybody else at that time. Many of them were sons of men who had fought against the United States in the Insurrection, but who had later been formed into the Scouts. They were tough, hard, well-trained, and though they were only about half as many as permitted by U.S. law — 12,000 — I quickly saw that I had the nucleus of a good, proud, intelligent force."

Defense of Bataan

"Typical of the caliber of the Philippine Scout units is the history of the immortal 26th Cavalry (PS) during

the invasion and defense of the peninsula of Bataan. That unit, reminiscent of Napoleon's famous Crimean Brigade, was assigned in the north of Luzon to hold the enemy for two days so as to enable the North Luzon Force of the American Army to withdraw to Bataan. Of an original force of 1,800 men, only about 300 survived. The daring heroism of the 26th Cavalry (PS) delayed the Japanese advance for four days and facilitated the withdrawal of General Wainwright's main force to Bataan from where it could most advantageously continue its stubborn defense.

"On Bataan the 31st Infantry U.S. and the 45th and 57th Infantry (PS) were the mainstay of the defense force. They counterattacked with telling effect whenever the enemy made a breakthrough in the lines. The Japanese will long remember the men of these regiments for their tenacity and for their skill with the rifle.

"The 23rd, 24th, 83rd, 86th and 88th Field Artillery (PS) Regiments will also be remembered for the terrific artillery barrage they meted out to the enemy. The 14th Engineers (PS) cut roads in the wilderness of Bataan to enable the combat units to pursue their mission, and they fought with the rest when necessary, too.

"To the 91st and 92nd Coast Artillery (PS) Regiments belongs the credit of defending the coast and approaches around Corregidor against the onslaught of a numerically superior enemy.

"The 43rd Infantry (PS) Regiment performed brilliant defense and delaying actions in the Visayan-Mindanao sector. So determined was the defense of the Philippines by the Scouts that of the 12,000 total in 1941 only about 6,000 survived. Most of the rest died fighting.

"During the temporary occupation of the Philippines by the enemy, the Philippine Scouts remained loyal to the United States. A large number of them joined the underground movement as guerrillas in which role their training and determination enabled them to become leaders, along with the American officers and men who were similarly engaged.

"Their presence among the civilian populace, which gave them aid, played an incalculable part in maintaining the will to resist. The acts of sabotage and plunder, the constant threat of death to isolated units of Japanese, and the ceaseless flow of information which was spirited out to the American forces made considerably easier the tremendous task of returning to the Philippines en route to... victory.

"When the American troops landed in Leyte, Luzon and Mindanao the Scouts, and in many instances their recruited guerrilla bands, reported to military control and made themselves available for field service. Once again, then, Philippine Scouts and American troops were fighting side by side under the Stars and Stripes.

"In June 1946 the Philippine Scouts of old were discharged en masse from the Army of the United States. After their discharge most of them reenlisted in the (new) Philippine Scout organization. A force of

(See Scouts, cont'd on page 17)

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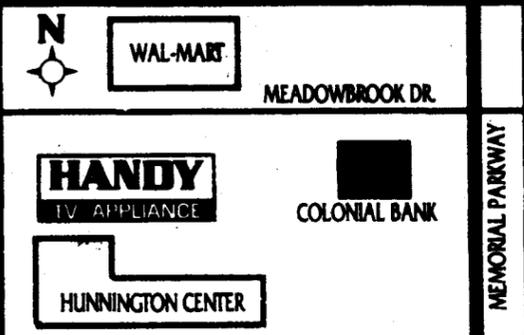
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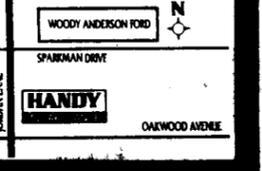
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| Tuesday's Conference | W | L |
|-------------------------|-------|-------|
| Readiness Group-2 | 495.5 | 279.5 |
| Anchors E Company 832nd | 445.5 | 329.5 |
| Readiness Group-1 | 440.5 | 334.5 |
| HHC 832nd | 419.5 | 355.5 |
| F Company MSTD | 412.5 | 362.5 |
| F Company Equate | 402.5 | 372.5 |
| MEDDAC-2 | 394 | 381 |
| MEDDAC-1 | 394 | 381 |
| Readiness Group-4 | 386 | 389 |
| HHC MICOM | 369.5 | 405.5 |

200 games bowled May 3:

| | |
|------------------------------------|-----|
| Avery Hollifield (F Co. MSTD) | 221 |
| Graham Van Oostrum (Anchors E Co.) | 211 |
| Timothy Mickelson (MEDDAC-2) | 208 |
| Richard A. Collins (F Co. MSTD) | 204 |
| Edward Foust (F Co. MSTD) | 201 |

| Thursday's Conference | W | L |
|------------------------|-------|-------|
| DOT Last Year's Champs | 498.5 | 251.5 |
| Hooters | 444.5 | 305.5 |
| HHD USATA | 443.5 | 306.5 |
| NNTK | 408 | 342 |
| MLRS F Company | 396.5 | 353.5 |
| Master Blasters | 364 | 386 |
| 49 ORs | 335.5 | 414.5 |

200 games bowled May 5:

| | |
|----------------------------------|-----------|
| Jeff Hilton (MLRS F Co.) | 222 |
| John Jarboe (DOT LYCs) | 219 & 204 |
| Johnnie Walden (Master Blasters) | 206 |

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Remote-control vehicle explores rock quarry

A remotely-piloted submersible vehicle was used to explore the abandoned rock quarry off Neal Road last week in an effort to determine what items were dumped into the quarry pond during the years immediately following World War II.

The vehicle, called a MINIROVER II, carries video and sonar equipment and is capable of reaching depths of up to 150 feet. The deepest point recorded during last week's search was 46 feet.

The search is being carried out for Redstone by a team made up of workers from Rust Environment and Infrastructure, and UXB International. The project, which is coordinated by the Installation Restoration Team of the MICOM Environmental Office, is part of the Defense Department's Installation Restoration Program, designed to remediate environmental problems caused by past waste-disposal practices.



DEMONSTRATION — Lee Dixon, left, and Eric Gifford, sitting, demonstrate the MINIROVER II for Maj. Gen. Joe Rigby, MICOM commander. Looking on are personnel from the MICOM Environmental Office.

ASMC golf tourney a successful event

Thirty-two people participated in the fourth annual golf tournament sponsored by Redstone/Huntsville Chapter of American Society of Military Comp-trollers.

A four-person scramble format was used in the tournament held April 29 at Redstone Golf Course. Here are the results:

- First place (\$120) — George Dority, Paul Miller, Dave Marsh and Sonny Trevino.
- Second place (\$80) — Gary Yacura, Robert Sanders, Miles Butler and Jim Brassile.
- Third place (\$60) — Ben Garner, Jim Algie, Cecil Messer and O.C. Anderson.

- Men longest drive — John Williams.
 - Women longest drive — Jackie Shaw.
 - Closest to the pin — Corky Grisham and Jo. Hodge.
 - Most accurate drive — Anderson, men; and Pepper Takayama, women.
- Door prizes were given away by drawing names of those present. Las Vegas Discount Golf & Tennis, and Golf South donated putters which were won by Randy Schueler and Grisham. The ASMC Chapter extended a special thanks to these businesses and the people who participated in this tournament. The chapter also thanks those people who assisted in ensuring the tournament was run properly.



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Center

(Cont'd from page 1)

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an institute to see us. We'll help them develop a curriculum and work with them to train key employees and let them in turn train the work force," Black said.

With all the emphasis on training, Black is quick to point out that not all training occurs in a classroom.

"We have our Learning Centers — a great resource

— and they're open not only to employees but family members, including civilian family members.

"Some automated courses are even available from computers in your home," Black said.

The Employee Development Division will have a new home in the Sparkman Complex when it opens in August, and expanded technology upgrade employees' availability to receive training. For example, individuals will be able to take some courses from their work station.

Black had planned to retire this year under VERA/VSIP and had already had her application approved, but was asked by higher management to reconsider her retirement and stay to work in the Center she was responsible for establishing.

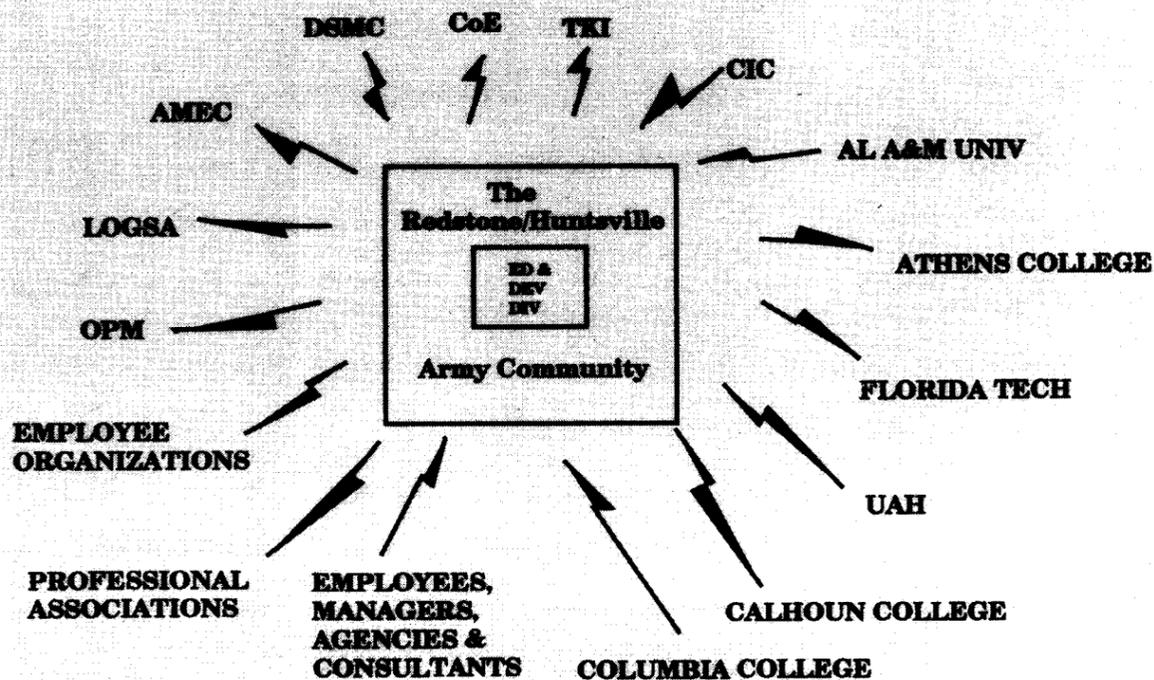
Black agreed to withdraw her retirement request and said she was looking forward to working on the Center to make it a success.

"There are several people I need to mention who were responsible for working so hard to get the Center going," Black said, mentioning Diane Samsonavicius and Mary McCaleb of the Education and Development Division and Billie Hayes and Sheree Welch of the Civilian Personnel Office.

The division members, a total of 28 employees, are working in six teams and have been in the teaming environment about one year, whereby all get cross-trained to other jobs in the division.

"It's an exciting time to be working. I'm so glad to be a part of it. Today the world is changing so fast. What we have to recognize is that the old ways were good for the old days, but the old ways don't work today," Black said.

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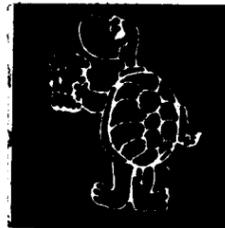
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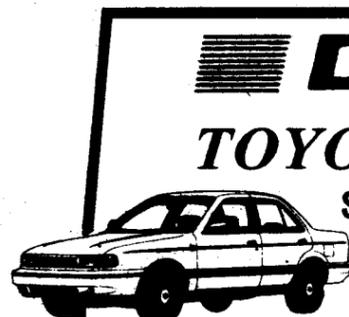
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Announcements

AER golf tourney

The 1994 AER Golf Tourney, hosted by MICOM, will be held at 8 a.m. May 13 at the Redstone Golf Course. A four-player scramble with shotgun start, the tourney is limited to the first 120 entries. Teams will be according to handicap. Entry fee — \$35 check payable to AER — includes golf, riding cart, lunch and prizes. Deadline for entry is May 11. Send name, organization, phone number, golf handicap and check to Ron Walton, AMSMI-MMC-MM-DD, 876-2549.

TQM cadre training

A Total Quality Management day-long training session — open to TQM Cadre members and "people dedicated to quality" — will be held May 11 at the Officers Club. Registration is scheduled for 7:30-8:30 a.m. For more information, call Marcella Mathis of the Missile Command's TQM Office 955-6703.

Fox Army Community Hospital

Occupational Health Clinic hours are 7 a.m. to 3:30 p.m. To better serve employees, the OH Clinic is requesting that employees returning to work from sick leave, report to building 116 from 7-9 daily. "Reporting during this time frame will reduce employee waiting time and expedite return of employee to their worksite." Employees with an on-the-job injury/illness should report to OH, building 116, promptly from 7-3:30 for evaluation and treatment. A DD form 689, signed by the supervisor, should accompany the injured employee. Routine checking of blood pressure is not performed at OH; however, if an employee is concerned about symptoms that may be caused from elevated blood pressure, or symptoms that may reflect a heart condition, he or she should report to OH, 7-3:30. Overseas immunizations will now be given from 10-11 a.m. Reporting of civilian pregnancy is also from 10-11. For more information, call 876-8831.

Red Cross youth program

The American Red Cross Summer Youth Program will begin on the Arsenal in June. "Have fun and help your community!" You must be 13 years old to work at the Youth Center, and 14 years old to work at Fox Army Community Hospital. Call Hollie Burrell 430-0755 and leave a message.



Thrift shop

The Thrift Shop has made additional changes for your convenience. Consignments will be taken an hour earlier on Wednesdays and Fridays beginning at 9 a.m.

Visa and Mastercard credit cards are now being accepted (\$15 minimum purchase).

Post Exchange news

TROOP & TACKLE — Customers are reminded that the hours at the Troop & Tackle, building 3475, have been expanded. Hours are 10 a.m. to 8 p.m. Monday through Friday, and 8 a.m. to 6 p.m. Saturday and Sunday.

SPOUSES DAY — Redstone Main Exchange celebrates "Military Spouses Day," Friday, May 13. Free carnations will be given to the first 1,200 military spouses visiting the PX. Cake and punch will be served at 10 a.m. Register to win free gifts and prize certificates to be given away at 4 p.m. In addition, there will be many other specials at the main store and concessions. Flyers with all information are at the door.

Community activities

BOWLING LANES — Effective immediately, hours of operation for the Redstone Bowling Lanes are as follows: closed Mondays and holidays; open 3-11 p.m. Tuesday through Thursday; 3 p.m. to midnight Friday; 11 a.m. to midnight Saturday; and 2-9:30 p.m. Sunday. For information call John Howard 876-6634.

POST RESTAURANT — On May 19, enjoy a taste of summer with a summertime meal of a hamburger, fries or chips, and a coke, all for \$2.65. This special is good at all Post Restaurant cafeterias. For more information, call 876-8741.

OUTDOOR RECREATION — A turkey shoot will be held from 10 a.m. to 2 p.m. May 14 between the trap and skeet ranges. Cost is \$3 per shot. Outdoor Recreation will provide weapons or you can use your own 12-gauge shotgun. Prizes will be awarded. Active duty, retired military, DoD, DA civilians, Redstone contractors, family members and guests are invited to participate. For more information, call 876-1373/4868.

Reserve officers

Huntsville Chapter of the Reserve Officers Association will meet at 6 p.m. May 16 in the Huntsville-Madison County Main Library Auditorium, 915 Monroe St. Scheduled topic is "Automation Efforts in the Reserves." Officers from all the uniformed services are welcome. There is no cost, and reservations are not required. For information call Maj. George Lucas 880-0611, or CWO 3 Kalmath Weatherford 971-9034.

Post Theater movies

Thursday — *The Chase*, rated PG-13, 88 minutes. Friday — *The Chase*. Saturday — *Naked Gun 33 1/3*, PG-13, 83 minutes. Sunday — *Naked Gun 33 1/3*. Tuesday — *8 Seconds*, PG-13, 97 minutes. All shows begin at 7 p.m. Admission for Tuesday is adults \$1.50, children \$1. Admission for all other shows is adults \$2.50, children \$1.25.

Logistics engineers

Tennessee Valley Chapter of the Society of Logistics Engineers will have its May luncheon meeting May 17 at the Holiday Inn, Madison Square Mall. Social is set for 11:30 a.m. to noon. Luncheon cost is \$7.50 per plate. Dr. Pauline Cason, director of Command Analysis Directorate, is to speak on "Reinvention Laboratory." For reservations, call Judy Hester 876-1553 or Judy Campbell 955-7795. Persons making reservations and not canceling prior to the luncheon will be charged.

Government accountants

North Alabama Chapter of the Association of Government Accountants will have its monthly meeting 5:30 p.m. May 19 at the Marriott-Huntsville (5 Tranquility Base). This is the final meeting of the year and will include the annual awards ceremony. For reservations, call Jo Ann Blue 876-7986 or Sandra Julian 876-2373.

Warrant officers

Redstone Arsenal Chapter of the U.S. Army Warrant Officers Association will hold its monthly meeting today at 11 at the Officers Club, Regimental Room. Members and non-members, active duty and retired warrant officers are invited. For information call MWO 4 St. Germain 842-2864 or retired CWO Wayne Hamilton 851-9066.

Educational teleconference

The George Washington University teleconference "Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector" with David Osborne, will be shown from 10 a.m. to 1:30 p.m. May 17 at the South Army Learning Center, building 7446. "You must be present to view this program as there are no taping rights."

Latch-key children

A class on latch key children — children who spend time home alone — will be held 7-9 p.m. May 19 at Army Community Service, building 3491. Video, handouts and information will be available. The class is open to military and civilians. For more information, call Jennifer Clark 876-5397.

Retirement ceremony

The retirement ceremony for May will be held 4 p.m. Thursday at the post parade field. The reviewing officer will be Maj. Gen. Joe Rigby, commander of the Missile Command and Redstone Arsenal. The commander of troops will be Col. Raymond Lowman, project manager for the Unmanned Aerial Vehicle- Short Range. For more information, call SFC Sterling 842-2500/2623.

NCO spouses

The Active and Retired NCO Spouses Club will have its monthly meeting at 7 p.m. Thursday in the Challenger Club. Call 828-6885 if you have any question or are in need of a ride. "This is a very important meeting as new officers will be elected."

Swimming pools

Redstone Arsenal's three swimming pools will open May 28, Memorial Day weekend. The pool locations include Vincent Park, the Challenger Club, and Goss Road next to building 111. The pools are open to military personnel, military retirees, Redstone Arsenal federal employees and their family members and guests. The swimming rates are: \$2 daily; \$30, season for individuals; and \$40, season for families. Swimming lessons are \$12 for eight sessions.

If desired, season passes may be paid for in two consecutive pay periods. Season passes may be purchased at Youth Activities, building 3148; Recreation Center, building 3711; and Outdoor Recreation, building 5129. Daily passes are purchased at the pools. Signup for lessons is at Youth Activities. For more information, call Outdoor Recreation 876-4868.

Job symposium

Job Symposium 2, presented by Huntsville Association of Technical Societies (HATS) and Phillips Junior College, will be held 5:30-6:30 p.m. May 17 at Phillips Junior College, 4900 Corporate Drive. Admission is free, but seating is limited. For reservations call the HATS office 837-4287 (before 2:30 p.m.).

Stars baseball boosters

Huntsville Stars manager Gary Jones is scheduled guest speaker Thursday at the regular monthly meeting of the Huntsville Stars Booster Club. The meeting starts at 6 p.m. at the Ramada Inn, 3502 Memorial Parkway southwest. The public is invited. For more information, call 539-9684.

Panoply of the Arts

The Arts Council Inc. presents the 1994 Panoply of the Arts in Big Spring Park this weekend, May 13-15, featuring visual and performance artists from north Alabama and around the nation. Fifth graders from Huntsville and Madison County will be in the park on Thursday and Friday mornings. Panoply opens to the general public Friday at 6 p.m. with the Children's Parade around the park, and continues until 10 that night. Panoply hours on Saturday are 10 a.m. to 10 p.m., and on Sunday from 12:30-8 p.m. (fireworks begin around 7:30 p.m.). Panoply is free to everyone (donations are requested). "Come enjoy the music, dance, drama, paintings, 'recycle sculpture,' and more at Panoply '94!'"

Staff Judge Advocate office

The Office of the Staff Judge Advocate — to include Legal Assistance and Claims, building 111 — will close May 18 at 11 a.m. for an office function.



Call 876-1500 to place your free carpool ad.

Fitness/Olympic Week

Registration is under way for the 832nd Ordnance Battalion's 1994 Fitness/Olympic Week scheduled May 16-21. Company events include a platoon run, a 10 mile road march, and a tug of war. Individual events include racquetball, iron man/woman competition (the three APFT events), one mile run, long jump, 440 and 220 yard races, the 100 yard dash, shotput and weightlifting. Trophies will be given in each category. The events are open to all soldiers and Marines assigned to the Ordnance Missile and Munitions Center and School. Family and friends are invited to attend all scheduled events. See your company commander or first sergeant for more details.

Appreciation night

Attention: military and government employees. On May 23 from 6-8, Sam's Club will have an Appreciation Night in your honor. "Please bring your ID badges so we can identify you as our special guests." This offer includes retired military and retired government civilians, too. Sam's is a warehouse which is normally open to members only, but on Appreciation Night active or retired military and civilian employees are welcome. The store is located at 3418 North Memorial Parkway. For more information call the store 852-8791 or Deloris Whitman, marketing coordinator, 859-1642.

AER raffle

Fox Army Community Hospital will hold a raffle, to benefit the Army Emergency Relief campaign, at 3 p.m. Thursday in front of the pharmacy. The prize packages include the following: prize 1, a photo sitting at Glamour Shots, a room for two at La Quinta Inn, a dinner for two at Chili's and more, estimated value \$250; prize 2, a dinner for two at Green Hills Grille, a night at Super 8 Hotel, three single admissions at Dollywood and more, estimated value \$245; prize 3, four free admissions to Space and Rocket Center, a Hamilton Beach Blend Master, an AM/FM clock radio and more, estimated value \$218; prize 4, a sitting at Glamour Shots, a dinner for two at Green Hills Grille, a breakfast for two at Amberly Suite Hotel, four free admissions to Space and Rocket Center and more, estimated value \$203. Raffle tickets cost \$2. You do not have to be present to win. See an AER representative at Fox Hospital or call Sgt. Juan Cerda 876-5444 or Spec. Wayne Patton 842-0145.

Thrift plan briefings

Thrift Savings Plan briefings will be held May 16-18 in the Rocket Auditorium. Sessions are scheduled for 8-11 a.m. and noon to 3 p.m. May 16-17, and from 8-11 a.m. May 18. The briefings are designed for federal employees covered by the Federal Employees' Retirement System (FERS) or the Civil Service Retirement System (CSRS) who would like information about the various aspects of the Thrift Savings Plan. Seats will be available on a first come, first served basis. For information call Michael Davis, employee development specialist in Personnel and Training Directorate, 876-8760.

Women engineers

North Alabama Section of the Society of Women Engineers will hold its monthly meeting at 11:30 a.m. May 17 at the Courtlands Restaurant located in the Huntsville Marriott. SWE is a non-profit organization dedicated to promoting women in engineering and engineering related fields. All interested persons are invited to attend. For more information, call 876-1642 or 859-9839.

Carpool Hotline

Fisher becomes SSDC's new top civilian manager

BY GERDA SHERRILL

Dr. J. Richard Fisher, formerly director of the Space and Strategic Defense Command's Sensors Directorate, has been named the command's new executive director and top civilian manager. This position is an expansion of the duties of the previous technical director slot which was vacated by Dr. William O. Davies who retired on May 3.

As the executive director and senior civilian deputy in Huntsville, Fisher will manage day-to-day research, development, test and evaluation activities of the com-

mand's five technical directorates, thus freeing the deputy commander for increased involvement with SSDC's customers and potential future initiatives. This senior level assignment is part of SSDC's ongoing restructuring efforts which are designed to provide more flexibility to changing times and budgets and result in better customer responsiveness.

In his capacity as director of the Sensors Directorate for the past eight years, Fisher, a member of the government's prestigious Senior Executive Service, was responsible for executive management of the Ar-



FISHER

my's Surveillance, Acquisition, Tracking, and Kill Assessment Program under the Ballistic Missile Defense Organization. His responsibilities ranged from establishing requirements through design and development of future missile defense sensors.

Prior to that, he was on a special assignment as technical director in the Washington headquarters of the command where he was the senior scientific and technical adviser to the commanding general. From 1977-84, he had been director of the Technology Analysis Directorate of the Ballistic Missile Defense Advanced Technology Center, and from 1971-77, chief of the Radar Division, Site Defense Project Office, with the Ballistic Missile Defense Systems Command, both forerunners of the present SSDC.

Before joining government service in 1971, Fisher was manager of the Radar Department for Teledyne Brown Engineering, senior member of the technical staff with Texas Instruments, and senior staff engineer with the Hughes Aircraft Company.

Fisher, a native of Arkansas, received his bachelor's degree, with highest honors, from Georgia Tech, a master's degree and doctorate from the University of California — all in electrical engineering.

He is a member of Sigma Xi, Tau Beta Pi, Eta Kappa Nu, Phi Kappa Phi. Fisher's numerous recognitions include two Meritorious Executive Presidential Rank Awards, in 1988 and 1993. He is married to the former Rebecca Horner. They have two children, Brent and Jill, and six grandchildren, with one more on the way.

When asked about his principal goals in his new position, Fisher said he will work hard at better integrating all activities of SSDC to make the command more efficient and responsive to future opportunities in space and missile defense.

Graduate

(Cont'd from page 1)

based in Winter Park, Fla., Chaney assists the soldiers at the North Army Learning Center which shares building 3222 with the Army Education Center and local college extension offices. As of May 4, some 10 people were enrolled in the FAST program and 17 others were enrolled in the GT Prep program. The GT Prep program — which Stokes successfully completed consists of computer-based training, timed exercises on paper, and predictor tests in the areas of word knowledge, paragraph comprehension and arithmetic reasoning. About two-thirds of this self-paced program is computer-based through PLATO 2000; PLATO stands for Programmed Logic for Automatic Teaching Operations.

About 30 students completed the GT Prep program since January 1992 when it was first established. They raised their GT score an average of 11 points. Stokes, the first to complete the newly-computerized program,

raised hers 16. Chaney believes the computerized program will better help soldiers raise their GT score which is essential to their career.

"The GT score of the AFCT (Armed Forces Classification Test) determines whether they can reclassify, reenlist; it sometimes can affect promotion. It really has a direct impact on their whole career in the Army," Chaney said. "So this program enhances their chances to raise their score on that test. They only get to take it (the test) three times in their whole career in the Army. So they better make it count each time they take the test."

Soldiers, like Stokes, who genuinely want to improve their scores make Chaney's job easier. "The program is really good but it depends on what the student puts into it, too," Chaney said.

"I'm going to miss her," she said, referring to Stokes. "She was a real pleasure."

Scouts

(Cont'd from page 12)

50,000 was authorized by the 79th Congress in Section 14 of Public Law 190, which was approved on Oct. 6 (1945).

"Recruiting for three years began at a rapid pace in December of the same year and enlistment reached its maximum in September (1946) when 38,328 Scouts had joined. The training, housing, arming and equipping of this force was one of the major problems facing the armed forces in the Western Pacific after the end of the war."

Faithful service

On July 1, 1949, the Philippine Scouts were disbanded and faded away as part of America's great military tradition. Before the phase-out, 700 of the "old" Scouts were allowed to reenlist as individuals in the American Regular Army. This was a reward for good and faithful service. The disbandment was a result of Philippine independence. Under U.S. policy, foreign troops cannot be enlisted en masse in the U.S.

Army. However, 700 of the Scouts who fought on our side during World War II — all with from five to 20 years service — were permitted to join the U.S. Regulars, to earn the pay and perquisites of the Regular U.S. soldier. It is interesting to note here that originally the Scouts were paid on a scale of one Philippine peso for each dollar that his counterpart in the U.S. Army was paid. When the U.S. took over the Philippines, the peso was worth 50 cents and was worth that much in 1949. During WWII, however, when the U.S. private's pay was raised to \$50 per month, the Scout was still getting 18 pesos or \$9 per month! In 1946 the pay was raised to 50 pesos and the other grades received in pesos what the U.S. soldier received in dollars at that pay scale, but by then the U.S. private was receiving \$75 per month.

There are known to be at least two former Philippine Scouts in Huntsville: retirees Maj. Eriberto Caranto and CWO 4 Aniceto Bagley. Retired Lt. Col. Forrest Spiva was commanding officer of the 76th Ord Ammo Co (PS) in 1947.

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Fraternal organization contributes to AER drive

A local chapter of the Fraternal Order of Eagles has presented a \$1,000 donation to Redstone's annual Army Emergency Relief campaign.

John Rinehart, president of Aerie No. 3263 on Long Avenue in Huntsville, presented the check during the Missile Command's staff meeting May 4. This chapter of the Fraternal Order of Eagles has 1,250 members, and about 800 auxiliary members.

The Fraternal Order of Eagles is "a fraternal organization started in late 1898 in Washington state.



CHECK PRESENTATION — Rinehart presents the \$1,000 check to Col. Block for the Army Emergency Relief campaign. Looking on is SSgt. Ahlschlager.

It's an international organization now," Rinehart said.

The local chapter conducts charity fund-raising events, and last year contributed more than \$36,000 to state and local charities.

Col. Bruce Block, the MICOM chief of staff, accepted the chapter's donation on behalf of the Army Emergency Relief campaign. SSgt. David Ahlschlager, who recently joined the chapter, helped arrange the presentation.

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June - July 1994 Course Offerings

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| Introduction to System & Software Requirements Development | May 31-June 3 | 8:00 a.m.-Noon | Tues.-Fri. | \$495 | Course No. TS 3200-01 |
| Math of Modern Technology | June 6-16 | 6:00 p.m.-8:45 p.m. | Mon.-Thurs. | \$495 | Course No. TS 3194-01 |
| The Science and Technology of Space Flight | June 6-10 | 8:00 a.m.-Noon | Mon.-Fri. | \$495 | Course No. TS 3197-01 |
| Selling & Implementing a Software Improvement Process | June 13&14 | 8:00 a.m.-5:00 p.m. | Mon.&Tues. | \$495 | Course No. TS 3201-01 |
| Engineer-in-Training Review | July 7-October 13 | 6:00 p.m.-8:15 p.m. | Mon.,Tues.,Thurs. | \$675 | Course No. TS 3009-16 |
| Design of Experiments | July 11-15 | 8:00 a.m.-Noon | Mon.-Fri. | \$595 | Course No. TS 3126-01 |
| Systems Engineering Management | July 25-29 | 8:00 a.m.-Noon | Mon.-Fri. | \$595 | Course No. TS 3195-01 |

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| Microsoft Visual C++ | June 6-17 | 8:00 a.m.-Noon | Mon.-Fri. | \$695 | Course No. TS 3182-01 |
| Introduction to Applied NASTRAN | July 11-15 | 8:00 a.m.-Noon | Mon.-Fri. | \$595 | Course No. TS 3203-01 |
| Introduction to Artificial Intelligence | July 25-29 | 8:00 a.m.-Noon | Mon.-Fri. | \$495 | Course No. TS 3016-02 |

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 Environmental Studies

COURSE LISTING
 MAY - AUGUST 1994

Plant Identification for Wetland Delineation
 May 23-25
 8 a.m.-5 p.m. • Mon.-Wed.
 \$500
 Course No. ES C009-01

Clean Air Act of 1990
 May 25-27
 8 a.m.-5 p.m. • Wed.-Fri.
 \$745
 Course No. ES C004-01

Introduction to Geographic Information Systems (GIS)
 May 25-27
 8 a.m.-5 p.m. • Wed.-Fri.
 \$745
 Course No. ES C001-02

An Executive Overview: Geographical Information Systems
 July 20
 8 a.m.-5 p.m. • Wednesday
 \$225
 Course No. ES C006-01

Environmental Laws & Regulations
 July 25-27
 8 a.m.-5 p.m. • Mon.-Fri.
 \$845
 Course No. ES C002-03

OSHA in the Workplace
 August 9
 8 a.m.-5 p.m. • Tuesday
 \$225
 Course No. ES C011-01

PE Review for Environmental Engineers
 August 22 - October 18
 6 p.m.-8:15 p.m.
 Mon./Tues./Thurs.
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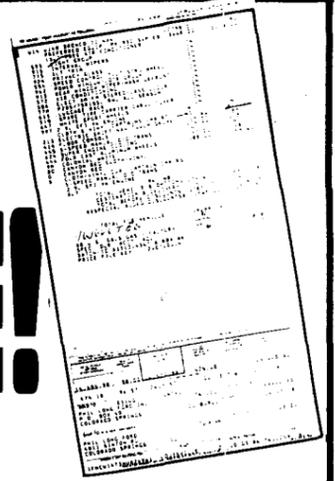
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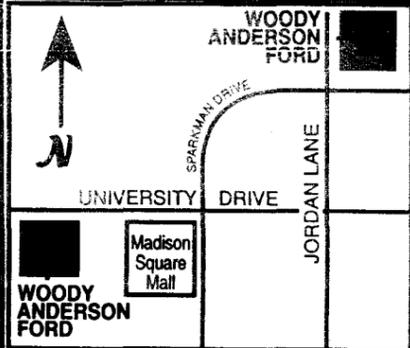
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