

Redstone Rocket

VOL. 48 No. 48

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December 1, 1999



Photo by Sandy Riebeling

WAITING LIST—The first 10,000 copies of the updated logistics soldier guide book have been shipped to fill the backlog of orders. Logistics personnel, from left, Ridgley, Cross and Worley discuss the additions to the book.

Manual makeover

Latest edition of logistics guide for soldiers goes worldwide

By Sandy Riebeling

It's not a spine-tingling tale by Stephen King or a steamy pager turner from Danielle Steele but it's an Army best seller. The Logistics Support Activity Guide for Soldiers has just undergone a third revision since its creation in 1994 and soldiers around the world are anxious to get their copy.

"Basically, it's a publication that describes LOGSA products and services for the soldier," Tony Cross, logistics management specialist and original author of the guide, said. "This book is more than an updated version of the two previous manuals, though. This is the first book that includes a description of the Logistics Integrated Database which is a windows based interface that allows the user to access most of the important information

in LOGSA."

Having the latest edition of the guide assists soldiers in the field looking for information on just about anything the Army has to offer from identifying and locating parts to packaging and shipping to instruction on maintenance and repair to oil analysis to information on readiness. The 63-page guide not only contains instructions on where to look for the specific information, it offers points of contact, names and telephone numbers for logistic support to make sure the soldier can get what he needs.

"The book has evolved over the years, in response to feedback from the people using it," Cross said. "The first edition had more of a PS Magazine design with lots of animated pictures, you know, buildings talking and things blowing up. It's a great design

See LOGSA on page 13

Sharing the spotlight

Basic NCO classes graduate together in dual ceremony at academy

By Skip Vaughn

This wasn't the typical graduation ceremony for the NCO Academy, but the restless youngster wouldn't be around to see it.

There was one outburst too many so the mother carried the small child into the hallway. Too bad. The child could've seen daddy get his diploma along with the other family members in attendance.

This was graduation day for not one but two classes from the Basic NCO Course. Both classes graduated together so the students could return to their various duty stations in time for the holidays.

"Usually we only have one class that we graduate," SFC Vickie Lettis, senior small group leader for BNCOC, said. "And the training departments worked with them so they could get home for the holidays, so we had a dual graduation."

The two graduating classes Nov. 24 at Woodyard Hall included class 1-35-C40-001-00, a nine-week class with 13 students in electronics and missile maintenance specialties; and class 645-55B30-008-99, a 15-week class with 10 students in ammunition specialty.

"You have to give each (class) their own

recognition because they both earned it," Lettis said. The academy's next graduation is scheduled for the end of January. Graduations for the basic and advanced NCO courses are usually held monthly, depending on the number of classes.

1st Sgt. Reginald Battle, the first sergeant for Headquarters & A Company, 832nd Ordnance Battalion, delivered the graduation address at this ceremony. He told the graduates that soldiering in the new millennium will change, but some basic principles will remain the same.

"Counseling soldiers, mentoring soldiers, caring for soldiers will not change as we go into the new millennium," Battle said.

"If you keep mission first and soldiers always, you will be very very successful."

Maj. Gen. Al Sullivan, commander of the Aviation and Missile Command and Redstone Arsenal, told the graduating NCOs that they face the "awesome task" of leading America's sons and daughters.

"It is how you train those soldiers that come behind you," Sullivan said. "It's very important because without that, this Army as we've grown accustomed to ceases to exist.

"Where we are today is in large measure



Photo by Skip Vaughn

BRAGGING RIGHTS— Sgt. Joseph Collins, a graduate from Fort Carson, Colo., explains his medals to friends Melinda Alley, center, and Cindy Rohrscheib, both of Cullman.

due to the efforts of you and folks like you," he said, calling the NCOs the backbone of the Army. "I thank you for making the Army what it is today.

"As you care for our sons and daughters, make sure you take that extra time and that extra step because they are precious to us."

Col. Stephen Taylor, commandant of the

See Graduates on page 15



Photo by Skip Vaughn

MARCHING ORDERS— Herring, in foreground, and Sgt. Elizabeth Eby, right, stand in formation with their classmates after the graduation ceremony.



Photo by Skip Vaughn

HAPPY FAMILY— SSgt. Michael Snell is congratulated by his wife, Patty, and their 17-month-old son, Stephen.

U-14 soccer team takes title
City champion

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Protocol staffers handle details
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Engineering director recognized
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Letters to the editor

Marrow registration drive set

Cliff Myhan is a happy active 9-year-old boy. Cliff's goal in life is to grow up to be a fighter pilot. He is now one step closer to that goal since he was sworn in as an official captain in the Air Force. The Air Force Academy commissioned USAF commander Maj. Ronald G. Rozzo to deliver the oath of Cliff, while other members of the 332nd Air Force Recruiting Squadron of Nashville watched. Since all pilots have a call sign, the officers bestowed the name "Hanger" to Cliff.

As Cliff's mother, I sat watching my young son so seriously and proudly accepting the responsibility to protect his country. When I was told what Cliff's call sign would be, I thought it to be so appropriate "Cliff-Hanger" for this has truly been his life since birth.

My prayers for a healthy child had not been answered so my prayers changed—"lead us to the best doctors to help my child." We were told at birth that our son would never hear and had other physical problems. At age 2 however, the most shocking news came, the diagnosis of Fanconi Anemia, a rare genetic blood disease—that has no cure. Cliff's only hope for life was a marrow transplant. We began immediately testing family members—with no success. We held drives at churches, colleges and military bases. After two years of searching, we finally found a match for Cliff—a one in a million chance for our son to have life!

The Marrow Transplant was a very scary procedure to go through, but we had no options. We had to try this and have potential for life or be a "quitter" and go home to die. My son is not a quitter! Cliff received radiation and chemotherapy at

age 5. His hair fell out; he shook, threw up and wondered why he had "turned old." However in 18 days, Cliff Myhan was walking out of the ICU Bone Marrow Transplant Unit. Cliff had set a record—no one had ever left the unit this early before. My prayers for the "best doctors," have led us all over the United States and Cliff has had more surgery than I can even recall.

Cliff does now have fairly normal hearing and is going through many phases of ear surgery to increase his hearing. Cliff has overcome many physical difficulties and is having a great life. The wonderful life Cliff has been blessed to experience would not have been possible if people had not stepped forward and said, "Yes, I'll take about 20 minutes out of my day to become a member of National Marrow Registry." It is not painful; it won't cost you anything and the rewards—the chance at LIFE you can give someone. All that Cliff has been through has not fazed or scared this young child—he is tough as nails and ready to go. When asked about my son's life, my comment is: He has the heart of a fighter.

Lisa Myhan

(Editor's note: Lisa Myhan, Cliff's mother, is the niece of Jean Weisser of IMMC. The marrow registration drive will be held 9 a.m. to noon Dec. 7 at Sparkman Center building 5304, room 4347. No appointments required. Be willing for one vile of blood to be drawn from your arm and sign a consent form to place your name in the National Marrow Register. They need two addresses plus your work address for the form. Ages 18 to 60 are eligible.)

Rocket announces holiday schedule

The Redstone Rocket will publish two more issues this year, Dec. 8 and Dec. 15, before taking a two-week break for the holidays. The Rocket will skip Dec. 22 and Dec. 29 before resuming publication Jan. 5. The advertising offices of The Huntsville Times, the civilian printer of the Redstone Rocket, will be open during regular business hours during this time.

Food drive support

The commander of HHC AMCOM and his staff would like to send out a very special thank you to each section within AMCOM, the Redstone Dining Facility and the Sparkman Center Cafeteria, for all of their outstanding support during our Thanksgiving Holiday Food Drive. Through your generous donations and support, we were able to ensure that our soldiers had a joyous and festive dinner for the holiday. Again, thank you for your fellowship and generosity.

SSgt. Ardella Anderson

Hard to say goodbye to friends

From the infant to preschool, the staff in the Child Development Center (CDC) are more than just caregivers, but truly "dear friends." They are the ones that I trust my most precious gift of life with. To the wonderful team in Preschool 2, Ms. Mary Bowser and Ms. Louis Wright, thank you for the compassion and nourishment that you have given my child. And yes to my favorite "phone call buddies," Ms. Rosie Cherry and Ms. Lou-Ann Moore, thanks for all the courtesy calls informing me that my child is OK and that they have taken care of the situation, with lots of "TLC." It's a wonderful feeling knowing that my little ones are left in such good hands. You will always have a special place not only in my heart but in my family's heart, as well. Whenever we pass the center we'll honk our horns, as a reminder to you that you're not forgotten.

What may surprise you, however, is that my children will still require childcare service, and I am not leaving the area due to reassignment. I am leaving your program because of the recent fee increase. DoD (not the Command) has levied a fee increase in childcare services that exceeds what, in my opinion, is reasonable and customary, based on my research of childcare facilities off the Arsenal. So I guess you can say, money is the issue here. It always baffled me why I was in Category

V and paid more than parents in Categories I through IV for the exact same childcare service. After constant observation, I couldn't see where one child was receiving any more than the other. Yet DoD regulation clearly specified that due to my family's income we were placed in Category V which levied me a higher day care cost than the parents in Category I through IV.

Choosing to seek childcare off the Arsenal has been a good decision for my family. Not only will my child receive the same quality care, but he will be exposed to learning Spanish, music, art, handwriting, and outdoor activities with qualified staff, all for a lower rate than CDC. In today's environment where salary increase is eaten up with health insurance rates rising, every dollar needs to be accounted for in my family. I don't expect a response from CDC, I just wanted to air my views regarding the recent fee increase effective January 2000, and to help the staff understand why my family will no longer be utilizing CDC services.

Goodbye, CDC, and thank you for nine years of nourishment, compassion and caring for my two sons. Once again, I applaud your staff for their caring and understanding with my children on a day-to-day basis.

Michelle Hankins, RDEC
Marvin Hankins, retired Army

New Year's Eve Party organizers invite you to save best for last

By Jim Bowne

Do you want to go to a great New Year's Eve party but don't want to get all dressed up? Then you might be interested in attending "the best little 'non-formal' millennium 2000 New Year's Eve Party in Alabama."

Sponsored by your Civilian Welfare Fund Council (CWFC), this is one New Year's Eve party where you can forget about tuxedos and ball gowns. The dress code for this party is strictly casual—blue jeans will be fine.

But you'll have to hurry if you want to go to this party. Due to limited space, only 250 tickets are being sold. Tickets sales, which began Oct. 19, will end Dec. 21. Tickets are \$45 per person and may be purchased through your CWFC represen-

tative. For ticket information, call Valerie Carey 955-6739 or Pepper Takayama 876-8442.

The party will be held Dec. 31 at the Rustic Lodge beginning at 8 p.m. and last until...? Everything is included in the ticket price—heavy hors d'oeuvres, beer, wine and champagne, entertainment, music, a balloon drop with over \$600 in total prizes, dance contests, party favors, and an "After Midnight Breakfast."

America's Party Pros will provide the evening's entertainment and music. The music will encompass "all decades," and there will also be a DJ Light Show. And if you like to dance, Party Pros is prepared to play your favorites. For those who especially like to dance, you can show off your fanciest moves in the dance contests.

See Party on page 11

Redstone Rocket

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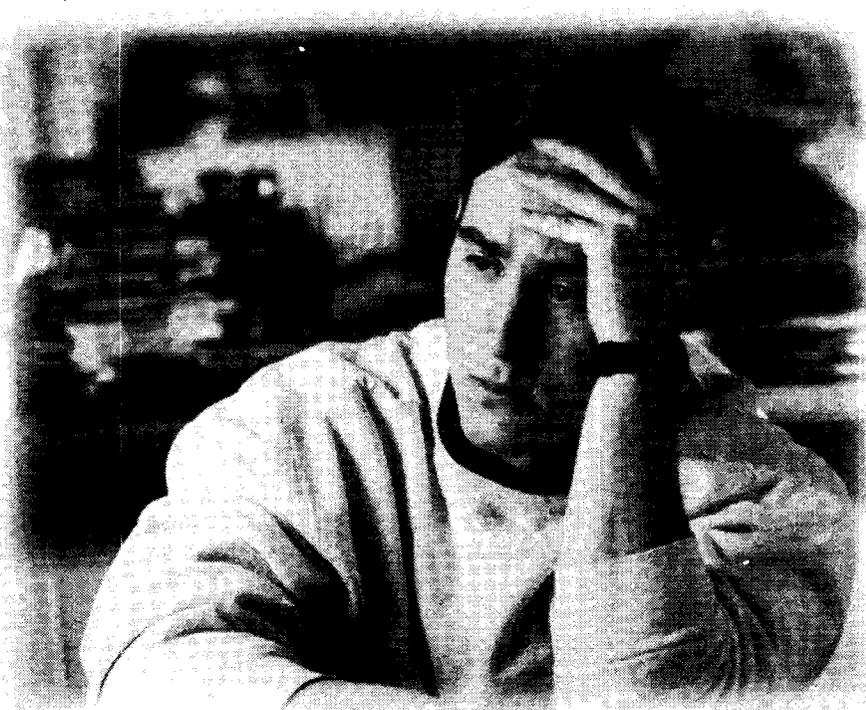
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Logistics Support Facility offers new way of doing business

By Beth Skarupa

It has been called "a revolution in business affairs," a "tool in the acquisition toolbox" and another "layer of protective coating for Redstone Arsenal when base realignments and closings come around." What is it? It is the recently developed Aviation Mission Area Logistics Support Facility.

The Department of Defense awarded SkyHook Technologies of Draper, Utah, a three-year contract in August to provide a Logistics Support Facility with the primary customer being the Program Executive Office for Aviation. This aviation support operation located at Redstone Arsenal has the potential of creating 500 jobs over the next three years.

The LSF operates as a public or private partnership, but the government retains overall control. A board of managers which includes executives from both SkyHook and the government sets policy; approves LSF strategic planning, procedures, new workload and new customers; monitors LSF performance and applies consideration to maximize the benefit to the Aviation Mission Area.

According to Jon F. Evans, PEO Aviation's director of the LSF and assistant program executive officer for acquisition reform, it is a cooperative effort among the commander of the Aviation and Missile Command, PEO Aviation, the Industrial Operations Command and others.

"SkyHook came to us with a proposal that knocked us out in terms of a new way of doing business. It was a revolutionary, innovative idea. We responded to their initiative, not vice versa," Evans said. "It was interesting to deal with and what we ended up with was not quite what we started out with because the government acquisition process is different than what the contractor does."

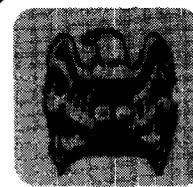
Model program

Evans called the LSF an operation that is multi-dimensional and not only focused or based within the PEO. It is a government and industry partnership that needs a higher level of cooperation than anything he has worked with before. Although PEO Aviation received the proposal, Evans said it is between the senior AMCOM and PEO leadership to determine his mission as LSF director.

"Those involved had to have extraordinary vision and be strategic about what the mission area needs to do to make it through these tough times without sacrificing what we do for soldiers. I feel privileged to have enjoyed the confidence, trust and support of the incredibly talented people I've met," Evans said. "I've had so much help, it would take a lot of research and recognition to tell who did what."

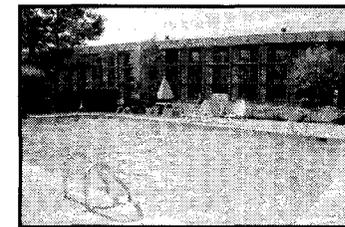
Evans explained that the LSF is referred to as a "model program," connoting a level of experimentation or difference of operations rather than those used traditionally. He said it advocates neither the public nor the

See Logistics on page 5



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Logistics

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private sector, but is a hybrid activity that wants to keep the optimal characteristics of both while minimizing the weak characteristics of each one.

"To me, in the simplest terms, the LSF is not a place or a thing, it is a way of being. I don't mean to minimize the contributions this brings to the mission area, I think they are a lot, but it is a unique collaboration of disparate entities with different parochial interests and weapon systems," Evans said. "It gives us all a tool, a single, one-stop shop that we can all use for the collective benefit of the mission area."

The LSF is a tool that provides a streamlined acquisition system that operates like a depot, meaning it can workload almost instantaneously, according to Evans. This equals a time savings feature of government operations.

"In this weapons age, the challenge is doing more with less. The reality is that we're doing what we're supposed to do with less. Any more that we can do is gravy," Evans said.

Acquisition tool

Advantages of using the LSF include immediate funding obligation since it is a government-to-government transaction, having a single contact point, minimal administrative delay, extensive technical expertise, participation in the process, attractive man-hour rates and revenue generated from fixed elements of expense.

"The bottom line is, we've cut the work force by 50 percent and the workload by 50

percent, so costs come down by 12 percent," Evans said. "Obviously, if we can do more work for less, we can redistribute economic resources and manpower resources to support modernization. We can economically reinvest savings and get more bang for our buck."

As a new "tool in the acquisition toolbox," the LSF operates differently and embraces things that have been contested in the past. Evans explained that it is easier for him to characterize what it is not rather than what it is. The LSF is not a substitute for technical contractors, the Integrated Materiel Management Center, the program executive offices or the project managers. It is not a substitute for anything, nor is it in direct competition with any enterprise.

"We do not advocate a single path. We advocate intelligent distribution of the work package and we allow a mechanism for senior Army leadership to stay engaged at a lower level in the work we do. Rather than everything being kicked out over the transom, everything is blended in this business approach. It's good for everybody. It is non-biased, non-political and non-parochial. Only a collaborative operation can do all that.

"Most people don't know the intricacies involved in the LSF. It is human nature to resist change. If you don't really know or understand something, you are additionally resistant to it. Like the analogy of the blind man and the elephant, you have to view it from all angles and dimensions to understand this thing in its entirety," Evans said.

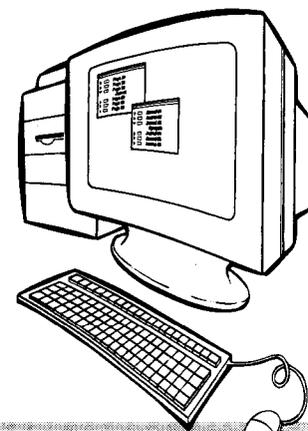
Faster and cheaper

Evans sees the LSF as a mechanism for continuous improvement, a medium to try See Logistics on page 9

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City title netted

Redstone Rockets U-14 soccer team wins Huntsville championship

By Skip Vaughn

They were Redstone children who got together for a common goal—a soccer goal, that is.

And the members of the Redstone Rockets reached their team goal by winning the under-14 city championship. They finished first in the season and first in the tournament with 10 wins, one loss and two ties.

In the postseason tournament, the Rockets got 23 points for their four games.

Their nearest competitor, National team-1 from McGucken Park, had 22 points. The Rockets won all their playoff games except for a 1-1 tie with National team-1 in their final game Nov. 6 at the Old Airport fields. The other three teams in the division included National team-2, Northern and Civic.

"The experience on the team ranged from eight years experience to first-year players," Ben Sunday, the Rockets head coach, said. "Every person on the team contributed their expertise toward winning the championship."

"Everyone was a team player. We had no per se 'stars' on the team. Of course you can't win a championship with just one player. It takes the entire team to win a championship."

And the team included the players' parents as well, Sunday added. "It was the greatest group of parents that I have ever had the pleasure of working with, that truly supported their children on the team."

Debbly Howell, among the team's par-

ents, said the championship was a first for Redstone. "This age group has never gotten this far," she said. "It's the first time ever, and we've never had a team make it to that level. So this year was very unique. And to be honest, we didn't think we could do it. It was a surprise and we were just thrilled."

The players will receive individual trophies for their regular season and medals for their city title during an award ceremony in December.

Sunday, a retired command sergeant major who is a senior systems analyst at Teledyne Brown Engineering, had two assistant coaches: his son, Sean, 14, and retired Col. Mike Howell. Sunday has been coaching and playing soccer for eight years, and refereeing the past four.

"It was a great season and I enjoyed working with the kids, like I always enjoy working with kids," he said. "They matured throughout the season and won the city championship."

Assistant coach Howell credited teamwork for the Rockets' success. "We had a core of about five of our kids that had played together the last four years," he said. "Getting the kids to work together and playing as a team, that was really key for us."

In the postseason tournament, Rockets goalie Kendrick Vaughn recorded a shutout and allowed no more than two goals in a game. A.J. Santos, Max Carroll and Ryan Toledo scored two goals apiece for the Rockets. T.J. Howell and Shawn Gilbert each added one goal.

See Championship on page 7.

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Patriot Project Office people presented individual awards

The following members of Patriot Project Office received awards Oct. 25:

- Audrey Jo Cash Tucker, Certificate of Service— 10 years
- Alan Pope, Certificate of Service— 10 years
- Robert M. Owen, Promotion Certificate
- Steven G. Blake, Promotion Certificate
- Pamela W. Fisher, Promotion Certificate
- Patricia M. Ashley, Promotion Certificate
- William Gilchrist, Patriot of the Month for August
- William S. Pearce, Patriot of the Month for September
- Larry E. Moore, Performance Award
- Jerry Blaine, Performance Award
- Michael R. Whitt, Performance Award
- J. Michael Achord, Performance Award
- Doug Deaton, Performance Award
- Jacqueline Crepeau, Performance Award
- Patrick Duggan, Performance Award
- Jackson J. Waters, Performance Award
- Robert M. Owen, Performance Award
- Karen L. Blalock, Performance Award
- Rosita D. Strong, Performance Award
- Pamela W. Fisher, Performance Award
- Patricia Ashley, Performance Award
- Pat Dwyer, Performance Award
- Peggy Bowman, Performance Award
- Donald L. Adams, Performance Award
- Eric R. Baker, Performance Award
- Barry Belew, Performance Award
- Martin Belgrave, Performance Award
- Felix M. Bivens, Performance Award
- James E. Boswell, Performance Award
- Bobby F. Bryant, Performance Award
- David T. Calhoun, Performance Award
- Willie Clark, Performance Award
- Donald J. Conn, Performance Award
- Glenn Davenport, Performance Award
- Dennis L. Day, Performance Award
- Brenda W. Dunn, Performance Award
- William Gilchrist, Performance Award
- Lawrence Hoffmeister, Performance Award
- Robert Jones, Performance Award
- Susan Kollman, Performance Award
- Patricia Long, Performance Award
- Michael Matusa, Performance Award

- Nicia McGlocklin, Performance Award
- Wallace Miller, Performance Award
- William Moeller, Performance Award
- Dean Mullis, Performance Award
- Donald Pettigrew, Performance Award
- Jennifer Shepherd, Performance Award
- Stan Sherrod, Performance Award
- Gerald Skidmore, Performance Award
- Edward Thornton, Performance Award
- Mitchell Tidwell, Performance Award
- William Varnon, Performance Award
- William West, Performance Award
- John K. Yim, Performance Award
- Angie Zito, Performance Award
- Dennis L. Wilkerson, Performance Award
- Ernest C. Roberson, Performance Award
- John P. Beasley, Performance Award
- Mike Danesh, Performance Award
- Frederick Glazner, Performance Award
- Steven Thomas, Performance Award
- Juan Mendoza, Performance Award
- Ryan Rorick, Performance Award
- Diana Burlingame, Performance Award
- Stephanie Adair, Performance Award
- Randy Siniard, Performance Award
- Don Grundt, Performance Award
- Jaime Zapata, Performance Award
- Anthony DiCerbo, Performance Award
- Danny Davis, Performance Award
- Felicia Riggs Cook, QI
- Margaret Battle, QI
- Jean Chambers, Special Act Award
- Felicia Riggs Cook, Special Act Award
- Larry Hadwin, Special Act Award
- William Varnon, Special Act Award
- Doug Deaton, Special Act Award
- Michael Nowakowski, Special Act Award
- Alan Pope, Special Act Award
- Theresa Talley, Special Act Award
- Joseph B. Bodiford, Special Act Award
- Edward A. Haiges Jr., Special Act Award
- Stephanie Adair, Special Act Award
- Robert Jones, Special Act Award
- Maj. John R. Oxford Jr., ARCOM (2nd oak leaf cluster)

Championship

continued from page 6

"The guys passed well and fed each other whenever they had the opportunity," coach Howell said. "And that's the kind of consistency you need working as a team."

"This is the first year we've taken the tournament. So we're just proud of the kids."

We think it's a real accomplishment for the Arsenal and sports program."

The Rockets included Kyle Sunday, T.J. Howell, Max Carroll, Billy Kuehn, Shawn Gilbert, Brian Savage, Justin Folk, Adam Brooks, Michael Talley, Megan Tillery, Felicia Kerns, Arin Sommer, Kristie Barber, Chris Quesenberry, Kendrick Vaughn, Brian Joyce, Jamar Mathewson, A.J. Santos and Ryan Toledo.

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Command honors participants in cost cutting programs

By Mike Price

The Aviation and Missile Command (AMCOM) Value Engineering (VE) and Operations and Support Cost Reduction (OSCR) Programs recently held their fiscal 1999 awards ceremony. Key representatives from the AMCOM/PEO community were recognized for their efforts to both VE and OSCR during the year.

"VE/OSCR assists us in producing affordable aviation and missile equipment," Maj. Gen. Al Sullivan, commander of the Aviation and Missile Command and Redstone Arsenal, said. "More than ever, our soldiers need and deserve our dedicated VE/OSCR efforts to keep America's Army the finest in the world. Both the VE and OSCR initiatives are vital to achieving the goals of this command, the Department of Defense, the taxpayers, and every soldier in the field."

The commanding general also stressed that cost cutting initiatives are reaching just the tip of the iceberg of what we need to do today in saving dollars and he urged continued support

to both the VE/OSCR programs.

The AMCOM's VE efforts saved \$257.4 million for fiscal 1999. This included \$256.6 million from in-house generated VE proposals and \$735,000 through proposals submitted by contractors. This amounted to 322 percent of its \$80 million goal for the year.

The following AMCOM/PEO organizations received VE award plaques for achieving their fiscal '99 savings goals: Patriot-PAC3 Project Office, Multiple Launch Rocket System Project Office, Integrated Materiel Management Center, Army TACMS-BAT Project Office, Air-to-Ground Missile System Project Office, Deputy for Systems Acquisition, CCAWS Project Office, Javelin Project Office, Corporate Information Center, THAAD Project Office, Joint Tactical UAV, Research Development and Engineering Center, Aircrew Integrated Systems Project Manager's Office, Aviation Electronic Combat Project Manager's Office, Comanche Program Manager's Office, Corpus Christi Army Depot, Texas, and Letterkenny Army Depot, Pa. Value

Tarquine award presented

The fourth annual Robert B. Tarquine Value Engineering (VE) Achievement Award was presented at the Value Engineering/Operating Support Cost Reduction awards ceremony Nov. 17.

The award named after the late Robert B. Tarquine, is presented annually by the Command VE Office to a key individual for their outstanding achievements in VE.

"Mr. Tarquine was a key participant and contributor to the early success of both the Command and the Patriot VE Programs," Kenneth Dulaney, chief of the Industrial Operations Division, said. "He

truly was a benefactor of the AMCOM VE Program and this award is presented in his honor for his sustained achievements in VE."

This year's nominees included Sylvia Budd, Integrated Materiel Management Center-Corpus Christi Army Depot Maintenance; and Dan Beck, Patriot Project Office.

This year's award was presented to Budd. Past recipients include Mrs. Robert Tarquine, wife of Robert Tarquine; Jean Grotophorst, Army TACMS-Bat Project Office; and Robert Yanulavich, Army TACMS-Bat Project Office.

Engineering certificates were also presented to VE coordinators and contracting personnel for their accomplishments.

The AMCOM's OSCR efforts were just as successful during the year. A total of four projects were contracted on aviation systems while three projects were contracted on missile systems. The initial investments required for the seven projects totaled \$3.1 million. The total gross savings over the next 10 years are projected to exceed \$154 million.

The following AMCOM/PEO organiza-

tions received OSCR award plaques for their fiscal '99 accomplishments: Research Development and Engineering Center, CCAWS Project Office, Utility Helicopters Project Office, Stinger Shorad Product Office, Weapon Systems Directorate, and the Cargo Helicopter Program Manager's Office. Operating and Support Cost Reduction certificates were presented to key OSCR personnel for their accomplishments.

(Editor's note: Price is a program specialist in AMCOM's VE Office.)

Army and Lockheed Martin Missiles & Fire Control sign pact

By Craig Vanbebber

DALLAS— Lockheed Martin Missiles and Fire Control, the Program Executive Office for Tactical Missiles and the Security Assistance Command have signed a partner-

ship agreement to increase cooperation between the organizations.

Through the partnership, which was signed during the Association of the United States Army show in Washington, the three organizations agreed to work better as a team

to develop action plans, increase communications, resolve conflicts at the lowest possible level, streamline the acquisition and foreign military sales process, and provide enhanced cooperation for the exportable Army tactical missile systems.

Maj. Gen. Larry Smith, commander of SAC; Brig. Gen. John Holly, PEO- TM; and Jim Berry, president of Lockheed Martin Missiles and Fire Control, signed the agreement.

"What it does in my mind," Smith said See Partnership on page 9.



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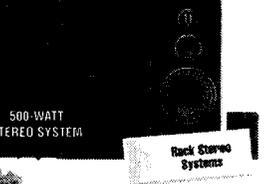
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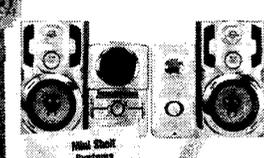
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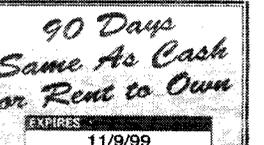
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Partnership

continued from page 8

during the signing ceremony, "is help remove any blocks to good communications or other issues among these organizations. This type of industry-government partnership helps all parties."

"We view this as a further extension of an excellent working relationship," Berry said. "We truly appreciate the level of cooperation between our respective organizations. I believe this further strengthens our relationship that, in my mind, is already one of the strongest industry-government partnerships in existence."

Holly added, "Our signing of this partnership agreement signals our continued interest in building meaningful relationships with our industry base. And that will ultimately benefit everyone involved."

"I believe this is an important step in our continued growth as an organization," Smith added. "This partnership will contribute to the excellence goals we all strive for."

Located in Dallas and Orlando, Lock-

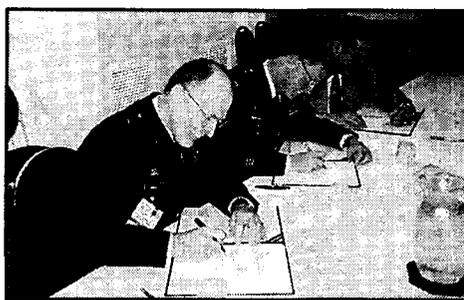


Photo by Craig Vanbebber

SIGNING CEREMONY — From left Holly, Smith and Berry sign partnering agreement at AUSA annual meeting in Washington, D.C.

heed Martin Missiles and Fire Control develops, manufactures and supports advanced combat, missile, rocket and space systems. The company is organized in six program/mission areas: Strike Weapons, Air Defense, Anti-Armor, Fire Control and Sensors, Fire Support and Product Development.

(Editor's note: Vanbebber works at Lockheed Martin. Ken Spalding of SAC contributed to this report.)

Logistics

continued from page 5

new ways of doing business and to establish new relationships and interdependencies. The number one job for all the senior level managers involved is to take care of the soldiers in war fighting. Evans said that the LSF gives them an opportunity to realize that mission better, faster and cheaper.

According to the numbers Evans has been seeing on the work packages, the LSF is any-

where from 20-80 percent cheaper than any other sector. Since satisfaction is high for those currently using and working with the LSF, Evans said now the challenge is being able to sustain that satisfaction level.

"I've been in Army aviation for about 30 years and I've never been around so many good people focused on a single issue in my entire career. It puts you in awe about what can be done once you get out and try," he said. "I wish I could truthfully say I had some conscious, competent vision in all this, but I've just been along for the ride."

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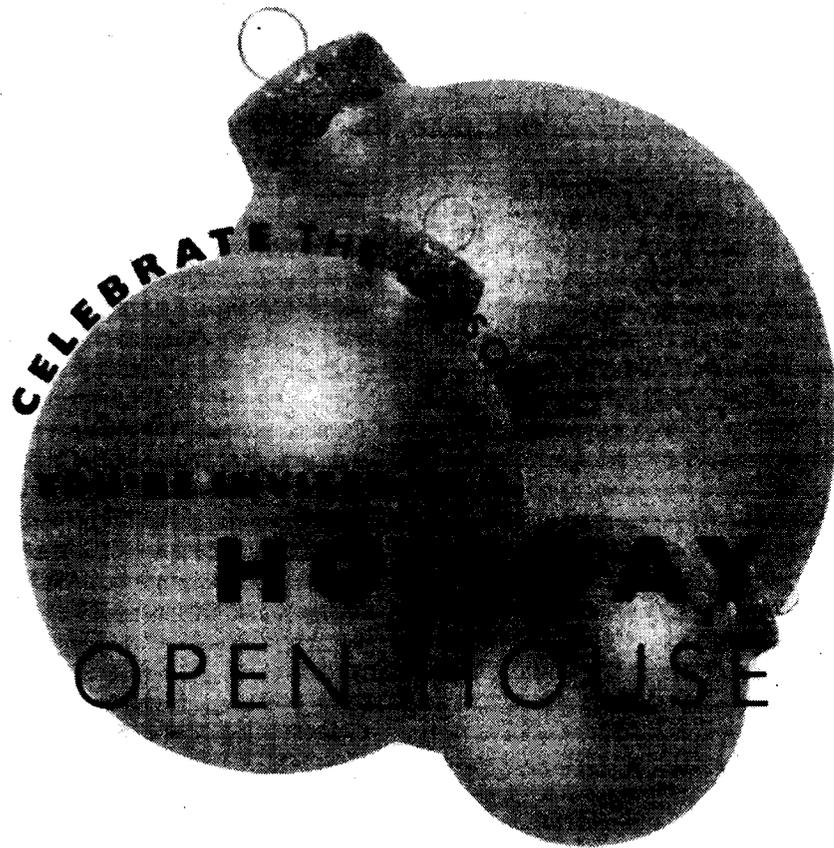
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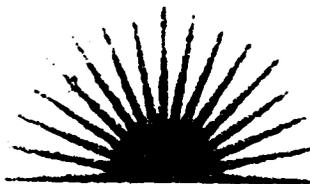


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Do-it yourself

Auto Skills Center offers tools, instruction to get job done right



Photo by Sandy Riebeling

A PLACE TO WORK— This was logistics specialist A.J. Branon's first visit to the Auto Skills Center. Branon is a newcomer to the area and needed a place to do maintenance on his car.

By Sandy Riebeling

People who take advantage of the Arsenal's Automotive Skills Center know the value of having the right tool for the job, right when and where you need it. They relish the warm, dry place to work when it's cold and raining outside. And there's nothing like getting expert advice any time you need it, free of charge. People who use it, know the value. But this article is for the do-it yourself wanabees.

"A lot of people are afraid or intimidated by trying to work on their vehicles," Mark Poole, automotive instructor for the Center, said, "but they don't have to be. You don't have to know about cars or tools when you come in. We can teach you what you need to know to get the job done. Some people just want to learn how to do routine maintenance like change the oil, flush the radiator, rotate their tires. We can help them with all of that."

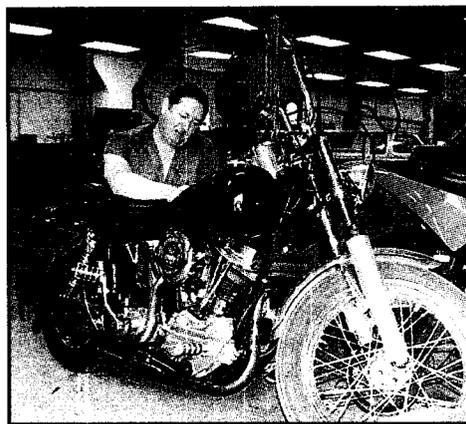


Photo by Sandy Riebeling

HOG HEAVEN— Poole spent months restoring his 1956 Harley Davidson Panhead as an instruction tool for those interested in turning their old clunker into a classic.

Formerly the Auto Craft Shop, the name was changed to reflect the idea of teaching customers automotive skills. There are no formal classes offered, except for a mandatory safety class all newcomers must attend, covering the basics of working in an auto repair shop, something Poole calls Common Sense 101.

"We used to offer classes but no one would come," Poole said. "People don't come in to learn how to do a brake job unless they need to do one. But we have found that when people do need to do a job they've never tried before, we can walk them through it, make sure it's done right and answer questions as they go along."

The Center, open to the Redstone community, has 12 flat work bays and four lift bays. Each bay is equipped with an exhaust vent, electric outlets, compressed air and a



Photo by Sandy Riebeling

ALL IN THE FAMILY— Michael Melvin helps his uncle, Sid Martin, retired Army, replace front brake rotors on his car.

tool box. It houses two machine shops, one with valve grinding equipment, a brake lathe to turn drums and rotors and a 25 ton press; the second has a metal lathe and vertical milling machine to fabricate parts. The Center also offers a welding shop, body shop, paint booth, engine rebuild area and air conditioning service.

"We have the capability to do anything from an oil change to complete, ground up vehicle restoration," Poole said. "We run most of the equipment ourselves."

Other services available at the Center include the Computerized Repair Information System that offers all the vehicle service manuals available on CD.

The Center is part of Morale, Welfare and Recreation. There are small charges for See Center on page 11.

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High Tech Career fair

Looking for a job?

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*Details and helpful tips
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High Tech Career Fair

High Tech Career Fair is all about networking

By **MAGGIE HEEGER**
For The Times

It's all about networking: spreading your name around to the people who could connect you with the job of a lifetime. Networking is what *The Huntsville Times* High Tech Career Fair is all about: it's a forum for helping employers and job-seekers meet.

The annual *Huntsville Times* High Tech Career Fair will be held Tuesday, Dec. 7, in two shifts, at the Von Braun Center. Sixteen exhibitors and countless positions will be on display from 10 a.m. until 2 p.m. and again from 4 p.m. to 7 p.m.

Admission is free, but smart job seekers will bring a stack of at least 25 resumes to pass out to potential employers.

Job seekers will be able to speak with representatives from a number of area corporations, discuss job requirements in greater detail than an advertisement can offer, and may be interviewed on the spot for openings. Huntsville has a large pool of qualified professionals in the high tech fields, says Willa Ogletree of *The Huntsville Times* advertising department. The High Tech Career Fair will help professionals identify opportunities they might have otherwise missed.

"Anyone looking for employment in high tech, computer and engineering fields will have a heyday at the High Tech Career Fair," Ogletree says. "It's one-stop shopping for career advancement."

If you're seeking employment, or just want to put feelers out for future contacts, Ogletree recommends dressing professionally and being prepared for an interview and on-the-spot hiring. That means dressing and acting the part.

"Be sure that the recruiters see you as someone they want on their team," Ogletree says. "Besides dressing appropriately, come with an attitude that shows your willingness to work. This might not be the best time to bring the kids, because your attention won't be focused entirely on the company; it'll be distracted by parenting. This is the time to project a corporate image."

Dress for success

Appropriate dress means conservative, classic colors and styles in gray, navy and camel, Ogletree says.

While you may prefer to dress more casually, an employer gains a more positive first impression of someone who respects the position enough to dress accordingly.

When preparing a resume to bring to the career fair, Ogletree suggests making sure the copy is error-free and printed

on high-quality bond paper in white, ivory or gray. Resumes should feature active verbs, highlight skills and accomplishments and list experience in reverse chronological order.

If you have strong references, attach a list of at least three to your resume, making sure that your references know you've listed them as a resource. Be sure to include contact information about yourself.

Many who attend the High Tech Career Fair come back year after year, even when they're not job-hunting, Ogletree says.

"Besides a place to find a job, the fair is a place to network for future contacts," she says. "You never know when times will change and you'll suddenly need a new job. By having made direct contact with other employers in related fields, your network will already be established when time is of the essence. It's a way of hedging your bets, of getting a foot in the door, and of looking out for your future."

Because it's possible you'll be asked to interview for a job right away, Ogletree says job-minded seekers should mentally prepare for that interview.

"Think about what questions are often asked at interviews, and prepare your answers in advance," Ogletree says. "That way, when someone asks, you won't have to stumble and stutter. You'll already know what to say, and

you'll give the impression of someone who's together and ready for anything. Someone like that will be the one employers want to hire."

Typical interview questions focus on what you can bring to the company, how well you understand the company's goals and products, and questions geared to gain insights on your people skills.

Popular event

The Huntsville Times High Tech Career fair grows in popularity every year, Ogletree says. Anyone new to the event should allow at least an hour, and preferably two to tour the entire event.

"If you become involved in a productive discussion, time can fly," says Ogletree. "You don't want to have to hurry through something important like a career move. Allow enough time so that you're not pressed or hurried. That feeling of relaxed confidence will come through in your mannerisms, as well."

Huntsville is a unique area, Ogletree says, in that there is a large concentration of high tech companies all within a relatively small area. "People can switch jobs several times and never have to move, because there are so many jobs concentrated in the Tennessee Valley," says Ogletree. "That's what this career fair is all about: helping job seekers find all those jobs out there."

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The Associated Press

NEW YORK — It's time to go. And no better time to remember your manners.

Whatever your reason for leaving a job — even if you hated it and your boss was an absolute ogre — be your most diplomatic and graceful self in making your exit, says Sally Haver, president of the Ayers Group, a human resources consulting firm.

The reasons are practical, she says. Remember that it's a small world, and bad word of mouth can follow you wherever you go, should you choose an incendiary finale. Your feelings will pass, but your behavior will be remembered by others for a long time.

Suppose you have a job you like, and the people are great, but another, better opportunity comes along. Don't feel guilty about leaving, says Haver. Leaving one job for a better one is part of corporate life. And consider that you'd be let go in a minute if the budget was cut or your position was eliminated.

If you're leaving to join a competitor, it's a good bet that your current employer will want you out the door right away. The idea is to keep you from taking trade secrets and customers with you. So, says Haver, be prepared to make your exit with your personal possessions in shopping bags within the hour.

Haver points out that leaving one job without another one lined up cuts your leverage in finding

HAYER POINTS OUT THAT LEAVING ONE JOB WITHOUT ANOTHER ONE LINED UP CUTS YOUR LEVERAGE IN FINDING ONE. GRIT YOUR TEETH AND HANG IN THERE AS LONG AS POSSIBLE WHILE YOU CONDUCT YOUR SEARCH, SHE ADVISES.

one. Grit your teeth and hang in there while you conduct your search, she advises.

She concedes that none of the rules may apply if you're in a "hot" specialty such as information technology. Her company has a division that specializes in IT recruiting and career management, and she says that IT professionals with cutting-edge skills are known as "gypsies," constantly on the move for top dollar. Sometimes they even are offered "stay bonuses" from current employers just to keep them from leaving within a specified period of time.

Haver observes that an IT pro can leave a current employer without any social grace whatever, go across the street and have a new job by the next day. It's not fair, she says, but that's life.

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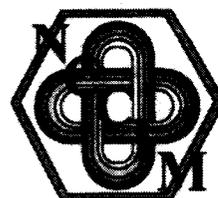
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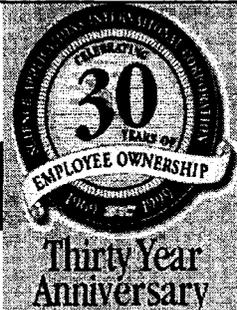
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High Tech Career Fair

Follow these tips to ensure a great interview

■ Maintain good eye contact during your conversations. Typically, you should look at the other party at least 65 percent of the time.

interviews you on the spot or spends a good deal of time speaking with you, send them a personal thank-you note within one week.

■ Always give a firm handshake. This says you are confident, honest and professional.

■ Present yourself with confidence — but not arrogance. In today's competitive job market, you must be able to "sell" yourself.

■ Remember the names of the people you meet, and use their names during your conversation with them.

■ Smile enough to convey your enthusiasm and good attitude, but don't overdo it or you might not be taken seriously.

■ Collect business cards from the company representatives you meet. If someone

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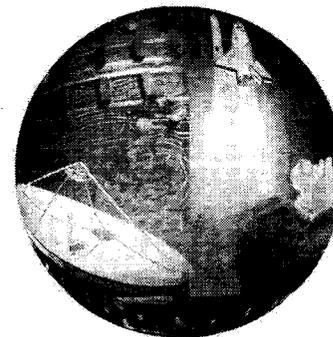
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High Tech Career Fair

Employers need folks who can write clearly

The Associated Press

DAYTON, Ohio — Plain English, please.

"It's a simple goal, really. The bottom line is communication," says Rebecca Cochran, assistant law professor at the University of Dayton.

Cochran teaches first-year law students to use plain language instead of "legalese," and she notes that more employers in corporate, legal and governmental fields are looking for employees who can write simply and clearly.

The reasons are simple, too, she says. Clear writing saves time and money, and it's more effective.

Government goal

Further, consider the federal government goal of plain language in its written communication by 2002.

"We try to teach language that communicates and doesn't have all of that gobbledygook in it," says Joyce Durham, a UD associate professor of English and business writing expert who teaches plain language to undergradu-

CLEAR WRITING SAVES TIME AND MONEY, AND IT'S MORE EFFECTIVE.

ates.

Some of the basics of plain writing are cited by Cochran and Durham:

■ Use the active voice. "The dog bit the boy," instead of "The boy was bitten by the dog."

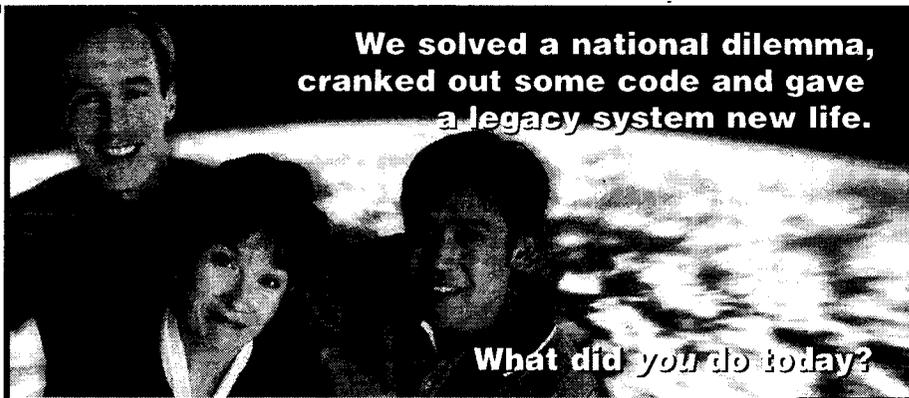
■ Keep sentences short.

■ Use common words instead of obscure or multi-syllable versions. Think "big" instead of "magnitudinous."

■ Make it clear and unambiguous. "Frequently, workers injured on the job receive no compensation" instead of "When workers are injured frequently no compensation is paid."

Both teachers recommend "The Elements of Style," by E.B. White and William Strunk, for those who want to improve their writing.

Cochran further recommends "Plain English for Lawyers," by Richard C. Wydick, for those in the legal profes-



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High Tech Career Fair

How to sell yourself in the interview

By **SUE DYE BABSON**
Knight Ridder News Service

Your No. 1 goal in a job interview is simple: Sell yourself.

And there's no better way to do just that than by going in well prepared.

"Selling yourself is a learned skill," said Bea Ludwig, human resources coordinator for Kaiser Permanente. "The more you practice it, the better you get at it."

Here are ideas for preparing and presenting your personal sales pitch, according to area experts:

- Get samples of your work product in front of the interviewer. Ahead of time, pack them up to go in with you. And think about how to pull them out at the first lull in the conversation.

"Samples can prove something about your writing skills or thought processes," said Jay Meschke, senior vice president for EFL Associates//Transearch, an executive search firm. "If there's confidential information in your samples, just black that out."

- Distinguish yourself by giving your future employer something others won't.

"It's appropriate to ask, 'Is there something I can do to distinguish my candidacy from others you've interviewed?'" Meschke said.

If the employer doesn't know what

Preparing for the High Tech Career Fair

- Determine which exhibitors you want to visit. Research these companies by visiting their home pages on the World Wide Web. This research may help you prepare questions to ask at the fair.

- Make sure your resume is error-free and printed on high-quality bond paper. Good color choices are white, ivory and gray. Your resume should use active verbs, highlight skills and accomplishments and list your experi-

ence in reverse chronological order.

- If you have strong references, attach a list of references (a minimum of three) to your resume. Make sure that your references know you've listed them as a reference and that they have a current copy of your resume.

- Keep in mind that gray, navy and camel are good, conservative colors for women to wear for interviews. Navy or medium to dark gray suits are good color choices for men.

you can do, volunteer an idea. "What if I wrote a paper about how the Internet might affect your business?" Meschke suggested.

- Be prepared to tell why you really want to work there.

"Why is that company your first choice?" said Lisa Farr, human resources manager/risk manager for the seven Kansas City area facilities of Prime Health Medical Group, a subsidiary of Family Practice Associates. "Saying you saw their ad and need a job is honest, but it doesn't show much enthusiasm."

- Be ready for testing.

If it's a clerical position, you probably can count on getting one that will check your skills in areas such as number recognition, matching and alphabetizing.

There are also PC tests to see if you can use different computer programs and sometimes psychological testing at a higher level, Farr said. If your future job is in banking or some area of finance, security and bonding checks might be ordered.

At Kaiser Permanente, pharmacists go through testing in which they answer specific questions about prescriptions, Ludwig said. About 75 percent of appli-

cants at Kaiser Permanente go through pre-interview computer screening. If you're leery of testing, make sure you ask questions about how that testing might occur.

- Practice, practice, practice those interview questions.

Find out what is commonly asked by checking out books with interviewing tips. What you don't say is just as important as what you do say. Practicing with a friend by using flash cards will make the answers come faster and easier, Ludwig said.

The most common interview question probably is the icebreaker: Tell me something about yourself.

Don't get trapped, the experts said. This one can give your future employer reasons not to choose you if you say too many personal things about your dozen children and a sick grandmother. Think of it as an opportunity, instead, to showcase your job skills.

Behavioral questions also are big today. Those questions are "anything that makes you use life experiences to answer," according to Farr. Popular is "Tell me how you handled a confrontation with a co-worker," Farr said.

According to Farr, a good answer is: I asked the co-worker to go for coffee or lunch and talk things out. A bad answer is: I told the boss and asked him or her to handle it.

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High Tech Career Fair

Colleges help women break into engineering

By GUTHRIE COLLIN
The Associated Press

TROY, N.Y. — Since she was a young girl, Pamela Daum has dreamed of exploring the stars and the limits of scientific knowledge as an astronaut.

That dream and a love for math and science propelled Daum into engineering, a profession that is over 90 percent male. Studying at Rensselaer Polytechnic Institute, Daum is well aware of the lack of women in engineering.

"When I go to classes I'm sometimes the only female," the 20-year-old senior electrical engineering student explained.

Her situation is echoed across the country, but colleges and industries are helping women like Daum change the odds.

Daum's determination led her to intern at NASA's Jet Propulsion Laboratory in Pasadena, Calif., during summer, 1998; her assignment included working on atomic clocks and the deep space network.

This past summer, she interned at Boeing in Huntington Beach, Calif., working in the avionics, telemetry, tracking and communications department of the Delta IV Rocket program.

While at Pasadena, Daum was not surprised she worked only with men, since at Rensselaer she is one of just 32 women in an electrical engineering program with 247 students. Overall, women make up 21 percent of Rensselaer's engineering students.

The low number of women in Rensselaer's program isn't unusual. At the Massachusetts Institute of Technology, engineering males outnumber females roughly 3-to-1. And almost 10 times more men than women enroll at the California Institute of Technology's engineering programs.

Since 1994, Rensselaer's assistant dean of engineering, Vicki Lynn, has been vigorously recruiting more women.

Lynn knew many female engineering students were unhappy and isolated. In 1994, she started matching up female juniors and seniors with incoming freshmen to "build a sense of community among the women here."

Rensselaer has another program where corporations such as Ford and General Motors financially sponsor individual female students throughout college. Along with providing work experience through internships, the companies also offer the women jobs upon graduation.



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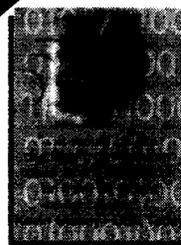
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BSEE and 3-5 years experience with firmware, embedded systems, FPGA and verilog experience.

REGULATORY AND STANDARDS ENGINEERING MANAGER (99-RS)

BS EE or related degree with 5-10 years' experience to work with international and U.S. regulatory and standards agencies in wireless communications, data links, precision positioning, and radar. Specific knowledge in the U.S. (i.e. commercial wireless LAN standards) FCC (i.e. Part 15 requirements), NTIA (i.e. frequency allocations), DoD (i.e. JTRS Program) and international rules, regulations, and standards is highly desired for this position. Preferred residence for this position is Huntsville, Alabama or Washington, D.C. with 25% travel.

ANTENNA ENGINEER - (99-AE)

BSEE with 4 years' experience conceptualizing, building, and testing ultra-wideband antennas required. Experience with antennas with fractional bandwidths greater than 25%, particularly for impulsive type systems, is a plus.

PROPAGATION ASSISTANT - (99-DPA)

Part-time position ideal for person enrolled in technical Associates or Bachelors program. Individual must take direction well, communicate clearly and show a keen interest in radar, positioning and other applications of PulsON technology.

TECHNICAL SALES ENGINEER (99-TSE)

BS EE with 5 years' customer service and field related experience in wireless communications, data links, precision positioning, or radar required. Preferred residence is Huntsville, Alabama; Washington, D.C. or Palo Alto, California with 50-75% travel.

ELECTRONIC TECHNICIAN (99-T)

A minimum of 4 years' experience with various types of digital and analog test equipment required. Must have excellent computer skills (familiarity with LabView, C++, and Delphi is a plus) with demonstrated ability to build test jigs and produce engineering prototypes.

VERILOG/FPGA PROGRAMMERS (99-DAE)

BSCS or EE. Digital design using Xilinx. Signal Processing, VHDL, ASIC design and familiarity with logic analyzer and logic simulator.

SOFTWARE ENGINEER - RESEARCH (99-RSE)

BSCS or EE, C++, real-time programming, Delphi, networks, UNIX, LINUX, signal processing and DSP experience.

COMMUNICATION SYSTEMS ENGR. - RESEARCH (99-RCSE)

BS or MSEE. Communications theory and RF communications experience in TDMA and CDMA spread spectrum.

COMMUNICATIONS THEORIST - RESEARCH (99-RCT)

MS or PhD degree in Mathematics or EE. Signal processing, digital communications, and radar experience.

SOFTWARE ENGINEER - DEVELOPMENT (99-DSE)

BSCS or BSEE. C, C++, Visual Basic or Visual C GUI programming experience. Embedded systems, real-time programming, and signal processing experience.

RADAR ENGINEER - (99-DRE)

BSEE and ultra-wideband radar systems development and processing algorithm development. Impulsive or stepped frequency radars and commercial product development.

SENIOR RF DESIGN ENGINEER (99-DSDE)

BS or MSEE and experience with discrete and ASIC design methods and tools.

SENIOR NETWORK SYSTEMS ENGINEER (99-DSNE)

BS or MS, excellent organizational skills and experience with current network standards 802.11, 802.15, Ring, Star, Ad-Hoc, TCP and IP.

SILICON GERMANIUM CHIP DESIGNER (99-SGCD)

BS or MSEE. Hardware engineering and chip design experience required. Radar, antenna or RF experience desired.

DOCUMENTATION CONTROL SPECIALIST (99-DCS)

5+ years' technical library experience. Create easily searchable manual and online systems. BS in Library Science preferred.

PROJECT MANAGER-POSITIONING (99-PMP)

10+ years' Project Management experience in proof of concept and early prototyping of hardware and firmware communication devices. BS or MSEE and excellent communication skills required. Experience with Geo-Positioning systems, RF design and signal processing, embedded software and systems design and integration desired.

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High Tech Career Fair

Examining new paths to find fulfillment

By AMY GAGE

Knight Ridder News Service

ST. PAUL, Minn. — Have you ever been pushing paper at your desk on a Wednesday afternoon and wondered what your life's about? What ever happened to your dreams?

Such questions used to signal a mid-life crisis. After age 35 or 40, we tend to ask ourselves deeper, more complex questions about meaning, purpose, spirituality, self-discovery — a life beyond standard measures of achievement.

But people are posing those tough questions at younger ages these days, says former career counselor Karen Greer, who runs Life Purpose Career Consulting in Bloomington. "I've observed younger people asking how they can give the world their gifts. How can they get more meaning from what they do? Basically, 'Who am I?'"

People don't just stumble upon these questions, says Lori Palm Johnson, an entrepreneur who has created a business by following her instincts and paying attention to her dreams. Her clients examine themselves and their professions when they're ready to face the answers. To do the work.

"You have to be willing to look at your life," says Johnson, owner of Palm Productions in Minnetonka, a market-

ing company for speakers and entrepreneurs. "It's like a mobile. If you touch one part of it, everything moves. It's connected to the whole. That's the way our lives are. You can't touch one area and not affect another."

Whether you want to start a business, get unstuck from a boring job or simply create a more well-rounded life, consider these self-renewal tips from Greer, Johnson and their clients.

All you have to lose is your fear of the unknown.

To glimpse the future, review the past. A thread runs through everybody's life that can connect them to their purpose and, maybe, the perfect job. Johnson sees it happen with her clients all the time.

Kathryn Harwig was a probation officer for Hennepin County when she met Johnson in the early 1990s through a women's networking group, Dessert First. "I needed to be encouraged to leave the health insurance and retirement plan," Harwig says.

An analytical person, she went to law school and formed a practice. But Harwig still was not content. Then one evening, she and Johnson and the group described what they were like as little girls. Harwig remembered how much she loved to read palms.

Years later the reluctant attorney is conducting intuition training — for po-

lice departments, no less — and giving speeches around the country on "The Intuitive Advantage," which also is the title of her book.

Harwig's seemingly hodge-podge career actually is a logical progression, she says. From palm reading as a child to studying psychology in college, she now sees that her past interests have led her to this point.

"Lori talks about being a web-weaver," Harwig says. "She does it mostly with asking questions. She took these disparate skills — law, intuition, probation — and helped me see that if I wove them together, I would see a pattern."

Cement logic to your dreams. It's one thing to declare yourself a refugee from the rigors and routine of corporate life. It's another to make it happen.

Jeff Hammer worked as an engineer at Honeywell for 23 years, eventually becoming an elite "engineering fellow," a rank that only 100 out of 20,000 engineers attained. Hammer worked for the defense side of the business. "When peace broke out," as he puts it, and Honeywell spun off Alliant Techsystems, Hammer chose to be laid off.

Now, at 51, he is matching his former income in little more than half the hours as a consultant in product development. Hammer credits his intellect — "I'm a high-talent guy" — but he also stayed visible all those years he was on

the inside.

The network he built still supports his business. "There is a trap in any job, and the trap is isolation," says Hammer, who worked with Greer when she was an outplacement counselor at Career Dynamics. "Most employees get stuck in a function that's visible only to a few people around them. So who knows if they're one of the spark plugs or one of the drones?"

Hammer also is fiscally prudent. He drives an old car. He owns a house across the road from Lake Minnetonka not for the prestige but the resale value. Should his business fail, he could sell the homestead and survive.

"That's one of my cushions," Hammer says. "But the real safety is having skills that work and a network of friends that trust me. That's true for employees, too. Because when employees let their skills atrophy and become isolated from colleagues in a similar business that could employ them, then they truly become dependent on the job."

Remember, every journey starts with one small step.

Greer urges her clients to list 50 small steps. "You don't have to take a leap to the whole other side and quit your job," she explains. "Take a step. Take a class. Talk to a friend. Read a book. Try something safe that you know you can do."

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Requires experience with UNIX/Solaris/RT/MS programming with C++ and Ada95, and computer networks and applications.

• EMBEDDED TRAINING SYSTEMS

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• COMPUTER OPERATOR INTERFACE

Requires experience with DOD standard development methodology in a real-time embedded system development environment using Ada on Sun or HP/UNIX workstations, as well as experience using GUI builders for display development employing X-Windows and Motif in the design.

• COMMUNICATION SYSTEM NETWORKS

Requires experience with PABX, satellite and terrestrial radio, data switching, LAN, ATM systems, networks and associated applications.

RADAR SYSTEMS ENGINEERS

The successful candidates will perform systems applications engineering in the design, development, and use of radar hardware and software and conduct radar and system performance analyses. In addition, you will be actively involved in both the integrated flight and ground testing of ground-based radar systems. This position requires a BS in EE/Physics and experience with computer aided analysis tools.

SIMULATION AND TEST SYSTEMS ENGINEER

In this position, you will flow performance requirements into test and simulation requirements, perform detailed test and simulations planning, execute the plans, and produce the necessary documentation and briefings. Requires a BS in CS/CE/SE and experience with military application simulation and tests.

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SOFTWARE ENGINEER

Entry to Senior level positions available. These positions require individuals capable of performing preliminary design, detailed design, coding, testing and integration of software. Two to eight years' experience with Ada, object-oriented programming, and UNIX are required.

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Center

continued from page 10

the use of facilities and certain equipment. For example, flat work bays cost \$2 per hour, lift bays, \$3 an hour. The tire changer fee is \$2 per tire. Valve grinding is \$2 per valve.

"We're not in this for profit," Poole said, "but we do have to cover our expenses."

The Center also offers a service to used car buyers. For \$5, buyers can bring in the car they are considering buying and have it inspected by the instructors, "front to back, top to bottom. We put it up on the rack and

really look it over," Poole said. "That way, if we find anything wrong, you can take it back and either get them to fix it as part of the deal or negotiate with the price. The important thing to remember is to bring it here before you buy. We charge \$5 for this service but it's really worth the money."

Poole also suggested that even if you're not ready to tackle that repair on your own, bring the vehicle in and let the instructors take a look at it. They will be able to tell what the problem is and what it would take to fix it. That way, at least you go into the service shop educated about the work that needs to be done.

"Our logo talks about discovering the

value and pride of the Auto Skills Center," Poole said. "The value part is easy, we can save you a lot of money by offering you a place to do the work, tools, and help to get the job done. We don't do it for you, but we walk you through the repair or maintenance one-on-one if you want us to. We're here to help our customers do a good job. And that's what the pride is all about. Pride in accomplishing a task— doing a job you didn't know how to do before you came in. Pride in doing your own work and doing a good job. We take pride in the way we help our customers."

If you've ever wondered why auto fix-it shops charge \$50 an hour to fix the knock

or the ping or the kerplunk in your vehicle's engine, a visit to the Automotive Skills Center may be just what you need. You'll either face your fears and frustrations of auto repair and tackle the job yourself, with one-on-one instruction, or you'll decide that \$50 an hour isn't so bad. Either way, it's worth a trip to the Auto Skills Center to find out. And who knows? You may find that you can do-it yourself.

The Center is located on Entac Circle off Gray Road. Operating hours are: Monday and Tuesday closed; Wednesday through Friday open 1:30-10 p.m.; and Saturday and Sunday 9 a.m. to 5:30 p.m. For additional information, call 955-7727.

Party

continued from page 2

The hors d'oeuvres will be "heavy." Included will be such delectables as shrimp puffs, chicken tenders, beef finger sandwiches, chips and dips, vegetable trays, and fresh fruit, among others. Of course, there will be beer, wine and champagne as well.

And if all the partying and dancing makes you hungry after the stroke of midnight, an "After Midnight Breakfast" will be served beginning at 12:30 a.m. You can fill up on ham biscuits, assorted danishes, juices and coffee to help keep up your energy level throughout the party.

Remember, you have to act fast because only 250 tickets will be sold. Call now for information and tickets: Carey 955-6739 or Takayama 876-8442.



Photo by Jim Bowne

DECORATIONS— Carey, left, and Takayama sort through boxes of holiday decorations as they select appropriate items with which to decorate the Rustic Lodge for the upcoming CWFC-sponsored New Year's Eve Party.

Gators picked to roll Tide for SEC championship

By Skip Vaughn

Skip's Picks had a 151-63 record after 13 weeks. Here are my predictions for selected games this week in major college football:

Alabama vs. Florida—Florida
Army vs. Navy—Navy



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Details, details, details

AMCOM Protocol Office makes sure Team Redstone events are ... uneventful

By Sandy Riebeling

They spend their days putting out fires but they aren't firefighters. They arrange travel plans, hotel stays and transportation but they're not travel agents. They check menus and arrange seating charts—again and again and again but they're not party planners. They coordinate tours to local points of interests but they're not tour guides. They answer phones, make copies, send faxes, arrange schedules but they're not secretaries.

They are the Protocol Office—the people behind the scenes who make parties, ceremonies, events, visits, conferences and



Photo by Sandy Riebeling

JOB WELL DONE— Hosting the AMC board of directors meeting in November was no easy task. CSM Roscoe Johnson presents coins to the team that worked on the event, from left, Hosea, Brazzel, Gaila Kelso and Charles Pollard who is responsible for the ceremonial flags.

gatherings look like they just sort of happen.

"People think that we have this magical book of rules and charts and all we do is follow the rules and everything works out," said Sarah Brazzel, protocol specialist in charge of the November AMC board of directors meeting, hosted by the Aviation and Missile Command. "Nothing could be further from the truth. No matter how well you think the event is planned, all it takes is for one person to show up that wasn't expected. Everything has to be changed—seating charts for dinners, luncheons and meetings, transportation routes, flags, billeting — it's all the little things that really do make the difference. And people will remember. If their meals were good and their room nice, it was a good trip."

The diversity of the job is what makes it so challenging, according to Dorothy Hosea, protocol officer. It takes a special type of person with a can-do attitude. Protocol specialists are on call 24 hours a day, working until the job gets done. Some of the sweetest words they hear at the end of an event is "wheels up" which means the last principal party has left the installation and the event is now history.

Preparations for a big conference like the November meeting begin three to four months in advance. The list begins with an agenda— number of meetings, when and where. Then it goes to a guest list. Should all the attendees be at all of the meetings? If

not, who will be going to which ones?

"Knowing who to expect is a big deal," Hosea said. "It's so important that people respond in a timely manner when they receive an invitation. We have to arrange billeting and seating for every guest. If one just shows up last minute, it throws everything off. We had to redo a seating chart three times to make sure everyone was sitting in the right place."

Protocol demands that seating be according to rank and not just lumping all of one rank into a section. Each person within the same rank is seated according to his or her date of rank, which is another matter protocol specialists must research when preparing for events.

Transportation can become rather complicated as well. Protocol must allot enough drivers and vehicles to see that everyone has a ride that needs one. Just one person's unexpected need to drop by his hotel room before going to the next meeting can change the schedules of two or three drivers. Protocol has escorts and drivers on standby just in case of such an occurrence. And it does happen, more frequently than you'd think.

"Besides the agenda and the guests, we also have to be sure the meeting places are set up with the proper flags, audio and visual equipment, and all the necessary information, manuals and other things are in place at each chair. If you sit down and there's a pen and a pad of paper, you can figure we had to make sure it got there."

While the Protocol office bears incredible responsibilities, they do not do it alone and are quick to praise the people who make their jobs easier.

"We all work as a team in this office," Hosea said. "The event may be Sarah's or Gaila's but we all pitch in when something needs to be done. This is a great staff. But it



Photo by Larry Jobe

Charity award...

Margaret Moreno, CFC keyperson for the Directorate of Resource Support, Command Group and Staff Offices, Corpus Christi Army Depot, Texas, presents Col. Mitch Dockens, depot commander, with an Eagle Award for his contribution to the Combined Federal Campaign. Moreno solicited 168 workers with a 68 percent donation rate. She and her partner Ruben Cuernero collected over \$22,000. Moreno was a chairman for CCAD CFC in the mid-1980s; and Norma San Miguel, director, asked her to perform her key-worker duties this year. Moreno is a computer programmer.

takes more than just the people in this office to make it all come together. We have wonderful people out in the community assisting us when we call. We rely heavily on the motor pool, the Arsenal Club, RASA, billeting, Landa (Pennington) in CIC and people from downtown handling hotel reservations for us. Without all these organizations and many others, we would be in trouble."

While the Protocol Office directly supports the general officers, Senior Executive Service and commanders of the installation by coordinating ceremonies, events, trips and visits, they are very much willing to answer questions and offer advice to people planning events that the Protocol Office wouldn't normally be involved with.

"There are a lot of people who don't even know that we're here," Hosea said. "We're glad to help out anytime we can."



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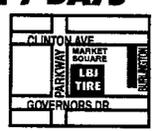


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Food for thought

Donations fill shelves of local food pantry for Thanksgiving

By Sandy Riebeling

It was a staff meeting like any other until CWO 5 Barry Penny was put in charge of organizing a food drive, just a week before the Thanksgiving holiday. As soon as he walked out of the meeting, he contacted Tom Voight in the graphics department of the Deputy for Systems Acquisition and got the ball rolling.

"Tom designed the fliers and the displays for the drop boxes at the entrances of building 5300 and 5308. He did it in one afternoon," said Penny, who works in the Fixed Wing Program Manager's Office. "I contacted the Huntsville Food Bank and asked if they wanted the food that we collected. They said they would love to have it."

Success of the drive depended on getting the word out quickly. While the drive was sponsored by DSA, Penny contacted every-one possible.

"I sent out e-mails to everyone in DSA and everyone else I could think of," he said, "especially those that had an 'all' in the address. I knew some people would get the e-mail that didn't even work in Huntsville but that was OK."

Penny set out boxes and had food donations coming in the very next morning. The drive began Nov. 18 and ended Nov. 23.

Through his queries, Penny learned that there is no one Huntsville food bank that handles all the food donations and distributions. Instead, an organization called Interfaith Missions Service acts as a clearing-house for the more than 25 food lines and pantries in Madison County. When Penny was ready to make the food delivery, he called Interfaith Missions and they directed him to the pantry most in need at the time.

"Barry has done a great job with this food drive, pulling it together so quickly," Lt. Col. Bill Lake, program manager for the Fixed Wing Office, said. "We're looking



Photo by Sandy Riebeling

BOUNTIFUL HARVEST— A food drive sponsored by the Deputy for Systems Acquisition brought boxes and boxes of canned goods and non-perishable food items for distribution through a local food pantry. Penny, left, and Nelson Martin, deputy program manager for fixed wing, load up the boxes for delivery.

forward to having another food drive for Christmas and a toy drive as well. Gen. (Robert) Armbruster wanted to sponsor these drives as a way to 'give something back to this great community.'"

Working on this mission gave Penny more than the satisfaction of feeding the hungry; it united him with an old friend.

"I got an e-mail back from Chaplain (Dan) Payne who is working over in the troop area. He and I knew each other in Korea. I didn't know he was here. He didn't know I was here. It was nice to hear from him."

Penny was grateful for the generosity of those who donated and hopes that additional planning time for the upcoming drives will net an even bigger response.

"I want to have drop boxes at every building entrance in the Sparkman Complex," Penny said. "And we'll probably be able to give every-one more time to get their donations in."

Penny is not sure of the dates yet but said to call Melanie Davis at 876-5510 with questions regarding the toy drive.

Defense, Veterans Affairs study head injury treatments in demo project

WASHINGTON— The Departments of Defense and Veterans Affairs have initiated a joint study to compare the effectiveness of different types of rehabilitation for persons who have suffered traumatic head injuries.

"Our hope with this study is to learn more about the effectiveness of various treatments and rehabilitation strategies," Dr. Sue Bailey, assistant secretary of defense for health affairs, said. "It is the Defense and Veterans Head Injury Program (DVHIP) that offers us the ability to

conduct this joint study and to find the best ways to care for our patients with brain injuries."

Participation in the study is open to all Tricare-eligible persons between the ages of 17 and 55, who meet the criteria of the project. Persons who are accepted into the program will be placed randomly into one of the study groups. Each study group provides a different type of therapy that is being studied for effectiveness.

Tricare-eligible persons who qualify can See Study on page 14

LOGSA

continued from page 1

for PS, which is a maintenance magazine used by many of the younger soldiers, but it didn't quite work for this book."

The latter guides used less graphics and grew to be more of an informational manual. Graphics in the latest guide are primarily logos or highlighted questions or comments. Lorna Worley was responsible for the 1999 guide which includes a first taste of the LIDB.

"When all the AMC logistics activities came together at Redstone in 1993, the separate organizations brought with them more than 90 individual databases," Terry Ridgley, chief, strategic planning division in the business management center of LOGSA, said. "As the activities settled here, the databases dropped to about 80. Each database used different passwords

and software to maneuver through the information."

LOGSA has whittled the databases down to 66. The first phase of the LIDB includes 17 of those. Soldiers need only one password to enter the system. No longer does a soldier need to know which database to look in for certain information. The LIDB is designed by subject groupings. LOGSA expects to have it fully fielded with all 66 databases by October 2000.

"We printed 15,000 copies of this soldiers' guide," Worley said. "Ten thousand of those will fill back orders for Logistics Assistance Offices around the world. The guide is also available on the web, for those who don't have a book."

Worley also created a companion guide, "Focused Logistics for Senior Leaders," geared more toward the needs of commanders and general officers.

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- Inside Computer ProgrammingJan 10-14 • M-F • Noon-4pm • TS0412-07N
OR Jan 10-14 • M-F • 5-9pm • TS0412-08N
- Advanced Programming w/Microsoft Visual C++ & MFCJan 10-21 • M-F • 8am-12:30pm • TS0451-01N
- Advanced Assembly Design Using Pro/ENGINEERJan 11-Feb 3 • T-Th • 6-9:20pm • TS0405-07N
- Basic Oracle Database AdministrationJan 11-Feb 3 • T-Th • 5:30-8:50pm • TS0422-04N
- Fundamentals of Visual BasicJan 18-28 • T-F • 1-5:30pm • TS0564-03N
- Microsoft Word 97Jan 31 • M • 8am-5pm • TS0360-01N
- Introduction to Hypertext Markup LanguageJan 31-Feb 10 • M-Th • 8am-Noon • TS0350-02N
- Six Degrees of FreedomFeb 8-Mar 30 • T&Th • 6-8pm • TS6277-03N
- Basics of Adobe PhotoshopFeb 12-26 • Sa • 9am-4pm • TS0562-01N
- Introduction to Java ProgrammingFeb 14-18 • M-F • 1-5pm • TS0406-10N

Business & Management

- Performance ManagementDec 2&9 • Th • 6-9pm • MC6313-02N
- Financial Management of Government ContractsDec 6&13 • M • 6-9pm • MC6104-11N
- Engineer LiabilityDec 7-16 • T&Th • 5:30-9:15pm • MC3309-05N
- Schedule and Cost ParametersJan 11-Feb 1 • T • 6-9pm • MC6208-11N
- Training and DevelopmentJan 13&20 • Th • 6-9pm • MC6316-02N
- Understanding the Government Procurement SystemJan 24&31 • M • 6-9pm • MC6071-19N
- Effective Communication: The Key to SuccessJan 24-Mar 6 • M • 6-9pm • MC6010-24N
- Principles of Supervision/LeadershipJan 24-Mar 20 • M • 1-4pm • MC6040-25N
- ISO9000 ImplementationFeb 3-24 • Th • 5:30-8:30pm • MC6327-01N
- Legal Aspects of Government ContractingFeb 7-21 • M • 6-9pm • MC6072-19N
- Selection and PlacementFeb 10-17 • Th • 6-9pm • MC6314-02N

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RDEC engineering director gets presidential rank award

By Beth Skarupa

Being recognized by the president of the United States for your accomplishments not once, but twice, must be very fulfilling for someone who first started working for the government at one of its lowest levels.

Dr. Larry Daniel, director of the Engineering Directorate at the Research, Development and Engineering Center, began working at Redstone Arsenal as a co-op in December 1958. He received his second Presidential Meritorious Executive Award at a ceremony Nov. 4 at the Pentagon.

Once a year, Senior Executive Service members in the Department of Defense are eligible for the presidential rank award. However, once a SES member receives the award, he must wait three years before being nominated again. The award is based on nominees' performance in five different areas: leading change, being results driven, leading people, business acumen and building coalitions.

Daniel was recognized for his vital contributions to the development and implementation of Army strategy for fundamentally restructuring and improving its science and technology organizations. He received his first presidential rank award in 1994 for similar activities.

"It really is nice to be rewarded for doing something you enjoy. I have always enjoyed my job and its technical and managerial challenges," Daniel said. "It is an honor to be recognized for your accomplishments."

Those accomplishments include effec-

tively and efficiently directing RDEC activities in support of the development, acquisition and sustaining of weapons systems as well as pioneering new developments that influenced over \$2 billion in savings and cost avoidance for the Army.

Born and raised in Huntsville, Daniel only attended one quarter of college at Auburn University before deciding to enter the co-op program there. He worked as a co-op for Redstone Arsenal and NASA for six years.

"It was a great opportunity for me to co-op at home and get all that great experience," Daniel said. "NASA was getting started here in my fourth year. I went to work for NASA as an aerospace technologist in experimental facilities and equipment and worked full-time for them from 1964-69."

In 1969, Daniel started working for the Army as the lead system engineer for the Pershing missile system. He went to graduate school in 1970, earning a master's degree in industrial engineering from the University of Oklahoma. He went back to school again in 1975 and received a doctorate in general engineering from Oklahoma State University.

Daniel next worked for the Patriot Project Office as assistant project manager for production. Then he worked for what was then called the Missile Command as deputy director for production. He became director of the Systems and Engineering Production Directorate in 1987. Recently his title was changed to director of the Engineering Directorate.

"We've just merged three directorates -

the SEPD, the Product Assurance Directorate and the Test Management Directorate - into one, I think, very strong Engineering Directorate," Daniel said.

According to Daniel, these three strong, functional directorates were combined into one that provides engineering and technical support to the command, the Program Executive Offices and the project managers through all stages of the weapon systems life cycles.

"Probably one of the biggest challenges we have as leaders here is to keep good positive attitudes and interest of the employees. We've got great skills and abilities, but I've always believed that attitude and interest are as important as skills and abilities in determining what you will do and how well you'll do with it. We have to make sure, with the recent drawdowns and cutbacks, that we can remain a very efficient and effective directorate. We have to work at it."

Daniel explained that as weapon systems stay in the field longer, the biggest technical challenge is to make sure that the latest technology can be applied to them. Not many new systems are being developed, making cost and ensuring that the reliability of the existing systems is retained longer even more important. He considers this the real challenge to the command and espe-



Photo by Beth Skarupa

MERITORIOUS AWARD— Daniel, right, shows Tony Hodgens, associate director of the RDEC Engineering Directorate, the award plaque he received Nov. 4 at the Pentagon.

cially to the RDEC.

"But I think we have the leadership. I am very impressed with General Sullivan and what he's doing as a leader," Daniel said. "We have to make sure we keep all our people informed and that we are communicating well so they know what direction we're going and not only why but how we're going to get there. We're going to ask the work force to be more innovative and creative in terms of how we develop, acquire and sustain our aviation and missile weapon systems."

Study

continued from page 13

benefit by participating in the program. This is because the standard groups of services that are known as "cognitive rehabilitation programs" aren't normally cost-shared by Tricare. In this study, these programs will be covered as a "unit" of services for traumatic brain injury, with an all-inclusive price for the services. It's hoped that the test will hasten answers about the effectiveness of cognitive rehabilitation programs.

The Department of Defense will reimburse the participating VA facilities for evaluation of Tricare patients, and then for rehabilitation of those patients determined to be eligible to participate in the study, based on the evaluation.

Patients in the study will pay Tricare cost-shares or co-payments for services received. There will be no deductible, since the study involves inpatient care only. Patients will be responsible for all travel costs in connection with their participation in the study.

The four VA medical facilities involved
See Study on page 15

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Head injury treatments are focus of study

Study

continued from page 14

in the study are: James A. Haley Veterans Hospital, Tampa, Fla.; Minneapolis Veterans Affairs Medical Center, Minneapolis, Minn.; Veterans Affairs Palo Alto Health Care System, Palo Alto, Calif.; and Hunter McGuire Veterans Affairs Medical Center, Richmond, Va.

Tricare patients may receive rehabilitative care for brain injuries in any one of these VA hospitals, regardless of where they live, as long as they meet the study criteria.

The participating VA facilities will file claims for Tricare patients with the appropriate Tricare regional contractors' claims processing centers.

The Defense Department's participation in the demonstration project is scheduled to continue through August 2000. At the study's end,

VA facilities will appoint social workers/case managers to assist Tricare beneficiaries in placement, to ensure that they receive the full benefit of any available health-care entitlements.

Persons who want to find out more about the demonstration should contact one of the participating VA medical centers, as follows:

- James A. Haley Veterans Hospital, Tampa, Fla., 33612, phone (813) 972-2000, ext. 6073.

- Minneapolis Veterans Affairs Medical Center, Physical Medicine and Rehabilitation (117), Minneapolis, Minn., 55417, phone: (612) 725-2000, ext. 3562.

- Veterans Affairs Palo Alto Health Care System, Palo Alto, Calif., 94304, phone (650) 493-5000, ext. 65120 or ext. 66150.

- Hunter McGuire Veterans Affairs Medical Center, Richmond, Va., 23249, phone (804) 675-5332. (Tricare release)

NCO Academy holds dual graduation ceremony

Graduates

continued from page 1

Ordnance Missile and Munitions Center and School, also congratulated the graduates.

"Congratulations to you, congratulations to this academy," Taylor said. "I think you make an outstanding class or in this case, pair of graduating classes."

After the ceremony the graduates reunited with their family members who came from as far away as Germany. Michele Herring and children Isaac, 7, and Brittany, 4, came from Fort Benning, Ga., to watch SSgt. Michael Herring graduate. He is a member of 608th Ordnance Company at Fort Benning.

"It was good experience," SSgt. Herring said of the course. "The academy teaches you a lot, teaches you a lot here."

"I'm glad I made it through," SSgt. Michael Snell said. "My plans now are to

go back to Hunter (Army Airfield in Savannah, Ga.), clear it and go to Germany for three years."

The honorees included SSgt. Dwight Brunson and SSgt. Brian McArthur, recipients of the John D. Woodyard Leadership Award; McArthur and Sgt. Adriana Hammond, recipients of the Research Excellence Award; and Sgt. Joseph Collins and Sgt. David Desarro, recipients of AUSA certificates.

The other graduates included: class 645-55B30-008-99, Sgt. Timothy Crawford, SSgt. Michael Herring, Sgt. Antonio Holmes, SSgt. Robert A. Johnson, Sgt. Luis Jordan, SSgt. Pamela Lindberg and Sgt. Adonis Shifflett; and class 1-35-C40-000, Sgt. Erick Clark, SSgt. Micah Drastata, Sgt. Elizabeth Eby, Sgt. Joseph Guevara, SSgt. Joseph Helminiak, SSgt. Timothy J. Johnson, SSgt. Thomas McCourt, SSgt. Clyde Reed, SSgt. Michael Snell, SSgt. Glen Strobach and Sgt. Heriberto Torres.

Calibration lab workers remember ex-director Harmon

Jim Harmon, the director of the Army Primary Standards Laboratory during the first half of this decade, died at his home in late October.

The APSL, which is a component of the Test Measurement and Diagnostic Equipment Activity here, is the Army's "Bureau of Standards" responsible for providing precision measurements at the highest level and for maintaining traceability of all Army measurements to national standards.

Harmon was the APSL director from 1989-94. During this time, he directed the consolidation of three CONUS Nucleonics/Dosimetry operations into the new Primary Standards Center, which was completed in 1995. His diligent management of the APSL quality program established the foundation that eventually led to very favorable recognition in the 1998 Presidential Quality Award Program and the registration of the Laboratory to the ISO 9002 quality award standard in 1999. Following his retirement from federal service, he became

an independent metrology consultant.

Harmon came to Huntsville in 1989 from White Sands Missile Range, N.M., where he had served in many capacities since 1958. These included chief of the Physical Standards Branch, Primary Standards Branch, and Requirements and Analysis Office. From 1973-89, he was the chief of the White Sands Secondary Reference Calibration Laboratory. In 1978, he designed and then operated until 1985 the WSMR TMDE management system. That program provided applications engineering, acquisition, accounting and service for all TMDE at WSMR saving millions of dollars in acquisition and service costs.

With a particular interest in computer systems, Harmon participated in the development of several generations of successful calibration data systems beginning in the early 1960s. While at White Sands, he held various positions as a physicist and engineer working in DC and low frequency, physical and microwave standards areas,

and laboratory management. He designed and developed several analog and digital computer systems applied to metrology applications (reactance and dynamic parameter simulation, sampling systems and FFT analyzers).

Prior to his 31 years civil service at White Sands, Harmon worked as a commercial radio and television engineer. He worked as a management and tax consultant providing business plans for small corporations and employee demographics and payroll analysis for Pet Milk, Borden,

See Harmon on page 16



Courtesy photo

LAB LEADER— Harmon, who served as APSL director from 1989-94, died at his home in late October.

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Missions up in the air

Airfield does everything from research and development, to displays

By Beth Skarupa

You may have seen a Flight Operations crew showing off a helicopter at a local elementary school or at the AMCOM picnic on Redstone Arsenal, but such static displays are not their primary mission. In fact, these displays must take a backseat to a long list of Flight Operation priorities.

"We don't get to do them that often, but we love doing them," Bobby Brown, a Flight Operations crew chief, said of the static displays.

Although the displays are considered good for the command and community relations, Flight Operations' primary mission is to provide aviation support to the Aviation and Missile Command and to run the airfield on the installation.

According to John Burkhead, a Flight Operations pilot, their first priority is working on research and development missions for the missile programs. Prototypes of equipment are flown on aircraft to see how the prototypes react, allowing the software engineers to teach a missile how to fly at a target and hit it.

Most of the work is "captive flight testing" done in conjunction with the Airborne Systems Test Center. Crews go out on a test

range either at Redstone or at locations such as White Sands, N.M., Moffet Field, Calif., or Fort Bliss, Texas. They deploy anywhere from one week to one month, depending on what ranges are available and what kind of testing needs to be done.

Crews operate two fixed-wing aircraft called C-23s, as well as helicopters, for research and development support and transport. This past year, they transported THAAD missiles from California. Also, when missions have a short time frame, Flight Operations crews can be called upon to get the necessary equipment out to specific sites quickly.

Their second priority is working on support missions. These missions range from providing aircraft to the fire department to take a look at a fire or to do a water bucket drop, to giving dignitaries who come into the area an overview of the Arsenal.

Other responsibilities include supporting missions to take aerial photographs of such things as new buildings, as well as quarterly environmental missions making sure that no contaminants are going into the streams on the installation. Flight Operations also supports the Anniston Army Depot because they no longer have any internal aviation support.

See Flight on page 20

Harmon

continued from page 15

Samsonite, Boss and Britannia Manufacturing, Little America Corp., and Sinclair Oil. At New Mexico State University he developed hardware and interrupt processing software for PC interfaces to ion spec-

trometers.

Harmon was born and attended college in Colorado Springs, Colo. A graduate in physics at Colorado College, he studied mathematics, statistics, engineering, quality assurance, and management at various universities and schools. He is survived by three children, Lydia, James and Jeremy. (APSL release)

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World AIDS Day theme 1999: 'Listen, Learn, Live!'

By Susan Goodman

Dec. 1 is the twelfth observance of World AIDS Day. This year's theme is "Listen, Learn, Live!" The purpose of this theme is to encourage people around the world to open new lines of communication concerning the AIDS epidemic.

Open communication would help remove the stigma that surrounds HIV/AIDS which contributes to a deadly silence. Millions are not reached with the vital messages of awareness and prevention. Prevention is the first and most powerful strategy we have to protect ourselves and others from becoming infected with HIV.

As of 1999, 33.4 million men, women, and children were estimated to be HIV-infected worldwide. If current trends continue, nearly 40 million adults will be infected with HIV by the year 2000.

In the United States, 688,200 people have been reported as being infected with AIDS.

The epidemic was growing at a rate of over 80 percent each year in the mid-1980s and has now stabilized at approximately 40,000 new infections per year. The Center for Disease Control (CDC) estimates that approximately 1 in 300 Americans is HIV-positive.

All communities are affected by the continuing spread of AIDS. Here in Alabama, data from July 30 denotes that 5,495 adults and 67 children have been diagnosed and reported with AIDS, and 2,875 (52 percent) have died.

World AIDS Day will link communities throughout the United States in a unified observance when the White House dims its lights on the evening of Dec. 1. This visual demonstration will signify the commitment to fight the AIDS global epidemic and will give tribute to people living with HIV/AIDS and to those who have died from AIDS.

Here in Huntsville, ornaments will be dedicated to each local person who died

the past year from HIV/AIDS. This memorial will be observed at the Church of the Nativity at 6 p.m. Dec. 1. Other activities planned at this site include a presentation by an individual living with HIV infection. A band will provide musical entertainment. Questions concerning these events can be directed to the AIDS Action Coalition, 883-AIDS.

Also in Huntsville, AIDS Action Coalition speakers will present HIV/AIDS prevention information in the high schools. Area churches are requested to ring their steeplebell 19 times at 2 p.m. to signify the 19 years of the epidemic.

At Redstone Arsenal, an informational display with pamphlets covering a wide range of HIV/AIDS topics will be located near the Pharmacy at Fox Army Health Center.

The number of people living with HIV-infection is growing. This increased prevalence of HIV in the population means that even more prevention efforts are needed. Many studies find that high-risk behaviors, especially unprotected sex are continuing at far too high a rate.

The HIV epidemic in the United States is far from over.

It is our actions that will reverse the epidemic. We have the power—and the responsibility — to make a difference. Listen to others as they speak about HIV and about their fears and misconceptions. Engage them in open conversation about issues such as sexuality, drug use, and the behaviors that put them at risk for HIV/AIDS. Learn from another — the young from caring adults, adults from youth, youth from each other, HIV-negative from HIV-positive. Help others learn about respect, support and protection from HIV. Live in a manner that serves as a model of safe behaviors that prevent the spread of HIV.

(Editor's note: Goodman is a community health nurse at the Public Health and Education Center, Fox Army Health Center.)

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Announcements

Sports & Recreation

Rocket City marathon

Huntsville's annual marathon, rated one of the best in the country, is now The Huntsville Times Rocket City Marathon. The Huntsville Times will be the title sponsor beginning with this year's 23rd annual race on Dec. 11. The marathon was first held in 1977. Since 1981, it has been rated one of the top marathons in America. It is the only marathon on the Running Journal Grand Prix circuit and will again be the Road Runners Club of America Southern Region Championship. The race is operated by the Huntsville Track Club with the help of many volunteers. For entry information on the race call Malcolm Gillis, race director, 828-6207, download entry forms from www.huntsvilletrackclub.org, or register on line at www.RaceGate.com.

Miscellaneous

Health insurance

An open season—in which eligible federal employees may enroll or change enrollment to a new health benefits plan—began Nov. 8 and continues through Dec. 13. During open season, any eligible employee who is not currently enrolled may enroll in a Federal Employees Health Benefits (FEHB) plan. The FEHB 1999 Enrollment Information Guidance and Plan Comparison Chart will be made available to employees through their administrative office. Since it contains only a general description of benefits, do not rely solely on this booklet when deciding to enroll in or change enrollment to another plan. If employees need advice and assistance concerning completion of the Health Benefit Registration Form, contact your servicing specialist. Completed forms should be mailed to: South Central Civilian Personnel Operations Center, Attn:

SFCP-SC-S, Sparkman building 5304, Redstone Arsenal, 35898-6222. For more information, call Betty Duke 313-4790.

Future scientists

Applications are available for the Science and Engineering Apprentice Program for high school students and the College Apprentice Program. The distribution point of contact for applications is the senior counselor at public, private and parochial high schools. Possible career placement areas at the Aviation and Missile Command include physics, chemistry, computer science, engineering and mathematics. The Science and Engineering Apprentice Program is for students who have demonstrated aptitude interest in science and engineering courses and careers. Eligible students must be U.S. citizens who are at least age 15 by the beginning date of the program, June 15, 2000. The College Apprentice Program is for undergraduate students who have completed the SEAP and are enrolled in a scientific or technical major. Besides school counselors, applications are also available from the Management Employee Relations and Training Branch, Betty Duke, in building 5303, at 313-4790 or Jerrel McCollum 842-8850.

Retirement ceremony

The Quarterly Post Retirement Ceremony will be held 4 p.m. Dec. 16 between buildings 5303 and 5304 at the Sparkman Center Parade Field. Rehearsal for the ceremony will be held that morning at 8 in the same location. For more information, call MSgt. Loew, RASA Support Operations 876-2819.

IMMC party

The IMMC Christmas Party will be held 11:30 a.m. to 4 p.m. Dec. 16 at the Redstone Arsenal Club ballroom. There will be entertainment, door prizes, and turkey and dressing dinner. Tickets are \$10 each. For tickets call Jan Pickard 842-7849, Vanessa Adair 313-1635 or Pat Blackman 842-8101.

Alcoholics Anonymous

An Alcoholics Anonymous group meets each Thursday at 11 in Sparkman Center building 5304, room 4309. For information call 313-1478. The Redstone Arsenal Group of Alcoholics Anonymous meets each Wednesday at noon and Friday at 5:15 p.m. in room 11 of the Bicentennial Chapel.

Team Redstone party

Tickets are now on sale for the Team Redstone Holiday Party. "Our Party" will be held Dec. 10 at the Redstone Arsenal Club. Reserve a table, or tables, for you and your friends, have a great dinner, and dance away the evening. Tickets are \$19 per person. For tickets and reservations, call Lisa Chesnutt 313-6834, Kathy McMurry 313-3742 or Gaila Kelso 876-9857.

Party tickets

Buy your tickets now for the "best little non-formal millennium 2000 New Year's Eve Party in Alabama." Sponsored by your Civilian Welfare Fund Council, the party will be held Dec. 31 at the Rustic Lodge. The dress code is strictly "casual." Heavy hors d'oeuvres, entertainment, dance contests, balloon drop (over \$600 in total prizes), party favors, and an after midnight breakfast—all for \$45 per person. For ticket information, call 955-6739.

PX news

The Post Exchange will operate with the following holiday hours: Nov. 28 through Dec. 10—regular hours; Dec. 11—open 8 a.m. to 10 p.m.; Dec. 12—open 10 a.m. to 10 p.m.; Dec. 13-16—open 8 a.m. to 9 p.m.; Dec. 17—open 8 a.m. to midnight; Dec. 18—open 8 a.m. to 10 p.m.; Dec. 19—open 10 a.m. to 8 p.m.; Dec. 20-23—open 8 a.m. to 10 p.m.; Dec. 24—open 6 a.m. to 5 p.m.; Dec. 26—return to normal business hours; Dec. 31—open 9 a.m. to 5 p.m.; and Jan. 1—open 10 a.m. to 6 p.m.

Tree lighting party

The Officer and Civilian Women's Club and the Redstone Arsenal Club will present a Christmas Tree Lighting Party at 6 p.m., Thursday. OCWC and RSA Club members are invited. There will be complimentary hors d'oeuvres, a cash bar, sing-along Christmas carols, a visit from Mr. and Mrs. Claus, door prizes, and activities and treats for the children.

Communicators group

Universal Communicators, International Training in Communication, will meet Dec. 9 from 5 -6:30 p.m. at building 5681 (PEO Aviation), conference room 125. Scheduled workshop is titled "Managing Conflict" (one continuous learning point). Learn to speak before 2 or 2,000. If you are interested in improving your communication skills, attend the meeting to see if ITC is what you're looking for. For more information, call Janice Isbell 313-4216.

Timekeepers

Resource Management provided the following ATAAPS reminder for the Dec. 5-18 pay period: From Dec. 5-16, timekeepers can input time until certified; Dec. 5-16, bulk holidays (Dec. 24 and Jan. 1); Dec. 10, all leave, overtime, comp, is given to timekeepers; Dec. 14-16, window open for certification; Dec. 17-18, ATAAPS not available for input; Dec. 5-16, timekeepers can input time for Dec. 19 through Jan. 1.

Pregnancy class

Fox Army Health Center will offer a Healthy Pregnancy Healthy Baby class from 8 a.m. to 3:30 p.m. Dec. 8. This class is open to military beneficiaries, active duty and retired. The class will be held at the New Parent Support Program building, 1220-B Lacrosse. For more information and to register, call the Public Health and Education Center 842-0196.

See Announcements on page 18

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Hand Receipt Holders & Alternates! GRA has been providing AMCOM hand receipts with property management support for over 7 Years Contact Dewanna Comer or Sharlene Hicks at (256) 883-7000 for more information Gleason Research Associates, Inc. 2227 Drake Avenue Suite 2 Huntsville, AL 35805 Phone: (256) 883-7000 Fax: (256) 883-1826 www.grainc.net	The Property Accountability Solution GRA's Auto-Scan Tracking System (ASTS ₂) provides automated inventory management. <ul style="list-style-type: none"> • Networkable or Stand Alone Systems • Multiple Hand Receipt (s) • Life Cycle Tracking of Property • Paperless Transaction Capability • Automatic Reconciliation with DPAS Posts All "In Process" Transactions • Automation of ALL Hand Receipt Transactions • Multiple Level Hand Receipt Assignment • Automates School Reutilization Process • Built-In Standardized Government Forms 	 <ul style="list-style-type: none"> • Prints Labels, Scannable Barcodes • Extensive Reporting Capabilities • Automatic Notification of Sub or Temporary Hand Receipts Due Updates; Calibration, Warranty, Contract Due Dates • Automation of All Maintenance Transactions for Telos, Audio Visual and Calibration Equipment • GFE & Software Accountability • Automatic Reconciliation of Found on Post Equipment • Archive/History File • Fully Customizable to meet specific needs of customer
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LA ALAMEDA Mexican Restaurant FREE MEAL! Lunch: 11AM to 2PM DINNER BUFFET THURSDAY - SATURDAY: 5PM TO 9PM Buy One Lunch or Dinner Entree And Get One Of Equal or Lesser Value FREE! Not good on Fajitas, Steak Dinner or Special Dinner. Valid every day except Friday. One coupon per table. Not valid with other offers. Must present coupon. Expires 12-31-99.  3807 University Dr. Huntsville • 539-6244
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Announcements

School bus news

School bus emergency contact forms must be updated if any information regarding a student has changed since registration. All family housing residents will receive the form enclosed with the "Redstone Neighborhood Times," which will be distributed Dec. 15. Instruction will be on the form. For more information, call Carl Pack 876-3938.

Sergeants major

The Sergeants Major Association will hold its monthly meeting Dec. 16 from 6:30-7:30 in the morning at the Radisson Suite Hotel on South Memorial Parkway. For more information, call Sgt. Maj. Marvin Whitted 842-2879.

Astronomical society

The Von Braun Astronomical Society invites you to bring the entire family to a program on the Christmas Star at 7:30 p.m. Dec. 11 and Dec. 18 at the planetarium in Monte Sano State Park. Sandy Sherman is to tell stories about the wise men; and Steve Sauerwein is to give an astronomer's view of the Christmas Star. After the program, step outside to view the loveliest Christmas lights of all, the night sky. For more information, call Mitzi Adams 464-0945.

Catholic community

Our Lady of the Valley, Catholic Community at Bicentennial Chapel announces the following: Rosary is recited daily at 11:30 a.m. followed either by mass or a communion service at noon. A Spanish mass will be held at 6 p.m. Sunday.

Admin professionals

The Redstone Arsenal Chapter of International Association of Administrative Professionals (IAAP) will hold its regular monthly meeting at 11 a.m. Dec. 21 in the Twickenham Room, at the Redstone Arsenal Club. Gerri Mills is to present the program; she is accepting donations for "Christmas All Year Round." Membership is open to all federally employed administrative professionals. For more information on IAAP, call membership chairman Jackie Kenner 876-8131.

Post tree-lighting

The Redstone community's Christmas tree lighting ceremony and visit by Santa will be held 4 p.m. Thursday at Bicentennial Chapel.

Resource managers

The American Society of Military Comptrollers and the Association of Government Accountants will have a joint Holiday Festivities luncheon at 11:30 a.m. Dec. 9 at Trinity Personal Growth Center, Airport Road. Cost is \$9 for members, \$10 for non-members. For reservations call Janet Siersma 955-3890.... The ASMC annual holiday social will be held 4:30-8:30 p.m. Dec. 9 at the Rustic Lodge. "Come join us for door prizes, entertainment (DJ), and a menu of barbecue pork/chicken dinner," a prepared release said. Everyone is invited and cost is \$5. For reservations and ticket information, call Tammy Bragg 876-0351.

Stop and shop

A "Holiday Stop 'n Shop" will be held Sat-



Louise Olszewski/SC CPOC

Pizza party...

Key CFC workers of the South Central Civilian Personnel Operations Center gathered for a pizza party Nov. 16 to celebrate exceeding the center's goal for the Combined Federal Campaign. From left are Debra Kelley, Gwen Davis (hidden), Latrisha Smith, Vivian Whitaker, Cheryl Adams, Betty Hackett and Margaret Marton.

urday from 9 a.m. to 2 p.m. at Holiday Inn Space Center, 3810 University Drive near Jordan Lane. Do your last minute holiday shopping with home-based businesses including Tupperware, PartyLite Gifts, Princess House, Stampin' Up, and more.

Surplus sale

A sealed bid sale of DoD surplus property will be held Dec. 6 at the Defense Reutilization and Marketing (DRMO), building 7408 on Warehouse Road. Bid receipt deadline is 8 that morning. Verbal bids will not be accepted. Bid via fax (876-9634), Internet (www.drms.dla.mil), hand delivery or

mail. Property may be inspected from 8 a.m. to 3 p.m. Dec. 1-3. To view material for the sale and to submit bids, report to building 7413 on Red Oak Road. For more information, call Donna Davis 842-2570 or Elizabeth Couch 842-9474.

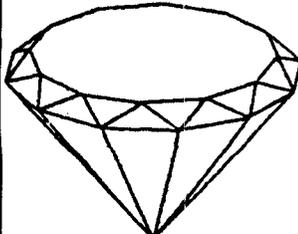
Master's degrees

Nova Southeastern University will hold a registration meeting on its master of business administration program at 6 p.m. Dec. 10 at Calhoun Community College, classroom 51 at 102 Wynn Drive. To RSVP or for more information, call (800) 672-7223, ext. 5039.

ARMY MERIT PROMOTION ANNOUNCEMENTS REDSTONE ARSENAL AND THE HUNTSVILLE AREA

These announcements provided by the AMCOM CPAC can be found on the web at www.cpol.army.mil. This list includes announcements that opened prior to the Wednesday before Rocket publication date and close on/after the publication date. Most of these announcements are limited to Army employees. Other announcements that are open to all U.S. citizens can be found at www.opm.gov

PVA NUMBER	POSITION TITLE	CLOSES	LOCATION	PP-SERIES	GRADE	POT
00C0218TM	General Supply Spec	1-Dec-99	AMCOM IMMC	GS-2001	11	11
00D0181KH	Engineering Tech	2-Dec-99	AMCOM TMDE	GS-0802	11	11
00D0207WT	Library Technician	2-Dec-99	AMCOM SMO	GS-1411	6	6
00B0235SS	General Engineer	3-Dec-99	AMCOM RDEC	DB-0801	III	III
00D0140BJ	Prog/Acq Mgmt Officer	6-Dec-99	PEO Joint Tact UAV	NH-0301	IV	IV
00D0240KH	Management Analyst	6-Dec-99	AMCOM TMDE	GS-0343	9	9
00D0231DB	Secretary (OA)	6-Dec-99	USAOMMCS	GS-0318	7	7
00D0248KH	Budget Analyst	6-Dec-99	AMCOM TMDE	GS-0560	9	9
00D0232DB	Security Assistant	6-Dec-99	AMCOM ISD	GS-0086	5	7
00C0227JH	Gen. Supply Spec.	7-Dec-99	AMCOM IMMC	GS-2001	12	12
00B0260DT	Electronics Engineer	8-Dec-99	AMCOM RDEC	DB-0855	III	III
00D0255BJ	Opns. Res. Analyst	8-Dec-99	USAMASS	GS-1515	5	12
00B0225AC	Supervisory Gen Engr	9-Dec-99	PEO Air Missile	GS-0801	15	15
00C0151RC	Program Mgmt Officer	9-Dec-99	AMCOM IMMC	GS-0340	15	15
00A0165PA	Interdisciplinary Engr.	10-Dec-99	CofE Huntsville Ctr	GS-0810 0850 0830 0808	14	14
00B0138AC	Supervisory Gen Engr	13-Dec-99	PEO Air Missile	GS-0801	15	15
00B0256AL	Product Manager	17-Dec-99	PEO Air Missile	GS-0340	14	14
00C0062BR	Patent Attorney	20-Dec-99	SMDC	GS-1222	13	13
00B0252SS	Aerospace Engineer	20-Dec-99	AMCOM AVRDEC	DB-0861	III	III
00B0254SH	Aerospace Engineer	21-Dec-99	AMCOM RDEC	DB-0861	III	III
00B0253SH	Aerospace Engineer	21-Dec-99	AMCOM RDEC	DB-0861	III	III
00D0042DB	Electronics Engineer	31-Dec-99	STRICOM	GS-0855	7	11
00D0041DB	Electronics Engineer	31-Dec-99	STRICOM	GS-0855	12	12
NC08699	Criminal Investigator	13-Apr-00	CID	GS-1811	9-12	12



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Drivers & Passenger Front & Side Airbags



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Flight Operations has various missions for community



Photo courtesy of Flight Operations

SLING-LOAD TRAINING— A Flight Operations crew teaches OMMCS students how to properly rig up a load on a helicopter.

Flight

continued from page 16

A third priority is to provide training for all the aviators on the installation, including AMCOM and the Program Executive Office for Aviation. But the majority of those aviators are only required to do simulator training. Currently, one full-time civilian staff member from Flight Operations is at Fort Rucker conducting the simulator training and evaluations.

Flight Operations also sends a crew out once a week or so to conduct sling-load training. A helicopter is taken out to teach students going through OMMCS training the correct way to rig up a load to a helicopter.

"We really do a lot with a small number of people," Burkhead said. "In the last several years, we have been reduced over half in staff. Right now we have two military people besides the ones in the tower and seven civilians."

The fourth and final Flight Operations priority is to provide static displays and junior ROTC orientation flights when possible. During a static display at a school, the children usually get to watch the aircraft land. Then the crew talks to the classes and shows them the aircraft.

"Normally children love aviation. Ninety percent of them ask us things like where the guns are and if we can do a roll in the helicopter," Brown said. "We help them better understand how helicopters are operated and moved around. It expands their minds just a little more, maybe makes them want to become a pilot."

Schools and organizations often need to put in a request for a static display or JROTC orientation flight up to a year in advance. A static display normally is requested through the Public Affairs Office, then routed to Flight Operations and submitted to the Army Materiel Command's

aviation office for approval. Written permission from the school and the landowner also must be obtained.

"They (static displays and orientation flights) are the last thing we do on our list because it depends if we have an aircraft and a pilot available," Burkhead said.

The day before a scheduled static display, a crew goes to the site to do a safety survey, looking for safety hazards such as any wires or poles that could cause problems or debris that could be blown around. The No. 1 concern is safety, especially because the helicopters used by Flight Operations crews cost from \$15-20 million and no parts are replaced inexpensively.

Both Burkhead and Brown enjoy the static displays despite the difficulties of coordinating them. They like teaching adults, as well as children, how helicopters work and trying to dispel the notion that helicopters are unsafe.

"I tell people that I can teach almost anyone how to fly a helicopter. It's like driving a car, but with different controls," Burkhead said. "Probably everyone here never flew before they got into the Army. Now we have over 20 years of experience for each of us here."

Burkhead has been flying since 1971 and Brown has been flying for over 25 years. They said the average flight time is over 8,000 hours for each pilot in Flight Operations. Most of them have been around a long time and have accident-free records.

"People think helicopters are less safe than airplanes, but they don't fully understand the concept of how to fly them. They are designed to auto rotate so that you can still operate them to the ground," Brown said. "You have a better chance of walking away from an accident in a helicopter. They can basically be put down almost anywhere, even in a tree, without causing injuries."