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Profile

Director's Corner

NBC Participates in the IGT Pilot Project

The NBC is engaged in a leading edge E-government initiative that supports the President's Management Agenda. The initiative is the Intra-Government Transaction Portal (IGTP), and the NBC is participating in the Intra-Governmental Exchange Transactions (IGT) pilot project. (Page 3)

The President's e-Payroll Initiative

What an exciting time it is to be in the payroll business!! Many changes are afoot and the National Business Center (NBC) is right where we want to be; in the thick of things helping shape the future of the federal civilian pay service. (Page 4)

Drone Missile Recovery Program

NBC's Aviation Management Directorate has been assisting the U.S. Navy in a Drone Missile Recovery program. The program was developed in 1996, to allow commercially contracted helicopters to safely recover target drones. (Page 5)

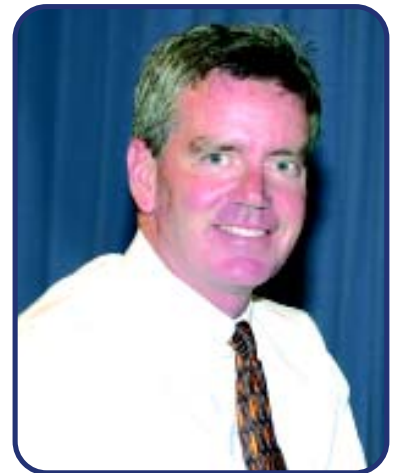
NBC leads High Profile Web Initiatives

NBC's E-Applications Management Division led several high profile Departmental Web Initiatives this quarter. Among them, the development of the new Department of Interior Homepage and the Take Pride in America website. (Page 7)

The new fiscal year has begun, and the NBC continues to forge ahead with renewed gusto and enthusiasm.

Two major changes have recently occurred, which will enable our organization to better meet the needs of our clients and the American public. The first change involves the finalization and implementation of NBC's Reorganization. After much discussion, it was decided that a strategic and functional realignment of the entire organization would create and sustain a more logical and efficient organization to support the growing needs of the Department. Therefore, on October 5, 2003, the NBC embarked on a significant reorganization of its approximately 1000 employees focusing on our mission "To be the DOI's Center of Business Excellence and Accountability". It is intended that this reorganization will result in greater unity, improved communication and collaboration, smarter work processes, and increased efficiencies that provide greater value and cost savings for our customers. All of us must make a daily concentrated effort to be cost conscious so our customers receive the optimal combination of quality service at the lowest possible price. I am committed to looking at every possible way to reduce unit prices to our customers this fiscal year and beyond.

Implementing this new structure will also enable the NBC to more successfully meet the challenges of the President's Management Agenda, including the critical E-Payroll initiative. This past spring, NBC was competitively selected to be one of four governmentwide payroll providers for the entire Federal workforce. This initiative has proven to be a huge undertaking. Our new organizational arrangement will allow us to continue to meet the needs, and rise to the challenge of taking on this enormous workload. The reorganization will also en-



Timothy G. Vigotsky,
NBC Director

sure NBC is in full compliance with Secretarial Order No. 3244, which mandates that we achieve a specific Information Technology structure. The IT organization, headed by CIO Bob Scheibel, is structured to make certain IT security is a top priority and our customers financial data, in particular, is safe and secure. Lastly, the NBC is working to achieve greater transparency and improvement in areas of budget and finance integration.

The second significant change involves the consolidation of the Department's real estate appraisal functions. This past summer, the Department's Appraisal Reform Team (ART) prepared suggestions for managing the transition to a new consolidated structure, and has recommended the placement of the new organization in the NBC. In this new role, NBC will provide centralized coordination and consistency in implementing appraisal guidance, continuing education and professional development of appraisers, and greater efficiencies in contract monitoring and management.

The appraiser consolidation will be ben-

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eficial in several ways. First, the appraisers will report only to other appraisers, thus providing greater independence. Second, consolidation will allow for greater emphasis and consistency to be placed on meeting or exceeding nationally-recognized appraisal standards. Third, tailored educational standards for initial qualification, appraisal staff, and contractors will be created. Continuing education, emphasizing the unique challenges facing appraisers of Federal lands, will be promoted to attain these standards. Fourth, the consolidation will allow for a more structured career path and enhance developmental opportunities. We are confident this new structure will create a win-win situation for everyone.

We have worked closely with the ART to provide for a smooth transition of this appraisal function. We have evaluated funding, staffing, contracting, information technology and other concerns to meet the needs of the new appraisal organization. A web site has been established to provide information to appraisers and other bureau personnel on the status of the consolidation, and other communication initiatives are being planned, including a broadcast that will occur prior to the transition. Addressing employee concerns has been a high priority throughout this process, and extensive internal outreach was conducted to inform employees about the proposed action, and we will continue to provide information and assistance during and after the transition.

I would like to personally welcome our newest members to the NBC family. You are coming to the NBC at an exciting and challenging time in our organization's history. I firmly believe in our organization's talent and dedication, and know that together, we are ready to take on these challenges and deliver services in a competent, cus-

tommer-focused, and proficient manner.

Lastly, an important change within the NBC has occurred with the recent addition of the Planning, Performance, and Oversight Office (PPOO), established within the Office of the NBC Director. The PPOO was created to better position the NBC to respond to the President's Management Agenda, OMB budget and performance integration initiatives, the requirements of the Government Performance and Results Act, and the Government Management Reform Act. The PPOO will perform two primary functions: Planning and Performance Management, which establishes policies and procedures for planning, performance, and business process re-engineering, and Management Control and Audit Liaison, which establishes policies and procedures for management control reviews, management control and audit oversight, and the reporting and tracking of audit Notice of Findings and Recommendations (NFR's) and corrective action plans.

I am happy to announce that these new changes were successfully implemented, and in a seamless fashion. I want to assure our valued clients that service delivery will continue, uninterrupted, as we transform and revolutionize our organization. The NBC has experienced exceptional growth since our inception, and continues to make sound, strategic

moves, such as those mentioned above, that will enable us to continually meet and exceed our customer's needs as we move further into the 21st century.

December 1-4, 2003, the National Business Center held a leadership conference at the Marriott Hunt Valley Inn in Hunt Valley, Maryland. Key speakers included Secretary Gale Norton, Nina Hatfield, and P. Lynn Scarlett, as well as guest speaker Herbert Tillery, Deputy Mayor of Washington, DC. The conference was the perfect opportunity for NBC managers and staff to exchange ideas, knowledge, best practices, and opinions on how we can best meet the challenges head on that are coming our way. At the same time, it presented an opportunity to get to know each other better and to learn how each employee fits into and contributes towards the mission of the NBC.

I want to take this time to say thank you to the entire NBC staff for their hard work and unwavering dedication to ensuring high quality delivery of our services. And to our valued clients, thank you for providing us the opportunity to serve you. As the holidays quickly approach, let me be the first to wish everyone a happy holiday season, and a joyous and peaceful new year.

Timothy G. Vigotsky
NBC Director

NBC Welcomes New Employees

- Nathan D. Houpt
- Joellen M. Jarret
- William E. Joe
- Bernadette E. Joy
- Jamie Jim
- Stephanie F. Klingenberg
- Mary C. Knapp
- Moira J. Koffinke
- Dara Lao
- Marc G. MacKeingan
- Dionne F. Mahone
- Frances J. Martinez
- Anthony Marucci
- Jennifer L. Meltz
- Pearlette M. Merriweather
- Chad W. Mock
- Margaret M. Narick-Ebrey
- Carrie A. Parish
- Jennifer K. Pfancuff
- Rodney C. Pporter
- Pamala R. Quallich
- Iris F. Redmon-Johnson
- Ann K. Rives
- Linda R. Sadaoui
- Beverly A. Sandoval
- William F. Speaks
- Matthew H. Stewart
- Elaine G. Torrez
- Hector G. Vega
- Patricia A. Weller
- Lauren G. Yates



Charles Nethaway,
NBC Profile Publisher

Letters to the Publisher

We are interested in your views, and **NBC Profile** welcomes your letters. Timely, well-written opinions on topics of interest to NBC and referring to articles in past issues of **NBC Profile** are given first preference. All letters are subject to editing, and letters may be shortened for space requirements. You may send your letter by email to NBC_newsletter@nbc.gov. Letters selected for publication in **NBC Profile** will be posted online as

well as in the hardcopy version.

1. We limit letters to 200 words.
2. Name, address and work phone are required.
3. We do not acknowledge receipt of submissions.
4. Each writer is limited to one published letter every other issue.

Our email address:

1. NBC_newsletter@nbc.gov
2. Write "Letter to the Publisher" on subject line.

NBC Participates in the Intra-Governmental Exchange Transactions (IGT) Pilot Project

The National Business Center is engaged in yet another leading edge E-government initiative that supports the President's Management Agenda. The initiative is the Intra-Government Transaction Portal (IGTP), and the NBC involvement is through participation in the Intra-Governmental Exchange Transactions (IGT) pilot project.

A key focus of the President's Management Agenda is improving agency financial operations by standardizing the process for the acquisition of goods and services between Federal Government agencies. This will facilitate the reconciliation and elimination processes associated with financial reporting and help to obtain unqualified audit opinions throughout the Federal Government. One common Government-wide initiative to meet this goal is to streamline and improve the process and management of intra-governmental agreements and transactions, such as reimbursable agreements and payments for items of service such as space, printing, aircraft safety, etc., that are provided by other governmental entities. As a major step toward streamlining and improving the process, the Office of Management and Budget (OMB) formed a team to begin a Federal E-Government project called the Intra-Governmental Transaction Portal.

In July 2004, all federal agencies will be required to electronically send all Information Technology and Rent interagency agreements and bill documents through IGTP for obligation, billing approval and IPAC (Intra-Governmental Payment and Collection) billing. In preparation for a successful July 2004 implementation of IGTP, several agencies were requested to participate in an October 1, 2003 full pilot implementation.



The NBC IGT team has been working with their USGS peers to develop or modify interfaces between our existing back office systems and the new Portal. As part of this effort, the NBC will develop an IGTP Export Application that will allow the using agency to specify whether or not the system will handle processes automatically and to set thresholds and tolerances that will control the method of processing.

The National Business Center and the U.S. Geological Survey have agreed to be agency participants in the pilot for Information Technology (IT) intra-governmental transactions. The USGS is participating as the "buyer" agency sending IT obligating/interagency agreement documents to the IGT Portal and the NBC is participating as the "seller" agency sending IT billing documents to the Portal. There are approximately ten FY 2004 interagency agreements between the NBC and USGS that will serve as the full pilot implementation.

The other participants in the full pilot implementation are the Public Building Service of GSA partnering with the

Patent and Trademark Office of Commerce and the National Science Foundation who are sending rent intra-governmental agreements and transactions through the IGT Portal.

The NBC IGT team that has been preparing for the full pilot implementation consists of members of the customer agreement team, FFS experts, the E-Applications group and staff from the finance and billing areas. Team members are, Julie Bond, Vickie Borden,

Joan Butterfield, Bob Edwards, Kelley Gee, Joan Kimmel-Frantz, Maurice McDonald, Wanda Oeser, Sue Stephens, and Sharon Williams. The team has been working with their USGS peers to develop or modify interfaces between our existing back office systems and the new Portal.

The NBC Customer Agreements System that was implemented during the third quarter of FY 2003 serves as the springboard for our input to the IGT Portal. With only a few additions, all of the information required by the Portal is contained in the Customer Agreement System and Federal Financial System. It is anticipated that changes to the billing system will actually streamline the process, facilitating full implementation of IGT by FY05.

The expertise gained by the NBC's involvement in the IGT Full Implementation Pilot can help our clients as they transition to the new Federal requirements. It also shows perspective clients that NBC is a leading innovator in E-government solutions, which serves as another selling point for convincing other Federal agencies why they should select the NBC as their cross service provider. Thanks to the NBC IGT team.

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The President's e-Payroll Initiative

What an exciting time it is to be in the payroll business!! Many changes are afoot; consolidation and partnering of providers, standardization of procedures, and the design of a new federal payroll system are all in motion. And the National Business Center (NBC) is right where we want to be; in the thick of things helping shape the future of the federal civilian pay service.

E-Payroll is one part of the e-Government initiative contained in the President's Management Agenda. Coordinated by the Office of Management and Budget (OMB) and managed by the Office of Personnel Management (OPM), the initiative employed an extensive selection process to reduce the number of federal civilian payroll providers from its current number of 22 down to only 4. The winning providers, the Department of the Interior's NBC, the Department of Defense's Defense Finance and Accounting Service (DFAS), the Department of Agriculture's National Finance Center (NFC), and the General Services Administration (GSA) were tasked with accomplishing new client migration by October 2004.

At the NBC, migration is in full swing and we are well on our way to achieving that October goal. In November 2003, the Nuclear Regulatory Commission (NRC) and the Surface Transportation Board (STB), a mode of the Department of Transportation (DOT), marked the first of our new "e-Payroll" clients to go live on the Federal Personnel and Payroll System (FPPS). Although four agencies were earmarked to migrate to the NBC, there are actually 7 pay systems (the DOT operated 4) from which to migrate. The National Science Foundation (NSF) is

scheduled to come up on FPPS in February 2004; the DOT's core modes and Saint Lawrence Seaway Development Corporation (SLSC) in May and July 2004, respectively; the National Aeronautics and Space Administration (NASA) in August 2004; and the DOT's Federal Aviation Administration (FAA), the largest migration, in October 2004. While accomplishing 7 concurrent migrations in a customer-centric manner is fraught with challenges, the biggest struggle for clients has been making the necessary cultural changes.

Simultaneous with consolidation is the effort to standardize pay policies and procedures. A team consisting of customer agencies, providers and the OPM have identified opportunities to standardize and are in the process of implementing what is termed as "early wins" - improvements that don't require legislation or extensive changes. Examples include developing one set of universal federal time and attendance codes and a single federal payroll web site with news and updates, a regulation repository, and frequently asked questions.

Additionally, the OPM has partnered the NBC with the NFC, and the DFAS with the GSA to consolidate further in the future. Both the NBC and her partner, the NFC, see good things in our combined future. A few of the many advantages of this partnership are the sharing of best practices, acquiring new business, achieving expansion opportunities, and supporting each others' busi-

ness recovery plans. Look for improved services, elimination of redundancies, and economies of scale that will lead to a reduction in price for all of the NBC's payroll customers.

The final task of the payroll initiative is to design and implement a pay system that will take advantage of commercial technology, save taxpayer dollars, and streamline government payroll operations. The first step in this process is already complete. Capitalizing on input from providers, the OPM has contracted for and received the Federal Enterprise Architecture for payroll. Look for updates as this initiative progresses.

What does all of this change mean to the NBC's clients? It means that, while day-to-day payroll operations and support remain the same now, once e-Payroll clients are fully implemented, all NBC clients will benefit from enhanced services and economies of scale made possible by consolidation, standardization, and partnering.



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NBC's Aviation Management Assists The U.S. Navy in Drone Missile Recovery Program

By Dale Gaston

In 1996, a program was developed between the US Navy and the Office of Aircraft Services (now called Aviation Management Directorate) that would allow commercially contracted helicopters to safely recover target drones. Target drones are relatively sophisticated, jet powered, remotely controlled aerial vehicles used during Navy ship weapon systems tests and trials. Once launched over the open sea, getting them out of the salt water as soon as possible is essential which is only feasible through aviation support. The Navy has performed some aerial retrieval of the drones but are limited to only 40 miles over water and their crewmembers cannot enter the water if the drone's parachute has not detached or has become tangled. Once the missile has been launched and hits the water a green dye is released to pinpoint its location. Commercial helicopters can then recover the missile up to 100 miles offshore. Commercial crewmembers are also trained to jump from the helicopter to disentangle and remove the drone's parachute.

Before the first drone was ever recovered, OAS worked with the Navy to design and build the recovery equipment. To ensure safety was foremost, a manual detailing the procedures, training, and equipment care was developed by Northrop Grumman Information Technology, who oversees the program for their Navy customer. OAS personnel designed and implemented training programs for both pilots and the recovery specialist crewmembers. These programs include classroom, pool, and in-flight training.

Air Center Helicopters, Ft Worth, Texas has been under an OAS awarded contract since the inception of this recovery program to provide the specially

equipped aircraft to support the Navy's AEGIS ship testing program. The current contract includes six helicopters and has an estimated annual value of \$7,500,000.

Once the Navy experienced the responsiveness and efficiency of the commercial helicopters in the recovery missions, other Navy commands requested support. They have been supporting drone recoveries in Puerto Rico, Virginia Capes operating areas, Southern California operating areas, in Hawaii and even off the island of Guam in the South Pacific. To date they have recovered 286 drones without incident saving the Navy an estimated \$71,996,800. In addition, the helicopters also provide general logistic support to the off shore vessels and fly predetermined patterns to provide an aerial radar target for weapon system testing/calibration or operator training.



Once launched over the open sea, getting the drone missiles out of the salt water as soon as possible is essential.



The Drone Missile Recovery Program allows commercially contracted helicopters to safely recover target drones.

NBC Continues to Demonstrate the Excellence of Its Services

The NBC spent a busy year on customer outreach activities by participating in numerous intra-governmental and vendor fairs and conferences. NBC Director, Tim Vigotsky, and Chief of Product Development, Dennis Locke, participated in panel discussions regarding cross-servicing in the federal sector and the design and implementation of the new federal payroll system at the Annual Association of Governmental Accountants conference held in Chicago, Illinois. Director Vigotsky also presented a general session on the dynamics of running a fee-for-service agency at Oracle Apps-World held in San Diego, CA. In addition, NBC staff gave product demonstrations at the Excellence in Government conference held in Washington, DC. The customer relations staff got actively involved in numerous networking venues for the continued development of partnerships between the Federal sector and private industry which allow the NBC to maintain state-of-the-art awareness of superior products. These included the Industry

Advisory Board-Executive Leadership conference held in Hershey, PA; the American Council of Technology-ACT (formerly known as FGIPC) conference held in New Orleans, LA; and the Interagency Services Network conference held in Washington, DC. These type of outreach activities promote and maintain an open dialogue between NBC, our customers, and our industry partners.

As a fee-for-service organization, the NBC is mandated to provide a full range of administrative support services at full cost recovery. Understanding that customers are the true life-blood of this organization, NBC established quality customer service as a key strategic objective. As part of the NBC reorganization, the Customer Relations Management Office has been established from existing staff to focus and coordinate a corporate-wide perspective on customer service and collaborative partnerships. This Office will be the NBC point of contact for our customers and potential clients who make inquiry about the vast array of products and services we offer.



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NBC Momentum Financials Customer Update

The NBC is pleased to announce that during the past fiscal year, the NBC Financial Systems Division has signed an additional 3 customers for migration to the Momentum Financials product developed by American Management Systems (AMS). All three customers are existing NBC FFS users hosted by the NBC.

The Federal Communications Commission (FCC) selected Momentum to serve as the basis for its new Budget Execution and Management System (BEAMS). Momentum will interface with the FCC's FFS application to receive the relevant financial data for allocation and related reporting. Momentum will also interface with the National Finance Center

(NFC) for Payroll Data. BEAMS will support the FCC's goal of implementing a full-featured system to accumulate and report the costs of all aspects of FCC activities. It will also allow the FCC to comply with the policies and guidelines of the CFO Act, the Government Performance and Results Act (GPRA), the Government Management Reform Act (GMRA), and the Clinger-Cohen Act, which provide the statutory foundation to better allocate resources and monitor program spending. The FCC is on schedule to Go-Live with BEAMS on November 30, 2003.

The National Labor Relations Board (NLRB) selected Momentum as its migration path from FFS to take advantage of the latest technological and functional advances Momentum offers. One major factor was the integration of federal procurement functionality into the core

product. NLRB also represents a composite of the various administrative systems NBC offers, including FPPS for payroll, Travel Manager, and Hyperion Enterprise for financial statement preparation. NLRB is targeted to go into production in April 2004.

The Farm Credit Administration (FCA) also selected Momentum as its migration path from FFS. One of the determining factors was Momentum's recent JFMIP certification, which will assure FCA that their financial system is fully compliant with applicable federal requirements. FCA is targeted to go into production in October 2004.

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NBC Leading High Profile Web Initiatives

The National Business Center's E-Applications Management Division led several high profile Departmental Web Initiatives this quarter. They led the development of the new Department of Interior Homepage, Take Pride in America, and the new Office of Policy, Management and Budget Homepage, as well as spearheading the development of Web Design Standards for the Office of Policy, Management and Budget.

DOI Website

The National Business Center and the Office of Communications worked in partnership to develop a dynamic, informative and user-friendly DOI Website that offers centralized access to all DOI mission-related resources. The new DOI Website is citizen-centered and results-oriented, enabling the public to efficiently locate, share and use Department information, products and services. Production implementation of the new DOI Website was October 9, 2003. For more information, visit www.doi.gov.

Take Pride in America Website

The National Business Center was the provider chosen by the Take Pride in America management team to develop a new, vibrant, useful, and easy to use Take Pride in America Website. The Take Pride in America Website informs and inspires American citizens to volunteer to improve our parks, refuges, recreation areas and cultural and historical sites. The President invited all American citizens to volunteer and visit the Take Pride in America Website during a nationwide commercial broadcast on the opening night of the Washington Redskins football season. For more information, go to www.takepride.gov.

From left to right: Sharon Williams, NBC Director Tim Vigotsky, Renu Chaudhry, Secretary of the Interior Gale Norton, Nicole Munno, Andrea Antunes, Sandra Rainbolt.

PMB Web Design Standards and Website

The NBC E-Applications Management Division worked in partnership with the Office of Policy, Management and Budget (PMB) Webmasters to develop and implement PMB Web Design Standards. These Website Design Standards were defined to help PMB present an integrated, unified and professional image, providing an identity that is recognizable to its users. The E-Applications Management Division designed a new look for the PMB Homepage and developed Web templates and guidelines to help all PMB Webmasters achieve full compliance with these PMB Website standards during their Website redesigns.

As part of this effort, the E-Applications Management Division also redesigned the National Business Center's Website to comply with these PMB Web Design standards. Production implementation of the new PMB redesigned Websites was October 1, 2003. For more information, visit www.doi.gov/pmb and www.nbc.gov.

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Take Pride in America website: www.takepride.gov



DOI Office of Policy, Management and Budget website: www.doi.gov/pmb



QuickSAR Implemented for the Personnel and Payroll Systems Division

Management of changes to software systems can be a complex and labor-intensive endeavor. The Personnel and Payroll Systems Division (PPSD) recently developed and implemented QuickSAR, a web-based system to speed up and make more reliable the software change management process for the division. The division's needs go far beyond what is offered by a document tracking and review system.

The PPSD is responsible for the maintenance and operation of the Emergency Firefighters / Vendor Pay System, the Federal Personnel and Payroll System (FPPS), and Quicktime. Since January 2001, the PPSD has received an average of 348 Software Action Requests (SARs) *per month*—an average of 4,176 requests per year! SARs include requests to change the functionality of systems (CRs), requests to make data corrections (DRs), and problem reports (PRs). Change Requests can be initiated by customers or can be changes required by federal laws, regulations, or policies.

When dealing with so many requests involving systems that affect an individual's pay, effective software configuration management is critical. All SARs go through a software configuration control board for approval and assignment to a system release. Typical tasks associated with SARs include impact analysis (to estimate required hours of effort), full analysis, development, migration to test environments, testing, migration to a staging area, and finally migration into a production environment.

Traditionally within the PPSD, a packet of paperwork is prepared for each SAR. These packets are passed from person to person for signoff and the attachment of hardcopy descriptions, analyses, test results, etc. In the early 1990s, the division started using a UNIX based system called CMAS to keep track of the status of SARs. Early in 2002, the division began using Borland's StarTeam for support of the Quicktime system. In April of this year, the data for all systems in CMAS was converted to StarTeam. StarTeam provides integrated management of SARs, software version control, the assignment, management, and tracking of tasks, and a corporate knowledge-base to record problems

encountered and solutions found. However, neither StarTeam nor other such products reviewed by the division fully met the division's needs. Therefore an add-on to StarTeam was needed. That add-on is QuickSAR.

QuickSAR serves as a web-browser based front-end to StarTeam. QuickSAR enforces the division's policies and procedures through fields and edits not available in StarTeam. It also provides electronic approvals and automated workflow. Whereas with CMAS paperwork was funneled to dedicated staff to update the SAR status and to record task information, QuickSAR allows the individual who completes a task to record hours and the completion date. QuickSAR automatically updates the SAR status. This provides for more timely and accurate reporting of SAR and Task statuses. When the individual who performed the work marks a task as finished, QuickSAR automatically generates the next task(s) in the workflow.

Workflow in QuickSAR is defined in a table external to QuickSAR. This table can be viewed online, which makes it self-documenting. Here is an example of using QuickSAR with the Quicktime project. Lets say that a user wants to submit a change request for Quicktime. Through QuickSAR the user enters data for the new SAR. The user is not allowed to save the SAR until it passes various edits. Once the SAR is saved, impact analysis tasks are generated for each of the division's team leads. As each impact analysis task is completed, a task is assigned to the team lead's branch chief. The branch chief reviews the impact analysis and either approves or disapproves it. When all impact analysis tasks have been completed, reviewed, and approved, the SAR is scheduled for a Change Control Board meeting. A task is automatically generated to record the results of the board meeting. Following this, the SAR is routed to the program manager for approval and assignment to a release. If the SAR is approved, a full analysis task is generated for various functional team leads. When these tasks are finished, reviewed, and approved, a development task is generated.

It is at this point that the difference between

QuickSAR and a traditional document control and routing system becomes very obvious. When the development task is finished, a code review task is generated. If the code reviewer passes the code, a build label is assigned to the SAR. A build label represents a point in time snapshot of the source code configuration. QuickSAR determines the build label by talking to StarTeam. Next QuickSAR stages the SAR for the next migration for that build label. Following completion of migration tasks, testing tasks are generated and email notices are generated to the testing staff.

For those not familiar with the software build process, build labels are used to retrieve point-in-time versions of software and to migrate software into the various test environments and into production. The PPSD uses a public domain tool called ANT to migrate Quicktime source code. The system administrator who performs a migration tells

ANT which build label to use.

ANT talks to StarTeam and requests the source code revisions that have the specified build label. When

the first migration occurs that uses an open build label, QuickSAR talks to StarTeam to freeze the build label and create a new build label that will be used for the next batch of SARs that are ready for testing.

To summarize, the goal of QuickSAR is to provide a user-friendly tool to more effectively manage the thousands of Software Action Requests that the PPSD receives each year. QuickSAR is a web-based add-on to a product called StarTeam. QuickSAR provides full life-cycle management of Software Action Requests and interoperability with the source code version control features of StarTeam. It pushes the recording of the hours of effort and completion dates of tasks down to the individual who performs the work, thereby improving the accuracy and timeliness of SAR and task status updates. Managers can have a more up-to-date understanding of the state of the various SARs being prepared for a release. This means they can take corrective action in a timelier manner. At the moment, the traditional paper workflow and QuickSAR are being used in parallel. In the coming months, the paper-based system currently used by the division will be phased out and replaced with the electronic based, automated workflow provided by QuickSAR. This cutover will start with the Quicktime project and then move on to the other systems managed by the division. The goal is to complete the cutover by the end of the calendar year.

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NBC Hosts Momentum Financials in Secure Data Center

The NBC has recently announced plans to host its Momentum Financials product line at a Northern Virginia data center that conforms to the highest industry standards for hosting services, adding to NBC's Denver data-center capabilities. By January 2004, the NBC plans to move all the servers that house its five Momentum customers: The Architect of the Capitol, the Corporation for National and Community Service, the Federal Communications Commission, the National Labor Relations Board and the Farm Credit Administration.

Due to the highly secure nature of financial data within Momentum, NBC sought facilities that meet the highest standards in the industry. Features of the facility include the following:

- Access is granted to authorized personnel only and is controlled by biometric hand-geometry reader stations as well as other physical features.
- Momentum application servers, dedicated to the individual customers, are housed in highly

secured private cages, each with its own biometric hand reader.

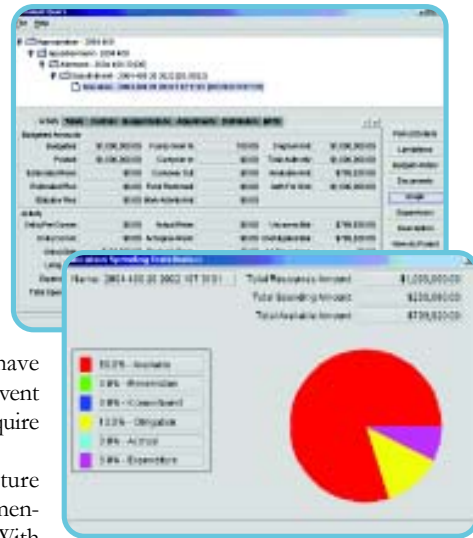
- The NBC Momentum cage has two dedicated CCTV video surveillance cameras with archival system.
- The facility has 24x7 roving security officers.
- The building exterior is fully anonymous and windowless.
- All equipment is checked upon arrival, and the shipping and receiving area is walled off from data center space.
- All major telecommunication providers have points-of-presence at the facility allowing for ease of connectivity.
- Local NBC systems managers have quick access to the servers in the event of system upgrades that might require hands-on actions.

The NBC looks forward to future growth of the Momentum product line. With NBC providing the mission critical hosting capabilities, our customers can be assured they are receiving the highest possible level of customer service.

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The desktop represents a user's workspace within the Momentum Financials application.



Momentum features robust drill-down capabilities as well as graphical representation of an agency's budget status.

Products and Services Updates

NBC Supports Momentum Acquisitions

The National Business Center's Procurement Systems Division is now supporting a new procurement system for its customers. Momentum Acquisitions, a sub-system of the Momentum Financials application, is the next generation of the Interior Department Electronic Acquisition System – Procurement Desktop (IDEAS-PD). The Procurement Systems Division is in the process of converting the National Labor Relations Board (NLRB) from IDEAS-PD to Momentum Acquisitions and is scheduled to live in April 2004. Additionally, the Procurement Systems Division is just beginning the implementation of Momentum Acquisitions at the Architect

of the Capitol (AOC), a current Momentum Financials customer. The AOC is scheduled to go live with Acquisitions November 2004.

Since Momentum Acquisitions is a sub-system of Momentum Financials, it is a completely integrated, web-based application with robust procurement functionality. The complete integration means users will no longer have to worry about an interface or maintaining two separate financial and procurement systems. The functionality of Momentum Acquisitions includes acquisition planning, requisitioning, workload management, solicitations, offer evaluations, awards, contract management, and contract

closeout. Users will have the ability to query the system to access historical procurement information, create reports, and customize the printing layout of their documents. Users will also have the ability to track the complete history of a transaction from the initial requisition through award and payment in a single system.

The Procurement Systems Division is looking forward to the challenge of supporting a new system that is built using state of the art technology.

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Managing Environmental Safety and Welfare for the Modernization of the DOI Building in Washington, DC

By Dirk Meyer

NBC at the MIB

One year ago construction began in the sixth wing proper of the Main Interior Building. Still in the first of six phases, the nuances associated with a major renovation “modernization” of existing space in an occupied building are being learned. The Project, being administered by GSA’s Public Building Service/National Capital Region, will take 9 years and the second phase is not scheduled to begin until May 2004. Obviously, many factors shaped the scope of the modernization efforts, however, the majority of these factors fall within one or more of the following seven, design parameters; life safety, environmental safety, security, historic preservation, sustainability, accessibility and technology.

In the last issue of the *NBC Profile* we focused on life safety enhancements being implemented. Since the publication of that issue we are happy to report that the new 600 KVA emergency generator has passed its initial round of load tests and is nearing operational status. In addition to the fire pump and other life safety systems, as each wing is modernized, emergency lighting, circuits, and elevator banks will be afforded back up power capabilities. In this issue we will touch on how the quality of our indoor work environment will be affected.

The first major improvement to our indoor air quality is the removal of the existing evaporative spray washers, ductwork and associated induction units. As you may or may not be aware, these components made up the first central air conditioning system installed in a large Federal office building. The system works by moving large volumes of air at a relatively low velocity through a fine mist spray

chamber. The water is first cooled by chillers located in the central plant. As this water is released in the form of a fine mist, warm air is cooled as it passed through the mist and is distributed by one of the 36 different air handlers located in the basement and mechanical level. The mechanical level is an entire floor located between the 5th and 6th floors dedicated solely to building systems used in operating this

This photo illustrates the preparation for abatement (removal or encapsulation of asbestos) activity. According to the Main Interior Building (MIB) Modernization Project plan, asbestos containing material and lead paint will be abated where disturbed.



NBC at the MIB

1.3 million square foot facility. When heating is required, steam produced by GSA is brought to the building and distributed by forced air through a network of steam coils in air handlers, and by induction in the individual offices. This system, is being replaced by a 4-pipe fan coil system. While the induction units are being removed from the offices, the new fan coil units are being retrofit within the existing metal casework, so aesthetically, the typical office will look identical to the original construction. The occupant will notice several slight changes. The first being the lack of black soot that usually greets the occupant when they first enter their office in the morning. Secondly, the occupant will have the ability to control the temperature and fan speed of their individual units. For many years the Division of Facilities Management Services has diligently wrestled with and performed protocols and maintenance to insure the healthful condition of an ageing system. Not only will many of the headaches associated with operating a 68 year old system be reduced the energy efficiency of the system will be increased. Combined with the new R-10 rigid insulation board being applied to the interior brick construction of the exterior walls, the temperature control of the space will be much improved.

A discussion of how the interior environment will be impacted, involves much more than just the climatic concerns of heating, cooling, humidification and the amount of outside air introduced. Obviously, the construction process introduces thousands of new chemicals and materials into a space that for energy performance reasons we want to make relatively airtight. Additionally, to build, one must destroy. The process itself generates a considerable amount of dust and particulates into the space. Many of the materials that were considered cutting edge performers in the acoustic, insulating and fire safety realm contain asbestos, heavy metals other hazardous materials and must be identified and handled in very specific ways so as not to contaminate the space or pose a danger to the occupants or the

workers. To address these concerns, GSA has retained an independent, on-site, environmental monitoring contractor, to insure all work is performed within the District and Federal regulations. This includes air monitoring and final clearance for all asbestos and lead abatement activities. Engineering controls are in place to assure the contractor is aware of the requirements, follows establish procedures, and the proper testing and clearance of the work area occurs before the containment barriers are removed and general construction activities can commence. Additionally Random air sampling is being conducted in the public spaces to insure the safety of the occupants. To address new materials being employed on the project, submittals are required such as, an MSDS (Material Safety Data Sheet) identifying chemicals and precautions associated with the use of the individual product. An IAQ plan (Indoor Air Quality) outlines the procedures the contractor must follow to minimize the amount of dust and particu-

lates produced by the various construction processes. The DOI has been successful in influencing the use of products such as peel and stick carpet tiles, and low VOC (Volatile Organic Compounds) paints. Currently, the project is attempting to use the LEED EB (Leadership in Energy and Environmental Design for Existing Buildings) rating system as a benchmarking tool to measure the level of achievement in many of these areas and in the next article will touch a little more on what environmental considerations have been incorporated into the design and what sustainable practices are currently being implemented.



This photo shows the demolition of the floor for the installation of new stair tower. Demolition is needed to upgrade and improve the Main Interior Building's infrastructure to conform to current health and safety standards. Portions of the fire protection and alarm systems will be upgraded and portions replaced.

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NBC Runs DOI Accessible Technology Program

The Department of the Interior's (DOI) Accessible Technology Program was established in June 2000. The mission of the Program is to support employees with disabilities by determining the appropriate assistive technology and ergonomic solutions tailored to the needs of each individual. The Program serves as the Department's accessibility and Section 508 resource to provide awareness, information, and training to bureaus to facilitate their compliance with accessibility standards.

Employee Accommodations

ATC's director, Christine Louton, established and serves as the Point of Con-

tact (POC) for the Department of the Interior in an agreement between the Department of Defense's Computer/Electronic Accommodation Program (CAP) and DOI. This ongoing agreement with the Department of Defense pays for and provides assistive technology equipment for Interior employee with disabilities. In FY 02 CAP filled over 137 requests valued at over \$95,000. In FY03 over 500 requests were filled delivering over \$216,000 worth of assistive technology (software & hardware) to all DOI bureaus nationwide.

To make a CAP request phone or e-mail: 202-208-541 (V) / 202-208-6248 (TTY) / jennifer_l_meltz@nbc.gov.



The Department of the Interior's (DOI) Accessible Technology Center (ATC) is located at the Main Interior Building - 1849 C Street, NW, Room 1013 - Washington, DC.

Mobility and dexterity Disabilities



This workstation highlights assistive technology to address the needs of persons with mobility impairments. Voice recognition software, with continuous speech and command and control will be installed along with an infrared cursor control mechanism with switch. An infrared wireless keyboard for persons with mobility impairments will also be installed on the workstation.



To address the needs of low vision users, a closed circuit television (CCTV) will be featured, coupled with a computer that has screen magnification/screen reading software. This will enable any user to enlarge printed materials, handwritten notes, diagrams and wired circuitry anywhere from 4-60 times, or have the materials read with a voice synthesizer. Also at this workstation is an alternative keyboard with large print keyboard caps and a built-in trackball. Between the CCTV and the computer monitor is a telephone (not in use) with large, easy to read buttons. This workstation will also house an 80 character refreshable Braille terminal, scanner/reader software, and a Braille embosser.

Accessibility Training

The ATC conducts training on accessibility awareness and technical training on making web sites accessible to people with disabilities. Over 500 people from all bureaus have attended these classes in many sites departmentwide. Future training plans include accessibility training for operating systems and applications software.

For more information
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Governmentwide Acquisition Management Intern Program Class of 2003

On July 14, 2003, the Interior Department welcomed the Governmentwide Acquisition Management Intern Program Class of 2003. The program is composed of eight interns: Kristy Beck, Gene Calvert, Jonathan Hamlet, Pearlette Merriweather, Carrie Parish, Iris Redmon-Johnson, Hector Vega, and Lauren Yates. The Department of the Interior University (DOIU) hosted a Welcome Reception

in the South Penthouse where senior procurement officials greeted the interns. The speakers included Judy Davis, the Director of the Office of Acquisition Management at the U.S. Environmental Protection Agency and David Sutfin, the Chief of the Procurement and Support Services Division at the Department of the Interior,

Minerals Management Service. The audience consisted of representatives of the agencies currently participating in the program as well as current interns in the programs administered by DOI University. The speakers set the stage for the beginning of the interns' procurement careers in the Federal Government, touching on subjects such as the future of the field

as well as tips for successful navigation within contracting and acquisition.

In the weeks following the Welcome Reception, the Governmentwide Acquisition Management Intern Program interns received briefings and attended

training on topics such as employee benefits, ethics, and the principles of the mentor-protégé relationship. The interns were also paired with senior procurement professionals in the agencies participating in the program

who will serve as their mentors during the course of the two-year program. These participating agencies consist

of the Department of Health and Human Services, the Environmental Protection Agency, the Department of the Interior-Minerals Management Service, the Federal Bureau of Prisons, the Department of Commerce, and the Department of Veterans Affairs.

This class marks the sixth year DOIU has managed the program. Other intern programs managed by DOIU include: the Office of the Secretary Management Intern Program (since 2000) and the Financial Management Career Intern Program (since 2002).

If you would like additional information about the Governmentwide Acquisition Management Intern Program or any of the other programs managed by DOIU, please contact Cori Sabet, Program Manager, by phone at (202) 219-2213 or by e-mail at 'Corinne_C_Sabet@nbc.gov'.

For more information

Cori Sabet
Corinne_C_Sabet@nbc.gov
202-219-2213



Front Row (Left to Right): Hector Vega, Kristy Beck, Lauren Yates, and Gene Calvert. Back Row (Left to Right): Iris Redmon-Johnson, Carrie Parish, Pearlette Merriweather, and Jonathan Hamlet.

FPPS and Payroll Training Classes Registration Goes On-line at www.doi.gov/training

The NBC Program Support Office in Denver has partnered with the Department of the Interior University (DOIU) to offer the FY 2004 FPPS and Payroll training classes on the DOIU web site at www.doi.gov/training. This one-stop shopping, on-line process serves our customers better by keeping pace with today's ever-changing world of automation and modernization.

This new registration procedure began with the October-November-

December 2003 training quarter. Along with advertising the training classes each quarter, our customers can now select the training class of their choice and register directly for the class on-line. While registering on-line, another built-in feature is to select the desired method of payment. Many of our customers had been asking to pay by credit card. Now, along with the convenience of on-line registration, we are able to accept credit cards as a method of payment, as

well as training forms, purchase orders, and government checks. If the credit card choice is selected, a secure section will appear on the web site, and the credit card information can be entered.

If you have any questions, need help, or encounter any problems with the new on-line registration, the DOIU staff at the Denver Learning Center will be happy to assist you. Bonnie Stewart and Katherine Bond can be contacted either by phone at (303) 969-5425 or 5426 or via e-mail to 'Bonnie_L_Stewart@nbc.gov' or 'Katherine_Bond@nbc.gov'.

For more information

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Planning, Performance, and Oversight Office (PPOO)

The PPOO was recently established within the Office of the NBC Director to better position the NBC to respond to the President's Management Agenda, OMB budget and performance integration initiatives, and the requirements of the Government Performance and Results Act and the Government Management Reform Act. PPOO has two primary functions:

- 1) Planning and Performance Management (PPM), which establishes policies and procedures for planning, performance, and business process re-engineering, and
- 2) Management Control and Audit Liaison (MCA), which establishes policies and procedures for management control reviews, management control and audit oversight, and the reporting and tracking of audit NFRs and corrective action plans.



Herbert Lucki and Gary Dragseth (MCA Focus Leader).

To fulfill its function, PPM will facilitate and coordinate the development of the NBC's 5 year strategic goals, the 3 year tactical plans for achieving those goals, and the annual updates to those plans. PPM will also facilitate and coordinate the establishment, monitoring, and analysis of objective, independently verifiable, NBC-wide business line performance measures to ensure that

progress is being made towards our goals. To carry out these activities, PPM will take the lead on performance management training for NBC staff and work with Human Resources, the NBC Senior Leadership Team, and the business line managers to incorporate goals into the performance plans of the NBC executives and staff. In a related activity, PPM will assume the post implementation management and oversight of ABC/M within the NBC. And lastly, PPM will work with the NBC Budget Office to integrate performance data, in the form of actual costs, for budget formulation purposes.

"It would be a missed opportunity to view planning and performance as a 'check-the-block' exercise. Used correctly and taken to heart, it could be the basis of a 'survival plan' to ensure that the NBC is still here in 5 years, is satisfying its customers, and is financially sound as we all know it is capable of doing with its tremendously talented staff", said Tony Queern, PPM Focus Leader.

In carrying out its function, MCA will ensure a proactive approach is taken regarding oversight of the management control program and audit activities. It will reactivate the NBC Management Control and Audit Follow-up Council and ensure representation from each of the Directorates exists. The goal of the Council will be to ensure a strong system of management/internal controls exist in NBC business practices. It will be proactive in that, rather than simply reacting to audit findings as they are identified in audits, it will ensure an internal

self-evaluation process is in place for all NBC business lines with the goal of identifying deficiencies before they become audit findings. This will be accomplished through establishment of a strong and effective Management Control Review program within the NBC. The Program will include cyclical reviews of all NBC business lines.

In addition to internal reviews, MCA will ensure an aggressive follow-up program is in place to monitor the corrective actions of all weaknesses found in management control reviews and outside audits. The objective is not just to ensure that sufficient corrective action has been taken to prevent repeat of the findings in subsequent reviews and audits, but to improve business practices. Although MCA will take the lead in establishing the management control review and follow-up process, it will only be successful with the full support and participation of business line managers.

To keep you abreast of developments in these areas, PPOO plans to be a regular contributor to future issues of the **NBC Profile**.

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 703-390-6606



From left to right: Susan Ramirez, Karen Burke (supervisor), Jen Pfancuff, and Tony Queern (PPM Focus Leader).

NBC Welcomes DOI Appraisers

On November 12, 2003, Secretary of the Interior, Gale A. Norton, announced that real estate appraisal functions previously performed by various agencies within the Department of the Interior have been consolidated in the National Business Center (NBC).

The new Office of Appraisal Services was created through the consolidation of appraisers from the Bureau of Land Management, the Bureau of Reclamation, the National Park Service, and the Fish and Wildlife Service.



On November 13, 2003, DOI hosted a satellite broadcast to inform appraisers around the country about the reorganization of their functions. From right to left: Lynn Scarlett (Assistant Secretary of Policy, Management and Budget), Larry Finfer (Deputy Director, Office of Policy Analysis), Tim Vigotsky (Director, NBC), Brian Holly (Acting Chief Appraiser), and Dave Anderson (Deputy Director, Office of Personnel Policy).

The goal of the Office of Appraisal Services is to meet the highest standards of professional appraisal practice while providing services to our client agencies in a cost effective, timely manner. The Office will coordinate appraisal services and functions and provide consistent appraisal guidance throughout the Department, as well as improved efficiency in contract management.

The most visible change to the appraisal function is that appraisers will now only report to other appraisers, thus ensuring they have the independence to produce unbiased valuations. While headquarters for the Office of Appraisal Services will be located in Washington, D.C., appraisers will remain in regional and field offices. The Office of Appraisal Services will have regional centers in Denver, Portland, Sacramento, Phoenix, Minneapolis, the DC Metro Area and Atlanta. Appraisers in field offices will report to supervisors in these regional offices.

The department's plan minimizes disruption to employees, and no job losses are anticipated. Appraisers will have opportunities for enhanced training and professional development under the new office, which will also have the capacity to improve contract management and monitoring. Additionally, the new office will work with agency managers to assure it meets the needs and priorities of land transaction programs.

Implementation of Secretarial Order No. 3244

In the last edition of the **NBC Profile** newsletter, I included an article concerning the release of Secretarial Order 3244 and the Information Technology (IT) reorganization that would be required in order to comply with it. In essence, the Order standardized the IT functions performed across CIO organizations within the Department of the Interior. The IT reorganizational effort began in January 2003 and was completed in concert with the overall NBC reorganization on October 5th. Much was accomplished during the nine month transition period and a great number of people throughout the National Business Center (NBC) were involved in making it a success.

Prior to the reorganization, the NBC IT organizations were geographically based with major IT concentrations in Boise, ID, Denver, CO, Reston, VA, and Washington, DC. Coordination across the geographic areas was facilitated through an NBC CIO/DCIO council comprised of the NBC CIO and Deputy CIOs located in each of the geographic areas. With the reorganization, each of the IT functional areas (e.g. planning, infrastructure, aviation systems, information management, e-Applications Management) is now working as a single organizational unit regardless of the geographic location of employees. In fact, virtually every functional area has employees in each of the major office locations.

We have just begun operating in this fashion, but I can already see improvements in consistency and coordination over the prior organization. New relationships are forming and new ways of conducting business are being developed. Operating a geographically-dispersed organization creates both challenges and opportunities. The key to success in each depends on the communication between staff from each of the locations. As the NBC CIO, I am very encouraged and pleased by the level of enthusiasm and cooperation that I have witnessed thus far. While we are certain to have our issues in the future,



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I feel very good about the progress that has been made to date; and I look forward to even greater levels of success and improved internal and external customer service, as we leverage the talents and abilities of the combined IT resources within the NBC.

Electronic Leave and Earning Statements for NBC Employees

The National Business Center (NBC) is preparing to support the Department of the Interior's (DOI) recently issued policy to provide electronic Leave and Earning Statements (LES) to their employees in place of the paper copy. Employees will receive official notification in the near future on how this policy will be implemented at the NBC. This initiative is a huge step in protecting and conserving our environmental resources. It also provides additional personal benefits to employees:

- The LES is available for viewing online through Employee Express several days prior to the official pay date. Employees will no longer have to wait to receive this information through the mail where it can be delayed, lost, or stolen.
- Employee Express provides a print option, if an employee wishes to print the LES for future reference. It can also be saved to a disk.
- The Employee Express program is available to employees who have Internet access, twenty-four hours a day, seven days a week.

Employee Express is available to all DOI employees who have Internet access at www.employeeexpress.gov. Employee Express is safe and reliable and is just as secure as using an ATM. To access Employee Express, the employee will need a Personal Identification Number (PIN). Employees can request a PIN by calling 478-757-3030. Upon receipt of the PIN, employees may change it to something easier for them to remember.

Employee Express maintains the cur-

rent pay period LES plus the two previous pay periods online. If there is a need to obtain an LES for a time period prior to this, a request can be directed to the Payroll Information Line, 303-969-7732.

Many DOI employees have been using Employee Express for years. In fact, every DOI employee has been issued a PIN. DOI employees initiate and complete an average of over 31,000 transactions per month using Employee Express, and nearly 22,000 of those are to request the current LES. In addition to viewing the LES, employees can initiate certain personnel-payroll transactions electronically, without going to the personnel office to fill out a paper form. Actions that can be processed through Employee Express include:

- Change to Federal and State Tax Deductions
- Direct Deposit and Financial Allotments
- Home Address change (for payroll purposes)
- Health Benefits (FEHB) changes during Open Season
- TSP Open Season changes
- TSP Catch Up for employees age 50 and older
- Start, change or stop Saving Bond
- Change Personal Identification Number (PIN)

Employees without access to the Internet may receive a waiver from this policy and continue to receive hardcopy LESs. Employees can submit requests for waiver in writing to their supervisor. If the employee meets the

waiver criteria and the supervisor approves the request, the servicing personnel office will process the waiver. Employees can contact their servicing personnel office if they have questions about waiver criteria or applying for a waiver.

Employees in offices barred from Internet access under the Cobell litigation or large groups of employees without access to computers (e.g., seasonal firefighters) as identified and approved in writing by the office head, will be exempt from the policy and will not have to apply for a waiver.

Answers to questions regarding privacy, security, and access can be found at the Employee Express main page at www.employeeexpress.gov. A PIN is not needed to access this information. Questions on getting access to Employee Express should be directed to the Employee Express Help Desk or the employee's servicing personnel office. Employees can reach the Employee Express Help-Desk at (478) 757-3030 during the hours of 7:00 a.m. to 7:00 p.m., EST. For other times, employees can leave a message and someone will return their call. They can also contact the Employee Express Help Desk at EEXHhelp@opm.gov.

The LES is available for viewing online through Employee Express (<https://www.employeeexpress.gov>) several days prior to the official pay date. Employees will no longer have to wait to receive this information through the mail where it can be delayed, lost, or stolen.



Support the Troops

The Denver Support the Troops Committee has defined how we can be of best service to Troop family members/employees and discovered that a support network was needed.

A continental breakfast and a pizza luncheon were hosted on June 11, 2003 and August 26, 2003, respectively, giving family members the opportunity to visit with each other and compare what information was coming back to us from our family members in service. Everyone had concerns about the hardships and hazards in Iraq and Afghanistan. The Committee also sponsored a Veterans' Day recognition ceremony on November 6, 2003 for Denver NBC staff who are Veterans.

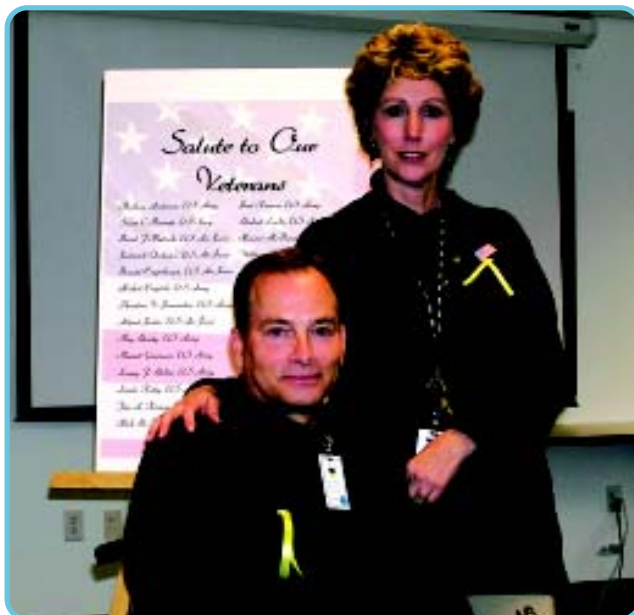
"Thank-You" books were made for each family service member and NBC employees wrote words of thanks and encouragement to the service members. The books were then distributed to the employees to keep until their loved ones returned or to mail forward to their service member. A signing kick off was held on May 15, 2003, subsequent to Denver's inaugural Support the Troops event on May 1, 2003, which was the subject of an article in the Winter/Spring 2003 edition of the *NBC Profile* newsletter.

Updates on family members are as

follows. Kathy Chauvin's husband, Bruce Davis was injured in Afghanistan in late August and has returned home to Denver October 21st. Melody Jameson's husband, David is still on duty in the Mid-east. Andrea Trujillo's son, Leonard; Pat and Rick Merrill's son, Jeremy; Kae Betz's son, Jason Pearce; and Gloria Robert's son, Alastair; are all still on duty in Iraq. Pam Larkin's son, David; and LindaMarie Hanson's nephew, J.D. Keirse; are back stateside from Iraq. Darlene Bentley's brother, Robert Nobach, returned stateside from Kuwait; and Tricia Ortiz's son, Isaac has returned stateside from Guantanamo Bay, Cuba. Lois Rittenhouse's daughter, Katherine Rittenhouse-Visser was honored to play taps at the funeral for Pvt. Lori Piestewa. Pam Larkin's son has agreed to come visit with Troop family members when he comes home on leave.

Future events include Christmas support, special event greetings to service family members, and a visit by David Larkin.

The Committee would like to thank all who have helped in so many ways.



US Army 1st Sgt Bruce Davis, husband of NBC employee Kathy Chauvin, spoke about his recent experience with US forces in Afghanistan where he was injured.

The Triangular Fold of Our Flag

In the Armed Forces of the United States, when a flag is folded in a triangle, each fold has a symbolic meaning. They are:

The **first fold** of our flag is a symbol of life.

The **second fold** is a symbol of our belief in the external life.

The **third fold** is made in honor and remembrance of the veteran departing our ranks who gave a portion of life for the defense of our country to attain a peace throughout the world.

The **fourth fold** represents our weaker nature, for as American citizens trusting in God, it is to him we turn in times of peace, as well in times of war, for his divine guidance.

The **fifth fold** is a tribute to our country, for in the words of Stephen Decatur, "Our country, in dealing with other countries, may she always be right; but it is still our country, right or wrong."

The **sixth fold** is for where our hearts lie. It is with our heart that we pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible, with liberty and justice for all.

The **seventh fold** is a tribute to our Armed Forces. For it is through the Armed Forces that we protect our country and our flag against all her enemies, whether found in or out of the boundaries of our republic.

The **eighth fold** is a tribute to the one who entered into the valley of the shadow of death, that we might see the light of the day, and to honor mother, for whom it flies on Mother's Day.

The **ninth fold** is a tribute to womanhood; for it has been through their faith, love, loyalty and devotion that the character of the men and women who have made this country great have been molded.

The **tenth fold** is a tribute to the father, for he, too, has given his sons and daughters for the defense of our country since he or she was first born.

The **eleventh fold**, in the eyes of a Hebrew citizen, represents the lower portion of the seal of King David and King Solomon and glorifies, in their eyes, the God of Abraham, Isaac, and Jacob.

The **twelfth fold**, in the eyes of a Christian citizen, represents an emblem of eternity and glorifies, in their eyes, God the Father, the Son, and the Holy Ghost. When the flag is completely folded, the stars are uppermost, reminding us of our national motto, "In God We Trust."

After the flag is completely folded and tucked in, it takes on the appearance of a cocked hat, over reminding us of the soldiers who served under General George Washington and the sailors and marines who served under Captain John Paul Jones, who served followed by their comrades and shipmates in the Armed Forces of the United States, preserving for us the rights, privileges, and freedoms we enjoy today.

NBC Community Week

This past summer, the NBC Denver celebrated its first annual NBC Community Week during July 21 – 25, 2003. Created by NBC employees and supported by NBC management, the diversity-based program provided a different approach to celebrating the history, culture, and lifestyle of its employees. With the theme “Community Week”, the weeklong program aimed to educate its workforce with the help of speakers, contests and demonstrations full of style and fun.

Throughout the years, several types of Special Emphasis Programs were hosted by the NBC to recognize different occasions and contributions of different cultures. This year there was a need to revive the activities again. A diverse employee committee was formed with Lynette Murray as Chair, Marilyn Eckhardt, Mary Ann Hagan, Catherine Harris, Mary Martinez, Valerie Quintana, Lori Salazar, Denise Swingler-Sweet and LeeAnn Thomas to plan a new

event. Their aim was to positively change the tone of participating in diversity-based programs by creating an inclusive event that offered more than traditional training.

With the help of outside resources, every day the employees were given access to historical and cultural information in different forms and settings. Also worth mentioning, each activity included program participation and entertainment from NBC management and its employees. Contributions from all areas made this program a success!

Highlights of the week included:

- Opening Ceremony with Evelyn Stafford, Food and Nutrition Service and a color guard presentation from the Denver Defense Finance and Accounting Service Color Guard
- Portrayals of notable American he-

roes by NBC Toastmasters

- Discussions and demonstrations on African story telling, Polynesian dancing, Polynesian quilting, and Scottish bag piping
- Historical displays from the Mizell Center for Cultural Change and the Denver Black America West Museum
- History contests based on the week's activities
- Opening and closing comments from NBC senior management - Tim Vigotsky, Director, Rick Koebert Asst. Director, and Beth Forgie, Dept. Asst. Director
- Awards Ceremony with musical entertainment from NBC employees, food, and prizes
- Closing Awards Ceremony with food, prizes, employee fair and musical entertainment from NBC employees.

With plenty of topics to meet everyone's schedule, the NBC Community Week definitely filled a gap its employees deserved. To find out more information about NBC Community Week, contact Lynette Murray by phone at (303) 969-5456, or by e-mail at Lynette_A_Blanchard@nbc.gov.

For more information

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 303-969-5456

AFGE at the NBC

In November 2002, NBC Denver employees voted to elect the American Federation of Government Employees (AFGE) as the exclusive representative for Labor Bargaining

Unit employees. The AFGE is the largest Federal employee Union representing 600,000 of the 1.8 million Federal Government employees. AFGE works to protect employee rights, benefits, and job security. You can learn more about the national AFGE organization at www.afge.org.

The Union has an obligation to review all changes in working conditions that affect the Labor Bargaining Unit employees in Denver. Many of the reviews the Union performs benefit all NBC employees. Thus the Union and NBC Management work together to review all-employee distributions, new NBC policies, revisions to existing NBC policies, and changes in working conditions. The Union and NBC Management are currently establishing a Labor Management Team to improve these processes.

Our mission states: *“To partner with NBC management in promoting and fostering a workplace-friendly environment that encourages fair and equitable treatment of all NBC Government employees.”* Local 1114 Union Officers and Stewards are:

President: Audrey H. McCray

Vice President: Timothy Jones

Secretary: Mary Ann Hagan

Communications Liaison: Darlene Bentley

Treasurer: Marylouise Dreibelbis

Stewards: Lynette Blanchard, Michael Iacino, Joseph P. Kovalchick, Diana Mulligan, Cathleen Rios

You may contact us at **303-969-LINK (5465)** or send an E-mail message to NBCDENVER_Union@nbc.gov to obtain more information.

Look for more information in future issues of **NBC Profile**.



Back Row (L-R): Audrey McCray, Tim Jones, MaryLouise Dreibelbis, Mary Ann Hagan, Cathy Rios, Diana Mulligan, Joe Kovalchick. **Front Row (L-R):** Darlene Bentley, Lynette Murray, Michael Iacino.

No Hassle Commute

By Alf Aanensen

NBC's, Aviation Management employee Joe Bussard, a fixed wing pilot inspector in the Anchorage Regional Office, commutes from his home in Wasilla, Alaska via his 1953 Super Cub airplane. Joe makes the 50-mile commute in a 20-minute flight from his front yard to the Lake Hood airstrip versus an hour by car (in good weather). Joe has logged 17,000+ hours flying during his career and this commute is just a little icing on the cake. Just think of Joe when you're stuck on the beltway.



Program Support Office Mountaineering

Over the past several years, some of the current and former members of the Federal Personnel Payroll Systems and Services Directorate, Program Support Office (PSO – formerly the Plan-

ning and Performance Support Office) have, as a group, been climbing Colorado “fourteeners”. A “fourteener” is a mountain whose summit is over 14,000 feet above sea level, and Colorado offi-

cially has 55 of them. A typical excursion involves climbers taking a day of annual leave, meeting in the office parking lot around 5:00 AM, carpooling up to 120 miles to the trailhead of the target mountain, hiking up and having lunch at the summit, and then descending and returning to Denver. Led by Terry Teed (who has climbed all 55 more than once and who also happens to be the Chief of the PSO), staff members who have done this are Rich Garver, Don Garcia, Don Engelhaupt, Mishell English, Karlan Schneider, Lee Sutta, and Duanne Serna. Occasionally, a family member or friend will accompany the group. The fourteeners scaled so far include Mt. Bierstadt, Mt. Lincoln, Mt. Bross, Mt. Democrat, Mt. Sherman, and Quandary Peak.

My First “Fourteener”

By Don Garcia

On September 4th, 2003, I climbed my first Colorado “fourteener” with several co-workers from the NBC’s Program Support Office in Denver, Colorado. We left town at 5:00 a.m. from the NBC parking lot with about a two and a half hour drive ahead of us. We drove to an eastern trailhead of Mount Lincoln, at tree line (at an elevation of approximately 11,300 feet), near the small mountain mining town of Alma, Colorado and set off. The trail initially follows an old mining road through various abandoned structures from the days of silver mining. The trail later becomes a mere faint track in the tundra. I followed the others in the group up the three mile trek and kept a good pace, feeling the altitude a little. The reward is at the top – elevation 14,293 feet (recently revised from 14,286 feet, as a result of new GPS measurement technology). The view was breathtaking. It was a clear, crisp, albeit breezy morning; and you could see forever. A few patches of snow still remained from a storm a few days before. After a 30-45 minute break, the group signed the summit register and took pictures from the summit before heading back down. Registers are placed on fourteener summits and some of the high thirteener summits every year by the Colorado Mountain Club. It took a fraction of the ascent time to get back down. This was my first real mountain climbing experience, and first fourteener. I had a lot of fun and look forward to going again next summer.

On the summit of 14,293 ft. Mt. Lincoln (L-R): Terry Teed, Don Garcia, Karlan Schneider, and Mishell English.



Employee's Corner

Annual Washington, D.C. Area NBC Picnic

By Jen Pfancuff

There's something about having to divide bloodworms in half with wood chips and bait hooks for a handful of giddy "lady, do fish really eat those things...ewww!" pig-tail-bearing children that just warms my heart.

Okay, so what's neat for me may not be your cup of tea. That's why we made sure everyone had free reign of JR's Festival Lakes. JR's, based in rural Leesburg, Virginia (well, "rural" except for that mega outlet mall down the street) was the establishment we held our annual summer NBC picnic at this

past June. Employees from the Washington, DC and Reston area offices, as well as their families and guests, gathered together for fun, food (*wow* what a BBQ!), and yes, *more fun!* The picnic provided the perfect casual atmosphere for employees to become better acquainted with each other and simultaneously share the experience with their significant others and children. Many took advantage of lakeside activities, such as paddle boating and fishing, while others participated in volleyball tournaments, toured the complex on foot or via the "hay" ride

(funny, I don't recall there being hay on that hay ride...do you?), or got in a few practice swings at the range.

Whether it be paddling in an endless circle around the lake or sitting at a picnic table in the company of warm smiles, an excellent time was had by all. What *will* next year bring?!



NBC employees and their families dancing at the JR's Festival Lakes.



NBC's Charles Nethaway and wife Carole.

Remembering Wayne Kitt

Wayne Kitt, former Supervisor of the NBC Moving Department, passed away on Saturday, November 8, 2003. Wayne was born on July 17, 1958 in Washington, DC. Shortly after graduation from high school, he began his career with the Department of the Interior as a mover/laborer. He was later promoted to Supervisor of that area and worked there until shortly before his death. Wayne was a dedicated and committed worker who loved his job as well as his co-workers. He took great pride in his work and was always willing to lend a helping hand. Wayne is survived by his wife and four children. He will be greatly missed by all who knew him, and especially by his NBC family.

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