

The Recon - May 16, 2003

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(U) DNRO Town Hall scheduled 28 May



(U) DNRO Peter B. Teets will host a Town Hall Meeting on **Wed., May 28** from 1 p.m. to 2 p.m. in the **J.D. Hill Auditorium**. Mr. Teets primary focus on **NRO Way Ahead Plan**.

(U) Submit questions for the DNRO via e-mail to WF-LIVE. Video-teleconferencing is available. Please contact your local Video Support Team for assistance. For more information, contact

at

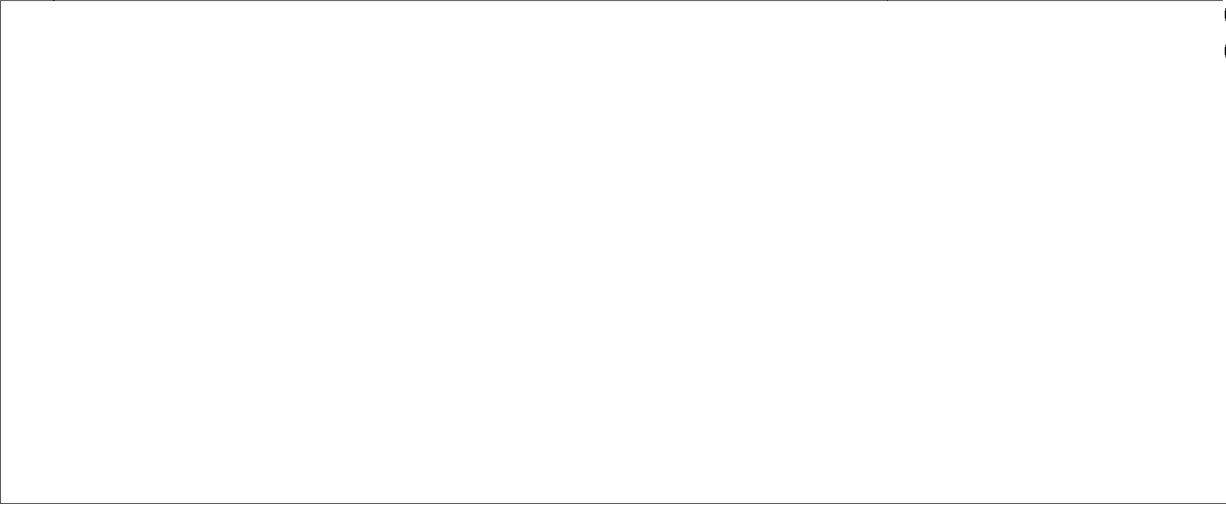
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(U) NRO forecasts three launches



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(U) Presently, the NRO is scheduled to launch three payloads between May 2003 and May 2004. The above chart gives the payload, launch vehicle, site and dates for the forecasted launches.

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(U) Have lunch and learn at DDNRO Brown Bag May 20



(U) Find out what is going on in and around the organization by attending the next **DDNRO Brown Bag** on **Tues., May 20** from **11:30 a.m. to 12:30 p.m.** in 15B22. All NRO personnel are invited to attend. Attendees are encouraged to come with lunch and questions. Seating is limited. To RSVP, contact at

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The Recon - May 16, 2003**UNCLASSIFIED.****(U) Charyk lecturer Norm Augustine shares lessons learned**

(U) On May 7, Norman R. Augustine, author and former president and CEO of Martin Marietta, delivered a presentation entitled, *Things Have Improved . . . In Spite of My Contribution*, to the NRO. In it, he shared his lessons learned in managing complex projects through thought-provoking real life anecdotes. "Although I didn't receive a diploma, I received a lot of scar tissue," said Mr. Augustine of his hard learned lessons. The lessons are as follows:

1. (U) **Leadership at all levels matters.** It is important for leaders to demonstrate teamwork and selflessness, and set inspiring goals. To do great things, leaders need to have vision, and make a plan.
2. (U) **Character is the foundation of leadership.** Mr. Augustine pointed to Johnson & Johnson CEO Jim Burke who, against the advice of attorneys and the FBI and facing sharp drops in stock prices, decided to recall thousands of bottles of Tylenol in the 1980s due to tampering. Although doing the right thing may not always produce the desired results, it is nonetheless important to leadership's character.
3. (U) **Organizations must be willing to change.** Organizations who are first in their industry are in a dangerous place. Such organizations must consistently compete to stay in first place and be willing to change. According to Mr. Augustine, such organizations usually resist change due to fears of changing the formula that brought success. However, to continue being successful, organizations must be adaptable. "Change isn't easy but it is necessary and important," said Mr. Augustine.
4. (U) **Communication is important.** Mr. Augustine spoke of his former company's dedication in initiating an open conversation with employees, customers and investors immediately after a major merger. Clear communication is a vehicle to avoid surprises and eliminate confusion.
5. (U) **Beware of the obvious because the obvious usually isn't.**
6. (U) **Don't overestimate technical capabilities in the short term and underestimate capabilities in the long term.** To this, Mr. Augustine quoted IBM's Thomas Watson who early on in his career stated his belief that there would be a world market for just about five computers. Mr. Augustine proffered that new technology equals new opportunity and the failure to capitalize on new developments will lead to extinction.
7. (U) **The devil is in the details.** There can be consequences in overlooking even the smallest detail. To prove the point, Mr. Augustine pointed to the Mariner spacecraft sent to space to explore the planets. Due to one omitted hyphen in the craft's code, the Mariner went off course and got lost in space prior to completing its mission.
8. (U) **No change is a small change.**
9. (U) **The riskiest course of all is taking no risk.** Prudent risks is key to success.
10. (U) **Competent, dedicated and motivated employees is the most important company asset.** Quality personnel distinguishes a good organization from a great organization.

(U) Mr. Augustine's presentation was sponsored by the Dr. Joseph V. Charyk Distinguished Lecture Series. For more information about the Charyk Lecture Series, contact DDMS at

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(U) Climate Survey results to be tabulated soon



We hear you!



(U) The 2003 NRO Organizational Climate Survey is now complete, with NRO personnel taking the survey, surpassing last year's total of [redacted]. Over the next several weeks, the data will be analyzed in preparation for briefing the DNRO and BOD. Following the DNRO and BOD briefings, there will be a series of briefings to each of the Ds&Os, as well as some field stations and special project groups. These briefings are expected to take place this summer. Watch for more details on the results of the survey coming soon.

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(U) What are the most important qualities and or attributes that managers should have?



(U) As the NRO's internal newsletter, The Recon is YOUR newsletter. We want to hear from you, the reader. The previous Recon posed the question, "What are the most important qualities and or attributes that managers should have?"

(U) Here's what you said:

- (U) **Mindreading...**short of that, they should **ask the employee what he/she wants or needs** in order to enjoy their job and have satisfaction

- (U) **A personality!!!**

- (U) **The ability to care of their people and their customer(s)**

- (U) **Ability to give honest feedback**

- (U) **Ability to make tough decisions in a timely manner**

- (U) **Integrity**

- (U) **Availability**

- (U) **Leadership**

(U) Communication & interpersonal skills

- (U) **People oriented**

- (U) **Keep an open line of communication with worker-bees.** Always talk to the "man with the rifle in his hand." That is, always talk with the person who is actually out there doing the job, the "nuts and bolts" person. He/she usually has the most information pertaining to the ongoing project.

- (U) **Selflessness**

- (U) The most important attribute a manager can have is to **understand the role of the manager.** It is not to be the chief engineer. It is also not a platform for self-promotion and empire building. It is to do the hard work of dealing with personnel issues, developing the organization's future managers and leaders (not the same), and building a team that utilizes the knowledge and skills of each individual to the fullest so that we do not waste our human capital.

(U) Thank you to all who responded!

(U) The Recon question seeks to pose thought-provoking questions and spark insightful and creative anonymous input from the readership. See this issue's question in the upper right hand corner of the Recon window.

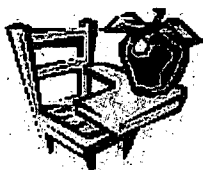
(U) If you would like to suggest a future question for this column, please send it using the Q/A tool (anonymous) or the "submit story ideas" (attributed) link at the bottom of the Recon window.

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(U) IMINT University offers courses for everyone



(U) The IMINT directorate is a complex organization composed of multiple SPO's. For anyone who has ever wanted to know more about this directorate, IMINT University offers **IMINT 101 and 201**.

(U) IMINT 101 is a one-day course that helps new employees with limited technical background understand IMINT's purpose, structure, and functions, as well as its satellites, customers, and the future of the directorate. This course will be offered **Jun. 24** in C114J at Westfields.

(U) For a deeper understanding of IMINT's imaging systems and their unique capabilities, there is IMINT 201. This two-day course introduces new employees with technical responsibilities and backgrounds to the 'inner workings' of IMINT. It offers information about IMINT's mission, structure, partners, and customers. Students will also be guided through a robust review of IMINT's current and future satellite systems, from a space and ground perspective. Featured topics include: system architectures; orbit analysis; collection capabilities and characteristics; image resolution, sensitivity, and accuracy; tasking and collection management processes; custom products and unique applications; and future technologies and advancements. The next running of IMINT 201 is **Jul. 8-9** in C114M.

~~(U//FOUO)~~ These courses are open to all NRO personnel. To register or to learn more about these and other courses, visit IMINT University on the BYEWAY.

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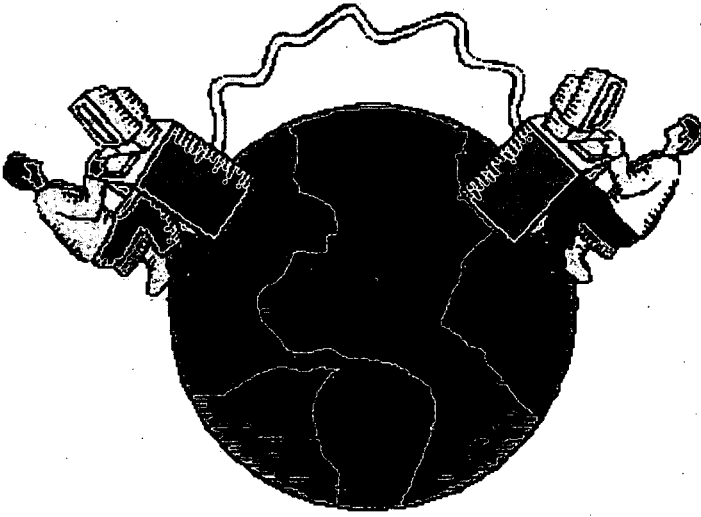
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(U) It's not all about Westfields: Offsites matter too!



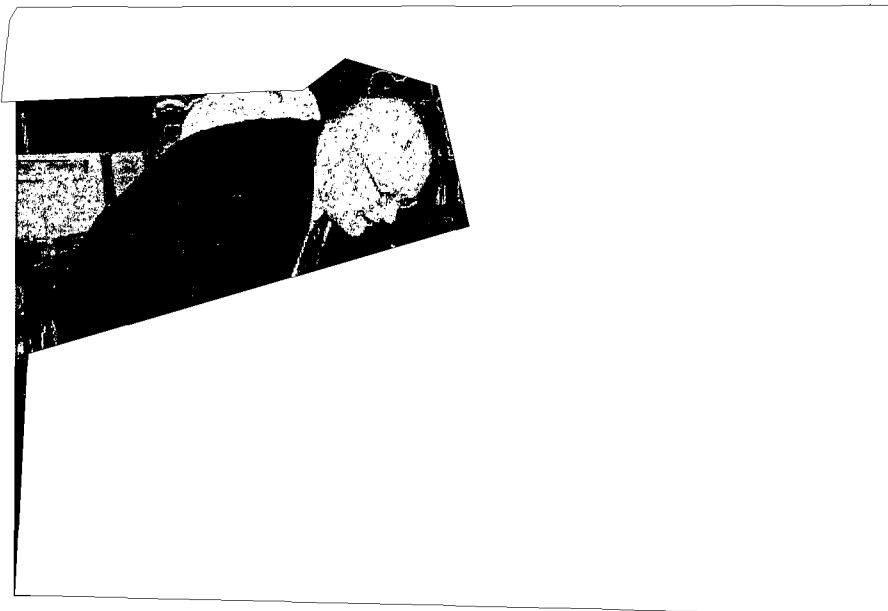
~~(S)~~ The Recon is interested in featuring more information and stories about all NRO sites including [redacted] If you are at such a site and know of something interesting taking place at your site that would of general interest to the NRO population, we want to hear from YOU. E-mail us today.

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(U) DNRO visits Cub Run Elementary School



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(U) On 30 April, DNRO Peter Teets visited Cub Run Elementary School, to take part in the school's Science and Math Carnival. While there, the DNRO met with faculty and students. Although Mr. Teets was there to speak about the NRO and satellites, the grade school students were mostly in how much money the DNRO made.

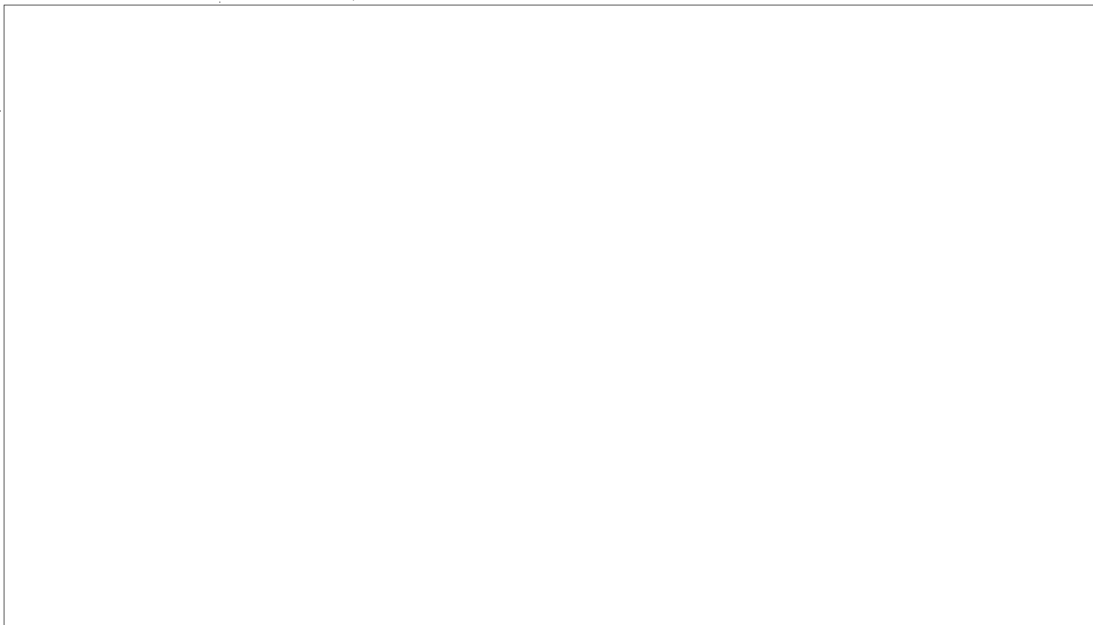
(U) To see more photos from Mr. Teet's Cub Run visit, see the [Recon photo album](#).

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(U) April Medal Recipients



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(U) Congratulations to the following April 2003 NRO medal recipients.

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(U) More Employee of the First Quarter awardees



(U) The following individuals received the Employee of the First Quarter Award for Jan.-Mar. 2003. To view previously announced Employees of the First Quarter, see the Apr. 25, 2003 edition of the Recon.

(U) OSL

Field Grade Officer,

Company Grade Office

Senior Enlisted

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(U) Who & what is Corporate Communications?



(U) What is the Office of Corporate Communications (OCC)? What do they do? Who makes up the office? Why should I care? Does NRO have a public affairs office? If you've ever asked questions like these, you'll find answers here. A recent communications questionnaire and a What's On Your Mind question tipped us off that quite a number of NRO employees aren't familiar with OCC.

(U) The NRO's Office of Corporate Communications is the public affairs and internal communications entity for the NRO. A small office of nine people located in Westfields Tower 1, OCC is responsible for:

(U) Media Relations, including media/public outreach, response to inquiries, acting as media advisor to NRO leadership, media liaison, compilation of media clippings pertinent to the NRO, public affairs support for launches, and NRO Internet homepage oversight.

(U) Community Relations, including coordinating NRO public appearances, internal events planning, briefings/tours for community groups, coordination of CEO Day/SETA/CAAS activities, coordination of elementary school partnership, and production of NRO brochure and other outreach materials.

(U) Internal Relations, including publishing the corporate newsletter (the *Recon*) and magazine (the *Space Sentinel*—first issue scheduled this summer), arrangement of DNRO/DDNRO Brown Bag lunches, oversight of Communicator's Council, arrangement of Town Hall meetings, arrangement of video support for internal events, helping Ds&Os develop and implement communication plans/publicity campaigns for the internal NRO audience, speechwriting and special writing assignments.

(U) What can OCC do for you?

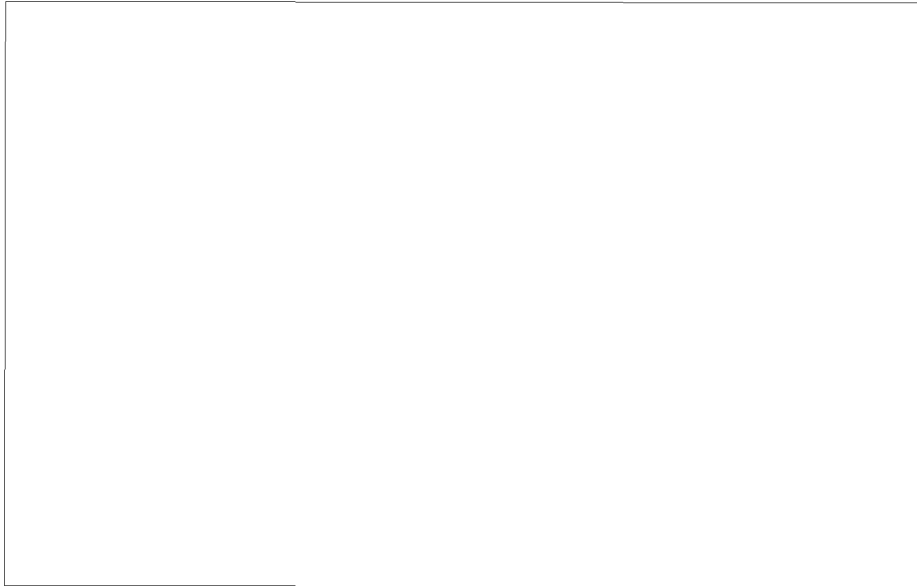
- **(U)** Help you prepare for a public speech, whether it is for a conference, an elementary school visit, or some other event. OCC offers a prepared, unclassified speech, which you can tailor to your audience. In addition, OCC offers a variety of hand-outs like pencils, bookmarks, and brochures.

- **(U)** Help your office develop an internal communication/publicity plan to get newsworthy information out to the NRO populace. The NRO Strategic Plan is a recent example of a successful internal publicity campaign.

- **(U)** Review articles and presentations that NRO people prepare for an external audience.

(U) For more information about OCC, or to request OCC's services, please contact our main office at or (b)(3)
visit our [homepage](#).

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The Recon - May 16, 2003**UNCLASSIFIED.****(U) NRO volunteers clean up for Earth Day**

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(U) Volunteers from the NRO Top 3 Adopt-A-Highway team and the Westfields Recycling Committee celebrated Earth Day on Apr. 22 by cleaning NRO Headquarters compound [redacted] and Route 28. The above photo shows Brian Malone (D/MS&O), [redacted] DD/MS&O), and others cleaning up Route 28. (b)(3)

(U) Volunteers filled twelve bags with trash picked up on the Westfields compound and 13 bags at [redacted]. Items picked up included glass and plastic bottles, scrap wood, a large, twisted piece of metal, and paper trash. In a landfill, the paper would take 2-4 weeks to decompose and tin cans would take 100 years to decompose! (b)(3)

(U) The Adopt-A-Highway team picked up over 37 bags of trash along Route 28, including building vents, hub caps, and a \$5.00 bill. Last year, the VDOT noted that Virginia's Adopt-a-Highway volunteers collected enough trash to overflow Redskins Stadium (75,000 bags)!

(U) It's not necessary to wait until Earth Day to play a key role in keeping the environment clean. Please recycle and dispose of trash properly every day.

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(U) Community Service Activity database gets redesigned



(U) MS&O is pleased to announce the redesign of the Community Service Activities (CSA) database. This database tracks personnel participation and volunteer hours in CSA-sponsored activities. The newly revised database now allows volunteers, and not just the event points of contact, to record information. It also does away with requiring multiple entries for personnel who participate in an event multiple times. Points of contact and volunteers are encouraged to transfer all data from this year currently recorded in the former tracking system into the new system. The former system will be accessible until June 2003.

(U) For more information, contact at or e-mail webmasters-MSO for assistance.

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(U) Rebuilding in April

(U) This year's Loudon County, Virginia Christmas in April was a huge success with work being done on 22 homes by over 700 volunteers county-wide. A group of 25 volunteers from the NRO participated on the home of a mentally challenged homeowner in Purcellville, VA. After being in a automobile accident earlier this year, the homeowner incurred substantial medical bills which made it financially difficult for him to make necessary repairs to the house.

(U) NRO volunteers replaced a rotting front porch ceiling; added a new door to one of the rooms; scraped, primed and painted the entire front porch, and soffit and window rake boards. They also repaired an attic window, re-wired the attic fan, installed smoke and carbon monoxide detectors, fixed the basement sump pump and cleared a construction dumpster's worth of garbage from the basement. NRO volunteers also cleaned up the yard and planted flowers. The effort took one and a half day to complete.

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(U) NRO supports Public Service Recognition Week

(U) Public Service Recognition Week on the National Mall honored the men and women serving our country in the past, present and future. The NRO exhibit was among 66 Department of Defense exhibits.

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(U) Public Service Recognition Week (PSRW) is an annual event held nationwide, from Washington, DC to Los Angeles, CA. This year, exhibitors on the National Mall included federal, state, and local agencies.

(U) PSRW serves to recognize all public servants and educate people on the work they do. Approximately 20,000 people visited the National Mall for this year's event. The NRO, along with mission partners NIMA and NSA, has actively participated since 2001.

(U) To see additional photos, see [Recon photo album](#).

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**(U) 2003 Fun Run/Walk
Winners**

(U) [redacted] ran the 5K in 15 minutes
and 48 seconds. [redacted]'s time
for the same course was 22 minutes
and 20 minutes.

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(U) Congrats to this year's winners!

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