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Rock Island, Illinois



IN THE RUNNING

Arsenal Island is among the locations being considered as the site for an Army regional personnel center. The center, which would occupy part of Bldg. 102, would represent a net gain of about 100 jobs for the island. To find out more, turn to page 6.

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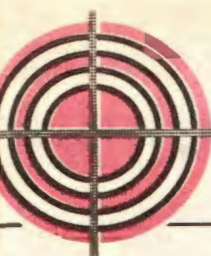
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Change of command held

Maj. Gen. James Monroe formally took command of the Industrial Operations Command last month, during a ceremony that also marked the inactivation of IOC's two predecessor commands.

In his last official act before relinquishing command to Maj. Gen. Monroe, Maj. Gen. Dennis Benchoff rolled the colors of the Armament, Munitions and Chemical Command and the Depot System Command onto their staffs. The colors were cased by IOC's command sergeant major, CSM Kenneth Lewis, thus marking their retirement.

IOC's flag was passed from Maj. Gen. Benchoff to Maj. Gen. Monroe by Gen. Leon Salomon, commanding general of the Army Materiel Command.

Gen. Salomon presented Maj. Gen. Benchoff with the Defense Distinguished Service Medal, the highest peacetime medal available to a member of the Armed Forces, for his performance as IOC's leader. Maj. Gen. Benchoff's wife, Barbara, was also commended for her service to the community.

In his farewell remarks, Maj. Gen. Benchoff said that he accepted the award on behalf of IOC's dedicated employees.

"I gave what I could, but you gave your best," he said. He then challenged the IOC workforce to "embrace the future."

Maj. Gen. Benchoff has moved on to a new assignment at AMC Headquarters. Turn to 'Change of command,' page 7



Maj. Gen. James Monroe addresses the audience at the IOC change of command.

CG outlines philosophy



By LINDA JAMES
IOC External Affairs Office

Maj. Gen. James W. Monroe, the new commanding general of the Industrial Operations Command, recently gave a gathering of IOC's executive leadership the first glimpse of how he does business.

"I have developed a philosophy and style over the last 31 years which works for me," said Gen. Monroe. "I want you to know my philosophy and understand where I'm coming from so that you can run this command."

Explaining to the group, which included installation commanders, civilian executive assistants, and command staff and directors, that he doesn't distinguish between military and Department of Defense civilians, Gen. Monroe outlined the underlying principles of his leadership style.

A summary of those principles, entitled "The Monroe Docktrine" covers a range of topics. Among them, Gen. Monroe, who describes himself as the command's "coach," emphasizes his role as a leader and his expectations for employees.

While the "Docktrine" sets forth his most basic likes and dislikes, such as a preference for written information rather than oral, it also touches on broader concepts, such as his expectation that IOC leaders be masters of controlling chaos and change. (For the complete Monroe "Docktrine," see page 7.)

Gen. Monroe told his audience of senior managers that he wanted them to be leaders, not just supervisors.

"Those of you who lead, who take your employees and don't just sit there and watch them go, will be the winners," he said. "The rest of you will be left behind."

He provided the group with examples of books that he found valuable in developing his leadership style. The books are: "Business as Unusual" by Price Pritchett and Ron Pound; "The Plain English Approach to Business Writing" by Edward P. Bailey, Jr.; "Business Without Bosses" by Charles C. Manz and Henry P. Sims, Jr.; "It Ain't Hell but You Can See it From Here — A Gulf War Sketchbook" by Barry McWilliams; and "High-Velocity Cultural Change" by Price Pritchett and Ron Pound.

Gen. Monroe told the senior leadership that IOC also stands for "Individually Owned Corporation," and that his vision for the command comprises nine elements focused on people and teamwork. The following is a list of the nine elements, with Gen. Monroe's comments about each one.

•Break Old Habits. "You'll have trouble creating a new culture if you insist on doing it in the ways that are consistent with the old one."

•Make Structural and Administrative Changes. "Breaking worn out habits and fighting bureaucratic practices are empty acts if you don't offer employees something better."

•Crank Up the Communications; Promote the Vision. "Standard communication procedures simply won't cut it. The change effort needs to become a cause, a crusade, and your job

Turn to 'CG's philosophy,' page 7

Arsenal receives \$8 million for energy saving projects

Rock Island Arsenal really has cause to celebrate Energy Awareness Week this year.

That's because the annual energy awareness event, which takes place the week of Oct. 23-27, comes less than a month after the Arsenal got word that it had been awarded nearly \$8 million in funding for projects intended to improve energy efficiency.

RIA received more energy funding than any other installation in the Army Materiel Command. Work to secure the funds was performed by several engineers in the Directorate of Public Works.

The funding came from the Federal Energy Management Program, a source which can be tapped by all federal government agencies. To get the funds, however, they must demonstrate that their projects will pay for themselves in the form of energy savings within a reasonably short period of time.

All of the projects submitted by the Arsenal met the payback standard. In addition to saving energy, the projects could also result in reductions in maintenance and repair costs.

Work is expected to begin on all the projects during the first quarter fiscal year 1996. Here's a rundown:

•A \$4.6 million project to renovate turbines in the Arsenal's hydroelectric plant is expected to offer a payback in 4.5 years.

The turbines are the main power generators in the plant, which provides about 15 percent of Arsenal Island's electricity. Originally projected to have a useful life of 40 years, the eight turbines in the plant are now almost 75 years old. The project funded for FY96 will cover four of the eight turbines in the plant.

Turn to 'Energy,' page 9



Photo by TONY LOPEZ

Jeff Dupont of RIA's Directorate of Public Works operates the energy monitoring and control system. Operators like Mr. Dupont can use the system to oversee and

set climate controls in selected buildings. The system will be expanded during fiscal year 1996, just one of the energy saving projects scheduled for FY96.



Select civilian employees receive firearms training



Eric Boggess points out the accuracy of his shots as Jim Roberts (left) and Stan Easter look on. The three LARs were among 24 ACALA employees who received firearms training at the Arsenal's outdoor range.

Annual firearms training was given to 24 civilian employees of ACALA on Arsenal Island last month.

Most of those who received the training are logistics assistance representatives. LARs are assigned to combat units in the field, and are deployed with them whenever they are mobilized, in order to provide direct assistance with the maintenance and repair of ACALA-managed equipment.

Because they can be deployed to combat zones, LARs are issued self-defense weapons and are required to be certified in their use. To retain certification, they must take annual training on the weapon.

Though they can defend themselves if confronted, LARs cannot be used in attacks against the enemy or for functions such as guard duty. Self-defense weapons are not issued to LARs until they are actually deployed to an area considered hostile.

Currently, the self-defense weapon being used by LARs is the Beretta M9 9mm semi-automatic pistol, the same sidearm issued to soldiers.

Training on the M9 pistol was led by Don Dennis, an ACALA LAR who is currently assigned to Hanau, Germany. Mr. Dennis is a certified firearms instructor who, in his spare time, teaches firearms courses to members of the U.S. military community in Germany.

The 24 trainees were broken into two groups of 12 each. Their training consisted of 90 minutes of classroom instruction, followed by a hands-on session at the Arsenal's outdoor firing range.

In the classroom, the LARs were instructed on the basics of firearms safety and weapons handling and on pistol marksmanship theory. They were familiarized with the features of the M9 pistol and were shown how to load it and how to assemble and disassemble it.

At one point, the classroom was darkened and trainees were required to reassemble their disassembled pistols, then load them with dummy ammunition. Mr. Dennis also demonstrated the proper way to hold the weapon and the proper stance to take while shooting, and gave pointers on sight alignment and trigger control.

The LARs were then taken to the outdoor range, where they were given an opportunity to fire the M9 pistol and acquaint themselves with its muzzle blast and recoil. After some simple straight-on shooting, the training turned more realistic, with an attempt made to replicate self-defense situations that might actually arise in the field.

Nearly 90 percent of all defensive encounters occur at 25 feet or less, so all firing was done within that distance. Trainees were taken through a "double tap" exercise, during which they had to point the pistol at the target, line up the sights and squeeze the trigger twice as rapidly and as accurately as they could.

The LARs were also taught "weapon retention" techniques, used during extremely close encounters when the arm cannot be extended to the normal firing position. By keeping the pistol close to the body, this technique helps prevent attackers from taking it.

Finally, Mr. Dennis took the trainees through an exercise during which they fired "double taps" at two or three targets while moving backwards. During this exercise, the LARs learned how to reload an M9 pistol on the move.

Support for the training was received from the RIA Police Department, which provided the pistols used in the training, and from Headquarters Support Troops, which picked up and signed for the pistols and provided safety oversight on the range.

Arsenal could authorize cash awards for suggestions ranging from \$5 to \$250; awards over that amount required approval from a suggestion board in the War Department.

Federal suggestion programs became part of public law in 1954. In 1965, the law was amended to allow military personnel to receive cash awards.

Now formally known as the Army Ideas for Excellence Program, the sug-

gestion program continues to flourish under any name. On Arsenal Island, the program is managed by three different offices.

Suggestions from RIA employees and the employees of most tenant agencies are coordinated by Ms. Olson, who can be reached at Ext. 2-6058. Employees of IOC Headquarters should contact Ext. 2-4811, while ACALA employees should call Ext. 2-0670.

Youth mentors sought for new program

Your opportunity to make a positive difference in the life of a young person who needs someone's help and guidance has arrived.

That opportunity comes in the form of a new program which matches adult mentors chosen for their ability to be good role models with boys and girls from three selected schools in the Quad Cities.

The "Soaring Eagles Adopt-A-School Youth Mentor Program" represents the Arsenal's portion of a larger Army-wide program, known as "Service to the Nation," which is designed to help keep young people in the communities near Army installations off drugs and alcohol, away from gangs, and in school.

All Arsenal Island civilian and military employees, retirees and family members are eligible to serve as mentors in the Soaring Eagles program. Minorities are especially encouraged to apply.

The program is funded by a grant from the U.S. Army Drug and Alcohol Operations Agency, and is being administered locally by the Community Counseling Center. The Arsenal is one of only 13 Army installations with a youth mentoring program in place.

Some of those installations have operated pilot mentoring programs for as long as three years. Recently, Lori Neumiller of the Community Counseling Center visited Fort Sam Houston, Texas, which is among the pilot installations, for a look at their mentoring program.

Ms. Neumiller attended a symposium of some of the fort's mentors, who now total about 400 in number.

"From what I heard, the mentors found their participation in the program to be very rewarding," she



said. "They talked about how their kids had improved in grades, in self-esteem, and in their outlook on the future, and how they had developed some close and rich relationships."

"All of them were unanimous in saying that they were glad they did it and would definitely do it again," Ms. Neumiller added. "If their positive experience is a guide, this is a program which a lot of people on the Arsenal should consider."

Employees who'd like to participate in the Soaring Eagles program are required to fill out a written application and go through a screening process. The process

is designed to assure that those who are chosen as mentors will serve as good role models.

No special qualifications are needed to become a mentor, other than a willingness to devote time and energy to the program, a sincere commitment to help steer youths away from drug and alcohol abuse and toward a more positive lifestyle, and a belief that your efforts can make a difference.

All mentors will be given training that will cover topics such as activities to pursue with your student; motivational techniques; and how to handle certain situations.

Each mentor will be paired with a young mentee from one of three schools: Ericson Elementary in Moline, Monroe Elementary in Davenport and Edison Junior High in Rock Island. The schools were "adopted" based on the presence of a large number of students who are believed to be at risk of not graduating from high school.

The students who will be mentees will be chosen by the schools, and will be required to fill out an application that will be used to help match them with an appropriate mentor.

Mentors and mentees will spend about one hour per week together. All meetings will take place on school property during or immediately after school hours.

Through the program, the adopted schools will also receive free drug and alcohol abuse prevention and education materials.

To find out how you can apply to be a mentor, and for more information, contact the Community Counseling Center at Ext. 2-2551.

First furlough threat averted; second looms in mid-November

When it comes to furloughs, federal employees aren't out of the woods yet.

A furlough of some federal employees loomed last month, when the Congress and President Clinton failed to reach agreement on spending bills. With no budget in place, the government would have run out of money when the new fiscal year began on Oct. 1, thus making it impossible to meet payrolls.

Close to the deadline, however, agreement was reached on a stopgap measure known as a continu-

ing resolution authority. The bill funds the government for 44 days at a level 5 percent below that which it spent last year. As a result, no federal employee had to be furloughed.

The continuing resolution authority expires on Nov. 13. Two days later, the government's debt ceiling will be reached.

A failure to pass spending bills before the continuing resolution authority expires could trigger furlough actions once again.

A failure to raise the debt ceiling could make it impossible for the government to borrow the funds needed to keep going, which might also make a furlough necessary.

The impact of such a furlough on Arsenal Island employees remains unknown. Many employees would have escaped the potential Oct. 1 furlough, at least temporarily, either because of the way their jobs are funded or because their work was categorized as critical to national defense.

Group helps Arsenal celebrate 50th anniversary of suggestion program

The Employee Involvement Association has presented Rock Island Arsenal with a commemorative plaque which marks the 50th anniversary of RIA's employee suggestion program.

Vickie Olson, manager of RIA's suggestion program, picked up the plaque last month during the annual conference conducted by the Employee Involvement Association, an independent professional organization dedicated

to studying and promoting employee involvement programs. The plaque was formally presented to RIA commander Col. John Storm during a recent staff meeting.

Research conducted by the RIA Museum and the Historical Office indicates that the suggestion program dates back to at least 1945, though there is evidence that some sort of suggestion program existed here before then. In 1945, the

Arsenal could authorize cash awards for suggestions ranging from \$5 to \$250; awards over that amount required approval from a suggestion board in the War Department.

Federal suggestion programs became part of public law in 1954. In 1965, the law was amended to allow military personnel to receive cash awards.

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Machinist apprenticeship program conducts graduation ceremony

The Rock Island Arsenal Machinist Apprenticeship Program conducted a graduation ceremony last month, an event which might mark the end of an 85-year RIA tradition.

Aspiring machinists have received training and certification through the apprenticeship program since 1910. Due to a budget cuts and a lack of demand, however, the program has been suspended, and RIA currently employs no machinist apprentices.

The members of the machinist apprenticeship class of 1995 are Randy Adams, Scott Alderson, Randall Brekke, Mark Brunat, James Brunk, Robert Buller, Mike Feldpausch, Thomas Laake, Jeffery Ostrand, Pamela Reynolds, Daniel Salmon, James Soseman, Steven Theobald, David VanSeversen, Jerry Whittington and Lisa Zeimet.

In his opening remarks, RIA commander Col. John Storm pointed out that, while this was the last scheduled graduation ceremony, the apprenticeship program was simply suspended and could be resumed at some time in the future if warranted by demand.

Col. Storm praised the graduates, and all those who graduated before them, for their unique skills.

"Not everyone can be a machinist, myself included," Col. Storm remarked. "You have a very special talent, one that you've used to make a valuable contribution to the nation's defense."

Tom Showalter, director of RIA's Arsenal Operations Directorate, noted that the class of 1995 had to face a number of challenges and distractions not experienced by past classes.

"I believe that you've emerged as a

stronger group as a result," he said. "You've worked hard and remained focused on your mission, and so have already had a hand in some new products that will take the Arsenal into the future."

In brief closing remarks, class representative Jeffrey Ostrand thanked everyone involved in the program for their help and support.

Col. Storm presented RIA certificates to all the graduates, while Mr. Showalter presented their apprentice pins. Other participants in the ceremony included Lon Luvasky, chairman of the Apprenticeship Committee, who introduced the graduates, and James Anderlik of the U.S. Department of Labor, who gave the graduates apprenticeship and training certificates.

During their four years in the apprenticeship program, the graduates rotated through most Arsenal manufacturing areas and received hundreds of hours of hands-on training and experience. They also earned 36 hours worth of college credit through courses taken at Black Hawk College in subjects such as algebra, geometry, physics, hydraulics and machine tool technology.

RIA's machinist apprentice training facilities are currently being used for a community-based program run in conjunction with the Manufacturing Technology Consortium and Black Hawk College. The Arsenal is also participating in an apprenticeship preparation education program operated by United Township High School.

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Commander's Corner

By Col. John L. Storm

Excellence

Excellence can best be defined as a quality which is difficult to define but easy to recognize.

Excellence is an attitude based on the belief that even the best can be made better. Thus, excellence builds upon itself and can be contagious.

The potential for excellence is there in all of us, and should be reflected in all of our work functions and outputs. That which cannot be made excellent is simply not worth doing or having anymore.

Those somewhat random thoughts were sparked by Rock Island Arsenal's recent entry into the Army Communities of Excellence competition. ACOE offers Army installations a chance to earn recognition by demonstrating excellence through continuous improvement and commitment to customer service.

In past years, the Arsenal has done quite well in ACOE. After looking at this year's ACOE package, I think our chances are good once again.

The ACOE package contains dozens of examples of how we've reached toward excellence, in our service toward our customers, our internal procedures, and our stewardship of the resources granted to us. Behind all these examples of excellence are dedicated employees who were willing to innovate and do the very best with what they had.

The ultimate outcome of the ACOE competition is

now out of our hands. Our continued commitment to excellence, however, is in our control. Let's renew that commitment, and let's achieve excellence today and every day.

Saving energy

You might say that the Arsenal got some excellent news when we heard that we'd received \$8 million in funding for projects designed to save energy (see story, page 1). All those projects will eventually pay for themselves in the form of reduced energy costs, as well as savings in areas such as maintenance and repair.

Big projects can make a big difference in cutting our energy bills. But so can small actions taken by individuals who are aware of how they use energy and are careful to conserve it.

If we all turned off lights in unoccupied rooms, powered down equipment when it wasn't in use, and looked around for other ways to save energy, the Arsenal's annual energy costs would drop by thousands of dollars. That would give us quite an advantage in this era of competition, an era in which our costs to customers must be kept low if we expect to have any customers at all.

Saving energy can be simple and painless. By using less energy, we benefit the environment and reduce



America's dependence on foreign energy sources. In short, saving energy is the right thing to do, so why not do it?

Disability awareness ceremony set

Arsenal Island will mark National Disability Employment Awareness Month with an awards ceremony on Thursday, Oct. 19.

The annual ceremony will take place at 10 a.m. in the Baylor Conference Room on the third floor of Bldg. 103. It is open to all employees.

During the ceremony, an employee will be presented with the Outstanding Person With a Disability award. An award will also be given to the supervisor who provided outstanding support to the disabled employment program.

Jim Coombs, executive director of the National Amputee Golf Association, will serve as keynote speaker at the ceremony.

As part of the ceremony, musical selections will be sung by the Senior Discounts, a barbershop quartet.

This month, new members are being sought for the Committee for the Disabled. Membership is open to all employees, disabled or not, who are interested in workplace issues involving physical and mental disabilities.

Those who wish to join the committee must have supervisory concurrence. Committee meetings are generally one hour in length and are held monthly on the second Thursday of each month.

For more information on the committee and the program for the disabled, call Kathee Secor at Ext. 2-1278.



The RIA Thrift Shop, circa 1979. The photo is believed to have been taken soon after the shop's first expansion.

Thrift Shop marks 20th anniversary

The RIA Thrift Shop will mark its 20th anniversary with a celebration on Tuesday, Oct. 17, and Thursday, Oct. 19.

On those sale days, customers who come to the shop in the basement of Bldg. 62 will enjoy cake, coffee, prizes and discounts. Hours will be 10 a.m. to 2 p.m.

The Thrift Shop traces its roots to annual garage sales held to benefit a nursery operated by the Officers' Wives' Club. In 1975, the club asked permission to open a shop where club members could consign items and receive 50 percent of the sale price.

RIA commander Col. Lawrence Skibbie formally granted permission on Aug. 11, 1975. A ribbon cutting took place on Oct. 20, 1975; officiating at the ceremony were RIA deputy commander Lt. Col. Cecil Jones, Wives' Club president Norma Payne, and Thrift Shop chairwoman Anna McManus.

Originally, the Thrift Shop was open on Thursday and Saturday. Saturday hours were eliminated in February 1976. The Thrift Shop has always closed during the summer months.

Corrections

Two names were inadvertently left off the list of Women's Executive Leadership Program which appeared in the September Target. Mary Shepherd and Rosemary Vermost should have been listed with the other WEL graduates. In addition, Cathy Atherton should have been listed among those received MBA degrees from St. Ambrose University.



ACALA's new organization structure stresses product-based teams

The Armament and Chemical Acquisition and Logistics Activity has organized into a new structure that features teams of employees focused on particular ACALA-managed products.

The reorganization, which took effect Oct. 1, represents a break from the traditional organizational structure used by ACALA during its first year. In that structure, employees were generally placed together according to the function they performed.

ACALA is a business activity of the tank-automotive and Armament Command based on Arsenal Island. Its basic mission is to manage armament systems for the Army and other services.

ACALA's management support comes in the form of acquisition, logistic support, sustainment and readiness, inventory management, and integrated materiel management for items such as howitzers, tank cannons, rifles, pistols, aircraft fire control systems and chemical defensive equipment.

The shift in emphasis from function to product, and from hierarchy to teaming, is strongly supported by ACALA director Jimmy Morgan.

"As I've stated in my Town Hall meetings with the ACALA workforce," Mr. Morgan said, "one of the reasons I was interested in the director's position was the direction this organization was going, toward a new structure that is deeply into teams and the teaming concept."

"In my previous job, we did teaming on a smaller scale," he added, "and I was never disappointed with what the teams did. I gave them as much authority as I could, paved the way for them to streamline their processes, and tried to stay out of their way."

According to Mr. Morgan, the results were gains in efficiency and customer

service, and in the ability of employees to learn and use knowledge about one another's jobs. He expects that ACALA's commitment to teaming will result in a better interface with customers and more job satisfaction.

"This won't take place without some growing pains," Mr. Morgan said, "but nothing worthwhile takes place without some pain."

To ease the teams through the transition, they will at first be management-directed. But the goal is to have the teams evolve into self-directed units, where employees would make most day-to-day decisions on how assigned work is performed and would take care of other administrative details, such as use of annual leave.

As teams are formed, they will be given training designed to teach them how to function within the teaming environment. Periodic team building exercises will be used to continue the development of the teams.

Teaming is not new to ACALA, and in fact predates the organization itself. In 1992, a mortar team, similar in structure and mission to a team now in place in ACALA, was formed within AMCCOM Headquarters. All reports indicate that the team worked well and that customers were pleased with the service they received.

In 1993, following the announcement of the BRAC decision that created ACALA, a business planning team was formed to help set up the new organization. Teams have since been formed to work on systems such as Paladin and SWORD.

Under the reorganization, ACALA's product-focused teams can be found in four product centers titled Field Artillery, Armor, Aircraft Armament and

Small Arms, and Chemical, Tools and TMDE.

Each product center can best be visualized as a series of interlocking circles, with each circle representing a team based on an ACALA-managed product. For example, the Field Artillery Product Center includes teams focused on mortars, aircraft, the M109 howitzer and the M119 howitzer.

Those teams bring together employees with expertise in particular functions. A typical team might include an engineer, a logistics manager, a supply specialist, an inventory manager and others whose expertise is needed on a particular weapon system.

The team concept offers flexibility in that employees can be reassigned to different teams based on demand. For example, if a lot of work needs to be done on the M119 howitzer, while things are a bit slow in area of mortars, employees can be moved from the mortar team onto the M119 team.

Not all ACALA teams and organizations are product-focused. Because of the nature of ACALA's mission, some should and will remain focused on function.

The largest function-oriented organization is the Integrated Materiel Management Center. IMMC is divided into four areas which support all ACALA-managed products, and all product-focused teams.

The four IMMC areas are the National Maintenance Point, the National Inventory Control Point, the Logistics Assistance Division and the Weapons and Logistics Integration Division. These areas will be responsible for functions which are not specific to particular weapon systems and which span across the four product centers.

ACALA'S NEW ORGANIZATION STRUCTURE



Here's a look at the organizations that will make up ACALA's organization and their missions:

•Director's Office (AMSTA-AC): Will provide overall direction and leadership for ACALA operations and serve as primary liaison with TACOM's top leaders.

•Armor Product Center (AMSTA-AC-AR): Aircraft Armament and Small Arms Product Center (AMSTA-AC-AS); Chemical, Tools and TMDE Product Center (AMSTA-AC-CT); Field Artillery Product Center (AMSTA-AC-AS): Will manage all assigned weapons and materiel throughout their life cycles; exercise directive and tasking authority; and coordinate actions within ACALA and with outside organizations.

•Integrated Materiel Management Center (AMSTA-AC-MC): Will be divided into four areas, each of which will provide functional support for ACALA-managed products: the Logistics Assistance Division (-MCL); the National Maintenance Point (-MCM); the National Inventory Control Point (-MCI); and the Weapons and Logistics Integration Division (-MCW).

The other offices of Special Staff, Safety, Business Management and Security Assistance, as well as the Legal Group and the Acquisition Center, will retain their current office symbols and will continue to support ACALA in their traditional fashions.

New director has familiar face

Someone with a familiar face has been elected as the new director of the Armament and Chemical Acquisition and Logistics Activity.

Jimmy Morgan, who has worked at Arsenal Island since 1970, became ACALA's director last month. He replaced Richard Husson, whose retirement ended a federal career that spanned 42 years.

As ACALA director, Mr. Morgan's main responsibility will be ensuring that the activity's primary mission of providing life cycle management for armament and chemical defensive systems is successfully met. ACALA is a business activity of the Tank-automotive and Armaments Command.

Mr. Morgan said that he was "honored" to be selected for the ACALA director's position.

"This is a great organization with great people, many of whom I know from my previous jobs on the island," he stated. "That's one reason I was excited about the job. This is as close as I've come to running an autonomous organization, and I've had great support from TACOM Headquarters."

"My goal for ACALA is to make it the best acquisition and logistics agency in the Army," he added. "In order to do that, we have to provide the best equipment and service in a timely,

cost-effective manner. Everyone is measuring cycle time and cost today, so we must become the most competitive source around."

Mr. Morgan began his career as contract cost estimator. Prior to his selection as ACALA director, he was director of Acquisition and Single Manager for Conventional Ammunition for AMCCOM Headquarters.

In the intervening years, Mr. Morgan served the command in a number of key assignments, including as chief of the Special Weapons Systems and Spares Division; deputy director of the Plant Operations Directorate; and chief of the Plant Operations Directorate.

In 1985, Mr. Morgan was appointed to the Senior Executive Service, and is today one of the few people on Arsenal Island holding the SES rank. He has received numerous awards and citations, including the Meritorious Civilian Service Award.

A Quad Cities native, Mr. Morgan resides in Silvis.



JIMMY MORGAN

OC establishes Sector Advocate Office

The Sector Advocate Office has been established within IOC Headquarters.

The office is located in Bldg. 390, in room 106 on the first floor in the northeast corner. AMSIO-SK is the office symbol and e-mail address; phone numbers are Ext. 2-7493, 2-2325, and 2-8581.

The mission of the office will be to support IOC's industrial sector executives. The exact number and identity of the executives has not been determined. IOC's industrial sector executives will

report directly to the commanding general but will have no supervisory authority or duties.

Their responsibilities will include promoting and preserving the Army's production and maintenance base; facilitating partnerships between the government and private industry; eliminating unnecessary and duplicative capabilities; and planning for the upgrade and maintenance of Army weapons.

St. Ambrose M.B.A.

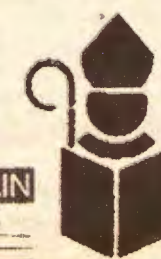
ATTEND AN INFORMATION MEETING

WHO: College Graduates (Any major)
WHEN: Wednesday, Oct. 25 or Nov. 15
WHERE: The Rock Island Arsenal
St. Ambrose University MBA Office
Bldg 102, 2nd Floor Room B
TIME: 11:00 am to 6:00 p.m.
(Walk-in basis)

For more information, contact the M.B.A. Office at 309-782-2187

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Arsenal vies for selection as personnel center



By PAUL LEVESQUE
Target Editor

Arsenal Island is in the running to become the site of a regional personnel center that will provide services for Department of Army civilian employees in a nine-state region stretching from Pennsylvania to Minnesota.

If selected, the Arsenal will host a new tenant agency known as the Civilian Personnel Operations Center for the North Central Region. The North Central CPOC (pronounced "see-pock") would use Bldg. 102, which now houses RIA's Civilian Personnel Office, as its center of operations.

The effort to bring CPOC to the island is led by an alliance that includes Rock Island Arsenal and the Rock Island and Chicago districts of the U.S. Army Corps of Engineers.

Under current plans, the North Central CPOC will employ 166 people. There are presently 87 personnel employees on the island, including those who work for the Corps of Engineers.

If the Arsenal is not selected as the site for CPOC, it will retain a cadre of personnel employees in an organization known as the Civilian Personnel Advisory Center (CPAC, or "see-pack"). CPAC, which will report to the RIA commander, will employ no more than 20 people.

A CPAC will be established here regardless of whether or not the Arsenal is chosen as the site for the larger CPOC.

In short, the stakes in the CPOC selection process for the Arsenal and the Quad Cities are these: A net gain of about 100 well-paying jobs if selected; a net loss of about 70 well-paying jobs if not.

The announcement of the site for the North Central CPOC is scheduled for March 1996. The center will be fully operational no later than September 1998.

Patrick Broderick, director of RIA's Civilian Personnel Office, said that the Arsenal has "an excellent opportunity" to be chosen as the CPOC site.

"Our facilities, and the automation technology we have available to us, are first class," Mr. Broderick said. "Our reputation for providing outstanding services to our present customers will also work in our favor."

"When you look at all the areas we'll be evaluated in," he added, "we're at least comparable to, and probably better than, the installations we'll be competing with."

Mr. Broderick is a member of a team which has been working on getting CPOC to the Arsenal. He is joined on the team by Chris Roberts, head of civilian personnel for the Rock Island District. Personnel staff members from both RIA and the Clocktower round out the team.

As part of the competition, the team was required to put together a bid solicitation package. The 75-page package, which includes color photographs, addresses the criteria which will be used in

CPOC • Why it's being established • What its mission will be

The roots of the effort to land a Civilian Personnel Operations Center can be traced to 1993, when the Department of Army decided to centralize and regionalize its civilian personnel functions. The reasoning behind the decision was similar to that used to establish the Defense Finance and Accounting Service: By consolidating basic functions at selected locations, and taking advantage of modern automation and communication technology, substantial savings could be realized and services could be improved.

In all, 10 Civilian Personnel Operations Centers will be established. Seven CPOCs will be located in the continental United States, which will be divided by region; the other three will be located in Germany, Korea and the Pacific region.

The chain of command for each CPOC will run directly up to the Department of Army Personnel Center, bypassing local commanders.

Two CPOC sites have already been selected. A CPOC at Fort Benning, Ga., will serve the Southeast Region, while one at Fort Riley, Kan., will serve the South Central Region.

Rock Island Arsenal is contending to become the CPOC for the North Central Region, which encompasses all Army employees and installations in the states of Illinois, Iowa, Pennsylvania, West Virginia, Ohio, Indiana, Michigan, Wisconsin and Minnesota. According to the latest count, there are 26,000 Army civilian employees in the North Central Region, a total which includes about 12,000 Army Reserve civilian technicians now serviced through Fort McCoy. The tech-

nicians work at posts and installations located around the world. The mission of CPOC will be to provide processing and support services for personnel functions that could be described as generic, since they differ little by installation or individual. CPOC will provide technical services in support of employee benefits such as health and life insurance and the Thrift Savings Plan; process training requests; perform recruitment and placement actions, such as classification, qualification review and the development of referral lists; maintain personnel data; and take care of other systems administration tasks.

All official personnel folders for employees in a particular region will be maintained at CPOC. In situations where employees may wish to look at their 201 files, such as a potential reduction in force, CPOC may provide on-site visits to provide an opportunity for such a review.

Each active installation, including those which house a CPOC, will maintain a Civilian Personnel Advisory Center, or CPAC. CPACs will report to the local commander; their mission will be to provide advice and support on matters such as management-employee relations, and to serve as a liaison with the regional CPOC for local employees.

Personnel issues related to the regionalization of personnel services have not yet been fully resolved. However, it is expected that all personnel employees in a particular region will be given the opportunity to compete for jobs at that region's CPOC.

Under the executive order, the federal government is now required to regularly crossmatch records listing persons who owe child support with federal personnel and employment records.

The executive order and DoD memorandum require agencies to, on an annual basis, provide their employees with information on how they can establish paternity and assure that their children receive the support to which they are legally entitled. Information must also be provided on how those who owe child support can initiate voluntary wage withholding.

In the executive order, President Clinton said that his administration would consider whether failure to comply with a legal order to pay child support

housed, and of the support facilities available to it; access to modern automatic data processing and communication equipment; and operational considerations, such as the projected ability of the site to perform the CPOC mission as soon as possible after being selected. Less important, but still a factor, is the overall quality of life in the community.

According to the Arsenal's site selection team, the Arsenal has strengths in all these areas, strengths which have been made known to the people who will do the selecting. Here is a brief rundown of some of those strengths:

- The space within Bldg. 102 is ready for immediate occupancy by CPOC. The building itself combines historic beauty and rock solid, well-crafted construction with all the modern conveniences. It has adequate parking and is fully accessible to the disabled.

- Because of the excellent condition of Bldg. 102, and the presence of modular furniture, the cost of renovating the building to meet CPOC standards is estimated at a relatively low \$93,500. The fact that there are 87 personnel specialists already on the island should hold down the cost of moving people in from other locations.

- The automation and communication infrastructure needed to send information over vast distances, a critical CPOC requirement, is already in place at the Arsenal. CPOC's requirements include fiber optics, a local network of file servers, top-notch telecommunications and electronic mail, a video teleconference facility, hardware and software support for personal computers, and visual information services; it's all here, and it's always being updated.

- The staff at RIA's Civilian Personnel Office and at the CPO at the Rock Island District of the Corps of Engineers both already support people in distant locations. For example, RIA's CPO provides services for civilian employees at Iowa, Indiana and Ravenna Army Ammunition Plants; the Military Entrance Processing Command in Chicago; Rocky Mountain Arsenal, Colo.; and, as of Oct. 1, Savannah Army Depot Activity and the Defense Ammunition Center and School.

The area managed by the Rock Island District sprawls over a large portion of the Midwest, encompassing 20 locks and dams along the Mississippi River and numerous recreation areas. Thus, the district's personnel office must service hundreds of employees who work far from the Clocktower Building.

Because of the scope of the two offices, nearly one-third of the people in CPOC's North Central Region are already serviced from Arsenal Island.

- Arsenal Island, and the greater Quad Cities community it is part of, offer a good quality of life and a relatively low cost of living. The area's public schools are among the best in the nation, and recreational opportunities abound.

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The primary selection criteria will include availability of the facility; overall cost to the Army; the overall quality of the building in which CPOC will be

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6. Remember we are managing an instrument of our National Command Authority as well as our U.S. government.

7. We will constantly ask, "Why?" When there's not a plausible answer, then we will ask, "Why not?"

8. If you make honest, dumb decisions, we will learn and grow from them. If you violate integrity, you DO NOT have my support.

9. Use "logistics intelligence." I want us to anticipate rather than predict our internal and external customers' needs.

10. A great leader once said, "The battlefield is a scene of constant chaos. The winner will be the side that best controls the chaos." I expect our leaders to be masters of controlling chaos and change.

11. We will exercise focused competition. This is how it works — everyone competes to meet standards. All that meet the standards are winners;



New charge cards issued

New American Express government charge cards have been issued to all card holders who transferred to Arsenal Island from Headquarters, U.S. Army Depot System Command.

Former DESCOM employees were given new cards because their summary account was transferred to the Arsenal along with them. Summary accounts, which list transactions and payments, are maintained for record keeping purposes.

The new cards were mailed to employees' home addresses in nondescript envelopes. If you're a former DESCOM employee who hasn't received a new card yet, or believes you may have mislaid it, contact local charge card coordinator Karon Kerest at Ext. 2-1359.

Do not attempt to use your old charge card, since it is invalid. Old charge cards should be destroyed as soon as new ones are received.

Holding a current American Express government charge card is especially

important for travelers on official business who suddenly find themselves needing to purchase airline tickets.

Be aware that the airlines will only sell tickets at the government rate to individual purchasers using government charge cards. The government rate, which can be \$100 or more cheaper than the regular rate, is not available to individuals using any form of payment other than an American Express government charge card.

Travelers who purchase airline tickets while on official travel are reimbursed at the government rate, and must pay for any amount above this limit out of their own pockets.

Finally, a tip to travelers: You can use your American Express card to pay for parking at the Quad City Airport. No matter how you pay, if your parked in the airport lot for three days or longer, you can receive a certificate for a free car wash just by asking the attendant.

Non-availability statements no longer required

Travelers on official business are no longer required to provide statements of non-availability of government lodging.

The statements, which were usually picked up at the housing office of the installation being visited, provided verification that no government lodging was available, thus freeing the traveler to stay at a local commercial lodging establishment.

Under the new procedure, travelers need only contact the housing office in advance and obtain verification over the telephone that no government lodging is available during the time they will be in the area.

The date and time of the conversation, and the name and number of the person contacted, must then be noted on the travel orders or voucher. The presence of such a notation is sufficient to justify payment for commercial lodging.

Like the old non-availability statement, the notation is required only for travelers going to areas with government lodging. A list of areas which have no government lodging, and which therefore require no evidence of non-availability, is released annually.

More information is available by contacting Tom Cozad at Ext. 2-6803.

Metallurgist earns award for salvaging drill bits

A metallurgist in RIA's Science and Engineering Directorate has earned the Commander's Quality Excellence Award for leading a project to salvage some cutting tools used in the Arsenal's manufacturing area.

Dr. Jack Moriarty won the quarterly award based on his effort to recondition drill bits rather than purchasing new ones. The tools are used on high-powered, computer-controlled machines to drill holes of various sizes and depths into parts made of various types of metal ranging in hardness.

To date, 24 drills have been reconditioned at a cost of \$498. The cost of purchasing new drills would have been \$3,774, yielding an 87 percent savings.

The reconditioning of the drills is done under contract by a company based in Newton, Iowa. According to Dr. Moriarty, the contractor both picks up and delivers the drills and offers a fast turn-around.

Other worn drills which, in the past, may have been scrapped have instead been set aside for reconditioning. Those drills can be sent out at a later date when they are needed in production.

"So far, we've judiciously selected those drills which are used the most or are critically needed for certain production functions," Dr. Moriarty said. "But we feel that most if not all of the drills we use can be successfully reconditioned."

Some drills can be successfully reconditioned six or more times before they have to be replaced by new drills, Dr. Moriarty said.

That assertion is based on freeze-frame testing, a method of measuring tool performance that was pioneered by Dr. Moriarty seven years ago. Freeze-frame testing is used to capture "snapshots" at timed intervals of the data generated during production on computer-controlled machines.

The data can then be analyzed to evaluate how a particular tool is performing during each phase of production. Among other things, this can help determine how quickly a particular tool is wearing down com-



Dr. Jack Moriarty examines some reconditioned drill bits.

pared to others.

According to Dr. Moriarty, tests have shown that drills which have been reconditioned and recoated perform as well as new ones and wear no quicker.

The project began back in March 1994, when Dr. Moriarty spotted a basket full of worn drills in the tool room in the manufacturing area. He then decided to find out whether it would be more economical to recondition the tools or to scrap them and purchase new ones.

Through his research, Dr. Moriarty determined that the worn drills could be reground to their former sharpness, recoated and returned to production. Authorization was then given to proceed with reconditioning.

A hold was put on the purchase of certain types of drills, and a contract for reconditioning was awarded soon after.

"Even though they decided to single me out for this award, this really was a team effort," Dr. Moriarty noted. "I received a lot of support from people in Contracting, Arsenal Operations and other organizations every step of the way."

Grief support group forms

A group is forming for Arsenal Island employees who have experienced a loss and are in grief.

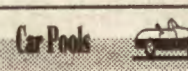
The grief support group is available to anyone who has experienced a loss which proved to be traumatic, such as the death of a family member. The goal is to help group members successfully adjust to the changes brought on by the loss, especially in regard to the workplace environment.

Plans call for the group to hold regular meetings, but also to set up a support network which will enable members to

contact one another when needed. The group will be available to employees who suddenly experience their own traumatic loss and need help readjusting to the work routine.

All those interested in the group are invited to an initial meeting on Wednesday, Oct. 18. The meeting will be held in the Chaplain's Office on the second floor of Bldg. 60.

To find out more, contact the Chaplain's Office at Ext. 2-5000 or call Larry Molitor at Ext. 2-4783.



Riders wanted from Moline, near Stardust Motel, to Bldg. 68. Hours 6:30 a.m. to 3 p.m., flexitime. Contact Elly McIntyre, Ext. 2-9650.

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RECREATION BRIEFS

Fitness Center increases annual fee

Annual membership fees at RIA's Fitness Center were increased by \$10 effective Oct. 1.

The increase brings the annual fee at the Fitness Center up to \$110, a price that is still very competitive when compared to similar facilities in the community.

Diane Francque, chief of RIA's Community Recreation Division, said that the fee increase was necessary to offset rising costs.

Conveniently located on Rodman Avenue, the Fitness Center features a full range of exercise and health equipment. The center has exercise bicycles, treadmills, step machines, a weight room, a basketball court, a multi-purpose court, an aerobics room, a batting cage and a golf cage.

Instructors are on hand at all times at the Fitness Center. Hours at the center are 5 a.m. to 9 p.m. Monday through Friday, and 8 a.m. to 4 p.m. Saturday and Sunday.

For more information, call the Fitness Center at Ext. 2-6787.

Women's auto maintenance class offered

RIA's Auto Craft Shop will offer an auto maintenance class for women only on Friday, Oct. 27.

The class begins at 5 p.m. and will run until 7:30 p.m. Cost is \$5 per person. Women who take the class will learn the basics of auto maintenance, including what to check, how to check it, when to check it, and when and how to change it. Instruction will take place in a work bay with an auto being taken through actual maintenance steps.

Those who attend the class will learn why regular maintenance is so important, how they can do it themselves, and how they can avoid rip-offs when they have someone else do the work.

More information is available by calling the Auto Craft Shop at Ext. 2-8631.

In-line skate special announced

The Outdoor Recreation Equipment Center will hold a "two for one" special on in-line skates Oct. 21-24.

During that weekend, two pairs of the skates can be checked out for the price of one. The fee for the skates, commonly known as rollerblades, is \$6 per day.

Because the center is closed on Sunday and Monday, users who rent skates or any other items on Saturday and return them on Tuesday are only charged one day's fee.

More information is available by calling the Outdoor Recreation Equipment Center at Ext. 2-8630.

Red Ribbon Campaign planned

Arsenal Island will participate this month in a national campaign designed to prevent drug abuse and promote healthy lifestyles.

The annual Red Ribbon Campaign will take place the week of Oct. 23-27. Employees are invited to participate.

The campaign was first conducted years ago, in the wake of the brutal murder in Mexico of Enrique Camarena, agent of the U.S. Drug Enforcement Administration. Red ribbons were worn to mourn Mr. Camarena's death and to symbolize support for the cause.

On Monday, Oct. 23, employees are asked to wear something red, either an

article of clothing or an accessory, to show their support for the campaign.

Red ribbons which can be pinned onto clothing will be distributed to employees both at the Main Cafeteria in Bldg. 60 and through organizational channels.

Children participating in RIA's Youth Services program will have the opportunity to sign a pledge stating that they will remain drug-free. The children can also take part in an essay contest centered around the theme, "Why being drug-free is important to me."

More information on the Red Ribbon Campaign is available by contacting the Community Counseling Center at Ext. 2-2555.

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CFC UPDATE

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Goal for 1995 campaign:

\$325,000

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Energy Continued from page 1

However, it contains an option for the other four turbines, an option which can be exercised when additional funding is received, probably during the second quarter of FY96.

During the renovation, the main shaft on each turbine will be thoroughly cleaned and inspected. Most mechanical parts, such as gates and runners, will be replaced with new, modified parts.

Once renovated, the turbines will be capable of generating up to 45 percent more electricity than they are now.

Two major lighting projects were funded, one in a large administrative building and the other in a large manufacturing building.

The \$1.25 million lighting project in Bldg. 350 is expected to pay for itself in 3.9 years, while the \$855,000 lighting project in Bldg. 220 has a projected payback of 4.9 years.

During the projects, most of the present fixtures in both buildings will be replaced with energy-efficient fluorescent lamps. In Bldg. 350, 7-watt fluorescent lights will be installed at evenly spaced intervals to serve as night lights.

Some changes will be made in the placement of lights to improve efficiency. For example, the entire ceiling on the sixth floor of Bldg. 350 will be replaced by a ceiling with a brighter, more reflective surface.

A project to expand the energy monitoring and control system will cost \$458,000 and will pay for itself within 2.6 years.

The system enables an operator to go online at a personal computer equipped with the proper software and monitor the performance of the Arsenal's heating, cooling and air handling systems. The computer screen displays information, such as temperatures recorded from certain points, in an easily understood visual format.

The operator can use the energy monitoring and control system to reset heating, cooling and ventilation controls and make other adjustments as needed. The system also immediately alerts the operator to breakdowns, thus expediting repairs. (To lock out hackers, the system operates on an exclusive fiber optics line.)

Presently, the system is used to operate 13 chiller units that provide cooling for most administrative buildings on the Arsenal. It's also in place for the heating and air handling units that cover Bldgs. 67 and 68.

This year, the system will be expanded to include Bldgs. 390, 60, and 62, as well as a portion of the air handling system in Bldg. 350. The expansion will involve replacing old pneumatic controls with new direct digital controls and running new fiber optic lines.

Under current plans, the expansion of the energy monitoring and control system will continue later in FY96 when more funding is received. When that expansion takes place, the system will include all of Bldg. 350 and Bldgs. 102 through 110.

A four-inch natural gas line will be run to the testing area at the east end of

AN ENERGY SAVING TIP

An executive order dated April 21, 1993, required all federal agencies and departments to purchase only those personal computers that meet "Energy Star" requirements set by the U.S. Environmental Protection Agency.

Energy Star computers have features that enable them to use less electricity when they are turned on but in a standby status. According to EPA estimates, those features can cut a computer's power consumption nearly in half.

In most cases, these features are not automatic, and need to be programmed in by the user. Here's how to do it, step by step:

• **Reboot your computer.** This can be done either by pressing the reset button on your front panel, or by turning your computer off, waiting ten seconds, then turning it on again.

• **At one point in the reboot process, your computer should ask if you want to enter the setup mode, and will provide instructions on which keystrokes to enter to accomplish this.** If you don't see these instructions, consult your user's manual under "Setup" or "CMOS."

• **If you have an Energy Star computer, the main menu of your setup screen should have a line titled "Green PC Features" or "PowerSave Features."** Highlight that line and follow the on-screen instructions. (Some setup modes have more than one screen; if you don't see the power save features on the first, go to the second.)

• **The "Green PC" screen will offer various options.** To maximize energy savings, be certain that both your hard disk and video standby timers are set to 10 minutes or less. If you find that you're not comfortable with the setting you've selected, you can always come back and reset it.

Again, be aware that these features are only available on newer computers. If your computer has a 386 chip or is of an even earlier generation, it is definitely not an Energy Star.

Questions? Call the Information Desk at Ext. 2-0900.

the island, and the old fuel oil-fired boiler now used to heat the area will be replaced by high-energy gas furnaces. The price of the project is \$280,000 and the projected payback is 6.5 years.

The line will originate at a terminal located near the Mark of the Quad Cities. Through a technique known as horizontal boring, a hole for the line will be drilled beneath Sylvan Slough.

The line will be large enough to serve as a backup for RIA's family housing area. The homes are already heated by gas but are served by a single line.



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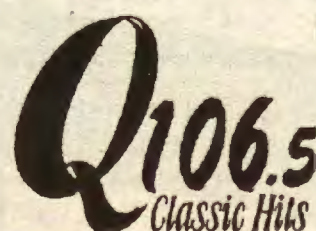
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HI-PRO AWARD WINNERS

Doris Bell, AMSIO-TM

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Kathleen Guerra, AMSIO-RM

Her outstanding work as an administrative officer enhanced mission performance, improved office morale, and led to better communication and relationships with outside organizations.

Edward Kall, AMSIO-AE

Cited for working with the RIA Civilian Personnel Office in preparing them for the reorganization into the Industrial Operations Command. His knowledge and application of computer software helped save time and improve customer service.

Debra Leggins, AMSIO-HR

Provided high-quality clerical support and exhibited high productivity in all of her work assignments.

Brian Murphy, AMSIO-AC

Cited for his consistent high performance, dependability, dedication to mission, pleasant attitude and congeniality.

Hi-Pro (for Highly Productive Achievement) awards are given on a quarterly basis to employees anywhere within the Industrial Operations Command who are nominated by at least four IOC Headquarters employees for either a single outstanding effort or for day-to-day excellence on the job. The next cut-off date for nominations is Dec. 22. For more information, contact Dayle Hauger in IOC's Human Resources Directorate at 2-4432.

Arsenal Island People

Retirees

Geraldine Bell
James Benson
Robert Bridgford
Patricia Custer
Donald Dau
Lawrence Edwards
Robert Elliott
James Fehl
Wanda Forsythe
Richard Frantz

William Goodman
Virginia Hugaert
Richard Hull
Richard Husson
Kenneth Janssen
Charles Johnson
Timothy Kastelic
Lylas Koester
Verner Kurth

Reinhard Lemke
Glen Levetzow
Jerry McCartney
James McNeil
Richard Miller
Charles Roenfeldt
Charles Thiakso
Jo Welander
John Welander

Suggestion Awards

James Bisanz
Barry Blackburn
David Daley

Theodore Jackson
Berti Lindstrom

James Varcho
Roberta Wright

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Hi-Pro awards available throughout IOC

Employees of all Industrial Operations Command installations and activities, including Rock Island Arsenal, are now eligible for Hi-Pro awards.

Previously, Hi-Pro awards were available only to employees of IOC Headquarters. The expansion of the program was based on an employee suggestion.

Nominations for the award must be made by employees of IOC Headquarters. Each nomination must be signed by at least four Headquarters employees. Although there is no maximum limit on how many signatures may appear on a nomination, the number collected will have no bearing on whether or not a nominee is selected for the award.

Hi-Pro award nominations are evaluated by a panel made up of recent award winners. Winners receive a \$150 on-the-spot cash award, a lapel pin and a certificate.

All Hi-Pro awards are normally presented by the IOC commanding general in the winner's work area.

No more than five Hi-Pro awards will be given per quarter. Nominations may be submitted at any time, and are normally due on the 22nd day of the last month in each quarter of the fiscal year, i.e. Dec. 22, March 22, June 22 and Sept. 22.

Highly Productive Achievement Awards — shorted to "Hi-Pro" — are designed to recognize employees for outstanding performance in areas such as productivity, quality, initiative, adaptability, dependability and safety. Employees can be nominated either for a single outstanding achievement or for day-to-day excellence.

More information is available from Dayle Hauger in IOC's Human Resources Management Directorate at Ext. 2-4432.

CCTV Schedule

Broadcast times: 8 a.m., 9 a.m., 10 a.m., 11 a.m., 12 p.m., 1 p.m., 4 p.m., 6:30 p.m., 10:30 p.m., 2 a.m., and 4 a.m., except as indicated.

Oct. 16-20: THE POWER OF ONE: A look at the 1995 Combined Federal Campaign. (5 minutes)

Oct. 23-27: A rebroadcast of the tape featuring Brig. Gen. Edward Andrews, commanding general of TACOM. (7 minutes)

Oct. 31: VIOLENCE IN THE WORKPLACE: The fifth session in the satellite seminar, "Responding to the Challenges of Change." (2 hours, beginning at 12 p.m.)

Nov. 1-3: AMERICA'S ARMY: The core competencies of the Army Materiel Command. (28 minutes)

Nov. 6-7: THE IOC COMMAND VIDEO: The latest update. (12 minutes)

Nov. 8-10: LIVE AT ELEVEN: Milt Bossch hosts Personnel Roundup 23. (Live at 11 a.m. on Nov. 8:30 minutes)

Schedule subject to change



NOTICE TO OUR READERS

Due to Veterans Day, the next Target will be distributed on Monday, November 13.

Thank You

The Western Illinois Area Agency on Aging would like to thank you for participating in this year's Combined Federal Campaign. Your contributions help provide the senior citizens of Rock Island County hot, nutritious home delivered meals. For each \$5.00 donation one senior is provided a hot meal.

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