

# MISSION SUCCESS<sup>®</sup>

## BULLETIN

March 31, 2000

MICHOUD OPERATIONS

### Focus groups analyze survey results

After Lockheed Martin released results from the corporate-wide 1999 Lockheed Martin Employee Survey earlier this year, the Human Resources department organized focus groups to understand the responses of employees at Michoud. The department set up 12 groups each with 12 members representing a cross section of the employee population at Michoud. One member from each focus group volunteered to join a "post-focus group" to pull together a concise presentation of the data developed by all the focus groups. This group reported its final findings to the Leadership Team on March 20.

Employees filling out the 1999 survey responded positively to some questions and unfavorably to others. The highest scores showed that employees find their work challenging and the aerospace industry an exciting field. They indicated that they are satisfied with the corporation's benefits package, and that they see the connection between their work and the company's performance objectives. (For complete results of the survey, visit the Lockheed Martin Space Systems Company – Michoud Operations intranet site at: <http://gumbo/lmmss.htm> and look for the link to the employee survey.)

The initial focus groups tackled the low scores assigned the company by the survey. They identified potential causes and solutions during their two-hour meetings. In a series of subsequent meetings, the post-focus group boiled this information down to four main subjects:

*Continued on Page 3*



*Orbiter Atlantis is mated with ET-102 in the Vehicle Assembly Building at KSC.*

### Shuttle returns to Space Station

STS-101, the second Space Shuttle mission of 2000, will also be the ninety-eighth Shuttle flight and the twenty-first flight for the orbiter *Atlantis*.

ET-102 will be used on this mission.

Six astronauts and a Russian cosmonaut will conduct maintenance work and transfer logistics items for use by future occupants.

The launch of *Atlantis* is currently scheduled for no earlier than April 18.

The mission commander is slated to be Louisiana-born astronaut Jim Halsell.

### Management appointments announced



*Gene Horak*

Michoud Operations has promoted Eugene J. Horak to director, Mission Success, and Jeffrey M. Corbin to director, Business Development.

In his new position, Horak will be responsible for technical performance oversight of all programs. He began his Lockheed Martin career in 1961 as an engineer on the Titan Missile program in Denver, Colorado. Horak moved to New Orleans in 1991 to become manager, Technical Labs & New Technology.

Most recently, he served as



*Jeff Corbin*

manager, Reusable Launch Systems. Horak succeeds Dave Schwartz.

Corbin, who replaces Keith Frederick, is responsible for directing

efforts to bring new business to Michoud Operations.

A chemical engineer, Corbin first joined Lockheed Martin in 1983. Progressing through a series of engineering and business positions, he previously served as director, Business Development at corporate headquarters in Bethesda, Maryland for Lockheed Martin Space Systems Company.

# Refurbished factory floors support excellence

Michoud's manufacturing buildings are taking on a new look. Where before the floors were dull concrete, now massive tools appear to float above smooth, gleaming expanses. A three-year project to refinish the floors of production areas is approaching the halfway point, and with striking results.

"The project is currently authorized to refinish 1.2 M square feet of factory floor," said Andrew Laurant, Facilities and Environmental Operations' floor refurbishment project lead. "And we have completed around 510,000 square feet, or approximately 43 percent, in just over one year."

Former MSFC ET Project Manager, Parker Counts, Production Operations Vice President Joe Marcus and Facilities and Environmental Operations Director Rey Abadie jointly initiated the project.

For Marcus, refinishing the floors is a key element in updating a facility that dates from World War II to ensure that it remains competitive.

"There are many benefits to having a place that looks pristine," Marcus said, speaking at a recent luncheon for the Lockheed Martin-subcontractor floor refurbishment team. "It raises the enthusiasm level of the folks who are doing the work, and it conveys a strong message that we want to do things in a cleaner and more orderly fashion than ever before. And the mainstay of this is the floor that you walk on and look at every day."

Toledo Floor Refinishing, Inc., of Toledo, Ohio, has the job of refinishing the floors. To re-do an area, Facilities employees first isolate it



Manufacturing areas are the targets of the MAF floor refinishing project.

from surrounding areas with floor-to-ceiling curtains. These keep any stray dust from spreading, a vital concern in a high-tech manufacturing environment. Then Toledo's installation crew uses a shot-blasting machine to remove all accumulated wax from the floor and to expose a clean surface of concrete.

"The machine's vacuum system captures most of the dust and debris, and the shot is recycled for continued blasting," said Laurant.

The clean concrete surface is primed, then the crew lays down a base of grout. Over the grout goes the final layer — two coats of super-hard epoxy paint formulation. Only when the epoxy has cured long enough to bear normal traffic are the curtains removed and use of the area resumed.

"A lot of coordination between different departments is required," said Laurant. "We check the ET production master schedule to identify an area that will be clear of ET hardware for seven to ten days. Then Production Operations and Facilities clear out everything that isn't bolted down. Any tool that can't be moved is covered."

At the team luncheon Abadie complimented Toledo's efforts. "They have demonstrated that they can do the job safely, with minimal dust," he said.

"It's been a team effort — a half a million square feet with no production interruptions," said Abadie. "In football terminology, we're still in the late second quarter, and we're ahead of the game. Let's keep up the good work."

## ISO audit goes well

Michoud Operations passed its first ISO 9001 Continuing Assessment on March 20-23, picking up two minor non-conformances.

Lead auditor John Rogers called the audit the best first Continuing Assessment he has seen after an initial certification, and said Michoud's performance was "pretty impressive for a facility this size."



Rogers said Michoud has done a good job in getting senior management buy-in and in educating middle management about ISO. He also complimented employees, saying "the people on the floor understood what we wanted" in the audit.

Michoud Operations gained its ISO certification last fall and will undergo another Continuing Assessment in six months.

# Focus groups

*Continued from Page 1*

communication, supervision and management practices, the performance appraisal process, and issues of respect and morale. "During our analysis of the data, one common theme kept rising to the surface — a breakdown in two-way communication," said Gregg Ferrell, a member of the post-focus group. "We felt that if we could correct poor communication, most of our problems would take care of themselves."

The group conducted a structured analysis that started with a statement of the problem: employees at all levels demonstrate poor two-way communication skills. The group brainstormed some 25 probable causes of poor communication.

They reduced these to two most probable causes: a lack of development when dealing with reinforcement of appropriate leadership and management practices; and continuously operating with a "crisis mode" mentality.

The post-focus group then framed a set of recommendations designed to counteract these tendencies. These included:

- Assuring greater executive and intermediate level visibility and accessibility. The group believed that most problems could be quickly solved if employees felt that they could approach their management with problems and be assured that the proper action would be taken.
- Providing specialized management training to improve communication and decision-making skills. Our existing training program should be better utilized to ensure that we are producing high quality, technically-capable managers.
- Establishing mandatory structured staff meetings to ensure that unfiltered information flows both down and up. This would give both employees and management exposure to problems at all levels.
- Instituting standardized employee rating of supervisors. This rating would provide a feedback to

the individual manager in both his/her strengths and weaknesses to either build upon or improve.

- Strengthening career development measures for each employee. This recommendation would serve two purposes: 1) provide the proper training for each employee for future opportunities, and 2) provide a secure, clear sense of direction for a long term company/employee relationship.

"The group felt that the paybacks for instituting these measures would be substantial," said Ferrell. The group identified as paybacks a reduction in the number of work defects, an improvement in the quality of the product and an increase in job efficiency. At the same time, there will be an improvement in employee self-esteem, motivation and morale. Finally, the company will do a better job of attracting and retaining quality employees.

The Leadership Team is currently investigating these specific recommendations for future actions to address the issues.



## Astronauts recognize contributions to Mission Success and flight safety

*During a recent visit to Michoud, several members of the STS-103 crew presented the Astronaut Corps' Silver Snoopy award to 23 Michoud Operations employees. Pictured from left to right are: (Back Row) George Moore, Product Assurance; Bill Gauley, Production Operations; Mark Knoblach, Product Assurance; Astronaut John Grunsfeld; Leed Colon, Program Management & Technical Operations; Astronaut Scott Kelly; Astronaut Steve Smith; Astronaut Mike Foreman; Craig Jenkins, Production Operations; Joel Copeland, Program Management & Technical Operations; Steve Wilson, Production Operations; and Burt Barrett, Business Operations;*

*(Middle Row) Doug Lemoine, Facilities & Environmental Operations; Rick Zerkus, Production Operations; Wade Record, Product Assurance; Emmet Galyon, Facilities & Environmental Operations; Teresa Brenning, Management Information Systems; Vivian Tolliver, Production Operations; Doris Revere, Production Operations; and Cheryl Franckiewicz, Facilities & Environmental Operations;*

*(Front Row) Ray Zibilich, Production Operations; Dennis Collier, Materiel Sourcing; Terry Winchester, Human Resources; Ovidio Menendez, Production Operations; Karen Litfin, Production Operations; Kenneth Michael, Facilities & Environmental Operations; and Roy Steinbock, Program Management & Technical Operations.*

## MILESTONES

Employees celebrating milestone anniversaries with Lockheed Martin in March include:

### 25 years

Edwin Cantrell	Herbert Sires
Kenneth Cowie	Raymond
Jimmy Kidwell	Terranova
Barbara Robinson	Wayne Venus
Susan Smith	Delores Willick

### 20 years

Lisa Blaum	Carl Hedden
Steve Crow	Sheila Hill
George Cureau	Joyce Hunnicutt
Roger Deleson	Robert Lucas
Faye Denson	Randy McCullen
Frederick Eastman	Paul McDaniel
Kevin Ely	Robert Milner
Betty Falcon	Deadra Rayford
Gary Fortmayer	Ernest Stephens
Joseph Garrard	Henry Stewart
Clifton James	Girod Tillman

### 15 years

Robert Biggs
Barry Cantin
Robert Gravolet
Sandra Sollberger

### 10 years

Dennis Caddell
Willie Henderson
Russell Ladner

### 5 years

Willie Henderson
Russell Ladner

John Moore
Michael Nye
James Ordone
Kenneth Phillips
Willie Scott
Carol Simmons

## Driver courtesy equals pedestrian safety

Drivers, keep a sharp eye out for those pedestrians.

Traffic regulations for Michoud Assembly Facility state that pedestrians have the right-of-way over vehicles when crossing a roadway at an intersection or crosswalk.

Near misses at marked road crossings during the past several months have prompted Lockheed Martin to install new warning signs at crosswalks throughout the facility to remind drivers to yield to pedestrians. At the heavily used crossing on Venus Avenue behind Main



Gate No. 7, Michoud has installed two high visibility signs with blinking lights. Drivers should obey all stop and speed signs both on the facility and off.

## Employees at KSC go all out for United Way

Lockheed Martin Space Systems Company – Michoud Operations employees at KSC achieved 100

percent participation during their 1999 United Way Campaign.

Lea Cahill, United Way Coordinator for Michoud Operations' employees at KSC presented Kim Roberts, United Way of Brevard County, with a check representing employee pledges. Roberts presented Cahill with a plaque inscribed "Campaign Superstar Award, Lockheed Martin Michoud, for Outstanding Campaign Performance for 1999."

Michoud Operations' KSC employees contributed a total of \$4,810 to United Way during the recent campaign.



*Pictured are (left) Kim Roberts, Brevard County United Way, and (right) coordinator Lea Cahill.*

## MISSION SUCCESS<sup>®</sup> BULLETIN

Volume 19, Number 3  
March 31, 2000

Editor/Writer: Arthur Nead  
Graphics, Photography:

K. Barré, A. Nead, H. Williams

Contributors:

A. Nead, A. Green, H. Wadsworth

Lockheed Martin  
Space Systems Company  
Michoud Operations

Telephone: (504) 257-1308

*Mission Success Bulletin* is published by the Communications Department.

Lockheed Martin Space Systems Company  
Michoud Operations  
P. O. Box 29304  
New Orleans, LA 70189-0304

Please send mailing address updates to: [sharon.h.hanson@maf.nasa.gov](mailto:sharon.h.hanson@maf.nasa.gov)