

Mission Success Bulletin

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http://www.lockheedmartin.com/michoud/

Byrd eager to lead Michoud team Sees opportunities beyond RTF, shuttle flyout

Editor's Note: Since assuming the role of Michoud Operations' vice president and general manager on April 19, Marshall Byrd has spent the last two months listening and learning about his new organization. In a recent interview with the Mission Success Bulletin, he gives you our readers insight into his own background, shares what he has seen and heard about Michoud, and projects where he believes the enterprise may be headed.

Please share some of your personal background with our readers.

Back in 1978, I joined what was then Martin Marietta as a missile mechanic on the Titan III program.

I had attended Metropolitan State College in downtown Denver and followed up with some technical training at Colorado Aerotech.

I really loved that first job; I enjoyed the hands-on touch work of building the Titan III tankage.

Ultimately I worked my way into military satellite programs where I worked a number of positions over 15 years.

In 1995, I was given the opportunity to help with the integration of the Martin Marietta and General Dynamics Space Systems divisions, as we combined the Atlas and Titan rocket families. I served as lead of the supply chain management team that made sure we integrated our efforts on both those systems.

At about the same time, we merged with the Lockheed Corporation, and I worked out of corporate headquarters to set

up the Center of Excellence.

My last five years have been in Operations management at both Denver and – ultimately – across Space Systems. Through it all, I had the opportunity to move around and develop a broad understanding and appreciation of our business.

What was your response when Tom Marsh asked you to come to Michoud Operations?

I was meeting with some of our commercial satellite customers in Newtown, Pa. when Tom Marsh called. He asked if I would consider taking on this assignment. As an Operations guy, with the opportunity to come down and lead a group I was familiar with, the decision didn't take long to make.

What is your management style?

Fundamentals are very important in our business. When you are

in the business of full-time 100 percent Mission Success, it is about doing everything correctly across the whole lifecycle of the enterprise. Let's focus on process excellence in everything we do. At the same time, everybody needs an opportunity to input and contribute to the end product.

We have an opportunity to deliver a physical product that contributes to the shuttle team, but that comes with responsibilities. Those responsibilities tree up to my office, so I like to make sure I have an understanding of how everybody contributes and how I



Vice President & General Manager Marshall Byrd says it didn't take long to make a decision when asked to lead the Michoud organization.

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Michoud goes year without DAFW case

Take a bow everyone. On May 26, Michoud Operations accomplished a milestone – going one full year without a Day Away From Work (DAFW) case.

"This is huge," says **Steve Turner**, manager, Safety. "We haven't done this in a long time."

In fact, almost a generation has passed since Michoud accomplished this feat. And that time employees far exceeded the one-year mark, working from May 5, 1984 to February 12, 1986, without a DAFW case. A good record to aim at and try to break next year.

A Day Away From Work case is simply that – when an injury at work medically prevents someone from working the next day.

Because Michoud hasn't had a DAFW case the past year, the OSHA recordable injury rate is dropping too. The rate in 2002 was 2.8; the rate in 2003 fell 54 percent to 1.3.

Turner also points to Michoud's number of injuries. "We had 86 injuries in 2002, 75 in 2003 and just 27 so far this year. That's the way we want to see the numbers going - downward.

"Our injury rates today are in line with where the corporation wants the Target Zero (new corporate safety campaign recently announced) numbers to be by 2008," Turner explained.

"We absolutely can not afford to get complacent. We've got a lot to do. I see employees at football games, in the grocery store and at Wal-Mart. We've got to make sure our employees stay safe at work so they can return home to their families. And we want them to be safe there too."

Turner stresses several points:

- Think safety all the time

- When preparing for a project, make sure all your safety bases are covered

- Constantly be on the lookout for safety hazards
- If you see someone being unsafe, point it out

Some may say Michoud achieved the DAFW mark because it is not building tanks. But Turner says in the past year Michoud has had 3.5 million man-hours of exposure to injury.

"We're still driving forklifts. We're doing a large amount of facility work. While we're not actively pursuing production right now, we are working on engineering and research and development."

The Safety manager reminds everyone that injuries don't always happen on the factory floor. "We've had people injured doing normal things like tripping on curbs, slipping, falling on stairs, riding bicycles.

"Going a year without a Day Away From Work is impressive, but we've got to continue doing what we're doing now and look at where we can improve." ■



"Keep Your Eye on the Ball" Ya'll



STS-114 Commander Eileen Collins signs a poster encouraging employees to keep their eye on the ball. Attentiveness is important not only to the success of the human space flight program but also to astronaut safety.

What have you done to help return to safe flight?

The "Keep Your Eye on the Ball" campaign is designed to promote and publicize our successes in Return to Flight and to let all employees know that supporting Return to Flight is everyone's responsibility. All of our day-to-day efforts play a key role in returning the shuttle to flight status and in maintaining Mission Success. Although we are continually faced with changes and uncertainty, it's vital to remain focused on the primary objective of returning to safe flight.

Michoud would like to hear what employees are doing for RTF. Whether it's filing a document, making presentations or working to resolve flight hardware problems, let us know. Send a card to Performance Enhancement, Department 3020, Building 103 North Mezzanine. ■



Jones named NASA resident manager



Clyde "Chip" Jones

Saying that he "brings a wealth of experience in technology development and management to his new position," **Sandy Coleman**, NASA manager for the External Tank Project, named **Clyde S. "Chip" Jones** resident manager of the NASA Michoud Assembly Facility on May 21.

Jones who joined NASA in 1981 will be responsible for overseeing ET manufacturing and facility operations for the Marshall Space Flight Center.

Most recently, Jones had been detailed from Materials,

Processes and Manufacturing at Marshall Space Flight Center to support ET Return to Flight activities. In that previous department he served as group lead in Metallic Materials and Processes and was responsible for metals development, testing and welding.

In 22 years at Marshall, he has held progressively responsible positions including team lead for Metallic Processes for the Super Lightweight Tank and development of Friction Stir

Welding for the ET.

In a recent General Assembly with NASA and Lockheed Martin employees, Jones said he would do all he could to make Return to Flight a reality.

Jones earned a degree in electrical engineering from the University of Alabama in 1978 and has completed graduate studies in control systems. He and his wife, Laura, recently moved to Slidell. The couple has two grown daughters. ■

Interns planning productive summer

With their college exams recently behind them, 41 summer interns – including eight returnees from last year's class – have begun their next major test. Call it Real World, Michoud-style.

A civil engineering student from Texas A&M, **Kirsten Copeland** is back for a second summer in Facilities & Environmental Operations after logging valuable time on

the Orbiter Storage Relocation project last year.

"So far I've been able to jump right back in without needing all the adjustment time. I'm not using as much of my technical engineering background in Operations Planning, and that's okay because planning keeps my attention.

"Being in the same place and department two years in a

row will give me a better understanding of what a real job will be like when I finish school," Kirsten says.

Another second-year intern, **Estelle Evans** returns to Program Management & Technical Operations after graduating from LSU in mechanical engineering. This fall she heads for graduate school.

"This summer I want to add to my previous experience in composite products and technology," Estelle says. "I like being an engineer because you build things and get to see them work. You're able to apply the concepts you've learned to everyday things."

Jesse Henderson also has a summer under his belt, interning last year in Omaha for Lockheed Martin. "Got to see the College World Series," he brags.

"I thought it would be good to go back to Nebraska this summer, but then decided I wanted to see the production side of the business in New Orleans."

Jesse is developing a web page for Foreign Object Debris (FOD) and enhancing Production Operations' home page. A computer science and finance major, he will graduate next year from Salisbury University in Maryland.

A first-time intern, **Will Ritchie** just completed his junior year in fire protection and safety technology at Oklahoma State.

"The things guys do around here in Safety & Product Assurance – it's perfect for what I've studied and want to do." Will's involved in work authorizations and testing air in confined spaces prior to employee entry.

"I was big into airplanes when I was younger so I knew about Lockheed Martin. When they hired me, I was ecstatic."

Several interns say once they finish their college careers they hope to start another career with Lockheed Martin. Of the 17 interns last summer, four are now full-time Michoud employees. ■



Russell Arthur, Performance Enhancement, explains the ET production line to summer interns in the Model Room.

Byrd interview

Continued from Page 1

can support them. My style is to support everybody's success, because that is my success.

How do you intend to let employees get to know you?

The best way to get to know people is one-on-one. Like many people in aerospace, I'm a little bit introverted. What I hope to do is get out and spend time meeting our people, understanding our issues and learning how best to support them.

What are your priorities for Michoud Operations?

My priorities are simple. We've got to take all the right steps to return to flight safely and to position ourselves to fly out the shuttle safely. As lead of the Michoud team, it is my job to enable those things to take place. Anything I can do to help the team succeed is my priority.

One way to make that happen is through the development of a learning organization. Over the past year, we've learned a lot about our processes and our vehicle. It is imperative that we maintain this learning environment for everything we do.

We are noted as the provider of large propulsion tankage, and we have to leverage that experience and reputation. Anything that supports future space exploration will require large reservoirs of fuel and oxidizer. We need to position ourselves to be the provider of those large propulsion structures.

How have our NASA customers responded to you?

My earliest experience with NASA goes back many years. I worked on the Manned Maneuvering Unit program that was initially set up to support the first shuttle launch.

My most recent NASA customers have been involved in deep space missions through the Goddard and Jet Propulsion Lab offices. But those offices are considerably different than the Space Shuttle office.

Without a doubt, I'm learning a new customer set; I'm spending a lot of time with them, and I have to tell you that I am very impressed with them. What they've shared with me is that they are totally satisfied with our ability and our focus on the shuttle and the shuttle mission. Everything I've heard to date is very positive, very supportive.

What is your Number One RTF priority?

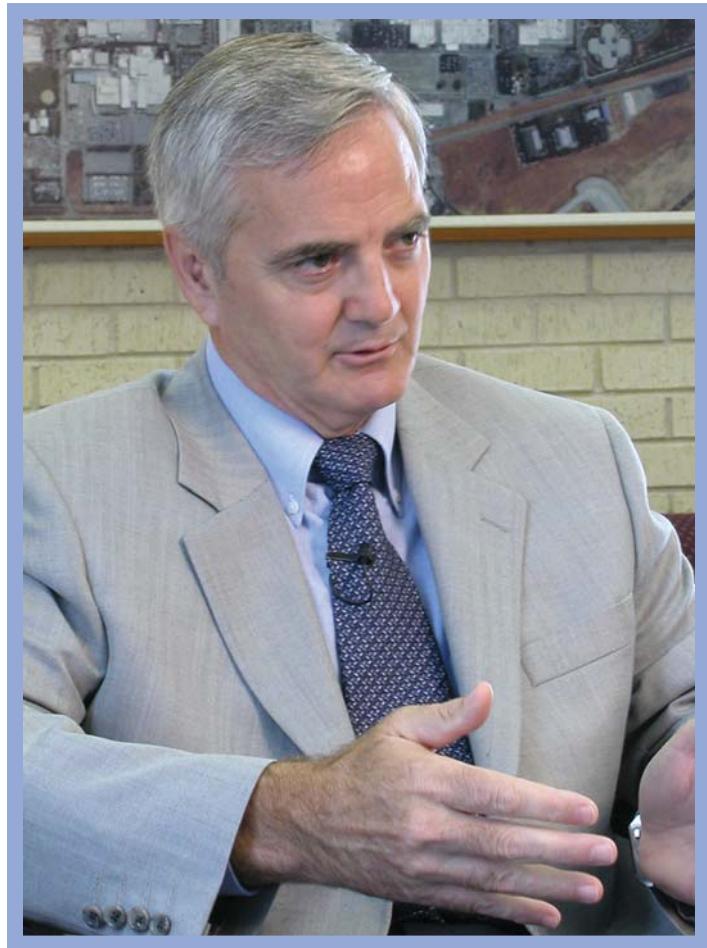
RTF has given us a new respect of process control. We have to focus on every step, from the design process to how it flows to production and test. We have to analyze every change that we put in place and have a full understanding of that change. Then we have to execute, execute, execute.

In parallel with execution, we have to be responsive to the review process. We have to look at these as value-added insight into how we do business and then be responsive to them.

We all know that the program we are on today will end sometime in the future. That is an emotional factor that we must be aware of every day. But our focus has to remain on the work we

have at hand.

Our mission is to keep our eye on the ball. As a shuttle team member, we have to do everything to ensure the successful completion of the International Space Station (ISS).



"Our response to this RTF challenge is and has been nothing less than outstanding."

We can't be distracted by the emotions of the program coming to an end. The reality is that if we execute our work today and position ourselves to support the next missions, I truly believe that we have a tremendous future on this campus. Keeping our eye on the ball will help contribute to that future.

How will you help do that?

My job is to provide the linkage, to bridge communications gaps internally and between our various customers and us. That communication has to be two-way. I hope to enable an environment where we all share information back and forth, and break down the barriers we sometimes put in place.

How does New Business fit into the equation?

We have a discreet mission before us: RTF and to fly out shuttle safely.

To support that mission, new business is a tremendous enabler. If we look at the new business opportunities we have –

hybrid motors in the form of the FALCON program, composite activities supporting JSF and other programs – those new businesses ensure a lot of technology prowess. That prowess feeds into potential ET applications or may evolve into large vessels in the future.

New technologies enable our primary mission. They bring in the right resources; they allow us to participate in leading edge technologies; and they enhance the things that we are already doing.

We are developing a strategic plan with three tiered missions. The first tier is RTF, safely flying out the shuttle program and supporting the ISS. The second tier is to pursue programs that will enhance that primary mission. The third tier is to maintain or pursue technologies to support the first two missions.

If we are looking at technologies that don't support evolved launch vehicles or shuttle-like vehicles of the future, we are probably looking at the wrong thing. We are providers of large space structures. We need to stay focused on what we are good at, what our heritage is, and I believe there will be plenty of work in those areas to enable the future for us.

What is your vision for Michoud Operations?

The vision of our future starts with execution on what we have today. Our future will be determined by how well we perform on our mission to fly the shuttle safely and support ISS. No matter what concept you look at to fly lunar missions, or missions beyond the moon, you need to put a lot of payload into orbit. That requires a launch vessel of some kind. With that in mind, my vision of the future is in us providing those large vessels. We have the right geography; we can barge to any launch site used today. We have good community and political support that can enhance our capabilities. And we have the right heritage of success. Most importantly, we have the right people.

My vision is to continue doing the types of things we are doing today. That is what we know and that is where our strength is. Building on that, we will succeed.

How do you motivate people in this difficult environment?

Staying motivated in the environment we're in today is a challenge, both individually and across work groups. It's hard to sit in this office and say 'keep your head up and we'll get there,' but that's what I'm going to say. We'll get there. I know numerous of our work groups are in the middle of a massive challenge (RTF); this challenge tests our abilities and dedication every day. Our response to this RTF challenge is and has been nothing less than outstanding.

It is also true that we have work groups that are under-challenged. The reality is we don't have a lot of production going on now. But we're making the most of that situation. Recently, I have noticed a complete difference in the facility from six months ago. The Facilities enhancement teams are really starting to make an impact. That is positive for both today and the future.

We are working toward a return to normalcy, getting back to flight. There is an end in sight. We need to focus on each individual day because the performance of each day will determine how quickly we get to that end. ■

Marshall Byrd Quick Takes –

Mission Success

- excellence in everything we do every day

Personal Commitment

- being dedicated and focused on how we conduct ourselves and execute our business

Integrity

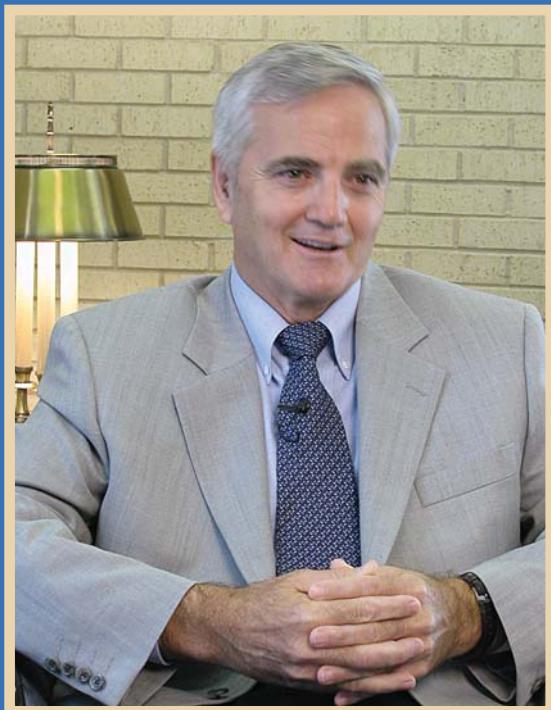
- the ability to execute following a proven path and maintaining that path

Responsibility

- taking personal ownership in one's individual contributions to the team

Pride

- the feeling that comes from completing an important job successfully





Ethics Survey Results

Michoud scores consistently differ from Corporate averages

Ethical behavior matters to Lockheed Martin employees, and 42 percent of Michoud Operations employees weighed in on the corporate-wide survey conducted in November 2003. The recent results showed little difference from the previous survey in 2001 for the 26 questions asked.

"With all of the events that happened during 2003 and culminated around the time of the survey ... we expected that those conditions might have an effect on the final results."

- Feltus Kennedy

Space Systems recorded a slight increase, showing employees with a more favorable impression of the way the company dealt with ethical issues. Michoud employees, however, had a less favorable view than that of employees across the corporation.

Michoud results registered about seven to ten points less than corporate and Space Systems Company on questions looking for favorable characteristics, and two to four points higher on questions that had a negative sense in response.

"We are still pleased with the survey findings," said **Feltus Kennedy**, Michoud Operations Ethics Officer.

"With all of the events that happened during 2003 and culminated around the time of the survey – the Columbia accident, CAIB investigation, Return to Flight pressures and job security issues – we expected that those conditions might have an effect on the final results."

A disturbing finding uncovered across the corporation came from the question, "Have you personally observed conduct you thought violated Lockheed Martin standards of ethical business conduct?"

Forty percent of Michoud Operations employees answered 'yes.' Of that 40 percent, 60 percent said they did not report their observations of such conduct to management or other appropriate authority.

Employees gave the following reasons for not reporting unethical conduct: they didn't believe corrective action would be taken; they feared retaliation by management or peers; or they weren't confident their confidentiality would be protected.

To help mitigate these issues, Kennedy is working with management to respond with the appropriate action, perhaps in the form of focus groups, to study employee responses.

"The corporation believes this action is important," Kennedy added. "Because it only takes one unreported issue for the corporation to be in the headlines and to lose the reputation entrusted to it by its employees, its customers and with the public."

Addressing the belief by some employees that no action would be taken regarding unethical conduct, Kennedy noted that Michoud Operations issued 113 disciplinary actions in 2003 to salaried and hourly employees for substantiated violations of company policy and ethical conduct.

Kennedy explained that it is the role of Michoud management and the Ethics Office to promote an environment where employees feel com-

fortable in questioning unethical conduct without fear of retaliation. Employees should know that their confidentiality will be guarded and action taken when issues of misconduct are brought forth.

The Michoud Ethics Office is available 24/7 through the Helpline number, 257-3842; you may leave a message on the secured voicemail.

For more information on the results of Michoud's 2003 Ethics Survey, click on the Ethics Web Page on Gumbo. ■

What best describes your impression of how frequently Lockheed Martin's ethical principles are applied in your company's daily operations - Responsibility



Sample question results from the 2003 Michoud Ethics Survey.

LMC Ethics Principles

Honesty ...To be truthful in all our endeavors; to be honest and forthright with one another and with our customers, communities, suppliers, and shareholders

Integrity ...To say what we mean, to deliver what we promise, to fulfill our commitments, and to stand for what is right

Respect ...To treat one another with dignity and fairness, appreciating the diversity of our workforce and the uniqueness of each employee

Trust ...To build confidence through teamwork and open, candid communication

Responsibility ...To take responsibility for our actions, and to speak up – without fear of retribution – and report concerns in the workplace, including violations of laws, regulations and company policies, and seek clarification and guidance whenever there is doubt

Citizenship ...To obey all the laws of the United States and other countries in which we do business and to do our part to make the communities in which we live and work better

Are you prepared for Hurricane season?

Whether you're a native or new to the area, don't let complacency dictate your response in preparing for this year's potential storm activity. Emergency Coordinator **Steve Turner** encourages all Michoud Operations employees to prepare now for the season's potential adverse weather.

MAF Status (<http://www.mafstatus.com>) is the official website for Michoud employees to track facility work conditions during the hurricane season (June 1-November 30) and throughout the year. Information ranging from types of supplies to have on hand to evacuation routes can be found under Related Emergency Links.

In addition to the website,

employees can dial 257-1MAF for the work status.

The Communications

on-site (Info SPACE, ETV and Gumbo) and the mass media off-site (WWL-TV,

mittee members meet to apprise leadership on potential work status change.

If the facility goes to Condition IV where there's an expectation of winds 58 MPH or greater within 72 hours, **Cheryl Alexander**, director of Human Resources, points out that "employees who feel their family and/or property are at risk from adverse weather can request liberal leave from their management without concern that consent will be denied."

New Orleans is vulnerable to flooding since the city is below sea level. During hurricane season it's important for all employees, and especially those new to the region, to be prepared for potential evacuation. ■

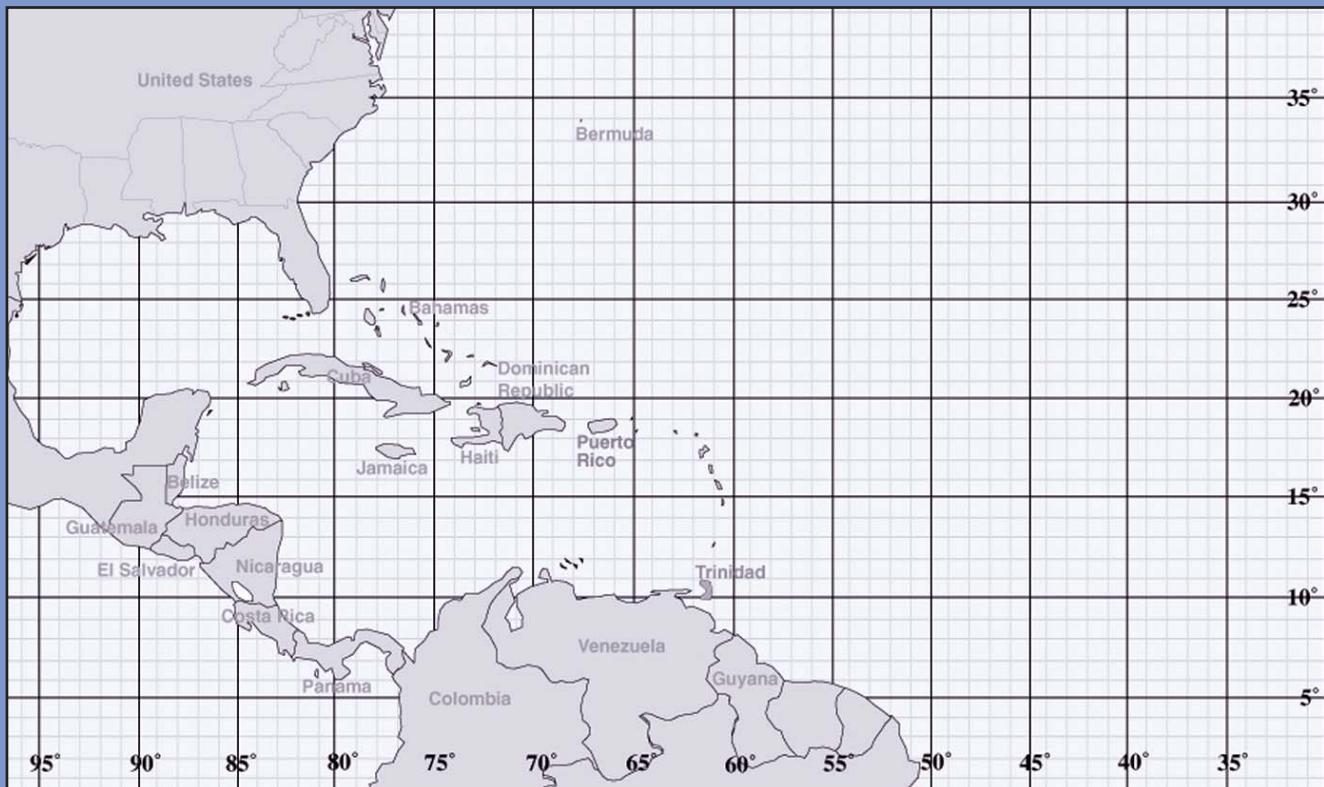


department coordinates with the Emergency Operating Advisory Committee (EOAC) to provide a status on condition changes and weather alerts via electronic means

Channel 4 and WWL 870 AM).

Once the Safety department notifies the EOAC of potential threats and condition changes to the facility, com-

Hurricane Tracking Map



Milestones

*Employees celebrating anniversaries with
Lockheed Martin in June and July 2004*

30 years

James Hart
Wayne Wright

Roger White

Carolyn Williams

Cynthia Melton

Robert Officer

Laurie Rando

Henry Russell

Terri Murphy

Frederick Richmond

Terry Sheeley

Kenneth Fitte

Jesse Hawkins

Guillermo Ladut

Richard Michel

Clayton Newbill

Drew Roussel

David Saunders

25 years

Faye Baillif
Westley Bayas
Steven DeLony
Thomas Dirksen
Jeanne Jean
Joseph Miller
Guridat Rupnarain
Bob Simms

20 years

Anthony Bondio
William Bouchereau
Maria Bzik
Kenneth Eddlestone
Angelo Greconia
Larry Groves
William Hall
Gary Harris
Patti Jones
William Mattheessen

Scott Schieben
Benjamin Schubert
Jonathan Sharpe
Jesse Spells
Terry Winchester

10 years

Ronald Bozant
Randy Brown
Joseph Carbo
Gary Creel
Larry Dickson
James DiLeo
Todd Duhon
Stephen Englehart

5 years

Wesley Martin
Timothy Momenee
Thomas Rau
Nancy Turnage

F.O.D.*



**Be on the
Lookout**

*Foreign Object Debris

Hybrid motor success

On May 19, Michoud Operations conducted a Hybrid motor test firing at Stennis Space Center that successfully demonstrated fuel strength integrity. Ten times stronger than previous mixes, the fuel had a 7.5-second burn time using a 10-inch diameter, 7K lb. thrust (vacuum) motor. A post-firing examination showed no unexpected fuel loss.



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Editor: Harry Wadsworth

Graphics, Photography: Kevin Barré,
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Contributors: Marion LaNasa, Toni McCormick
and Brian Peterson

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

Please send mailing updates to: sharon.h.hansen@maf.nasa.gov