

Heimbrook Describes 2012 as "A Very Good Year"

By Nancy Parrish, Staff Writer

At the Achievement Awards Program on September 13, SAIC-Frederick Chief Executive Officer (CEO) Dave Heimbrook, Ph.D., reflected on achievements and milestones of the past year.

He said that 2012 marks the first year in the Advanced Technology Research Facility (ATRF), the 15th year of the achievement awards celebration, as well as the 40th anniversary of the opening of the federally funded research and development center known originally as the Frederick Cancer Research Center (FCRC).

In addition, NCI-Frederick took on a new name in 2012 and is now known as the Frederick National Laboratory for Cancer Research (FNL).

He noted that the ATRF, the flagship facility of FNL that opened in June 2012, "represents a commitment by NCI to the quality of the science that we do."

Heimbrook went on to highlight the positive tone of the FNL Advisory Committee meeting the previous day, which included presentations from three SAIC-Frederick scientists. Discussions were also held on NCI Director Harold Varmus' "moonshot ideas," or suggestions for a large, unifying mission, which could use the capabilities of FNL. This type of work is "in addition to the work we already do supporting the intramural community. So it represents a very good opportunity," he said.

The milestones and the meeting, along with the approval of the new contractor cooperative research and development agreement (c-CRADA) and the technical service agreements (TSAs), all indicate that "it actually has been a very good year," Heimbrook said, "and we've made a lot of progress in increasing the impact of FNL within the cancer research community."

Employees Recognized for Outstanding Accomplishments

The achievement awards ceremony honors employees who have made outstanding contributions to SAIC-Frederick over the last year (see page 14).

Ligia Pinto, Ph.D., head of the HPV Immunology Laboratory, received the Norman P. Salzman Mentoring Award for exceptional commitment to mentoring young scientists. In presenting the award, Lenore Salzman, widow of the late Dr. Salzman, said that Pinto "sounds like a true disciple of Dr. Salzman." Of particular note, Mrs. Salzman said, is Pinto's "focus on the development of careers for female scientists and for her grant in May of 2012 for funding to advance research of cancers in women."

The President's Award, granted at the discretion of the SAIC-Frederick CEO, was given to the ATRF Construction and Management Teams, for their ability to



Dave Heimbrook highlighted SAIC-Frederick's 2012 achievements at the 15th Achievement Awards Program in September.



Ligia Pinto received the Norman P. Salzman Mentoring Award. From left: Dave Heimbrook, Lenore Salzman, Pinto, and Dave Butfer.

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July Town Hall Meeting Highlights Achievements and Works in Progress

By Ashley DeVine, Staff Writer

In his July Town Hall meeting, SAIC-Frederick Chief Executive Officer Dave Heimbrook, Ph.D., highlighted the organization's achievements, and reiterated three major goals that senior management has committed to. He also took the occasion to introduce the company's new Chief Technology Officer, Atsuo Kuki, Ph.D., who addressed the assembly briefly.

Goal 1: Improve Award Fee Score

One of SAIC-Frederick's key goals was to bring its overall award fee score up to more than 90 percent. This goal was met during the most recent review cycle, with an award fee score of 90.75 percent, which was up more than two percentage points.

"I think that's a really great achievement," Heimbrook said, noting that scores increased in such areas as the Vaccine Pilot Plant, the Biopharmaceutical Development Program, and in corporate leadership. "I thank everybody for their contribution in doing that, and obviously it's something that we want to continue to achieve and even to extend."



Chief Technology Officer Atsuo Kuki also briefly addressed the group at the town hall meeting.

Goal 2: Facilitate External Partnerships

Another goal that SAIC-Frederick senior management identified was to facilitate external partnerships. "The key reason for all these partnering efforts



Chief Executive Officer Dave Heimbrook conducted the town hall meeting on July 11.

is to allow external scientists access to our know-how and the expertise that we have developed in collaboration with NCI," Heimbrook said. The opening of the Advanced Technology Research Facility has been a driver of this goal because the building contains space for partners to co-locate, Heimbrook said.

One of the main ways to achieve this goal was approval of the contractor collaborative research and development agreement (c-CRADA), which allows SAIC-Frederick to enter into collabora-

for approval by the end of the year," Heimbrook said.

Goal 3: Improve Internal Communication and Collaboration

The third goal was to improve communication and collaboration within the organization, as well as with the government.

"What we need to do is have one person accountable within the organization for making sure our internal communication efforts are meeting our goals," Heimbrook said. He also noted that an effective employee website was another key to improving the organization's communication.

One of the initiatives put in place to improve internal communication was "The R.O.A.D. to Personal Accountability" training for managers, which was developed and presented by the Human Resources Training and Development team. The R.O.A.D. (Recognize, Own, Act, and Deliver) training focuses on how personal accountability within an organization improves the entire organization. "We need to own our accountability for being able to make things happen in a productive way within Frederick National Lab," Heimbrook said.

Heimbrook said that the opening of the ATRF has improved the internal collaboration and communication among the groups that have moved there, specifically the Advanced Technology Program laboratories and the Biopharmaceutical Development Program. ❖

tive agreements with academic, industry, and nonprofit research organizations without direct government participation. "We want to be able to submit at least one of these new c-CRADAs

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“overcome a whole variety of challenges to open this building on time and on budget.” Nineteen people received this award.

Awards were also granted for distinguished career service, outstanding individual achievement, special achievement, customer relations, cost savings, and safety. Presenter Jeffrey Lifson, M.D., director, AIDS and Cancer Virus Program, noted that these awards provide “a chance to see the broad range of amazing activities that go on in other parts of the organization.”



The President's Award was presented to the Advanced Technology Research Facility Construction and Management Team, shown here with Dave Heimbrook (back row, far right).

“Inaugural Class” of Employees Recognized for 40 Years of Service

Ralph “Butch” Hopkins, Protein Expression Laboratory, and Dexter Makel and James Swisher, both of Facilities Maintenance and Engineering, were recognized for their service at FNL since it was established 40 years ago.

In presenting the 40-year awards, Dave Bufter, chief administrative officer, noted that when the FCRC opened 40 years ago, the facility employed 40 to 50 people and had an operating budget of about \$6 million. Today SAIC-Frederick employs approximately 1,900 people and manages a budget of \$600 million.

The three employees who have been here since 1972, Bufter said, represent “the inaugural class, who I think of as the foundation, the bedrock upon which this contract has grown.”

Bufter also presented length-of-service awards to employees with 35, 30, and 25 years of service (see page 17). ❖



Approximately 750 people attended the Achievement Awards Program on September 13 at the Advanced Technology Research Facility, where many employees had a chance to see the new building for the first time. Refreshments were served on two floors of the three-story atrium, and employees were free to tour the open space.



Heimbrook Presented with Award from Green Building Initiative



Chud Wright, left, presents Dave Heimbrook with plaque from Green Globe Initiative. Photo illustration.

At the Achievement Awards Program on September 13, Chud Wright, lead engineer, Advanced Technology Research Facility (ATRF) Construction Team, presented Dave Heimbrook, SAIC-Frederick chief executive officer, with the plaque awarded by the Green Building Initiative (GBI) to the ATRF for its “environmentally efficient design and construction.”

The GBI is a nonprofit organization that supports energy-efficient, healthier, and environmentally sustainable building practices.

In presenting the plaque to Heimbrook, Wright said, “The ATRF construction team acknowledges and appreciates your continuous support throughout this challenging project.”

Double Our Reach Kicks Off with 10K Increase in Matching Funds

By Ken Michaels, Staff Writer

This year's Double Our Reach campaign began October 23 with a charity fair in Building 549 and an increase from \$75,000 to \$85,000 in the dollar-for-dollar company match.

Now in its fourth year, the "reach" of our employees who give to charitable organizations by regular payroll deduction throughout the year is doubled by matching funds provided by the company.

It is difficult to ask people to open their wallets in hard times. But these are also the times in which the need is so great and the giving so meaningful and potentially life-changing.

Again this year, our goal is to increase the number of employees who participate. This number has more than doubled since 2008, but at the same

time, it represents only a minority of our staff.

A Dollar per Pay Period Adds Up to a Year of Medication

Even the smallest contribution—as little as one dollar per pay period—makes a big difference when multiplied many times over. That dollar per pay period, for example, with the company matching funds, will provide a year's worth of medications for a diabetic patient through Mission of Mercy.

This year two new organizations are on the list: The Michelle Shearer STEM Scholarship Fund and the Children's Inn in Bethesda (see article below). These organizations join eight others:

- American Cancer Society
- Chesapeake Bay Foundation



- Frederick Community College
- Frederick Rescue Mission
- Habitat for Humanity of Frederick County
- Heartly House
- Mission of Mercy
- United Way of Frederick County

How To Make Your Pledge

If you participated last year, you'll have to pledge again to reinstate the payroll deduction for 2013. You can sign up at any time during the year. Download the pledge form at <http://tinyurl.com/9nne9ng>. Once you've filled out the form, send it to Human Resources, Building 371. ❖

Nature + Imagination = Good Play!

By Frank Blanchard, Staff Writer

Joy Beveridge twisted a slender branch of eucalyptus into the weave of what was becoming a giant nest—an eye-catching structure among the swings, spiral slide, and miniature golf track taking shape at the NIH Children's Inn playground in Bethesda.

On a hot and humid late summer day, Beveridge served as a team leader and joined about 100 other volunteers divided into groups at various work sites, where the disassembled parts of play structures waited for attention. Everything had been laid out neatly the day before.

The plan was to build it all in a morning-long burst of activity before a luncheon celebration. Beveridge picked from a pile of logs and branches cut from West Coast eucalyptus trees.

"You had to kind of step back and visualize where you wanted it to go,"

Beveridge said. "You take this pliable branch and shove it in, and I'd be holding it in place, and somebody else would screw it in place with a screw gun."

Piece by piece, the branches curved into a wild yet comforting shape of a spirit nest, the concept of California



Artist Jayson Fann (left) and Joy Beveridge take a break from assembling a spirit nest at the Children's Inn.

Photo courtesy of Joy Beveridge.

artist Jayson Fann, whose unique tangled structures up and down the Pacific Coast and elsewhere invite visitors for a time of tranquility. It's a good fit for sick kids seeking respite from their treatment regimens at the NIH Clinical Center in Bethesda.

"It combines nature and imagination and play, and I feel like that is a really positive, emotion-building, healing space for these young people to be in," Fann said in an interview. He recalled Beveridge's contribution: "I loved working with her. She was definitely a big part of making the piece."

A Home Away From Home

The Children's Inn at NIH, a nonprofit residence across the street from the

clinical enter, is open every day of the year as a "home away from home" for seriously ill children and their families who come from around the country and around the world, seeking hope when conventional treatments have failed.

Since it began in 1990, the inn has been home to more than 10,000 children and their families while the children are treated for some of the worst diseases, including cancer, heart, lung, blood, bone and growth disorders, mental illnesses, and HIV infection.

The playground reconstruction project was sponsored mainly by a MedImmune grant to KaBOOM!, a national nonprofit dedicated to saving play for America's children. SAIC and SAIC-Frederick, along with other investors, provided additional support.

Garden Harvest Adds Fresh Flavors to Children's Menu

Beveridge's volunteer work at the inn reaches beyond the playground. Throughout the growing season, she harvested vegetables from her garden, including tomatoes, broccoli, cabbage, peppers, and string beans, which are then delivered to the inn to add a touch of freshness to the kids' menu.

The Clinical Monitoring Research Program (CMRP) has gone a step further by inviting food contributions to the inn from all of the CMRP staff. ❖

Former Student Intern Receives STEM Scholarship Created by SAIC-Frederick

By Ashley DeVine, Staff Writer

Avery Quirk did not expect to be the recipient of The Michelle Shearer STEM Scholarship—a fund she says is named after a person she truly admires.

“Receiving this award was all the more special because I admire [Michelle Shearer’s] passion for science and her skill for public speaking so much,” said Quirk, a former Frederick High School student and current freshman at Wake Forest University in Winston-Salem, N.C.

The Community Foundation of Frederick County awarded Quirk in June with the first scholarship from this fund, which SAIC-Frederick created in honor of Shearer, an Urbana High School advanced placement chemistry teacher and 2011 National Teacher of the Year.

“I was extremely honored and really excited,” Quirk said of receiving the award. “I never thought that I would receive an award that pertained to my future goals so well.”

FNL Internship Influenced Quirk’s Career Path

Quirk plans to major in biology and pursue a career in regenerative medicine/biomedical research. Her future career plans were influenced by her experience as a Werner H. Kirsten student intern from June 2011 to May 2012.

“This internship process helped me to discover different career paths in the field of research science,” Quirk said.

Her mentor was Douglas Kuhns, Ph.D., head of the Neutrophil Monitoring Laboratory, Applied and Developmental Research Directorate.

“My NCI internship helped me to realize that a STEM (science, technology, engineering, and mathematics) career is for me because my internship was the best part of my academic day,”



Avery Quirk (center), with Dave Heimbrook, SAIC-Frederick chief executive officer, and Cynthia Palmer, Community Foundation Trustee, after receiving The Michelle Shearer STEM Scholarship.

Quirk said. “I would be sitting in class counting down the minutes until I could get in the lab and do hands-on experiments alongside extremely influential people in the field.”

The Michelle Shearer STEM Scholarship was created in January and will be awarded yearly to one Frederick County public high school senior planning to pursue a STEM career. ❖

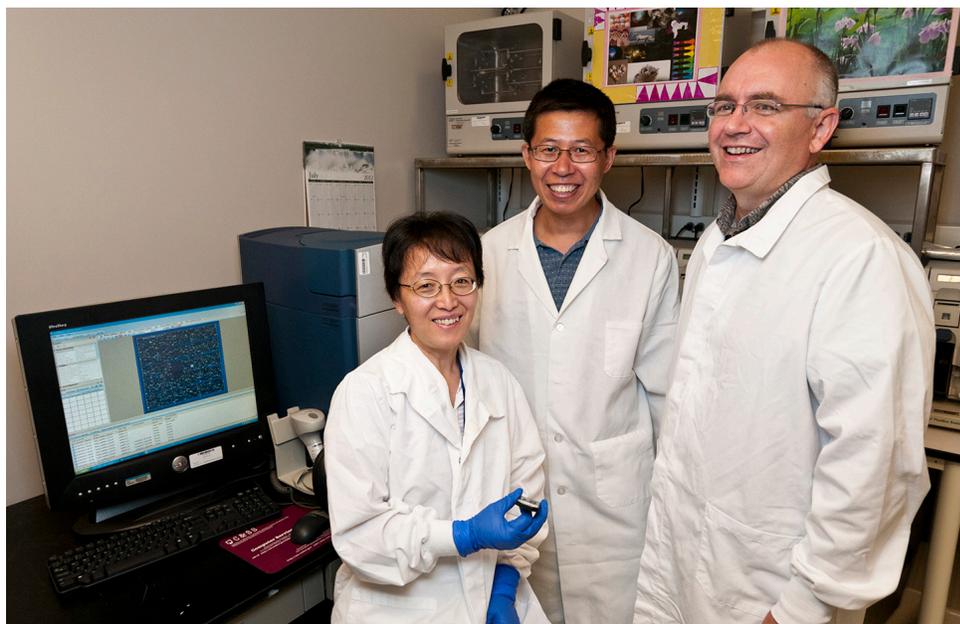
ATP Labs Challenged to Set Up Quickly

By Nancy Parrish, Staff Writer

When the laboratories of the Advanced Technology Program (ATP) began moving to the Advanced Technology Research Facility (ATRF) last June, Dwight Nissley, Ph.D., acting director of ATP, issued a challenge: who will be the first to have an experiment up and running in the new facility?

Ling Su, research associate II and Xiaolin Wu, senior scientist, of the Laboratory of Molecular Technology (LMT), rose to the challenge, and within two weeks of the move, they were running a microarray experiment to analyze small RNAs.

“Our motto has always been ‘customer service,’” Wu said, and, according to Nissley, their work at the ATRF was no exception. “Xiaolin has done a great job with customer service by getting the lab up and running so quickly. Their downtime was less than two weeks,” Nissley said. ❖



LMT ran the first experiment in the ATRF, less than two weeks after moving, in response to a challenge issued by Dwight Nissley (right). Ling Su (left) holds an miRNA GeneChip, used in the study of small RNAs. On the computer screen is the digital image of the chip, which has more than 15,000 probesets for all known microRNAs from various organisms. According to Xiaolin Wu (center) microarrays such as these are often used by NCI laboratories as an initial survey to find out what genes or pathways are altered in cancer cells.

CMRP Supports Ground-Breaking International Network for Cancer Research

By Irene Mueller, Contributing Writer, and Nancy Parrish, Staff Writer

For the last three years, the Clinical Monitoring Research Program (CMRP) has been supporting the United States–Latin America Cancer Research Network (US–LA CRN). Established by the National Cancer Institute in 2009, the network’s goal is to increase the capability of Latin American countries to participate and partner in cancer research, including the critical development of clinical trials networks, advanced technology centers, and personnel to deliver state-of-the-art cancer care to patients.

Argentina, Brazil, Chile, Mexico, and Uruguay, along with the United States, were the original members of the network; recently, NCI received commitments from Colombia, Peru, and Puerto Rico to join the network.

The US–LA CRN and the NCI Center for Global Health

The network’s first project was launched in 2010 to study breast cancer in Latin American women. Called “Molecular Profiling of Stage II and III Breast Cancer in Latin American Women Receiving Standard of Care Treatment,” the study is enrolling



Panel discussion among some of the Latin American national coordinators and U.S. subject matter experts at the second annual meeting of the US–LA CRN in Rio de Janeiro. On the panel were Silvina Frech, Ph.D., scientific program manager, CMRP (sixth from the left; then with CCS Associates), and Mark Cosentino, D.P.M., Ph.D., from the Applied and Developmental Research Directorate (third from the left). *Photo courtesy of Irene Mueller.*

participants in Argentina, Brazil, Chile, Mexico (Sonora and Guadalajara), and Uruguay.

Data generated from this project are expected to be used in determining and differentiating the effects of standard therapies on breast cancers in Latin American women.

In September 2011, NCI established the Center for Global Health (CGH) to coordinate international research activities across the institute. Recognizing global health issues and, specifically, the burden of cancer as a high priority, NCI created CGH to support the



James Robb, M.D., F.C.A.P., the consulting pathologist to the US–LA CRN, with Mariachi musicians at the 2011 US–LA CRN Annual Meeting in Guadalajara, Mexico. Robb, a subcontractor to SAIC-Frederick, also supports a number of other NCI initiatives. *Photo courtesy of James Robb.*

institute’s goal of advancing global cancer research by promoting collaborations and leveraging resources across nations to address the challenges of cancer and reduce cancer mortality rates worldwide. Because one of the major CGH programs is Cancer Research in Latin America, CGH will use its research training program, along with advanced technologies and

a strong capacity-building program, to build collaborative relationships across Latin America. Such relationships will foster the co-development and in-country sustainability of cancer research, including high-quality clinical studies.

Multiple SAIC-Frederick Units Support the Network

CMRP staff works closely with Jorge Gomez, M.D., Ph.D., principal investigator and senior scientific adviser for the CGH Latin America Program, to provide a high level of scientific and programmatic assistance to the US–LA CRN breast cancer study.

Beth Baseler, CMRP director, manages SAIC-Frederick’s support to the project. CMRP personnel dedicated to the project include Silvina Frech, Ph.D., scientific program manager; Mariana Gonzales del Riego, clinical project manager for operations; Silvia France, senior program coordinator; and Melanie Baker, secretary III. Jen Imes, program manager II, and Irene Mueller, clinical project manager, lend additional programmatic support to the effort.

Additionally, Mark Cosentino, D.P.M., Ph.D., and Norma Diaz-Mayoral, Applied and Developmental Research Directorate, provide crucial support and guidance in establishing biobanks and managing biological specimens. Mickey Williams, Ph.D., Clinical Research Directorate,

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MD Governor Is Impressed by ATRF during August Visit

By Ashley DeVine, Staff Writer

Governor Martin O'Malley visited the Advanced Technology Research Facility (ATRF) on August 29 as part of his tour of some of the green initiatives under way in Frederick County. Earlier

mission to expedite the translation of products to cancer and AIDS patients," Heimbrook said.

"The fact that the building will support partnerships with academic, commercial, and nonprofit organizations who may then decide to co-locate at the campus was very attractive to the governor," Heimbrook said. These potential partnerships could bring new jobs to Frederick.

both of which will enhance the ability of the new Advanced Technology Research Facility to achieve its goal of fostering partnerships and attracting other research organizations to co-locate at the Riverside Research Park," Bufter said. Heimbrook and Bufter met with the governor and Maryland State Senator Ron Young to discuss these initiatives.

As a result of the tour, Bufter said, the governor arranged for Danette Howard, Ph.D., secretary of the Maryland Higher Education Commission, to visit the ATRF on October 10, 2012. During Howard's visit, the concept of the higher education center was discussed in more detail. Efforts associated with bringing a higher education center to Frederick are on-going. ❖



Governor Martin O'Malley and other dignitaries toured the ATRF on August 29. From left, John Czajkowski, deputy director for management, National Cancer Institute; Dave Heimbrook; Governor O'Malley; Ron Young, Maryland state senator; and Dave Bufter.

in the day, he toured a solar panel farm at Mount Saint Mary's University and a net zero energy residential housing community in downtown Frederick.

Hosting the governor were Dave Heimbrook, Ph.D., SAIC-Frederick chief executive officer, and Dave Bufter, SAIC-Frederick chief administrative officer. The governor "was very impressed by the facility and, in particular, its

Governor O'Malley came to the ATRF to also discuss efforts in the Frederick business community to establish a higher education center in Frederick and a full-service hotel downtown.

"SAIC-Frederick is a member of the Frederick County Chamber of Commerce's Major Employers Group, which has spearheaded these initiatives,



Dave Heimbrook chats with Governor Martin O'Malley.

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provides expertise and guidance in microarray technologies.

The six study sites in the five participating Latin American countries work with SAIC-Frederick through a subcontracting mechanism supervised by Calvin Proffitt and Matt DeSantis, Research Contracts Department.

SAIC-Frederick has also subcontracted with two vendors to provide bioinformatics and project management support, six subject matter experts in

clinical pathology, molecular biology, molecular pathology, epidemiology, clinical oncology, and biostatistics, as well as a senior clinical research adviser.

Study Cited as Successful International Collaboration

In remarks at the inaugural meeting of CGH, Edward Trimble, M.D., M.P.H., CGH director, cited the network as an example of successful international collaboration. "They're doing a great job

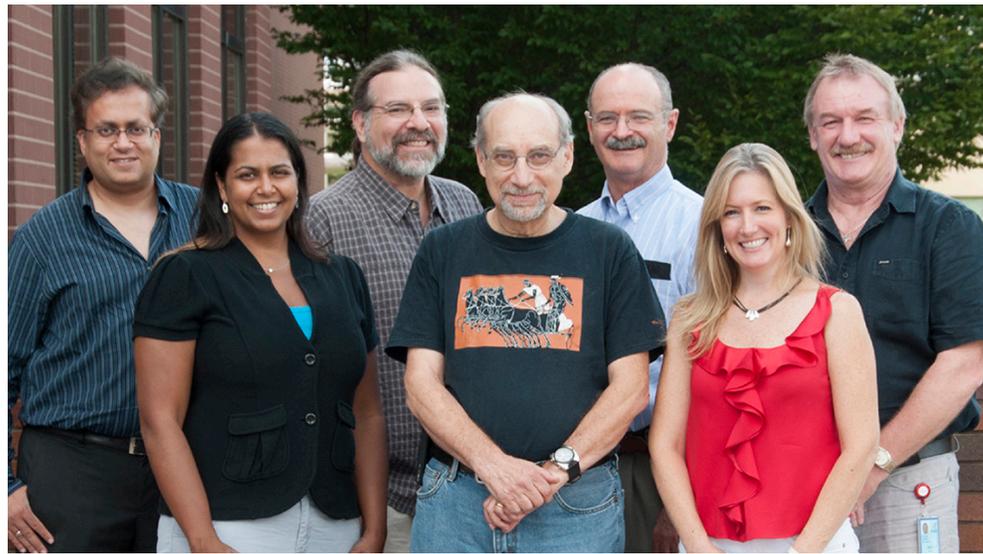
on their first prospective study. We'll have to see how we can build on that in future studies," he said.

The CGH approach and the US-LA CRN project are helping to build a foundation in the field of international cancer research and are creating strong partnerships in the global effort to control cancer. ❖

NIH Director's Award Recognizes Rapid Response to Avert Potential Health Crisis

By Stuart Le Grice, Guest Writer, and Nancy Parrish, Staff Writer

In July 2012, members of a multidisciplinary research team of both SAIC-Frederick and NCI Center for Cancer Research scientists were recognized with an NIH Director's Award for their outstanding work to rapidly evaluate a potential threat to the nation's blood supply.



The IRP XMRV Working Group, from left: Vineet KewalRamani, Ph.D., head, Model Development Section, DRP (NCI); Rachel Bagni, Ph.D., Molecular Detection and Viral Technology, PEL (SAIC-Frederick); Jeffrey Lifson, M.D., director, ACVP (SAIC-Frederick); Alan Rein, Ph.D., head, Retrovirus Assembly Section, DRP (NCI); James Hartley, Ph.D., head, Technology Development, PEL (SAIC-Frederick); Mary Kearney, Ph.D., head, Translational Research, DRP (NCI); and Stuart Le Grice, Ph.D., head, RT Biochemistry Section, DRP (NCI).

Known as the XMRV Working Group, the researchers came together in response to findings presented at the May 2009 Cold Spring Harbor Retroviruses Meeting that xenotropic murine leukemia virus-related virus, or XMRV, might be present in approximately 3 percent of the U.S. population, raising both public health issues and concern for contamination of the nation's blood supply. XMRV was believed to have a potential link to prostate cancer and chronic fatigue syndrome.

The findings prompted the NCI Intramural Research Program (IRP) to immediately form the XMRV Working

Group to develop, implement, and make available diagnostic reagents for rapid, accurate, and reliable detection of the presence of XMRV in human blood.

The group, comprising scientists from both SAIC-Frederick and NCI, developed an action plan, and by December 2009, the Protein Expression Laboratory (PEL) reported successful construction and subsequent purification of 40 recombinant clones expressing all XMRV antigens. These clones, then, could function as immunological reagents that would be used to diagnose the presence of XMRV antibodies in patient samples.

Importantly, these reagents were also made available (through the NIH AIDS Reagent Program) to the extramural community to accelerate XMRV research and allow sharing of a common set of reagents.

NCI-SAIC-Frederick Collaboration Ensured Success

At the same time, researchers in the HIV Drug Resistance Program (DRP) developed an assay to detect and quantify XMRV DNA (from tissue) and RNA (from plasma). "This assay would be used, in part, to standardize the method of detection when multiple

laboratories might be involved in diagnosis," said Stuart Le Grice, Ph.D., head, Reverse Transcriptase (RT) Biochemistry Section, DRP, who led the XMRV Working Group. Since ultrasensitive XMRV nucleic acid (DNA and RNA) detection methods were not available, DRP researchers developed and standardized the detection methods.

In addition, the Molecular Detection and Viral Technology group in PEL developed and standardized the immunological reagents, which required natural viral antigens. In response to this need, the large-scale virus culture facilities of the AIDS and Cancer Virus Program (ACVP) were recruited to produce XMRV. Finally, the DRP researchers developed an assay using the DERSE indicator cell line, which reduced the time needed to detect low levels of replicating XMRV in cell culture from months to a matter of weeks.

"Effective Efforts to Protect Public Health"

The NIH Director's Award recognized the XMRV Working Group's "exceptionally rapid and effective efforts to protect public health in response to a potential widespread viral threat." Although subsequent studies revealed that XMRV does not pose a threat to public health, "this dedicated group of IRP scientists demonstrated an ability to assemble a multidisciplinary team to prepare, standardize, and make available reagents for diagnostic virology," Le Grice said. Reagents were prepared with existing manpower and resources, and without interrupting the normal productivity of each group involved, and the project was completed within a 12-month period.

Le Grice describes the award as recognition of "not only the depth of retrovirology expertise within the National Cancer Institute, but also the ability of the IRP to rapidly re-focus its considerable resources in response to an emerging public health issue." ❖

Stuart Le Grice is head, Reverse Transcriptase (RT) Biochemistry Section, HIV Drug Resistance Program.

ADRD Labs Pass CLIA Inspections

By Debra Long Priel, Contributing Writer, and Ashley DeVine, Staff Writer

When you have a laboratory test performed, such as a complete blood count, have you ever wondered whether the test results were accurate and reliable? Can you be confident of the quality of the results?

The Clinical Laboratory Improvement Amendments of 1988 (CLIA) were established to answer these questions and more. The amendments regulate all laboratory testing performed on humans for health purposes.

CLIA was passed in response to the public outcry about deaths attributed to false-negative Pap smear readings. The amendments cover approximately 225,000 laboratory entities.¹

CLIA-certified laboratories are inspected every two years by regulators from the Centers for Medicare & Medicaid Services. The inspectors review all aspects of the laboratory, including standard operating procedures, corrective actions, proficiency testing, and performance at each step of the testing process.

Most of the CLIA-certified laboratories in the Applied and Developmental Research Directorate (ADRD) were inspected this year. These laboratories provide CLIA-certified clinical results to investigators at the National Institutes of Health (NIH). All of the laboratories passed the inspection, which means that they meet standards of quality and are certified for another two years.



Dara Riva of the Neutrophil Monitoring Laboratory performs daily monitoring of the CO₂ levels in the incubator to ensure that optimal conditions are met to grow tissue culture samples.

In the AIDS Monitoring Laboratory (AML), where hematology studies and CD4 testing are conducted, “The inspector reviewed documentation of the path of a blood sample through the laboratory, including the receipt of the sample, how the blood was processed, assays performed on the sample, results obtained, and the timely reporting of results to the physicians at NIH,” said Jeanette Higgins, laboratory supervisor of AML.

Inspectors also reviewed checklist monitoring, quality assurance and quality control documents, trend reports, corrective actions, competency testing and education levels of recent hires, and the results of a College of American

Pathologists (CAP) survey* on hematology and flow cytometry.

Other ADRD laboratories perform a variety of CLIA-certified assays, including diagnostic tests and treatments for cancer, and genetic and acquired immunodeficiency syndromes. ❖

*CAP is a peer-group service that provides individual laboratories with unknown specimens for proficiency testing. The participating laboratories analyze the specimens and return the results to CAP for evaluation.

¹<http://www.cms.gov/Regulations-and-Guidance/Legislation/CLIA/index.html?redirect=/CLIA/>



Heads and supervisors of the CLIA-certified laboratories in the Clinical Services Program of ADRD meet quarterly with Director Michael Baseler (second from right) and Quality Assurance Manager Jeanne Warfield (first on the left) to discuss compliance issues related to CLIA. From left, Warfield, Ven Natarajan, Douglas Kuhns, Robin Dewar, Debra Long Priel, Bernie Thompson, William Kopp, Baseler, and Randy Stevens. (Not pictured: Helene Highbarger, Jeanette Higgins, and Sharon Beck.)



ATRF Doors Opened to the Community

By Ashley DeVine, Staff Writer

More than 300 people from the Frederick National Laboratory for Cancer Research and the surrounding community attended the Advanced Technology Research Facility (ATRF) Open House on August 22.

“We had a continuous stream of visitors from 1 to 7 p.m.,” said Mitzi Guarino, senior project manager, Contract Planning and Administration Directorate. “I do feel we reached the community, both within FNL and Frederick County and city.”

Guarino led the coordination activities for the event and helped lead facility tours to the advanced technology laboratories, drug manufacturing facilities, and data center. Representatives from each of these areas were on hand to provide more information. ❖

ATRF tours began in the auditorium with an introduction by Mitzi Guarino.

Food Services Arrive at the ATRF

By Ken Michaels, Staff Writer

Want Food? Now You Can Grab and Go

Food service arrived at the Advanced Technology Research Facility (ATRF) on September 17, when the “Grab ‘n’ Go” (G&G) opened up for breakfast and lunch. Between 8:00 a.m. and 2:30 p.m., ATRF denizens can find croissants and muffins baked fresh daily, cheesecake, chocolate and marble cake, sandwiches and wraps (also made daily), a choice of two hot entrees and two soups, a salad bar, yogurt, and bottled beverages, plus fresh-made coffee, cappuccino, and hot chocolate.

All of the food in the G&G is prepared at the Discovery Café at Fort Detrick. Beth Murphy, the G&G manager, picks up the breakfast items on her way to work and sets them out for sale early each day.



Dominic Esposito considers options in the varieties chiller.

And it’s a popular service. It is hoped that rather than just visiting the G&G and returning to one’s lab wing to eat, employees will learn that stopping for breakfast or lunch at the tables and chairs provided will lead to a little “shop talk” with people from other labs.

Located near the auditorium on the atrium first floor, the G&G could become an important focal point for the facility and promote gathering and information exchange.

A ListServ for the ATRF

“Announcements” have recently been added to the ATRF SharePoint site. Users can now sign up to have new announcements and changes in announcements delivered automatically through “Alert Me.”

This SharePoint announcement/alert system is the closest thing available to a dedicated ATRF ListServ, but it will only work if people activate “Alert Me.”

To activate “Alert Me,” go to the SharePoint home page (<http://ncifrederick.nci.nih.gov/ATRFHome/SitePages/Home.aspx>) and click on “Announcements,” then “List Tools,” then “List.” Find the “Alert Me” icon and click the drop-down arrow to select “Set Alert on This List.” Now you’ll have a menu from which to choose what kind of announcements you want to receive.

If you have any problems setting up the alert system, please contact Dan Grab (Data Management Services, 301-846-1283). ❖

Fox and Proffitt Complete Leadership Frederick County

By Ken Michaels, Staff Writer

Dan Fox and Calvin Proffitt were among 37 who completed the nine-month Leadership Frederick County program in May 2012.

Presented by the Frederick County Chamber of Commerce, this educational community leadership program focuses on developing future leaders for the county, while providing opportunities

for team-building, mentorship, personal development, and community involvement.

The curriculum includes a series of full-day field trips to cover topics such as Frederick County history, agriculture, local government, education, arts and culture, economic development, and planning. Sessions take place either once or twice a month throughout the course.



From left, Calvin Proffitt and Dan Fox display their certificates for completion of the nine-month Leadership Frederick County program.

The curriculum features open discussions with leaders, field trips in large and small groups, and class interaction. Presenters include community and business leaders, specialists in professional fields, professional trainers/facilitators, and others as needed.

Fox summarized his experience: "As a lifelong resident of Frederick County, I thought I had a relatively good understanding of how Frederick County functions and what it has to offer, but this program quickly showed me that I had a lot to learn. There are an overwhelming number of relationships between government, business, and community service organizations that exist that were previously unknown to me. Seeing how these complex relationships are managed has allowed me to think of new ways to approach problems."

Fox is an IT security analyst in the Financial Group. Proffitt is supervisor of the Acquisition and Logistics Group, Contracts and Acquisitions Directorate. The class of 2012 also included Walter Hubert and Paul Lyons, both NCI employees from Frederick National Laboratory.

Other SAIC-Frederick employees who have completed the course in previous years are Victoria Barron, Frank Blanchard, Ken Carpenter, and Rich Pendleton. ❖

OHS Invites You to "Take Back Your Lunch"

By Ashley DeVine, Staff Writer

Did you know that leaving your desk for lunch can re-energize your mind and allow you to be more productive throughout the day? Just as your body needs to rest after an intense workout, your mind needs a break from concentrating on work.

Occupational Health Services (OHS) invites you to "Take Back Your Lunch" once a week by having a meal in the Discovery Café. Every Wednesday, the café will provide nutritional information about one of its menu items to promote healthy eating and portion control.

"OHS is partnering with employees to make good choices about their health and wellness," said Sarah Hooper, manager of OHS.

"Human beings are not designed to run like computers, at high speeds, continuously, for long periods of time," Tony Schwartz, president of The Energy Project, wrote in *The Huffington Post* in 2010. "When you work continuously, you get more fatigued and less productive as the day wears on."

The Energy Project founded the nationwide Take Back Your Lunch movement in 2010, which challenged workers to leave their desks for lunch every Wednesday that summer.¹

Watch your e-mail every Wednesday for nutritional information about the Discovery Café's featured menu item. ❖

¹Schwartz, Tony, "Take Back Your Lunch, Take Back Your Life," *Huffington Post*, June 21, 2010, http://www.huffingtonpost.com/tony-schwartz/take-back-your-lunch-take_b_619180.html.



Every Wednesday, the Discovery Café will provide nutritional information about one of its menu items, such as the roasted chicken with potatoes and carrots, and a side of broccoli, pictured above. Photo courtesy of Jasmine Garry.

“The Belly Dancer Has a Broken Leg”

By Peggy Pearl, Contributing Writer, and Nancy Parrish, Staff Writer

Kelly Ledford, who represents half of the Trouble Desk (TD) team at Facilities Maintenance and Engineering (FME), remembers the first time someone called to report that “the belly dancer has a broken leg.” She said she wasn’t sure what that meant, but it made her giggle.

She has since learned that a belly dancer is a piece of laboratory equipment, and now she knows what to do, but “it always makes me giggle,” she said. Ledford worked at Frederick National Laboratory (FNL) for 20 years as a Protective Services officer II, Environment, Health, and Safety, before joining the FME TD team five years ago.

The other half of the team is Donna Dinsmore, the team leader, who has worked at the TD for 13 years. Dinsmore said she once received a call from someone asking what time Burger King opened. She told the caller that she would check with the Army gate guards to see if they knew, and call the person back with the information (which she did).

Ledford and Dinsmore make a great customer service team at the TD because they enjoy what they do. They agree that the thing they like best about the work is communicating with the diversity of people at FNL. They also enjoy the variety of requests from within the FNL



Almost everyone knows the voices of Donna Dinsmore (left) and Kelly Ledford, who maintain the Trouble Desk call center for FME. Now you can put the faces with the names.

community as well as those occasional calls from outside. “There are never two calls the same,” Dinsmore said.

More than 11,000 Calls Per Year

The TD supports everyone at FNL, on the Fort Detrick campus as well as at the Advanced Technology Research Facility.

Calls for assistance range from any small repair to a renovation, to a maintenance emergency. On average, Dinsmore and Ledford answer about 950 calls per month—that’s more than 11,000 calls per year.

When you call the TD, your call will be categorized according to urgency. Priority calls are considered emergencies, and maintenance personnel will be there to assist as soon as possible. Examples of priority calls include a leak in the ceiling, an overflowing toilet, pest(s) in the office or laboratory, or a sudden change in a freezer temperature. Non-priority calls are requests for repairs or assists that may be scheduled, such as requests for new light bulbs or replacement of ceiling tiles; assistance with moving equipment or office furniture; or cleaning a carpet.

You may reach the TD by calling 301-846-1068, or via e-mail: fmetrbldsk@nih.gov. Dinsmore and Ledford provide coverage from 6:45 a.m. to 4:30 p.m. For a maintenance emergency that occurs after hours, you can still call the TD number. Your call is automatically routed to Protective Services, who will contact FME’s after-hours maintenance crew. ❖

Managers Complete Accountability Training

By Ken Michaels, Staff Writer

In November last year, SAIC-Frederick Chief Executive Officer Dave Heimbrook arranged for senior leadership to participate in a retreat focusing on personal accountability. The result was a decision and commitment to bring similar training to everyone in the organization, beginning with managers and supervisors.

Sukanya Bora, training manager, and Erin Wheeler, training specialist, both in the Human Resources Department, designed, developed, and delivered the training program Heimbrook desired. R.O.A.D. training (Recognize, Own, Act, Deliver) is an all-day, interactive program on personal accountability. It was developed completely in-house, resulting in significant enough savings to net the pair a Cost Savings Award at the 2012 Achievement Awards Program (see article on page 15).

The training, which Heimbrook has declared mandatory, was launched on April 4. A total of 328 managers/supervisors attended a total of 16 sessions over the following

continued on page 13



Dave Butfer presents the introductory message from senior management to managers at a R.O.A.D. training session.

Administrative Professionals Certificate Program Enrolls More than 40 Percent

By Nancy Parrish, Staff Writer

Since its launch in April 2012, the Administrative Professionals Certificate Program (APCP) has enrolled more than 60 students, representing nearly 43 percent of eligible staff.

“We didn’t know at the outset how many staff members would actually enroll,” said Sukanya Bora, training manager, Human Resources, “but we are very happy with the response to the program.”

The program was developed by Bora, Ken Michaels, manager, Scientific Publications, Graphics & Media, and Barbara van der Schalie, clinical training manager, Clinical Monitoring Research Program.

13 Courses, 3 Learning Tracks

According to Erin Wheeler, training specialist, who manages the program, the goals of the APCP are twofold: to provide a continuous learning environment for all administrative personnel; and to increase each individual’s value to the organization. Each student must complete both core and elective courses from three learning tracks: Professional Skills, Tactical Skills, and Individual Skills.

“To earn a certificate, students must successfully complete nine core courses and four electives in a 24-month period,” said Wheeler. “Most courses are offered at least twice a year.”

Bora said she expects that many students will complete their certificate qualifications as early as March 2013.

continued from page 12

months. All sessions were facilitated by Bora and Wheeler, with introductory remarks from Key staff.

Program Now Offered to All Employees

As manager training was completed September 26, the program is now being rolled out to the entire organization. So far, participants have rated the program and facilitators favorably overall.

The training focuses on the importance

Volunteer Instructors Contribute to Program

Course instructors from the Frederick National Laboratory community include, in addition to Bora and Wheeler, Ashley DeVine, Kathy Green, Mitzi Guarino, Karen McNitt, Nancy Parrish, Teresa Stitely, Jill Sugden, Barbara van der Schalie, and Bob Walukonis.

“They are volunteering their precious time to contribute to this program,” Bora said, “and without their support, we wouldn’t have a program in place.”

In addition to the nine core courses, eleven electives are available in a broad range of skill areas, including management, database concepts, PowerPoint, Visio, interpersonal communication, and stress management.

Complete information on courses, instructors, and how to register may be found on the APCP website: <http://home.ncifrcf.gov/SAICFTTraining/APCP.html>. The spring 2013 courses are now open for enrollment. ❖



Sukanya Bora (right) teaches Effective Interpersonal Communication, one of the core courses in the Administrative Professionals Certificate Program.

Here’s what current students are saying about the Administrative Professionals Certificate Program:

“The Administrative Professional courses I have taken thus far have covered a wide range of topics: Microsoft, Project Management & Communication, just to name a few. I believe diversity is the key to being a valued team member! This program definitely offers something new and exciting for each person to learn and use in their future professional careers.”

– Valerie B., Applied and Developmental Research Directorate

“I have several classes to go and am excited about taking them. The class I attended was very helpful. It was structured well; I really enjoyed it and found it beneficial.”

– Amy C., Vaccine Clinical Materials Program

of individual accountability for achieving favorable organizational results. The lack of accountability in organizations is a common challenge, and difficult economic times present additional obstacles to achieving the optimum results. These obstacles are real. They often cause people to feel that they lack the ability to make a meaningful impact on end results. This leads to frustration, and the behaviors that go along with it, such as finger-pointing and blaming,

and a general sense that they can’t really make any difference.

The goal of this training is to provide SAIC-Frederick employees at all levels with approaches to achieving greater effectiveness through accountability, and, ultimately, a greater sense of job reward. ❖

More than 100 Recognized at the 2012 Awards Program

By Ken Michaels, Staff Writer

Norman P. Salzman Mentoring Award

Lenore Salzman presented the 2012 Norman P. Salzman Mentoring Award to **Ligia Pinto, Ph.D.**, for exceptional generosity in sharing expertise, providing leadership, and mentoring others to facilitate the highest-quality science for the HPV Immunology Laboratory and the Division of Cancer Epidemiology and Genetics.



President's Award

The **Advanced Technology Research Facility (ATRF) Construction and Management Teams** were recognized with this year's President's Award for their dedication, commitment, and skill in completing a project of enormous complexity, and in bringing about the on-time and on-budget opening of the ATRF. Recognized were **Jim Baker, Jacqueline Bryson, Pat Clester, Fred Guarino, Mitzi Guarino, Chad Hildebrand, Todd Hiltner, Matt Hull, Talal Khalil, Bill Lonergan, Hoyt Matthai, Jeff Ott, Larry Pawlik, Kristen Scott, Brian Staiger, Paul Stokely, Justin Taylor, Scott Wanrow, and Chud Wright.** The award was presented by SAIC-Frederick Chief Executive Officer Dave Heimbrook.



Jeff Lifson, M.D., director of the AIDS and Cancer Virus Program (ACVP), read the citations for the achievement awards, which were presented by Heimbrook.

Distinguished Career Awards



Kelly

Simmons

Whipp

Potter

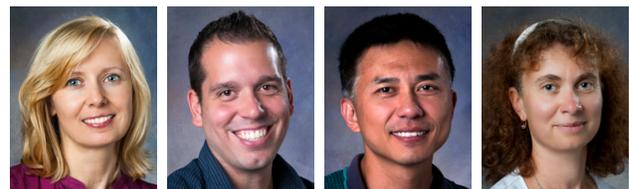
Beth Kelly, Financial Operations Manager, Contract Planning and Administration Directorate, was chosen for her outstanding support of, and expertise in, business planning and operations, and for excellence in support of the Frederick National Laboratory.

Diane Simmons, Administrative Assistant, Executive Group, was selected for more than three decades of service, typified by the highest degree of professionalism, and for her expertise and innate sense of how to get things done, especially in support of the chief executive officer.

Ginny Whipp, Director, Finance and Cost Analysis, Financial Management Directorate, was recognized for her valuable expertise in developing and reallocating budgets in support of strategic scientific goals, and for her effective interactions with NCI management, SAIC-Frederick management, and individual programs.

Tim Potter, Research Associate II, Advanced Technology Program, was recognized for his exceptional diligence, excellent scientific technique, and attention to detail in providing effective leadership in the Nanotechnology Characterization Laboratory, resulting in an eight-year record of cell cultures free of contamination.

Outstanding Achievement Awards



Dyba

Hansen

Huang

Dobrovolskaia

Marzena Dyba, Research Associate II, Basic Science Program, received an Outstanding Achievement Award for her excellent experimental skills and mentoring talent in training dozens of new Biophysics Resource users and helping them to develop up-to-date protocols, ensuring the highest scientific standards for the Structural Biophysics Laboratory.

Matthew Hansen, Research Associate I, Advanced Technology Program, received an Outstanding Achievement Award for taking the initiative to become an expert in inductively coupled plasma mass spectrometry and applying his knowledge to establish a successful program in the Nanotechnology Characterization Laboratory.

Dawei Huang, Bioinformatics Analyst IV, Applied and Developmental Research Directorate, was awarded for his effective collaboration with other groups, resulting in the application of PacBio next-generation sequencing, and for building a successful data analysis pipeline to identify many novel surface protein (MSG) members that traditional approaches could not identify.

Marina Dobrovolskaia, Senior Scientist, Advanced Technology Program, was awarded for her expertise in the immunotoxicity of engineered nanomaterials and her commitment to sharing her knowledge with other researchers in the Nanotechnology Characterization Laboratory.

Outstanding Achievement Awards



Nanotechnology Characterization Laboratory, Advanced Technology Program



Neutrophil Monitoring Laboratory, Applied and Developmental Research Directorate



Specimen Support Team, AIDS and Cancer Virus Program

An Outstanding Achievement Award was presented to the staff of the **Nanotechnology Characterization Laboratory, Advanced Technology Program**, for outstanding contributions to the understanding of nanomaterials and their uses in new cancer therapies. Recognized were: **Pavan Adisheshaiah, Elizabeth Befekadu, Giriga Chaubey, Jeff Clogston, Rachel Crist, Marina Dobrovolskaia, Alpna Dongargaonkar, Jennifer Grossman, Matthew Hansen, Anna Ilinskaya, Abdullah Mahmud, Sonny Man, Chris McLeland, Scott McNeil, Barry Neun, Nick Panaro, David Parmiter, Anil Patri, Tim Potter, Jamie Rodriguez, Sarah Skoczen, Lisa Sheffield, Steve Stern, and Peng Zou.**

The staff of the **Applied and Developmental Research Directorate's Neutrophil Monitoring Laboratory** earned an Outstanding Achievement Award for its many contributions to caring for patients with rare immunodeficiencies at the NIH Clinical Center, and for testing that is often critical in decisions to proceed with bone marrow transplants. Recognized were: **Danielle Fink, Douglas Kuhns, Karen Lau, Debra Long Priel, Laura Mendez, and Dara Riva.**

An Outstanding Achievement Award was presented to the **AIDS and Cancer Virus Program Specimen Support Team** for meeting the challenge of a dramatically increased workload in processing blood, tissue samples, and drug preparations through rigorous cross-training, exceptional work ethic, and the development of effective sample management techniques. Recognized were: **Vicky Coalter, Gaby Dasema, Rebecca Kiser, Adam Wiles, and Rodney Wiles.**

Cost Savings Award

The **R.O.A.D. Training Team** earned the Cost Savings Award for the internal design, development, and facilitation of "The R.O.A.D. (Recognize, Own, Act, and Deliver) to Personal Accountability", an important strategic priority of senior management (see article on page 12). Recognized were **Sukanya Bora and Erin Wheeler**, Human Resources.



Safety Award

The Safety Award was presented to the **Autoclave Response Team** for excellence in their effectively coordinated efforts to maintain some of the most critical research support equipment at the Frederick National Laboratory. Recognized were **Kevin Baker, Dale Blumenauer, Nelson Buhrman, Jim Hannigan, Jim Harshman, Phil Kreitz, Steve Lescalleet, Greg McKenzie, Kevin Miller, Jim Swisher, and Allen Webb.**



Special Achievement Awards



Non-human Primate Team, Laboratory Animal Sciences Program

A Special Achievement Award was presented to the members of the **Laboratory Animal Sciences Program Non-human Primate Team** in recognition of outstanding, sustained performance in support of the research of the AIDS and Cancer Virus Program, and for consistency in meeting the daily challenges with enthusiasm and commitment. Recognized were: **Iris Cabrera, Rafael Cruz, Brian Emrick, Mercy Gathuka, Rhonda Macallister, Kenny McGee, Jeremy Smedley, Solomon Wangari, and Victor Wells.**

The **Rh-IL15 Product Development Team** earned a Special Achievement Award for demonstrating the Biopharmaceutical Development Program's capabilities in providing a highly desired clinical reagent to the immunotherapy and vaccine communities, both intramural and extramural. Recognized were: **Fereshteh Abedinpour, Trevor Broadt, Andrew Burnette, Wei Cheng, Steven Giardina, Hengguang Jiang, Man-Shiow Jiang, George Knapp, Dennis Michiel, David Nellis, Earl Nelson, Karyol Poole, John Roach, Sheryl Ruppel, Nirmala Saptharishi, Samir Shaban, Gopalan Soman, Terry Sumpter, Vinay Vyas, Xiaoyi Yang, and Jianwei Zhu.**



Rh-IL15 Product Development Team, Biopharmaceutical Development Program

Melody Roelke-Parker, Animal Program Veterinarian, Laboratory Animal Sciences Program, received a Special Achievement Award for her contributions to the Laboratory of Genomic Diversity's Exotic Animal Specimen Collection, including her outstanding efforts in preparing more than 90,000 samples within the collection for transfer to the Smithsonian Institution.



Customer Relations Awards



DiMaggio



Kennedy



Long Priel

Thomas DiMaggio, Clinical Research Nurse II, Clinical Research Program Directorate, was presented a Customer Relations Award in recognition of his superb and positive representation as the "face" of the National Institutes of Health to patients enrolling in a variety of research protocols for the Laboratory of Host Defenses.

Courtney Kennedy, Financial Systems Analyst III, Financial Management Directorate, earned a Customer Relations Award in recognition of her extremely efficient, behind-the-scenes support related to the complexities of cost flows and the challenges with SmartStream and Maximo communications, and her seamless implementation and company-wide administration of SharePoint sites.

Debra Long Priel, Associate Scientist, Applied and Developmental Research Directorate, received a Customer Relations Award in recognition of her excellent support of the numerous day-to-day logistics for the Neutrophil Monitoring Laboratory, and for her outstanding composure and professionalism in her interactions with patients and NIH staff.



Lara



Trubey

The **AIDS and Cancer Virus Program (ACVP) Cellular Immunity Core** received a Customer Relations Award for providing outstanding support to ACVP investigators and collaborators, and for developing novel reagents and assays that are vital to key areas of AIDS research. Recognized were: **Abigail Lara** and **Charles Trubey.**

Lunchtime Seminars Will Help You Increase Your Efficiency

By Teresa Stitely, Contributing Writer

The Project Management Office of the Contract Planning and Administration Directorate (CPAD) is pleased to sponsor



Teresa Stitely

a series of 12 one-hour lunchtime seminars by Carl Pritchard, a risk management expert, trainer and speaker. Pritchard has achieved certification as a project management professional

(PMP) and Project Management Institute-Risk Management Professional (PMI-RMP), and is the author of six texts about project management. His latest book, *The Risk Management Memory Jogger (Goal/QPC)*, is slated for release by the end of this year.

A member of PMI Baltimore and a resident of Frederick, Md., Pritchard presents seminars and workshops around the world on risk management and project management, and has presented project management courses at the Frederick National Laboratory for Cancer Research over the past several years.

At the time of this article, several seminars will have been held. In the first seminar, “Titanic Risks – 100 Years Later, and It Still Matters,” Pritchard explained how we can all do a better job at spotting the “icebergs,” acknowledging reality, and adopting the perspectives of others.

In “Building the WBS,” he described the three essential steps for avoiding a battleground in work breakdown structure, or WBS, and making a “lesson in conflict” a “lesson in team cohesiveness and vision.”

Future Seminars Address Motivation and Risk Management

Two seminars will focus on motivating others. “Getting at Your Team’s Get-Up-And-Go” is designed to help you identify specific behaviors among your peers and team members that will energize and excite them, and open the doors to feeling better about your work and how you are doing it. In “Motivating in a Virtual Environment,” Pritchard examines some of the challenges in building motivation in a long-distance environment and how to overcome them.

Three additional seminars are scheduled on risk management, to help you identify possible pitfalls in your projects and develop strategies to prevent them. “Back to Basics” seeks to make risk management more real and tangible for team members and customers alike. From building risk language that team members can share and understand to

developing clear, fundamental responses, this session provides simple, effective structures to create consistency in risk management.

“In Risk and Risk Language,” Pritchard identifies specific ways to build risk alliances, create risk metrics, and establish a risk language that can make risk management a familiar ally for project team members. In the “Risk Ethics” session, he will discuss the challenges of integrating risk and ethics.

Other sessions include: “Gearing Up for the PMP®”; “Communicating Up the Food Chain”; “Winning Project Presentations”; “Ten Traits of World-Class PMs”; and “How to Be a Great Consultant.”

These sessions are open to anyone who is interested in project management methodologies or whose job requires skills in managing specific projects.

Watch Your E-Mail

Sessions will be announced through the e-mail SEMINARS Listserv approximately 10 days before the date. To subscribe to the SEMINARS listserv, e-mail listserv@list.nih.gov, and type “Subscribe SEMINARS [your name]” in the message body.

If you would like more information on any of these sessions or other resources available in the CPAD Project Management Office, please contact Teresa Stitely (teresa.stitely@nih.gov) or Mitzi Guarino (guarinom@mail.nih.gov). ❖

Service Awards

Recognized for **40 years of service** were Ralph F. “Butch” Hopkins and Dexter N. Makel. Jim R. Swisher, who was a few weeks shy of his 40th anniversary, was also recognized (see related article on page 3).

Awards for **35 years of service** were presented to Julian W. Bess Jr., David F. Bufter, Edward F. Cook, Lana L. Cross, E. Jane Miller, James D. Stull, and Nancy J. Walsh.

Awards for **30 years of service** were presented to Thomas A. Crone, Ralph E. Currens Jr., Jennifer A. Klabansky, Marilyn P. Lyles, Brenda L. Metz, Kathleen B. Noer, Susan I. Pittinger, Gregory A. Selby, Michael H. Selby, Marcus C. Williams, and Keith W. Zimmerman.

Recognized for **25 years of service** were Richard L. Angleberger, Peter A. Boving, Judith A. Bowie, Nelson E. Buhrman, John P. Carter, Fuh-Mei Duh, Donna M. Follin, Sylvia C. George, James G. Harshman, Dale E. Hauver, Eric P. Higgins, Quentin R. Jackson, Terry L. Jennings, Carolyn S. Keilholtz, William C. Kopp, Laurie A. Lambert, Douglas W. Leggett, Betty K. Martin, Kimberly S. Martz, Bryan K. May, Teri M. Plona, Michael T. Schildtknecht, Douglas K. Schneider, Brenda J. Smale, Claudia C. Stewart, Donna L. VanSant, Sandra A. Walker, Cheryl A. Winkler, Ruth B. Wolfe, and Osborne F. Yommer Jr. ❖



Forty-year service award recipients Hopkins, Makel, and Swisher, with Dave Heimbrook (far left) and Dave Bufter (far right).

Watch the Borders!

By Ken Michaels, Staff Writer

An interesting story that you may have heard involves J. Edgar Hoover, legendary former director of the United States Federal Bureau of Investigation (FBI). He ruled the FBI with the



Ken Michaels

proverbial iron fist and considered it to be his personal domain; his actions and decisions typically went unquestioned by subordinates, even when they seemed odd.

Hoover had a rule that all internal memos should be no longer than two-and-a-half pages and should have wide margins on all four sides. It was his normal practice to make his replies to such correspondence by handwriting remarks, questions, etc., in the margins of the memo.

One day Hoover received a memo on internal security, on which he wrote, simply, “Watch the borders!” As the story goes, hundreds of special agents were immediately assigned to give extra scrutiny to some 6,000 miles of the borders to the north and south of the United States.

Cartha DeLoach, one of the director’s highly placed assistants, is reported to have recalled the incident as follows:

One day a memo on internal security that had been sent up to Hoover came back with a message in the familiar scrawl: “Watch the borders!” Telephones began to ring all over the building, everyone asking the same question: “Is there anything

*going on in Mexico or Canada we should know about?” “Maybe we ought to call the Immigration and Naturalization Service.” Somebody said, “Why don’t you just ask Hoover what he knows that we don’t know?” But no one wanted to show his ignorance. So we called Customs and they didn’t know any more than we did. Several days later a supervisor was again reviewing the memo when the answer to the question jumped out and smacked him in the face. The memo had been typed with the narrowest possible margins.**

Hoover’s scrawled note was about the violation of the wide-margin rule when the memo was typed, not the international boundaries!

Hoover “encoded” his message in a way that made sense to him—the rule was that there should be ample space in the “borders” (margins) of all memos for him to write his responses, and he was expressing his displeasure with the memo’s author for breaching the rule. When the message was “decoded” by the readers, however, it was another set of “borders” (international boundaries) that was understood, and the concerns that this misinterpretation caused were completely misplaced.

Much as I am amused by the notion that scores of hard-boiled FBI agents went into a tizzy over a totally unfounded threat to our nation by our neighbors, I must add that, although I’ve heard, and read, this story a dozen times or more, I can find no rock solid evidence that it actually happened. Many believe it to be an urban legend, told and retold enough times to have many believing it.

But even if it is a fabricated anecdote, it’s still an excellent example of failed communication due to a message improperly decoded, or perhaps improperly encoded in the first place.



John Edgar Hoover, director, U.S. Federal Bureau of Investigation, 1935–1957. Photo courtesy of Library of Congress, Prints & Photographs Division.

What Will Your Receiver Think?

The challenge remains, when deciding how to encode our messages, to ask ourselves how the receiver of the message is likely to decode it. Is there anything about it that’s vague, or can be misinterpreted? Does it include a term that has multiple meanings? (If Hoover’s rules were about margins, why did he choose the word “borders” in this instance?) How can the message be made “bulletproof?”

Former U.S. President and Supreme Court Justice William Howard Taft said it well:

“Don’t write so that you can be understood, write so that you can’t be misunderstood.” ** ❖

*<http://snopes.com/language/document/borders.asp>

** http://www.brainyquote.com/quotes/authors/w/william_howard_taft.html

SAIC-Frederick Training Calendar

Administrative Professional Certificate Program (APCP) Series

| | |
|---|----------------------------------|
| Methodologies for Effective Management of Tasks | November 13, 1–3 p.m. |
| Coping With Difficult People | November 19, 9–11 a.m. |
| Adapting to Change..... | November 29, 1–4:30 p.m. |
| Microsoft Word 2010..... | December 5, 1–4 p.m. |
| Microsoft Excel 2010 | December 13, 1–4 p.m. |
| Conflict Management | December 27, 9 a.m.–12 p.m. |
| Microsoft Word 2010..... | January 14, 2013, 9 a.m.–12 p.m. |
| Microsoft PowerPoint 2010 | January 14, 2013, 1–4 p.m. |
| Communication: | |
| Understanding Communication Styles | January 23, 2013, 9 a.m.–12 p.m. |

Individual and Professional Enrichment Series

| | |
|---|-------------------------------|
| R.O.A.D to Personal Accountability..... | November 8, 8:30 a.m.–12 p.m. |
| Four Keys to Handling Pressure..... | November 9, 11:30 a.m.–1 p.m. |
| Managing Conflict Constructively..... | November 15, 2–5 p.m. |

To register for any of the courses listed above, log on to <https://lms.learning.hhs.gov>. For more information about training opportunities, go to <http://home.ncifcrf.gov/SAICFTraining/index.html>, or contact Sukanya Bora, manager, Training and Development, Human Resources, at 301-846-1129 or boras@mail.nih.gov. ❖

The crossword puzzle will return in the February 2013 issue of *News & Views*.



Answers to the July 2012
News & Views crossword puzzle

Important Telephone Numbers

| | |
|--|-----------------------------------|
| Ethics Hotline..... | 1-800-760-4332 |
| Human Resources Department..... | 301-846-1146 |
| SAIC Stock Programs | 1-800-785-7764 or 858-826-4703 |
| SAIC Stock, Recorded Information | 1-888-245-0104 |

Dates to Note

| | |
|---|-------------|
| Veterans' Day: | |
| Frederick National Laboratory closed..... | November 12 |
| Thanksgiving Day: | |
| Frederick National Laboratory closed..... | November 22 |
| Christmas Day: | |
| Frederick National Laboratory closed..... | December 25 |
| New Year's Day Holiday: | |
| Frederick National Laboratory closed..... | January 1 |

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SAIC-Frederick, Inc., operates the Frederick National Laboratory for Cancer Research for the National Cancer Institute, safely conducting research and development to accelerate the translation of basic research discoveries into products that will advance the prevention, diagnosis, and treatment of cancer, infectious diseases, and associated public health concerns.

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SAIC-Frederick Intranet Launched in October

By Andi Gnuschke, Contributing Writer

After several years of conceptualizing and brainstorming, an SAIC-Frederick intranet site is now a reality.

Insite, which was launched in October, brings together information, policies, and forms that were previously housed in various locations. Features of the site include sections devoted to the FNL community, company information, Human Resources, and forms, as well as a place for you to provide feedback.

Insite: How We Got Here

The need for an intranet site devoted to SAIC-Frederick employees had become increasingly apparent over the last few years. Feedback from various employee surveys and management-specific forums regularly pointed to the desire for an intranet to serve as a central portal for company information and for SAIC-Frederick employees, to connect with one another.

There was a previous effort to develop an intranet site for SAIC-Frederick employees but technical issues and resource availability held up successful implementation.

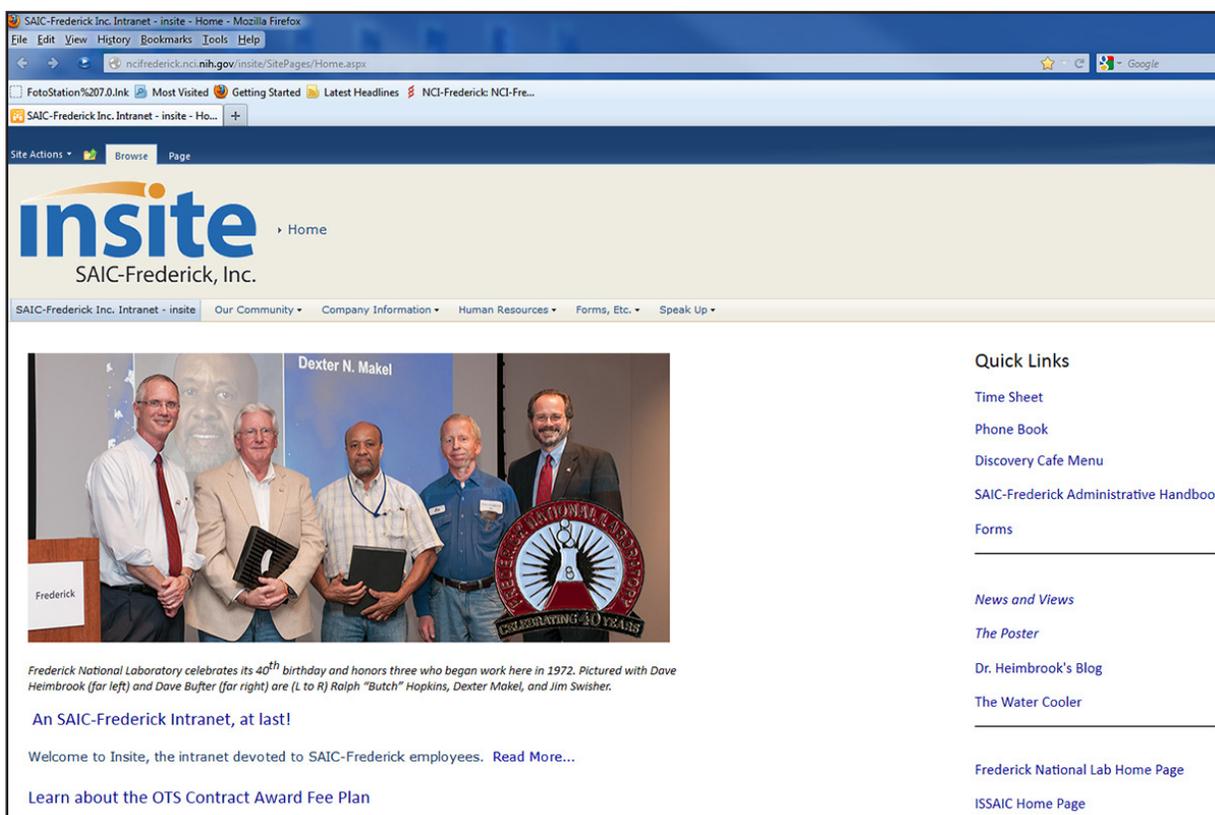
Earlier this year, a member of the Communications Subcommittee attended a webinar about building intranet sites in SharePoint, a Microsoft product already in widespread use at SAIC-Frederick for information sharing. When the concept of using SharePoint for an intranet site was shared with a fellow employee who had experience in SharePoint site design, the response was immediate: “we can do this.”

Within a week’s time, a skeleton version of an SAIC-Frederick intranet was created. After receiving the “green light” from the Operations and Technical Support Management Committee and Key Staff, it was full

speed ahead to compile the site with information and links that would be useful to SAIC-Frederick employees.

During the summer, the name Insite was given to the site, which is a combination of the words “intranet” and “site,” and is also a reference to the insight into company information that the intranet will provide to users.

Insite will evolve based on employee feedback and needs; therefore, your feedback is welcomed and encouraged. To provide comments, visit Insite at <http://ncifrederick.nci.nih.gov/insite/SitePages/Home.aspx> and click on the “Feedback” section on the navigational bar. ❖



Home page of Insite, SAIC-Frederick’s intranet, which provides a portal to company information and connects employees to each other.



Frederick

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