

SAIC CEO Promotes Trust, Honesty, Openness

By Ashley DeVine, Staff Writer

SAIC Chief Executive Officer Walt Havenstein says he learned the meaning of trust as a young soldier who had to depend upon 18- and 19-year-olds for his survival.

“When you grow up depending upon others for your very life, you have a tendency to trust people inherently and empower people, and that’s kind of the way I think of my role as a leader,” Havenstein said.

During his visit to SAIC-Frederick on August 19, Havenstein stopped at the construction site of the Advanced Technology Research Facility, met



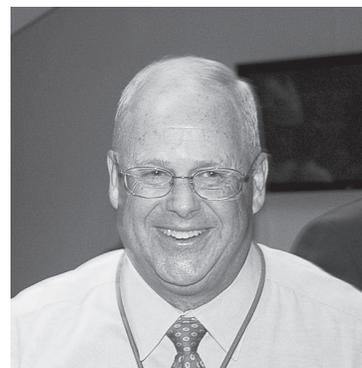
Walt Havenstein (far right) talks to Craig Reynolds (far left), Ph.D., director, Office of Scientific Operations, NCI-Frederick, and Karl Morris (center), director of development, The Matan Companies, about the progress of the Advanced Technology Research Facility.

with key staff and directors, and held a “town-hall”-style meeting at Building 549 that was also webcast for those who could not attend in person.

Havenstein began his presentation to staff with four principles he believes in as a leader: partnerships, trusting and empowering people, fact-based management, and continuous improvement.

About partnerships, Havenstein said, “It’s the only relationship that I know of that for the relationship to be successful, all parties in that relationship must feel like they’ve been successful.” No matter what type of partnership it is, “if that relationship is going to be successful, often times you end up having to subordinate your self-interests to those of the partnership,” he said.

Fact-based management means that people make decisions “based upon the facts as opposed to other things, and not just the facts that support a particular position, but all the facts that are relevant in the context of making that decision,” Havenstein said. To make his own decisions about the company, Havenstein said he will need to ask SAIC-Frederick management to provide him with facts.



Walt Havenstein noted that SAIC-Frederick employees work on some of the hardest problems facing our nation. To successfully solve these problems, he said we must create an environment where all employees are free to contribute.

Havenstein uses the principle of continuous improvement to empower people to ask why and why not. “Why do we do the things that we do, especially those things that may appear to be goofy?” he said. “We ought to be asking ourselves and each other: Why not do it that way? Just because it wasn’t the SAIC way, doesn’t mean it’s not important or valuable. I ask leaders to be thoughtful and reflective when people ask about doing it differently.”

Havenstein went on to tell staff members what they could expect from him as CEO. “I’ll work every bit as hard as you do and I know you work hard. I also know that what you do is very, very important,” he said. He also promised to listen and respond to employee questions and concerns. “I’ll tell you what I know when I know

Arthur's Corner**NCI Begins 15 Projects with ARRA Funding***Larry Arthur, Ph.D.*

As you know, the American Recovery and Reinvestment Act (ARRA) of 2009 was designed to spend \$814 billion to stimulate the nation's economy.

The National Institutes of Health received approximately \$10 billion, and most of these funds went to grants, primarily at colleges and universities.

Approximately \$350 million was designated by the National Cancer Institute (NCI) to be used to support translational research with the intention of more effectively moving basic research discoveries to the clinic. NCI requested these funds be allocated through our contract here at Frederick because of our ability to respond rapidly and effectively.

We have begun 15 projects that cover a number of highly important and diverse topics, including funds for:

- Establishing a national, standardized, biospecimen resource for the collection of human tissues, which are a critical resource for cancer research;
- Providing support to the NCI Clinical Trial Reporting;
- Expanding NCI's Community Cancer Centers Program, which is designed to bring state-of-the-art cancer care and clinical research to patients in their local communities;
- Supporting the New Therapeutic Models Project to prevent short-term

gaps in the supply of sufficient materials to treat patients on NCI-supported clinical studies;

- Increasing the probability of identifying anticancer agents for the Diverse Chemical Libraries; and
- Working to develop a universal influenza vaccine.

As you can see, all of these projects are diverse, complicated, and important in advancing our health agenda; and I am proud that NCI and NIAID selected SAIC-Frederick to move these initiatives forward. Again, this is a tribute to the hard work and dedication of SAIC-Frederick employees.

2009 "Double Your Reach" Campaign Wins Communitas Award

I would like to congratulate Frank Blanchard, Deborah Dobbe, John Gilly, Ann Heller, Halee Helmer, Amy Huter-Imming, Bill Kopp, Ken Michaels, and Wanda Shook-Bartlett for organizing and implementing our "Double Your Reach" campaign. They were recognized for their contributions with the Communitas Award, which is given to "exceptional businesses, organizations, and individuals that are unselfishly giving of themselves and their resources, and those that are changing how they do business to benefit their communities." The award is given by the Association of Marketing and Communication Professionals.

New "Double Our Reach" Campaign Begins October 26

I strongly urge you to become acquainted with our "Double Our Reach" campaign (see the article on page 5) and participate during the coming year. The participating organizations we support are: American Cancer Society, Chesapeake Bay

Foundation, Frederick Rescue Mission, Frederick Community College, Habitat for Humanity, Heartly House, and United Way of Frederick County. SAIC-Frederick employees selected these charities last year in a survey that asked employees throughout the company to identify the charities to which they would most like to donate. And remember that the company will match your donation, up to \$50,000 for all donations. Last year, that meant \$100,000 was donated to local charities.

In our first year, we increased our donations though payroll deductions by almost 10-fold, and all of the \$50,000 SAIC-Frederick had set aside was used. This year, we are striving to increase the percentage of our employees who participate in this program. To spur the giving, the Key Staff has recommended a friendly competition between the directorates. Plans for this competition will be rolled out soon.

Even during these tough economic times, it would be great if SAIC-Frederick employees would step up to help those in need. If everyone in the company gave only a dollar per pay period, that would be a meaningful contribution.

Please consider carefully whether you can donate through a payroll deduction to the charity you feel contributes most significantly to our community. ☺

Larry O. Arthur

Chief Executive Officer of the Operations and Technical Support Contract, and Associate Director of the AIDS and Cancer Virus Program, SAIC-Frederick, Inc.

SAIC CEO *continued from page 1*

it, provided I know it to be true and provided I'm not restricted by law," he said.

What does Havenstein expect of SAIC-Frederick employees? "I expect you to pull your weight ... help your customers be successful, contribute to the success of the National Cancer Institute, NIH, and the programs that you work on that are so important to our nation." He also expects employees to behave ethically. "I expect you to treat each other with courtesy, respect, and dignity, and in doing so, you'll help create that environment where people are free to contribute," he said.

Near the end of Havenstein's presentation, he addressed the recent reorganization of SAIC. The Information Technology and Network Solutions Group, which SAIC-Frederick falls under, has been combined with the Infrastructure, Logistics, and Product Solutions Group to form the Infrastructure, Energy, Health, and Product Solutions Group, under the leadership of Joe Craver. Havenstein explained that the reorganization was in response to SAIC's decision to place more emphasis on national security, IT-related technologies and capabilities, energy, health, and cybersecurity. SAIC's two other business groups are the Defense Solutions Group and the Intelligence, Surveillance, and Reconnaissance Group. 🍷



After the all-hands meeting, Havenstein met Ruth Eichler, a quality assurance specialist for the Biopharmaceutical Development Program.



Havenstein chats with Barry Gause M.D., (left), chief medical officer, and Larry Arthur, Ph.D., chief executive officer.



Members of SAIC-Frederick management listened during Havenstein's presentation to all staff. Several hours before the presentation, Havenstein met with management to talk about the future of operations at NCI-Frederick.

Occupational Health Services

Ladies' Night Out Continues through October

By Marla Mullen, Occupational Health Services, Guest Writer

It's not too late to get a mammogram. It's as simple as 1-2-3.

1. Get a referral from your health care provider.
2. Call Frederick Memorial Hospital, 240-566-3135, to schedule your appointment. Remember to have your prescription from your health care provider with you when you call. Choose from one of the following dates, 4:30–7:30 p.m.:

Thursday, October 21, at FMH Rose Hill, 1562 Opossumtown Pike

Monday, October 25, at FMH Crestwood Center, 7211 Bank Court

3. Pick up a scheduling card in Occupational Health Services (OHS; Building 426) for the special drawings held at each Ladies' Night Out.

NCI-Frederick has partnered with the Frederick Memorial Healthcare System to provide screening mammograms exclusively for NCI-Frederick employees and spouses. The cost of an annual screening is covered by most health insurance plans, but check with your

insurance company if you have questions. For other questions, call OHS, 301-846-1096.

In addition, OHS clinicians are offering worksite breast cancer awareness presentations. Please contact OHS to schedule a worksite presentation in your building. ☞☞



Don't Forget Your Flu Shot!

According to the Centers for Disease Control, the influenza A (H1N1) vaccine virus is derived from a 2009 pandemic influenza A (H1N1, known as swine flu) virus, so you only need one seasonal influenza vaccination for the 2010–2011 influenza season.

In the United States, annual epidemics of influenza occur typically during the late fall through early spring. Occupational Health Services (OHS) will continue to offer the vaccine at no charge to all NCI-Frederick employees throughout the influenza season. ☞☞

For more information,
contact

***Occupational Health
Services***

301-846-1096

Annual Halloween Costume Contest Set for October 29

By Maritta Perry Grau, Staff Writer



2009 contestants used a lot of imagination in designing costumes.

Although the NCI Recreation and Welfare Club-Frederick is still in the planning stages, the annual Halloween costume contest will be held. Get out your face paint and aluminum foil to create your best-ever Halloween costume. Strut your stuff at the 1:30 p.m. contest in Building 549 on October 29.

And...remember to submit your photos of your pets and children and their great Halloween costumes! Watch for a global notice in your in-box in just a few days. We'll announce picture contest winners in the December issue of our sister publication, the *Poster*. ☞☞

Double the Impact of Your Giving

By Ken Michaels, Staff Writer

“Double Your Reach”—the 2009–2010 campaign in which your charitable contributions were doubled by company matching funds—is back, with a twist. When the campaign rolled out last fall, “Double Your Reach” achieved its goal of \$50,000 in pledges that were matched by the company, resulting in a total of \$100,000 in charitable contributions from SAIC-Frederick.

This year the theme is slightly modified. For 2010–2011, the slogan is “Double Our Reach.”

The participating organizations we support are:

- American Cancer Society
- Chesapeake Bay Foundation
- Frederick Rescue Mission
- Frederick Community College
- Habitat for Humanity
- Heartly House
- United Way of Frederick County

Come to the Charity Fair

The campaign will launch with a Charity Fair on October 26, from

11:00 a.m. until 1:00 p.m., in the café in Building 549. Representatives of all seven organizations will be available to answer your questions; some will have additional representatives off-site to provide information about what they do and whom they help.

“Double Our Reach” is an expansion of SAIC-Frederick’s regular program of donations and sponsorships that are made throughout the year in support of activities that build community

If a lot of people give a little, it adds up to something big.

and cooperation. The philosophy is that we are part of a community that provides an exceptional workforce and outstanding living environment, and we can have a greater impact as an organization by strategically aligning our corporate giving and our employee contributions.

The 2009 campaign was recognized with a Communitas Award for corporate social responsibility and community service (see article below).

100 People Giving 50 Cents a Week = \$5,200

Last year’s goal was met, and we hope to do even better this year. We’re asking everyone to consider making even a very small contribution— 50 cents a week, or one dollar per pay period.

You probably wouldn’t miss this amount: and consider this: if 100 people did this, it would provide *more than \$5,000* to charity (\$2,600 in direct contribution, plus the company match).

As Larry Arthur, Ph.D., chief executive officer of the Operations and Technical Support Contract, has said, “Clearly, we are all feeling the impact of a bad economy, and I don’t want to minimize that for any of our staff. But I think we have it within our means and within our will to reach out to those who are less fortunate.”

Watch for More Information

There will rarely be an easier way to do a lot of good for a lot of people. Watch for flyers and e-mails for information on how to participate, and think about how you can help.

Note that if you enrolled last year, you will have to re-enroll again this year to stay in the program. ↻

Award Honors Community Service, Social Responsibility

By Ken Michaels, Staff Writer

The 2009–2010 “Double Your Reach” campaign has been honored with a Communitas Award. “Double Your Reach” involved the investment of \$50,000 in company matching funds for employees who pledged donations by payroll deduction to any of seven charitable organizations during the campaign.

Beneficiaries were the American Cancer Society, Chesapeake Bay Foundation, Frederick Community College, Frederick Rescue Mission, Habitat for Humanity, Heartly House, and United Way of Frederick County.

The Communitas Awards program is an international effort to honor companies, organizations, and individuals that go beyond rhetoric and take action to help the less fortunate in their communities. It is inspired by the vision of a better world, and the awards are tangible recognition of organizations that attempt to do something about achieving it, through volunteerism, investment, and ethical, sustainable business practices.

This award recognizes SAIC-Frederick the company, as well as the individual

employees who participated in “Double Your Reach,” for corporate social responsibility and community service. ↻

Communitas is a Latin word that means “people coming together for the good of a community.”



Benefits Corner

Annual Open Enrollment Elections Begin in November

By Rebecca Newhall, Human Resources, Guest Writer

It's that season once again—Annual Benefit Election season for health, dental, vision, and flexible spending plans for 2011. This is the only time of the year that employees are allowed to add or drop dependents, change coverage, and enroll in new plans for the 2011 calendar year, unless there is a family status change known as a “Qualifying Event.” Short- and long-term disability insurance and life insurance are not subject to Annual Benefit Elections. If you are interested in adding or dropping these coverages, please contact Human Resources (HR) at 301-846-1146.

As this newsletter goes to print, we are working with our benefits consultant

on the renewal process that includes consideration of year-round feedback from our employees. The benefits review team, comprised of HR staff; Dr. Barry Gause, chief medical officer; and Ken Carpenter, chief financial officer, will make the final recommendations to the NCI-Frederick contracting officer.

Annual Benefit Election information will be mailed to the home addresses of all eligible employees during the first week of November. Please review the information carefully for changes and important information about the plans.

Remember: You will be able to access Annual Benefit Election forms and information by logging on to

<http://www.hrconnection.com> from any computer. The user name is “saicfrederick” and the password is “HumanRes1” (case-sensitive). Annual Benefit Election 2011 information will not be available on this site until November 1.

Annual Benefit Election meetings for employee questions and presentations from plan representatives will be held in the Conference Center Auditorium, Building 549, during November. Dates and times will be announced. We plan to have a web link of the Annual Benefit Election presentation available for employees working outside of Frederick County. The deadline for 2011 changes is 5:00 p.m. EST, December 3, 2010, and cannot be extended, due to federal regulations. ↻

TYCTWD 2010 “A Great Success”

By Ashley DeVine, Staff Writer

More than 300 children participated in 13 HUB activities, 27 programs, and 10 indoor activities during Take Your Child to Work Day 2010 on July 21.

Children had a chance to experiment with a mega magnet, have their faces painted, pet snakes and cats, learn about recycling, make slime, launch rockets, hold a real brain, learn to use a microscope, extract DNA from mouse cells, make fleece bears for underprivileged children, watch a chemical magic show, and much more.

According to Barbara Birnman, NCI-Frederick public affairs specialist, the event was “a great success. As far as we could determine, the adults had as good a time as the children.” ↻



Find out the Answers to Common Questions about Completing Your Timesheet

By Ann Heller, Financial Management, Guest Writer, and Carrie Belasco, Contributing Writer

How well do you know the policies for completing your timesheet? According to recent audits, not all employees are aware of their responsibilities. In an effort to ensure compliance, a question-and-answer article will be provided by the Payroll Department in the upcoming editions of *News & Views*.

If you have a question about completing your timesheet and you would like to have it answered in *News & Views*, please e-mail Ann Heller at hellera@mail.nih.gov.

Q: Where do you hide your password?

A: **You should not hide your password.** Do not write it down and put it under your keyboard, in a desk drawer, etc. It is the responsibility of each employee to secure and protect his/her password to the time entry system. Passwords must not be shared with anyone, including supervisors, co-workers, and timesheet approvers.

Q: How often are you required to enter your hours on your timesheet?

A: **Every day** if you have access to a computer or at least twice per week if you do not have daily access to a computer.

Q: When are you allowed to complete your timesheet in advance?

A: Hours **must not** be entered on your timesheet in advance unless you are on company travel or scheduled leave. As a reminder, you must indicate in the note section of the timesheet that you are on company travel.

Q: How is administrative leave recorded on the timesheet? (An example of administrative leave would be when the facility is closed due to weather-related conditions.)

A: Administrative leave is indicated on the timesheet as **time worked** and is charged as direct labor using the center number(s) to which you normally charge direct labor. **Do not record administrative leave under the “other paid leave” section of the timesheet because this will result in hours charged to “leave without pay.”**

Q: What happens if an employee is found guilty of timesheet falsification?

A: Timesheet falsification is grounds for **immediate termination of employment.**

Q: Do I have to record all of my hours on my timesheet?

A. Yes. **Non-exempt (SCA) employees** must record all hours worked for each workweek. At least one half-hour, non-paid meal break

must be taken when working eight or more hours. Overtime is paid for actual hours worked in excess of 40 within each workweek. Holiday hours are considered work hours in the calculation of overtime.

As a reminder, SCA employees are not permitted to work from home (telecommute) and are not authorized to access their company e-mail account during non-working hours.

Exempt employees must account for all hours worked within a biweekly pay period. Hours worked in excess of 80 should be recorded as credit hours, as outlined in *Policy and Procedure No. 320, “Alternate Work Schedules”*; or as “Hours>80” under the center number in which the work was performed. As a reminder, exempt employees are not required to take a non-paid meal break; however, it is highly recommended that they do so. Hours worked in excess of 80 should only be recorded after 80 hours have been accounted for.

For immediate answers to any questions about your timesheet, contact the Payroll Department at 301-846-1518 or 301-846-1139. Office hours are 6 a.m. to 4 p.m., Monday through Friday. ☺

Be the Match!

Sarah Pogue (right) enrolls Shanna Bernstein in the Be the Match Registry for marrow donation. Some simple paperwork and a cheek swab are the only steps to sign up.



Mark your calendars for November 3 and 4, 10:00 a.m. to 3:00 p.m., to donate marrow—tissue from inside the bone that produces new blood cells. Such a donation can mean remission for diseases such as leukemia.

Joining the “Be the Match” Registry does not guarantee that you will be asked to donate, said Sarah Pogue, senior coordinator of the NIH Marrow Donor Program. Enrolling means if identified as a perfect match for a patient in need of a transplant, you agree to consider donating marrow or stem cells. A donor must match on a number of markers. While some patients can turn to a family member for a match, 70 percent must depend on someone unrelated.

Get more information at <http://www.cc.nih.gov/about/news/newsletter.html>. ☺

Project Management

You Can Facilitate Your Team's Effectiveness

By Teresa Stitely, Project Management Office, Contributing Writer



Do you know what it takes to make a team really be effective and get the job done—whatever that job may be? As a project manager or team leader, you perform many functions within

the project. One role is facilitating your team's effectiveness. Whether your team is permanent, divided among functional or cross-functional lines, or is a temporary group brought together for a specific purpose, your role as the project manager or team leader can be challenging.

Conditions Common to Successful Teams

Some of the most successful teams have three conditions in common:

1. Having management support
2. Learning from failure
3. Zest for learning new skills

Recognition that management clearly supports the effort is the first condition. Without visible support, you may encounter resistance from other company resources.

Second, the organizational culture needs to be supportive of teams, even if they fail. Being able to learn from mistakes is especially important if your team is charting new territory.

Measuring the team's effectiveness is as important as the success of the project. Therefore, you must measure not only what was successful, but how it was successful. All of the team accomplishments, not just those directly related to the goal, should be captured: for example, a willingness to work additional hours, volunteering to

help others, willingness to teach other members new skills, and applying innovations to established processes. In addition, acknowledging individual contributions is as important as the team's accomplishments.

Third, your team needs to have a zest for learning new skills. Team members each bring their own set of technical, interpersonal, and problem-solving skills. Being on a team provides all members the opportunity to develop from the experiences and skills of other members on the team.

Purpose and Goals

Successful teams are bound together by a strong sense of purpose. With a specific, measurable goal, team members can work together to achieve that goal. Interdependencies are also integral to the success of the team. If team members do not need each other or one another's skills to complete the tasks, they are not really a team. Your team is successful as it explores and uses the technical, interpersonal and problem-solving skills that team members bring with them.

With the team and goal or purpose defined, you must define how the team members will interact with each other (i.e., you will need to establish ground rules). The purpose and goal of the team should also be communicated to the rest of the organization.

As the project manager/team leader, you must anticipate what types of information management may want to see regarding the progress of the team. To be an effective project manager/team leader, you will need to keep your team on track to achieve its goal. Lastly, as a good project manager/team leader, you will want to stay in touch with your

team members, acknowledging their time and contributions to the goal.

In a perfect world, the most successful teams would stay together. But in the real world, as projects come and go, so do team members. As a project manager/team leader, your role in keeping the team performing at its peak is nonstop. You may need to bring new members into the team as others depart. Having an established shared purpose and specific goal will help with this transition.

In conclusion, learn from your experiences, celebrate the successes with the entire team, and share the accomplishments of everyone. Such celebration and sharing can set the stage for even more effective teamwork on the next project you lead. 🌀

Much of the information for this article was adapted from a project management book by Donna Deepprose, Making Teams Work: How to Form, Measure, and Transition Today's Teams (2001), in which she incorporated material from her earlier books: The Team Coach: Vital New Skills for Supervisors and Managers in a Team Environment, New York: American Management Association Publications, 1995; and Recharge Your Team: Keep Them Going, New York: American Management Association Publications, 1998.

Quality Assurance

Learning Management System Helps with Training Requirements

By Steve Harshman, Quality Assurance Office, Contributing Writer



SAIC-Frederick employees are required to complete several training classes that NIH mandates. To facilitate the tracking of our compliance with these requirements,

the SAIC-Frederick Quality Board began looking into the capabilities of various electronic learning management systems, including the HHS-Learning Management System (LMS) used by NIH. Although most NIH-mandated classes are available through LMS, until recently system configurations limited the ability of SAIC-Frederick staff to effectively schedule, monitor, and report on completion of the training requirements by our employees within the system.

HHS has made several changes to LMS, so SAIC-Frederick can now schedule employees for NIH-mandated training sessions and generate reports that provide information concerning employee completion of these requirements. To fully utilize these new capabilities, each directorate now has a designated training administrator who is responsible for enrolling directorate employees for mandated training and monitoring the completion of assigned classes.

So What Does This Mean for You?

When SAIC-Frederick is notified that employees are due to complete a specific class, a system administrator will register you (along with your co-workers) for the class. Once registered, you will receive an e-mail from LMS with a link directing you

to the on-line class. After you log in to LMS (your training administrator can help with this), you will be able to launch the class and complete the required training. LMS will then record that you have completed the training, and when the training administrator generates a status report, the report will note that you have completed the course.

In addition to providing easy access to these required courses, LMS will enable you to access a variety of other on-line classes, as well as Books 24X7, an on-line library for business and technical publications.

What If You Are Unable to Access the On-line Classes?

Live training sessions are conducted for those employees who do not have regular access to a computer. Just as with the on-line training, once you have attended a live session, your training administrator will be able to indicate within LMS that you successfully completed the class.

Plans are being developed to use the HHS-LMS to manage all training activities at NCI-Frederick, so you will receive additional updates in the future. In the meantime, work with your training administrator to learn how you can use LMS. ↻

Training Administrators

Advanced Technology Program
Directorate: Lorraine Covell,
301-846-1773

AIDS and Cancer Virus Program
Directorate: Tricia Grove,
301-846-1408

Applied/Developmental
Research Directorate: Lucas Barr,
301-846-7261

Basic Science Program Directorate:
Tammy Eyler, 301-846-5271

Biopharmaceutical Development
Program Directorate: Sandy Gibson,
301-846-6927

Clinical Research Program
Directorate: April Kennedy,
301-846-7289

Contract Planning and
Administration Directorate,
CEO, and Research Program
Administration: Sheri Miles,
301-846-4026

Contracts and Acquisitions
Directorate: Jennifer Gnuschke,
301-846-1122

Environment, Health, and Safety
Directorate: Gail Housaman,
301-846-1907

Facilities Maintenance and
Engineering Directorate: Shirley
Keller, 301-846-1076

Financial Management Directorate:
Eric Fout, 301-846-1591

Human Resources Directorate:
Erin Wheeler, 301-846-1129

Information Systems Program
Directorate: Kathy Easterday,
301-846-5763

Laboratory Animal Sciences
Program Directorate: Pam Dellen,
301-846-7220

Vaccine Clinical Materials Program
Directorate: Kathy Williams,
301-846-4205

Adkins Captures the Essence of Market Street with His Photo Project

By Ashley DeVine, Staff Writer

Bill Adkins knew he had a great subject on his hands when he decided to make it his personal mission to take a picture on Market Street in Frederick every day for a year.

“A Year on Market,” the title of the photo project, began April 1, and each picture is posted on Adkins’ blog: <http://ayearonmarket.com>.

A Photo a Day: The Rules of the Project

Adkins, a Facilities Maintenance and Engineering employee and a professional photographer, said he was always impressed by the diversity of Market Street, which includes homes, businesses, a synagogue, a church, a high school, a cemetery, and a creek.

“I began shooting ‘A Year on Market’ as a personal project over which I would have total control. My only constraint is to shoot a photo every day for a year on Market Street,” he said. Adkins has defined Market Street as running from Mount Olivet Cemetery at the south end to the old Coca-Cola plant near Governor Thomas Johnson High School at the north end.

“The absolute best part is having an excuse to talk to the people I want to take pictures of.”

Aside from taking a picture every day on Market Street and staying within the defined street parameters, Adkins’ other rules for himself are that each published photo must be taken within the 24 hours that define that day, and when he is out of town, he can use a guest photographer.

“I also wanted to incorporate time into the project and decided that a full year would allow me to incorporate the changing seasons that would influence the people, buildings, and activities on the street,” he said.

Finding the Perfect Photo

Adkins’ photos capture the intricacies of Market Street that may often go unnoticed, such as building facades, store fronts, flowering plants, human interactions, puddles after a rainstorm, and even the etchings on a 121-year-old cellar door.

Sometimes Adkins can plan his daily photos around events, such as In the Street and the Frederick Marathon; other times it is more difficult. “Most of the time I just walk a bit and something pops out at me. Some days this can happen in minutes, sometimes it may take considerably longer. Every once in a while I will be driving on Market Street and see the absolute perfect shot and have to double park while I run out to grab the picture,” he said.

In addition to posting the photos on his blog, Adkins includes a description with each photo, which often includes the names of the people in the photo. “The absolute best part is having an excuse to talk to the people I want to take pictures of. Everyone has an interesting story to tell and many are interested in hearing about the photo project,” he said.



Bill Adkins looks for the ideal photo on Market Street for his photo project, “A Year on Market.”

Adkins has lived in Frederick since 1968, and now lives just a few houses away from Market Street. He’s had his own photo business for about 35 years. 📷

Russian Student Interns with Financial Management Directorate

By Marina Vedernikova, Financial Management, Guest Writer, and Maritta Perry Grau, Staff Writer

Usually, when we think of summer interns at NCI-Frederick, we think of high school and college students in the laboratory. But sometimes, administrative groups host interns, as well.

Last year, the Financial Management Directorate began a tradition of hosting summer interns from the School of Business at Mount St. Mary's University in nearby Emmitsburg, Maryland. This summer, intern Marina Vedernikova spent three months rotating through several directorates to learn the operations of SAIC-Frederick from a management perspective.

Vedernikova completed several projects during her rotation, working with groups within the Financial Management Directorate, including Financial Reporting and Analysis, General Accounting, Accounts Payable, and Internal Audit. She also spent time with departments within the Operations Group, including Purchasing, and within Facilities Maintenance and Engineering. Finally, she spent time at Scientific Publications, Graphics, & Media, a department in the Visual Communications Group, Information Systems Program Directorate.

Vedernikova, who earned an undergraduate degree in marketing from the Department of Commerce at South

Ural State University, Chelyabinsk, Russia, is currently enrolled in the MBA program at the School of Business, Mount St. Mary's University.

As a senior undergraduate in Russia, Vedernikova helped host international friends at her university. Through the program, she met some American guests from Mount St. Mary's University; not long after, she was offered a full scholarship and was soon enrolled in the MBA program.

"I traveled to America three times during the summer; I was always interested in American culture, and wanted to continue my education in the United States. It was a gift from God to meet such brilliant people as President of the Mount, Dr. Powell, and the Dean of the School of Business, Dr. Forgang, who was enthusiastic to open for me the door of opportunity to study abroad," Vedernikova said.

Vedernikova should complete her MBA next year. After graduation, she plans to remain in the United States. "I always felt I was attached to this country, and now I went through a major change in my life by deciding to live in the States. I will have to work very hard in the nearest future to lay a solid foundation for my career and personal development," she said in explaining her career goals.

In her long-term plans, Vedernikova looks forward to an interesting career in business and to "being a responsible leader, serving the customer, employees, and community. I am not sure in which field of business I will develop yet, but

I am confident in my commitment to the servant leadership," she said.

In her spare time, Vedernikova likes to travel and learn cultural differences. "The travel is my passion. Probably that is why I ended up living abroad. I love people and learn their behavior; I like to notice differences in mentalities of people. It will be terrific if my job will involve international travel," she said.

This summer Vedernikova's mother visited from Russia. "It was her first time to the United States. I was excited to show her the life I live. She liked the nature of Maryland, and the kindness and hospitality of people around me. We had a very happy time together—Mom, me, and my fiancé," she said. Vedernikova's fiancé, an American, also studies at Mount St. Mary's.

Although Vedernikova's mother has returned to Russia, Vedernikova said her mother "respects my choice [to live in the United States] and is a great support to me." 🌸



Marina Vedernikova

Green Tips

Reusable Grocery Bags Make a Difference

By Michele Gula-Atha, Quality Control, and Howard Young, Laboratory of Experimental Immunology, NCI, Guest Writers

A few months ago, we brought to your attention Washington, D.C.'s efforts to discourage the use of plastic bags by charging a five-cent fee for each bag used. Now statistics gathered

by the D.C. Office of Tax and Revenue indicate the fee is making a difference: The five-cent fee generated \$149,432 in January, equal to about 3 million bags, a far cry from the 22.5 million bags that city officials say were given out each month in 2009. However, the numbers may change as businesses get used to the new system, according to an April *Washington Post* article. Get more information at <http://www.washingtonpost.com/wp-dyn/content/article/2010/04/04/AR2010040402702.html?referrer=emailarticle>. 🌸

Helping NIH through the Regulatory Maze

By Rob Eackles, CMRP, Guest Writer

Clinical researchers at the National Institute of Allergy and Infectious Diseases (NIAID) have a partner to turn to when it comes to handling the complexities involved in today's drug, biologic, and device development processes: the Regulator Affairs (RA) group of the Regulatory Compliance and Human Subjects Protection Program (RCHSPP). Part of the Clinical Monitoring Research Program (CMRP), RCHSPP works closely with NIAID clinicians in managing projects both locally and globally.

Reducing Burden on PIs

NIH clinical research was once primarily sponsored by the principal investigators (PIs) of individual studies. However, as the complexities involved in product development increased, sponsorship of clinical studies became a time-consuming and difficult task.

Dedicated RA groups now shoulder much of that burden, regularly managing the issues that arise in today's increasingly regulated pharmaceutical climate. The RA group of RCHSPP interacts daily with PIs to assist with investigational product studies and perform life-cycle maintenance for studies under continuing review by the U.S. Food and Drug Administration (FDA).

More Than 1,000 Pages of Documents Often Required

Clinical studies involving investigational products or licensed products evaluated for a new indication or population must be conducted in compliance with the *U.S. Code of Federal Regulations* (CFR). To help ensure compliance, the RA group provides extensive support services—which may include preparing for pre-investigational new drug (IND) meetings with the FDA; developing an investigator's brochure; reviewing

clinical protocols; preparing the chemistry, manufacturing, and control data; and developing the IND's pharmacology/toxicology section. Depending on the product and the extent of the investigation, documentation can be more than 1,000 pages.

Assisting with New FDA Mandate

The FDA will eventually mandate that all documents be submitted in electronic Common Technical Document (eCTD) format. To prepare for this change, the RA group is transitioning from paper to eCTD format for FDA IND submissions. The group purchased and trained on an eCTD software applications package, worked with the FDA to set up the electronic submission gateway (ESG), and plans to deliver their first pilot test submission in eCTD format via ESG by early October 2010.

Global Reach

A majority of the INDs sponsored by NIAID's Regulatory Compliance and Human Subjects Protection Branch (RCHSPB) are for Phase I and Phase II human clinical trials, which are conducted to explore the safety and efficacy of investigational products. These studies range from evaluating treatments for malaria and tuberculosis to the current research and development of a vaccine against the bird (H5N1) and the 2009 swine (H1N1) flu viruses.

Vaccine development for pandemic influenza viruses, including H1N1, by the Laboratory of Infectious Diseases (LID), NIAID, has yielded some of the top projects for the RA group. Several of these projects involve collaboration with commercial pharmaceutical companies, such as MedImmune, Inc.

The RA group also assists the Vaccine Research Center, NIAID, with

regulatory projects. Current investigational therapies under RCHSPB sponsorship are being evaluated in clinical trials conducted in the United States, as well as in Mali, Indonesia, Thailand, and Uganda.

For More Information

RCHSPP is located on Industry Lane, Frederick, Maryland. Contact **Molly Buehn** at 301-846-7507, buehnmj@mail.nih.gov; or **Scott Garrand** at 301-846-6783, sgarrand@mail.nih.gov.

Clinical Monitoring Research

Program: <http://cmrp.abcc.ncifcrf.gov/>

Regulatory Compliance and Human Subjects Protection Branch:

<http://www.niaid.nih.gov/about/organization/dcr/OSPA/RCHSPB/Pages/default.aspx> ↻

Meet the RA Group



The RA group of the RCHSPP consists of 10 regulatory affairs compliance professionals, most with certification from the Regulatory Affairs Professional Society. L to R, Front row: Angel Gonzalez-Rodriguez, Molly Buehn, Lydia Lacuesta; second row: Rob Eackles, Jennifer Hertsch, Hope Salvo; third row: Tom Harvey, Leah Giambarresi, Michelle Chakrabarti; Back row: Scott Garrand.

Simple Suggestion Projected to Save \$57,000 Annually

By Carrie Belasco, Contributing Writer; Jeff Lake, Advanced Technology Program; and Jeannie Hilderbrand and Lori Smith, Contracts and Acquisitions; Guest Writers

Over a year ago, the “A Penny Saved” campaign received an intriguing suggestion: Why not use pooled plans for employees who have wireless equipment instead of each employee having an individual plan?

In response to this suggestion, a Wireless Costs Committee was formed to look into pooled plans for SAIC-Frederick. Committee members were drawn from several directorates: Jeff Lake, Advanced Technology Program (and representative from the Cost Management Committee); Carrie Belasco, Internal Audit; Jeannie Hilderbrand, wireless administrator; Cindy Farling, Purchasing; and Steve Carpenter, Information Systems Program.

The committee determined that individual plans typically have only 500 minutes, but a pooled plan, including five or more users, is usually allotted 5,000 minutes. With a well-managed, pooled plan, the overall costs are lower, each user receives more minutes, and the plan can absorb fluctuations in usage by individual users in the group. Best of all, there is no impact on the individual employees; this would just be an accounting change.

More than 200 Individual Accounts Merged into Fewer than 20 Pools

The committee identified opportunities across the company to form groups similar to “friends and family”-type plans offered by some wireless providers. Hilderbrand and Lori Smith, Purchasing, worked with the wireless vendors—AT&T, Verizon, and T-Mobile—to create user pools.

The process was tested first on smaller groups to ensure there was no impact on the users. Then, larger groups, including one pooled from more than 150 separate accounts, were set up. By consolidating individual plans into pooled plans, the committee has merged 202 individual accounts into 19 pooled plans.

The new program will save SAIC-Frederick more than \$57,000 a year in wireless costs. In addition, new PDAs or Smartphones will be added at a savings of more than 80 percent over previous costs, since they will be added to a user pool rather than set up as individual plans.



The committee also revised SAIC-Frederick’s *Standard Process D301*, “Cellular/Wireless Communication,” to update the language and strengthen controls to keep future costs under control.

“A Penny Saved” Campaign

This savings is just one example of the success of the “A Penny Saved” campaign. Formed in April 2009 by SAIC-Frederick’s chief financial officer, Ken Carpenter, the campaign’s purpose is to find ways to save money at SAIC-Frederick. As stewards of the public trust, we should always be on the lookout for ways to manage our costs. Employees are asked to take a closer look at all aspects of SAIC-Frederick operations and make suggestions for improvements.

Please continue to look for ways to manage costs, and send your suggestions to APennySaved@mail.nih.gov. 

Support of FCC Recognized with Community Eagle Award

SAIC-Frederick received the 2009 Community Eagle Award in recognition of our partnership with Frederick Community College (FCC) and in appreciation of the many ways the SAIC-Frederick staff supports learning at the college. Larry Arthur, Ph.D., chief executive officer, and David Bufter, chief administrative officer, accepted the award on behalf of SAIC-Frederick. From left are Richard Haney, executive director, FCC Foundation, Arthur, Bufter, and Carol Eaton, FCC president. To learn more about our support of FCC, visit <http://www.frederick.edu/download/Foundation/FoundationNewslettervol3-1.pdf>.

Photo by Charles Studio, courtesy of Frederick Community College.



Three OMAL Scientists Awarded SAIC Corporate Technology Prize

By Ashley DeVine, Staff Writer

Three SAIC-Frederick scientists working in the Optical Microscopy and Analysis Laboratory, Advanced Technology Program, were honored in August with an SAIC Technical Fellows Council Publication Award for their conference proceedings paper that was published in the 31st Annual International Conference of the IEEE Engineering in Medicine and Biology Society in 2009.

SAIC Chief Executive Officer Walt Havenstein presented awards to Prabhakar “Reddy” Gudla, Ph.D., scientist II; Kaustav Nandy, M.S., scientist I; and Stephen Lockett, Ph.D., principal scientist and laboratory director, for their paper titled “Automatic Nuclei Segmentation and Spatial FISH Analysis for Cancer Detection.”

The paper describes a novel procedure for breast cancer detection using fluorescent in situ hybridization (FISH) labeling to measure the spatial positions of genes. Spatial analysis of gene localization



From left, Prabhakar Gudla, Stephen Lockett, and Kaustav Nandy hold the awards they received from the SAIC Technical Fellows Council for their conference paper.

relies on the accurate segmentation of cell nuclei and FISH signals in tissue sections. Since accurate nuclei segmentation is a time-consuming and subjective process when completed manually, Nandy et al., in collaboration with Tom Misteli, Ph.D., and Karen Meaburn, Ph.D. (Center for Cancer Research-Bethesda), came up with a method to automatically analyze FISH signal locations within individual cell nuclei in biopsy sections.

“Typically 100 to 200 nuclei must be analyzed per patient sample; hence, the analysis must be automated,” Lockett said. “One cannot contemplate a clinical trial without the automation in place.” The authors believe this method will be a more cost-effective, timely, and accurate way to detect breast cancer, which will improve the chances for successful treatment.

Since their paper was published, Nandy, Gudla, and Lockett have improved the accuracy of their automatic segmentation algorithm. “We have tested the algorithm on a bigger dataset and the results match closely to that of manual analysis. This development provided us the proof-of-concept that the procedure for cancer detection using the automatic method is feasible and paves the way for the system to be tested in a clinical set-up,” Nandy said.

The three scientists attended a ceremony in McLean, Virginia, in August, where they each received a plaque and \$1,000.

The abstract of the award-winning conference proceeding can be found at <http://www.ncbi.nlm.nih.gov/pubmed/19963931>. 

Show These Employees Some RESPECT!

The RESPECT (Recognizing Excellent Service Promotes Employee Commitment and Teamwork) employee recognition program encourages employees at all levels to acknowledge the contributions of other employees or project teams of employees at SAIC-Frederick. You may nominate any SAIC-Frederick employee, as long as no reporting relationship exists between you and your nominee. Forms can be found hanging in most buildings and common areas, and can also be accessed

at <http://web.ncifcrf.gov/campus/sahsp/EmployeeRecognition/>.

RESPECT award winners for the third quarter of 2010 (June 4–September 14) are as follows:

Lisa Anders • Rhonda Anderson • Michele Gula Atha • Bonnie Beard • Sixta Benegas • Bill Boone • Majorie Bosche • Linda Brandenburg • John Britt • Edward Cook • Biswajit Das • Craig Driver • Bernard Eurie • Diane Flook • Brandie Fullmer • Kimberly Geisinger • Timothy Geisinger • Sandy Gibson • Maritta Grau • Debbie Griffiths • Fangxue “Sherry” He • Wayne Helm • Jeannie Hilderbrand • Debi Hogarty • Allen Kane • Becky Keyser • Marlene King

• Karen Kochersberger • Mel Lambert • Shawn Lease • Sue Lescalleet • Alexander Levitsky • Ronnie Mossburg • Delores Nelson • Marie Osborne • Danny Owens • Omar Pacheco Velez • Raymond Paggi • Nancy Parrish • Mike Rippeon • Erin Rudzinski • April Schildtknecht • Kristen Scotto-Miss • Will Sheffield • Lori Smith • Kathryn Spates • Robert Stephens • Lal Thanzau • Lisa Timmer • Stacey White • Jennifer Wise • Jun Yang • Jane Yuan 



Thirty-Four Participate in “Manager as Communicator” Training

By Ken Michaels, Staff Writer

September 16, 2010: “Manager as Communicator” training has reached another 34 SAIC-Frederick supervisors. Facilitated by Sukanya Bora, Human Resources; Ken Michaels, Scientific Publications, Graphics & Media; and Barbara van der Schalie, Clinical Monitoring Research Program, the five-hour training session featured a presentation on company history, mission, and values by Chief Medical Officer, Dr. Barry Gause.

Early in 2009, the Communications Subcommittee of the Operations and Technical Support Management Committee began the development of a strategic Communication Plan for SAIC-Frederick. An early aspect of developing the plan was the agreement that all SAIC-Frederick managers and supervisors would need to play an active role in bringing about a change in the culture of our organization through the plan. Therefore, “Manager

as Communicator” training was identified as a baseline activity, to equip managers at all levels of the company with a shared vision of how communications can be made more effective.

Training sessions began in autumn of last year, and by early March 2010, 329 managers had completed one of 15 sessions of the training. Ongoing training sessions will be offered twice annually, in March and September, for newly hired and newly promoted managers. Inasmuch as Dr. Larry Arthur, chief executive officer for SAIC-Frederick, has determined that a trained corps of managers is vital to the success of the Communication Plan, the training is a requirement for all SAIC-Frederick supervisory people.

The most recent training session was held at the Hampton Inn on Opossumtown Pike in Frederick. The



Barry Gause, MD, director of the Clinical Research Directorate, describes SAIC-Frederick’s mission and values to a group of 34 new managers at the twice-annual “Manager as Communicator” training.

five-hour session included a working lunch during which participants examined the current communication environment and discussed possible solutions to current perceived problems. The participants generated many suggestions, which will be relayed to the Communications Subcommittee for consideration and potential adoption into the plan.

The plan itself is currently in Draft #29 and is under consideration by SAIC-Frederick’s Key Staff executives. ↻

Donations

SAIC-Frederick Sponsors Mission of Mercy Golf Tournament

By Dan Fox, Financial Analysis Support, Guest Writer

SAIC-Frederick provided volunteers and was a sponsor of the Mission of Mercy’s third annual Golf Classic tournament on June 21, which is one of two major fundraising initiatives conducted by Mission of Mercy each year. This event raised more than \$50,000 that will go towards furthering the goals of this organization.

Mission of Mercy’s Maryland/Pennsylvania Mobile Medical and Dental Clinic Program has been serving the sick and needy in the region since

1994. It has grown into a charitable organization that serves nearly 5,000 patients annually at seven clinic sites in Maryland and two in south central Pennsylvania via a mobile medical van.

Medical services, such as primary care, physical therapy, prescription medication, and dental care, are provided free of charge for anyone in need of these services. In addition, laboratory and blood work, as well as imaging services, such as X-rays or MRIs, are included at no cost.



The services provided by Mission of Mercy are valuable to those members of the community who are underinsured or uninsured for any variety of reasons.

If you are interested in participating in Mission of Mercy’s next golf tournament fundraiser, please contact Dan Fox at 301-846-5377 or foxdani@mail.nih.gov. ↻

Employee Recognition Names for July–September 2010

The following employees were recognized from July through September for outstanding workplace contributions in their directorates:

AIDS and Cancer Virus Program

Jacob Minang

Advanced Technology Program

Kelley Banfield

Oleg Chertov

Simona Colantonio

Matthew Hansen

Applied and Developmental Research Program

Sharon Beck

Shawn Brown

Stacey Karnes

Kerri Penrose

Adam Rupert

Basic Science Program

Cari Sadowski

Biopharmaceutical Development Program

Michelle Gula Atha

Darren Benedick

Li Chang

Linda Damuth

Becky Defelice

Tania Defibaugh

Greg Feaga

Nicole Fisher

Scott Jendrek

Tina Keeney

Warren “Tres” Kelly

Bev Keseling

Kelly Leib

Dave Nellis

Earl Nelson

Mary Ann Rhodes-Selser

Cindy Selby

Mike Sullivan

Loren Ward

Paul Warfield

Deena Wisner

Jinhui Yuan

Clinical Monitoring Research Program

Ami Bahde

John Beigel

Tatiana Beresnev

Joy Beveridge

Melissa Borucki

Nikki Cline

Lana Cross

Tracy Dean

Maureen Dyer

Theresa Engel

Taree Foltz

Mike Galcik

Jessica Gardner

Lisa Giebeig

Craig Gladden

Mariana Gonzalez Del Riego

Carissa Haney

Deb Hill

Elaine Hilton

Sherry Howard

Kathleen Igo

Jen Imes

Laurie Lambert

Daphne Mann

Carmen Meeks

Tracey Miller

Denise Motok

Irene Mueller

Cynthia Osborne

Christen Osburn

Michelle Paulson

Linda Ritchie

Silvana Rivero

Geoff Seidel

Shelly Simpson

Rebecca Soto

Christine Spalding

Kate Spates

Kelly Spore

Mary Spinelli

Jenny Starliper

Barb van der Schalie

Katie Watkins

Deb Whitmore

Contracts and Acquisitions

Bonnie Beard

Matt DeSantis

Max Moore

Facilities Maintenance and Engineering

Pat Clester

Talal Khalil

Larry Pawlik

Kristen Scotto-Miss

Jefferson “Chud” Wright

Human Resources

Halee Helmer

Rebecca Newhall

Irene Newman

Information Systems Program

Regina Cer

Nancy Parrish

Laboratory Animal Sciences Program

Dawn Crummitt

Julia Lee

Stephanie Smith

Vaccine Clinical Materials Program

Chad Andersen

Debbie Griffiths

Katie Rosenfeld ↻

LASP Begins New Program of Recognition

By Troy Cregger, LASP, Guest Writer

Earlier this summer, the Laboratory Animal Sciences Program (LASP) Directorate initiated a new program to provide peer recognition for its employees.



Julia Lee

Julia Lee, animal caretaker II, who works in Buildings 567 and 571, earned recognition in June for her “exemplary work and dedication to

the program,” according to Christine Perella, senior technical operations manager. Lee “was noted for her attention to detail, animal care support, and reliability,” Perella said. In July, Dawn Crummitt, laboratory animal technician, was “peer-nominated for her ability to support multiple areas when called upon. She has been recognized for her excellent colony management skills, detailed record-keeping, and willingness

to lend support for any project,” explained Rhonda Anderson, technical operations manager.

Perella and Anderson commented that LASP “greatly appreciates both team members’ strong commitment to the program.”

Perella and Anderson commented that LASP “greatly appreciates both team members’ strong commitment to the program.”

Perella and Anderson commented that LASP “greatly appreciates both team members’ strong commitment to the program.”



Dawn Crummitt

In the Street

The 28th annual In the Street celebration was held September 11. SAIC-Frederick joined 31 other groups in the Health and Fitness block between 2nd and 3rd streets. Frank Blanchard, Public Affairs Director for SAIC-Frederick; and Jennifer Brown, senior illustrator for Scientific Publications, Graphics & Media; Christina Arnold, and Jo Ann Barb, Office of the Director, promoted a healthy lifestyle through pamphlets and exercise-oriented prizes such as yo-yos, awarded when the “Wheel of Health” landed on the prize pin.



Photos by Frank Blanchard

Hues

By Frank Blanchard, Staff Writer

ACROSS

- 1. Exhaust
- 6. Banishment island
- 10. Gunshot sound
- 14. Dam
- 15. Rod's pal?
- 16. Bart's sister
- 17. Expanses
- 18. Talking donkey's ugly pal
- 19. Forearm bone
- 20. Outlawed union busters
- 22. Kids' schl.
- 23. Ball propper
- 24. Those who take a bead
- 26. Ancient China invader
- 30. It takes two
- 32. ___ Khayyam
- 33. Family structure
- 35. Author Dillard
- 39. Gratify
- 40. Decade components
- 42. Quick dodge
- 43. Visage of contempt
- 45. Kilt donner
- 46. Study of the body (abbr.)
- 47. Iran/Contra's Oliver
- 49. Whomever
- 51. Farthest point
- 54. Pint filler
- 55. San Francisco transit agency
- 56. Princely precipitation?
- 63. Russian city
- 64. Space
- 65. Closely packed
- 66. A kind of time
- 67. Almost burn
- 68. America below Mexico
- 69. Sea squigglers
- 70. Tangy
- 71. "Genie" Barbara and others

DOWN

- 1. Kill
- 2. French dad
- 3. Mr. Knievel
- 4. Singer Sedaka
- 5. Chrysler brand retired in 1961
- 6. Turn to dust
- 7. Toy block
- 8. Frozen floater
- 9. NW Italian city
- 10. Saddest of the week?

1	2	3	4	5		6	7	8	9		10	11	12	13
14						15					16			
17						18					19			
20						21					22			
				23				24	25					
26	27	28	29				30	31						
32					33	34			35		36	37	38	
39					40				41		42			
43				44		45					46			
			47		48			49	50					
51	52	53						54						
55						56	57	58			59	60	61	62
63						64				65				
66						67				68				
69						70				71				

- 11. City in northern France
- 12. Actor Ed
- 13. Southern women, formerly
- 21. Eudora ___
- 25. Grocery chain
- 26. Suwanee tree hanger
- 27. Arabian Sea nation
- 28. Big ___ of comics
- 29. Seasick appearance?
- 30. School goal
- 31. Dynamic starter
- 34. Music stop
- 36. Tiny technology prefix
- 37. Persia today
- 38. Major follower
- 41. Delay
- 44. Graceful European deer
- 48. Dinner, for one
- 50. Hidden haystack treasure
- 51. Florence's love
- 52. Thick, smooth soup
- 53. Actress Tatum ___
- 54. Separated
- 57. Synthetic plastic ingredient
- 58. Hitchcock window location
- 59. Hear on a walkie talkie
- 60. Chip in
- 61. "The devil ___ the details"
- 62. Texas Rangers pitcher Robb and family

Answers to the July 2010

News & Views crossword puzzle.

I	R	A	N	I		L	O	A	N		J	U	L	Y
V	E	G	A	N		E	L	M	O		O	R	E	O
A	G	E	N	T		A	M	I	R		A	S	U	
N	I	S	A	E	A	N	S	M	A	L	L	E	R	
		S	N	R			A	V	E					
T	A	D		S	C	H	O	O	L	I	S	O	U	T
E	L	A	T	E		P	A	L		T	A	T	E	
R	I	D	E		A	M	I	T	Y		A	S	T	A
R	E	A	P		T	A	U			O	T	T	E	R
I	N	S	E	P	T	E	M	B	E	R		S	R	S
		E	A	R			R	D	A					
A	L	L	S	T	A	R		P	R	E	S	E	T	S
B	A	A		C	E	C	E		R	I	N	S	E	
C	L	O	P		T	A	P	E		E	D	N	A	S
D	A	S	H		S	L	A	P		D	E	A	R	S

On Effective Communication

Now, How Shall I Put This?

By Ken Michaels, Staff Writer

In the first of this two-part series, I introduced the classic continuous loop communication model shown in the figure below.

Starting on the left, a sender encodes a message, sends it through some medium (e-mail, telephone line, radio transmitter, etc.) to a receiver, who decodes the message, and (ideally) understands it. The receiver then becomes the sender and encodes a reply, sends it back through some medium (the same one or a different one) to the original sender, who is now the receiver, who decodes the reply and (ideally) understands it. And thus, communication has occurred.

The first article emphasized that a reply to the original message, in proper context, is vital for accurate communication to have, in fact, occurred. It also considered the impact the transmittal medium can have on the effectiveness of communication.

Accurate Encoding Reduces Inaccurate Decoding

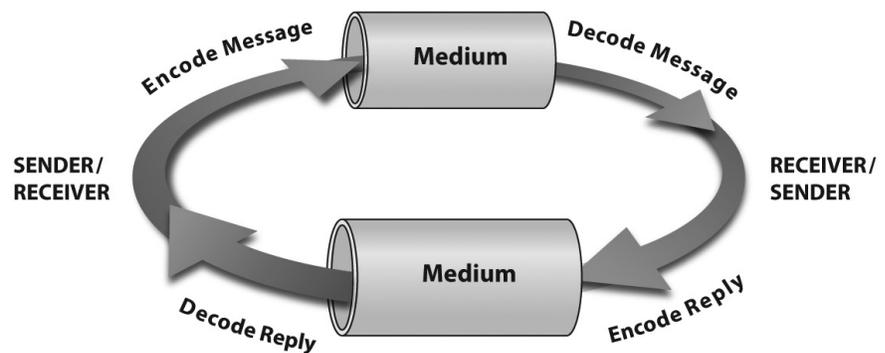
Now I'd like to turn attention to the matter of encoding and decoding messages.

One approach is to avoid words altogether, and use simple drawings, such as international symbols to convey concepts. Once we understand that a red circle with a heavy diagonal line running from upper left to lower right superimposed over a drawing of an object or activity (a lit cigarette, for example) means that whatever is depicted is forbidden, then the only challenge to understanding the message is to correctly interpret what the depicted object or activity is.

For messages expressed in words, there's first the choice of language. For non-native speakers of English, encoding

the message often begins with getting it into English before crafting the message can even start. Even when everyone is fluent in the same language, differences in dialects, regional expressions, and generational vernacular can interfere with accurate communication and lead to misunderstandings.

Survey Language Can Be Open to Misinterpretation



Continuous Loop Communication Model

Surveys represent an area in which messages can be decoded in ways that are not intended. For example, lately there has been a great deal of emphasis on employee “engagement.” The essential idea behind the buzzword “engagement” is the premise that the more connected to the organization employees feel, the more comfortable and secure they are at work; this, in turn, leads to a more productive workforce, characterized by high morale and greater dedication to the mission. The Gallup surveys that many organizations use often seek to measure employee engagement.

One aspect of engagement that the survey attempts to measure is whether the employees feel that they have a co-worker to whom they can go with problems, or to simply let off steam in

times of stress. Do employees feel that a trusted co-worker is looking out for their best interests—“watching their back,” speaking up on their behalf when they’re not around, and so on? Consider how the Gallup Poll encodes this message: it asks, “Do you have a best friend at work?”

“Best friend” is an expression that has different meanings to different people. When I first encountered this question on the Gallup Poll, I replied “No” because I know who my best friend is, and she doesn’t work here. Now that it has been explained to me how the

Gallup people wanted me to decode this particular message, my answer is different.

Think about Your “Decoder”

I think the business of encoding—and decoding—messages is where failures to communicate most often occur. When encoding an important message, it will pay to pause for a moment and consider “How will the receiver be most likely to decode what I’m saying?”

An excellent practice to aspire to is one I’ve adapted from advice offered by former President William Howard Taft: Don’t say it so it can be understood; say it so it cannot be misunderstood.¹ 📌

¹<http://www.brainyquote.com/quotes/quotes/w/williamhow385396.html>.

SAIC-Frederick Training Calendar

Communication Series

Editing and Proofreading Your Documents.....	October 28, 12:00–1:00 p.m.
Presenting Science the “Write” Way: Strategies for Scientific Publication.....	November 15, 17, and 19, 9:00 a.m.–12:00 p.m.
Effective Oral Presentations.....	November 30 and December 7, 9:00 a.m.–12:00 p.m.
How to Write Effective Policies and Procedures	December 2, 10:00 a.m.–12:00 p.m.
Business Writing for Effective Communication.....	December 9, 12:00–1:00 p.m.
Listening and Asserting: The Yin & Yang of Effective Communication	December 15, 9:00 a.m.–12:00 p.m.
Persuasive Business Writing: Reading between the Words.....	December 16, 12:00–1:00 p.m.

Individual and Professional Enrichment Series

Quality Management	October 19, 9:00 a.m.–12:00 p.m.
Career Development and Promotion Pathways.....	October 21, 12:00–1:00 p.m.
Four Steps to a Positive Mindset.....	October 22, 10:00 a.m.–12:00 p.m.
Emotional Intelligence at Work.....	November 19, 10:00 a.m.–12:00 p.m.

Management and Supervisory Series

How to Set Goals and Performance Plans.....	November 2, 2:00– 4:00 p.m.
Successful Interviewing Techniques.....	November 4, 12:00–1:00 p.m.
Making Meetings Work.....	December 7, 9:00 a.m.–12:00 p.m.

All programs are offered at no charge. For additional training opportunities and registration details, contact Sukanya Bora, Training and Development Manager, 301-846-1129, or boras@mail.nih.gov, or visit <http://www.ncifcrf.gov/campus/outreach/course-list.asp>. 

Deadlines

January issue.....	November 12	Please send your information,
April issue.....	February 12	articles, or ideas to Maritta Grau,
July issue.....	May 17	Managing Editor
October issue.....	August 13	(graump@mail.nih.gov).

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Dates to Note

Veterans Day: NCI-Frederick closed	November 11
Thanksgiving Day: NCI-Frederick closed	November 25
Christmas Holiday: NCI-Frederick closed	December 24
New Year's Day Holiday: NCI-Frederick closed.....	December 31

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