

## Arthur's Vision for Science Benefits Scientists Worldwide

*By Maritta Perry Grau, Staff Writer*

Larry Arthur, Ph.D., has played many roles throughout his career at NCI-Frederick: as a research scientist, a laboratory director, president and chief executive officer (CEO) of SAIC-Frederick, and finally as its chief scientific officer. He seems almost to be an institution himself, having been an integral part of NCI-Frederick since 1973.

Although his retirement has been announced, Arthur "will continue as a consultant, providing valuable expertise gained over an impressive 38-year career," said David Heimbrook, Ph.D., current CEO



for SAIC-Frederick. His friends and colleagues planned a scientific symposium in his honor on October 14.

Jeff Lifson, M.D., director of the AIDS and Cancer Virus Program, which Arthur founded, said, "Even when Larry was in the boardroom, his heart was in the lab. He never lost track of the fact that the reason we are here is to do, and to support, science aimed at helping people."

ACVP is "one of the most highly regarded AIDS research programs in the world," Heimbrook noted in his announcement.

### **Commitment to Quality and Results**

Heimbrook said that Arthur "was responsible for the large-scale production of HTLV-I and HTLV-II, the first human retroviruses identified. This expertise enabled him and his laboratory to play a key role in the large-scale production of HIV [and] the rapid development of test kits ... to screen the American blood supply. This was an important achievement."

Several people commented on Arthur's leadership abilities, both in the lab and in administrative capacities. Robert Wilttrout, director of the Center for Cancer Research and a longtime colleague, said, "He's innovative and is not intimidated by any task. He's also driven by data, not conjecture."

Diane Simmons, Arthur's administrative assistant during his

*(continued on page 3)*

### **Benefits Corner**

## New Open Enrollment Deadline November 15

*By Colette Donato, Guest Writer*

Annual Benefit Election season opens November 1 for 2012 health, dental, vision, and flexible spending plans. The deadline for making changes is November 15, about two weeks earlier than in previous years.

This is the only time that you may add or drop dependents, change coverage, and enroll in new plans for the 2012 calendar year (unless you have a family status change, such as the birth of a child or marriage, for example; such events are considered "qualifying events").

Human Resources (HR) staff members have been working with a benefits consultant on the renewal process, which includes consideration of employee feedback. The benefits review team, comprising HR staff members, along with Barry Gause,

M.D., chief medical officer, and Ken Carpenter, chief financial officer, will make the final recommendations to the NCI-Frederick contracting officer.

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 HR at 301-846-1146.

### **Watch Your Mailbox**

Annual Benefit Election information will be mailed to the home addresses

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## My Perspective

# Communication: Key to Research

Communication is critical, both to research and to our ethics. That's why my predecessor, Larry Arthur, Ph.D., developed the Communication Plan for SAIC-Frederick, why Ken Michaels, manager of Visual Communications, has quarterly columns ("On Effective Communication") in *News & Views* and the *Poster*; why I continue the communication hotline, now termed [TalkToDave@mail.nih.gov](mailto:TalkToDave@mail.nih.gov); and why I'm writing this column.



David Heimbrook, Ph.D.

And it's a good thing that we have such passion, too, because it helps us overcome the complexities and "idiosyncrasies" of the complex organizational and contractual relationship in which we work. Part of this complexity is an inevitable consequence of the legal requirements of the Operations and Technical Support (OTS) contract. Much of it, however, can be mitigated with a diligent focus on communication.

### Focus on Communication

Organizational "silos" emerge when we become too focused on our local day-to-day work, and lose sight of what everyone else is doing and that we share a common objective: to help NCI help patients afflicted with cancer and AIDS. Silos emerge in every organization; they are a natural consequence of our day-to-day focus on getting done what needs to be done. They are also facilitated by breakdowns in communication and physical separation from colleagues and co-workers—and are reinforced by the fragmented physical layout of NCI-Frederick's facilities. The consequence of these silos is that we lose chances to collaborate, to share know-how, and to contribute our experience to others.

Opportunities exist to (figuratively) break down these walls, however.

For example:

- Just get out of your office occasionally and see what's going on in the labs (this one is addressed to me as much as anyone else);

- Take advantage of the Discovery Café for lunch—invite a colleague from another directorate to join you;
- Go to a seminar or a journal club;
- Hold a science-focused meeting with a group doing similar work in a different department.

### Build Opportunities for Communication

There are clearly ways to build more opportunities for discussion, collaboration, and communication.

This fall I'll be holding a leadership team retreat that will focus on communication and accountability. My ability to participate in NCI leadership team meetings, such as Dr. Varmus' recent retreat, facilitates communication and networking and ensures alignment of our strategic visions for the long-term success of NCI-Frederick. But, breaking down silos—within SAIC-Frederick, and between SAIC-Frederick and our colleagues in NCI—is something we all have to take accountability for.

What else can we do to break down these silos? Has something worked well in YOUR area? If so, please let me know at [TalkToDave@mail.nih.gov](mailto:TalkToDave@mail.nih.gov). I'll highlight the best suggestions in a future column.

David Heimbrook, Ph.D.,

Chief Executive Officer of the Operations and Technical Support Contract, SAIC-Frederick, Inc.

For information about the Communication Plan, contact any of the Communications Subcommittee members:

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## Arthur's Vision for Science

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tenure as CEO, said that Arthur was “relaxed but very confident in his position as CEO.” Wiltrout concurred, describing Arthur as “extremely calm under fire—a great quality for a leader.”

This leadership capacity has been recognized throughout his career. In 1997, Harold Varmus, Ph.D., then director of NIH (and now director of NCI), appointed him to the NIH AIDS Vaccine Steering Committee; the following year he became chairman of the SAIC-Frederick Research Council Steering Committee.

In the 11 years he led SAIC-Frederick, Arthur reorganized the SAIC-Frederick hierarchy into scientific and administrative directorates, which have since expanded to the current 14. He also took the company from a \$187 million Operations and Technical Support (OTS) contract with about 1,300 employees to one worth more than \$703 million and almost 2,000 employees. In addition, he was instrumental in SAIC-Frederick's

retaining the OTS contract with NCI in 2001, 2008, and in the current 10-year \$5.3 billion contract.

### Vision for Science

Arthur's prescience is evident in even the earliest of his “Arthur's Corner” columns for *News & Views*. In 2000, he commented on the beginning of the sequencing of the human genome: “Biomedical advances are moving at a rapid pace and we are just beginning an amazing period of discovery.... This ‘blueprint’ ... will be used to determine differences between cancer and normal cells, and ... applied directly to research on diagnosis and treatment of cancer.... At no other time in the history of cancer research have we faced the potential that exists at this time.”

### Symposium Honors Arthur

For the October 14 symposium in his honor, titled “Friendship, Fishing, and Finding and Fighting Viruses,” scheduled speakers included a “Who's Who” of AIDS research: John Coffin,

Tufts University and the HIV Drug Resistance Program, NCI; Ron Desrosiers, Harvard Medical School, New England Primate Research Center; Ashley Haase, University of Minnesota; Beatrice Hahn and George Shaw, University of Pennsylvania; John Moore, Weill Cornell Medical College; and David Watkins, University of Wisconsin; as well as NCI and NCI-Frederick speakers from the Vaccine Research Center and the Laboratory of Molecular Microbiology, NIAID; Basic Science Program and ACVP, SAIC-Frederick; and the Center for Cancer Research and HIV Drug Resistance Program, NCI.

Reflecting on his colleague's long career and many contributions, Wiltrout observed that Arthur's “commitment to quality and results, and his vision for science, allowed us to build a program that has been of major benefit to NCI scientists and customers throughout the world.” 🌟

## New Open Enrollment Deadline

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of all eligible employees during late October. Please review the information carefully for changes and important information about the plans.

Meetings for employee questions and presentations from plan representatives will be held during November in the Conference Center auditorium, Building 549. Dates and times will be announced. HR plans to have a web

link of the Annual Benefit Election presentation available for employees working off-site.

### Information Available Online

You may 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 2012 information will be available on this site beginning November 1.

**The deadline for 2012 changes is 5:00 p.m. EST, November 15, 2011, and cannot be extended, due to federal regulations.** 🌟

*Colette Donato is benefits supervisor, Human Resources.*

## Communication: Key to Research

*continued from page 2*

### Communication Plan Subcommittee

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## New Timekeeping System Launched

By Dan Fox, Guest Writer

By the time you read this, you will have had time to become familiar with the new timekeeping system, Unanet, which was launched on August 13.

As most of you are aware, there were a number of problems with the previous system, TimeWizard. These problems, along with a lack of vendor support for the application, drove the need to replace TimeWizard.

The main goal of the replacement was to provide a stable system for SAIC-Frederick employees to enter their time. We feel that that we have achieved this goal.

### New System Allows Access from Any Computer

New systems come with new or different features, and Unanet is no exception. This new system gives you the ability to access Unanet from any computer connected to the Internet, along with some other improvements, such as automatically filling in your holidays and making the process more user-friendly. We hope these changes will make it easier to record your hours on a timely basis and improve your time entry experience. We will continue improving the Unanet system where we can.

Transitioning from one system to another is no small task. It takes expertise from a variety of areas and a great deal of time and effort to accomplish such a change. An excellent



*Ken Carpenter, chief financial officer and head of the Financial Management Directorate, opens a bottle of “bubbly” (sparkling cider) to celebrate the launch of Unanet with members of the project team. From left, SAIC-Frederick Chief Executive Officer Dave Heimbrook; Randy Keller; Debbie Green; Mel Lambert; Carpenter; Jeanne Lewis; Dan Fox.*

team of individuals assisted with the selection of the Unanet system. This core implementation team included staff from a variety of program areas, and even from other contractors, who worked together to find a system that would best fit our needs.

After the vendor was selected, the team was tasked with taking the off-the-shelf package and customizing it to integrate with the workflows and policies and procedures already in use for timekeeping at SAIC-Frederick. This major undertaking was even more impressive because of the limited time frame: the team moved the project from vendor selection to launch in less than seven months.

During the testing portion of this project, the team received assistance from a great group of test users who assisted with initial rounds of user testing and provided valuable feedback about the system. Directorate training

coordinators and Conference Center staff did an excellent job assisting with the difficult process of training nearly 2,000 employees in a little more than 10 working days.

As the project manager of this initiative, I would like to thank all of those involved with this project. Your hard work is greatly appreciated. In addition, on behalf of the entire team, I would like to thank all SAIC-Frederick staff members for their patience and understanding during this transition.

If you have any suggestions or comments regarding the new system, please feel free to send them to me at [foxdani@mail.nih.gov](mailto:foxdani@mail.nih.gov). ☺

*Dan Fox is an analyst/project manager, Information Systems Program.*

Special thanks go to the following people for their dedication and hard work in launching the new Unanet system:

#### **Financial Management**

Carrie Belasco, Ann Heller, Kathy Hoffman, Ben Miner

#### **Information Systems Program**

Debbie Green, Randy Keller, Mel Lambert

#### **Human Resources**

Halee Helmer, Retha Parsons

#### **Contracts and Acquisitions**

Jeanne Lewis

#### **Data Management Services, Inc.**

Kathy Blank, Wayne Duncan

**Attention,  
Administrative  
Professionals!**

SAIC-Frederick Presents:

### **Third Annual Administrative Professionals Conference**

Thursday, October 27, 2011

7:45–11:30 a.m. or 12:15–4:00 p.m.

Building 549 auditorium

Featuring a keynote address from inspirational speaker Chris Sopa, a presentation by Jill Sugden, HR director, and your choice of one of three breakout sessions

## SAIC-Frederick Rocks NCI in Softball

By Peggy Pearl, Contributing Writer

On August 23, an earthquake rocked the East Coast, and SAIC-Frederick (SAIC) rocked NCI-Frederick (NCI) at the fourth annual softball game, in Baker Park. SAIC shook up NCI 37–10, tying the series at two wins each (see the *Poster*, September 2011, page 23).

The SAIC team included team captain Ginny Whipp, Donnie Blickenstaff, Brian Boland, Jerry Burge, JP Denson, Ronnie Lambert, Doug Leggett, Tim Lenhart, Chris Ohler, David Parmiter (MVP), Peggy Pearl, Troy Taylor, Dante Tedaldi, Andrew Waters, Keith Zecher, and guest player, Kim McLean.

NCI's team included Dianna Conrad (captain), Scott Drega, Mike Giano, Julie Hartman, Andy Hurwitz, Sagar Kudchodkar, Paul Lyons, Craig Reynolds, Dan Smith, Philip Tedbury, and Stephanie Watkins (MVP).

In addition to all the players, there was also great fan support on both sides. ☺



SAIC and NCI faced off in the fourth annual softball game in August. Top left: Dave Heimbrook, SAIC-Frederick chief executive officer, shakes hands with Craig Reynolds, associate director, NCI and director, Office of Scientific Operations, NCI-Frederick; top right: David Parmiter accepts MVP award from SAIC team captain Ginny Whipp; bottom: both teams gather after a hard-fought game.



## SAIC's "Brand Refresh" Includes New Logo

By Ken Michaels, Staff Writer

In August, Joy Jarrett, SAIC vice president, Brand & Marketing Communications, announced an upcoming SAIC "brand refresh," consisting of new guidelines for presenting a consistent visual image of SAIC. At press time, guidelines were expected to be issued by the end of September.

Most notable is the adjustment to the logo. The horizontal lines have disappeared, the letters have been

straightened up slightly, and the spacing between letters is a little different.

Due to the need for fiscal austerity, supplies of existing stationery should be used until exhausted. As they are re-stocked in the warehouse, printed items such as letterhead and envelopes will bear the new logo.

### New Logo Available from SPMG

The new logo, which is available on request from Scientific Publications, Graphics & Media (SPMG;

301-846-1055 or ncispgm@mail.nih.gov), should be used in all slide presentations and on posters where appropriate. The logo must be used specifically as designed and registered, and modifications are not permitted. If you have any questions or need assistance, please consult Public Affairs Director Frank Blanchard or staff members in SPMG. ☺

**SAIC**®

Frederick

## ATPI Holds First CAPR Pharmaceutical Partnering Workshop

By David Hoekzema, Guest Writer

Over the last decade, the pharmaceutical industry has generally experienced poor success rates in cancer drug development and regulatory approvals, due, in part, to a widely recognized unmet need for improved preclinical (animal) models with clinical (human) relevance in drug development and clinical trial systems. The NCI Center for Advanced Preclinical Research (CAPR), under director Terry Van Dyke, Ph.D., is contractually operated by SAIC-Frederick and is taking a leadership role with industry to directly address these needs and positively impact how cancer drugs are developed and tested.

CAPR has a cancer translational research-centered mission to facilitate the contribution of genetically engineered mouse models (GEMMs) and other relevant mouse cancer models to the improvement in overall preclinical drug development systems, including improvements to the process of selecting novel therapeutics for clinical trials and developing relevant biomarkers for treatment selection and evaluation. The CAPR mission includes the strategy development for predictive preclinical research with the aim to facilitate routine application in clinical research to achieve optimal outcomes in the management of cancer diseases. The program operations are supported by technologies and expertise from the Laboratory Animal Sciences Program, Advanced Technology Program, and Small-Animal Imaging Program.

### New NCI CAPR Drug Development Platform Launched at AACR 2011

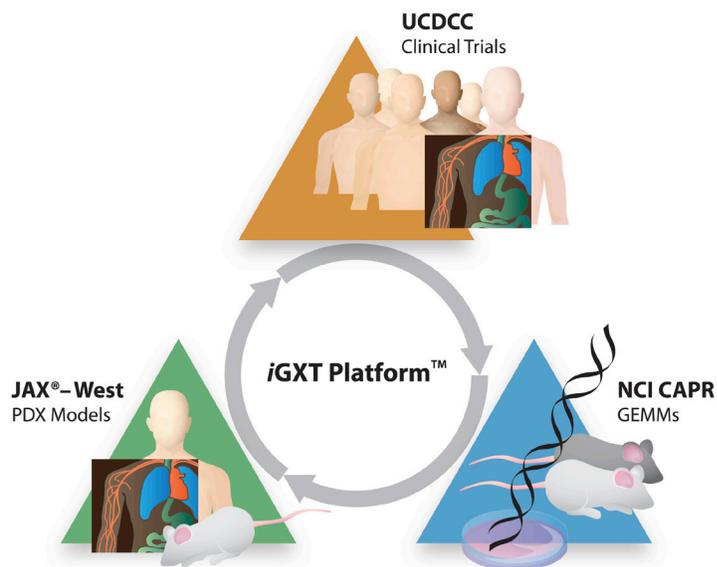
In conjunction with the April 2011 American Association of Cancer Research (AACR) annual meeting in Orlando, Fla., the Advanced

Technology Partnerships Initiative (ATPI) Business Development Office and CAPR team developed and delivered the first CAPR Preclinical Pharmaceutical Development Workshop. The workshop of 60 participants included a cross-section of senior-level oncology drug development executives from big pharma (Pfizer, Merck, Novartis, and others) and mid-stage biopharma, clinicians and physicians, key CAPR collaborators and advisers, senior NCI directors, and other industry stakeholders. The agenda was structured with input from pharma participants and key collaborators to provide maximum exposure and discussion on how to move the current oncology translational research and development paradigm forward by leveraging CAPR assets and strategies and by expanding partnerships.

As part of the meeting, CAPR also launched a new drug development approach that has been applied directly into cancer drug clinical trials in collaboration with the UC Davis Cancer Center (UCDCC) and The Jackson Laboratories (JAX) (both NCI-designated cancer centers). The platform approach, branded and trademarked as the iGXT Platform™ (integrated GEMM, patient-derived Xenograft, clinical Trials; see figure), includes integrated studies involving

lung cancer patient cohorts under therapy and treatment at UCDCC, GEMMs developed by CAPR, and patient-derived xenograft models developed by JAX.

This collaboration and the iGXT Platform were presented with an invitation to partner, with current data presented as a new approach for deciphering complex mechanisms of treatment success or failure at the level of the individual patient. The topic provided a paradigm shift discussion on GEMMs and PDX models as enabling "value drivers" when integrated effectively together in early-stage clinical trials.



*iGXT Platform™, including NCI CAPR, The Jackson Laboratories, and UC Davis Cancer Center: A transdisciplinary approach to optimizing cancer drug development and personalizing therapy.*

The ATPI Business Development Office is now facilitating extensive follow-up work with numerous participants from the meeting. Several new cancer drug development partnerships are expected, with the CAPR program gaining prominence in its leadership role with pharma to improve overall drug development success and patient treatment outcomes. 🔄

*David Hoekzema is vice president, Business Development, and director, Advanced Technology Partnerships Initiative.*

## ATRF Progress Continues Despite Extreme Weather

By Hoyt Matthai, Guest Writer

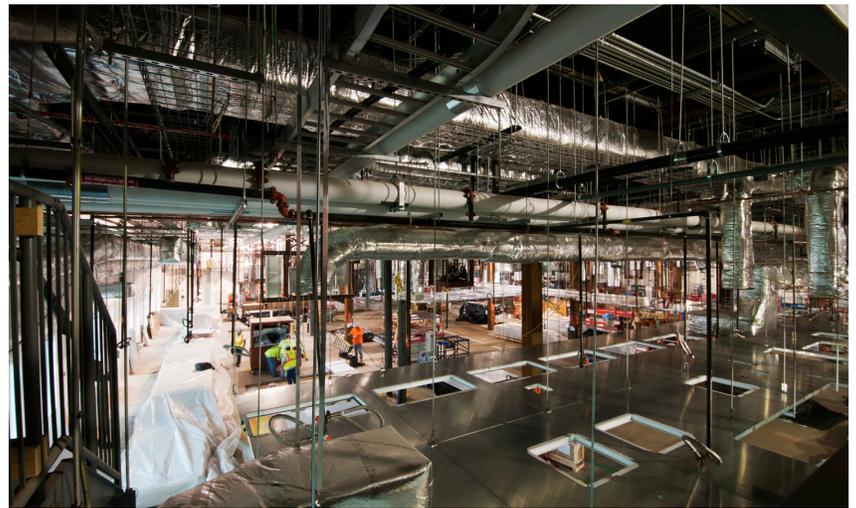
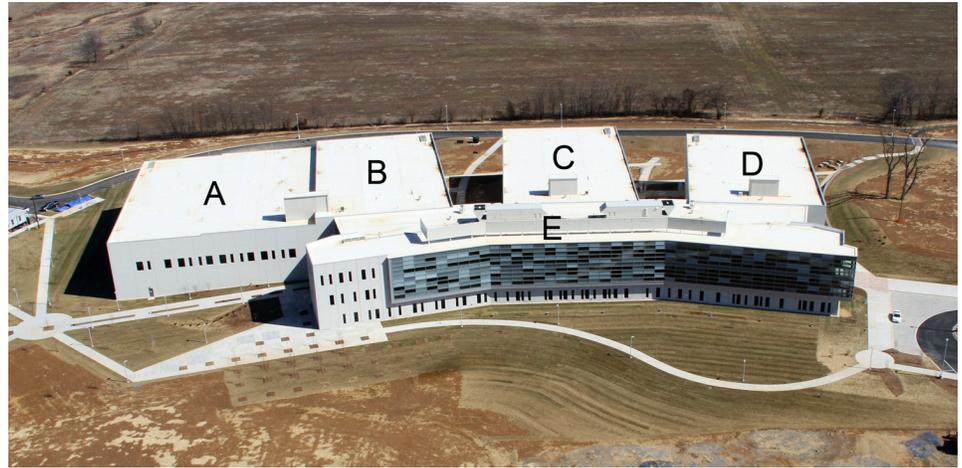
Despite relentless heat and humidity, a hurricane, and even an earthquake, significant progress was made on the Advanced Technology Research Facility (ATRF) during August.

The first of the massive heating-ventilation-air conditioning (HVAC) penthouses was installed on the roofs of A and B wings, which house the Biopharmaceutical Development Program (BDP) facilities. In addition, major parts of the central utility plant (in A wing), such as boilers, were delivered and made ready for installation.

Construction also began in late August on the BDP manufacturing cleanroom in A wing, and by the time this article is published, the general contractor for the interior of E wing (the administration space and the atrium), John C. Grimberg Company, Inc., will have begun construction.

Occupancy of ATRF continues to be projected for the summer of 2012. 🌀

Hoyt Matthai is director of operations, Advanced Technology Research Facility.



Top: Aerial view of ATRF: A and B, BDP research wings; C, Advanced Technology Program (ATP) research wing; D, ATP/Center for Cancer Research wing; and E, administration and atrium. Above: Walkable ceiling of the BDP cGMP manufacturing area in A wing. Below left: Picnic area near the employee parking lot, adjacent to the research park's jogging trail; below right: One of the HVAC units being hoisted to the roof of A wing.



## ADRD and CMRP Join to Develop HIPAA and HITECH Compliance Plan

*By Debra Long Priel, Contributing Writer*

We probably all have concerns about our personal information being made available inappropriately, whether it's information gleaned from Facebook, our credit cards, hotel key cards, surveys we fill out, or from other places.

One area that you may not need to worry about is the privacy of your health information, thanks to the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and the Health Information Technology for Economic and Clinical Health Act (HITECH Act) of 2009.

These two acts addressed how to protect the privacy of individuals' health information while still providing health information among providers and business associates to enable high-quality health care.

### How Do These Acts Apply to Our Interactions with Patients?

Part of the challenge in protecting privacy has been how to communicate appropriate, necessary information in, for example, clinical trials, without compromising the security of a patient's other personal information.

In addressing those issues, Michael Baseler, Ph.D., Director, Applied/Development Research Directorate (ADRD), and Beth Baseler, director, Clinical Monitoring Research Program (CMRP), recently established a joint compliance working group to develop a HIPAA and HITECH compliance plan for CMRP and ADRD.

The compliance working group consisted of Bill Kopp, Ph.D., associate director, ADRD; Shelly Simpson, clinical trials director, CMRP; Jeanne Warfield, associate scientist and compliance officer, Clinical Services Program (CSP); Sharon Beck,

information technology manager, CSP; Michael Galcik, information technology manager, CMRP; and Laurie Lambert and Nichole Cline, both CMRP clinical project managers.

The compliance plan addresses:

- The written policy and procedures for safeguarding protected health information to all media, including paper, electronic, and oral, to conform to HIPAA privacy and security rules and HITECH legislation;
- Encryption of data using electronic technology and devices (e-mail, computers, blackberries, CD, flash drives, etc.);
- Computer-based annual compliance training, which includes information on HIPAA and HITECH;
- An "Incident Response Plan" to minimize or prevent security breaches;
- A "Breach Plan," which responds to detected offenses and the resulting corrective actions;
- Appropriate documentation and effective reporting process and procedures;
- An audit trail to monitor and document compliance; and
- Methods used to destroy personal health information—for example, use of optical disk shredders, appropriate paper shredders that prevent the shredded material from being reconstructed, assured incineration, and proper "sanitization" of discarded computers, following the National Institute of Standards and Technology's Media Sanitization Guidelines.

### What Information Is Protected?

Following HIPAA, stronger measures and guidelines were established in 2009

through the HITECH Act to reduce non-compliance to the privacy and security rules of HIPAA.

HIPAA, enacted and issued by the U.S. Department of Health and Human Services, contains a set of national standards encompassed by these privacy and security rules. Eighteen items have been defined as "individually identifiable health information."

These identifiers include, but are not limited to, a patient's name, address, social security number, date of birth, telephone number, e-mail address, and medical record number.

The HITECH Act allows for the potential civil or criminal liability for willful neglect or breaches in security, since it is anticipated that the risks to patient privacy will be far greater as more providers adopt the electronic system. Health care professionals transmitting health information in any form (i.e., electronic, paper, or oral) must comply with the HIPAA regulations, which include safeguarding that "protected health information."

The HITECH Act was introduced as part of the American Recovery and Reinvestment Act of 2009 (ARRA). The act addresses the creation of a national health care infrastructure and provides monetary incentives among providers to rapidly expand the adoption of electronic health records. ↻



## CTM Provides Comprehensive, Multifaceted Support to NIAID

By Katie Watkins, Guest Writer

Multifaceted, dynamic, adaptable, and comprehensive. These are just a few of the words colleagues in the Clinical Trials Management (CTM) team use to describe our work in providing clinical study monitoring support to the National Institute of Allergy and Infectious Diseases (NIAID).

### Protecting Human Subjects

CTM's varied responsibilities all share one unifying theme—human subject protection (HSP). We focus on ensuring the protection of the rights, safety, and well-being of human subjects, in accordance with federal, state, local, and international/host country regulations, good clinical practices, and the Institutional Review Board (IRB)-approved study protocol.

Although we are just one of several groups that support NIAID's Regulatory Compliance and Human Subjects Protection Branch (RCHSPB), our 19-member CTM team monitors more than 140 studies, many of which involve pediatric subjects, international study sites, and/or FDA Investigational New Drug or Investigational Device Exemption applications. The pathogens and diseases under study include HIV/AIDS, malaria, tuberculosis, dengue fever, and many others, an indication of the global public health relevance of the studies that we manage.

### On a Study Site

During monitoring visits to study sites as near as Bethesda and Baltimore and

as far as Uganda and Korea, we review each subject's "Informed Consent Form" for accuracy and completeness, confirming that each subject enrolled has a consent form and ensuring that subjects were told about the study's

procedures, potential risks and benefits, and about their rights.

We also verify that no study-related procedures occurred before the consent form was signed. Our mantra is that if something was not documented, then it did not happen.

Another key component of HSP is helping to maximize the scientific integrity of a study. Looking through study charts, medical records, laboratory results and other source documents, we confirm the accuracy of a study.

For protocols involving an investigational agent, we verify that all units of the agent are accounted for and documented properly. This verification is important not only for subjects' safety, but also for the analysis of study data and the scientific integrity of the study.

Site visits include meetings with the principal investigator (PI) and other key study staff, as well as reviews of the regulatory documents necessary to conduct a study. For example, our clinical research associates ensure the

PI's timely and appropriate reporting of adverse events (unfavorable medical occurrences during the study) and serious adverse events (death or hospitalization) to IRB, the study sponsor, and, if applicable, to a regulatory agency, such as FDA.

### In the Office

Back in the office, we write detailed reports and letters documenting every initiation, monitoring, and close-out visit; review protocols and consent forms (and amendments) for HSP and site implementation considerations before they are submitted to IRB; maintain

regulatory documents in our master documentation files; develop case report forms; approve/coordinate the shipment of investigational agents to study sites; and update study information in a computer-based tracking system. We also correspond regularly with PIs and other study staff members to answer questions and address issues that inevitably arise over the course of a study.

Our responsibilities daily provide us with interesting (and exciting!) opportunities and challenges. No two days are ever the same. 🌀

*Katie Watkins is a member of the Clinical Trials Management team, Clinical Monitoring Research Program.*



Photo courtesy of Katie Watkins, CMRP

*The multifaceted Clinical Trials Management team provides support to protect human subjects and to help trials run smoothly. Left to right, front, are Ilmiya Yarullina, Shelly Simpson, Denise Shelley, Jennifer Farrell, Emelia Annum, Michelle Adejana, Amy Adams, Joy Beeler, and Katie Watkins. In back are Liam Harmon, Jim Albert, Lisa Hoopengardner, and Erin Rudzinski. Not pictured are Roxanne Cox, Lisa Giebeig, Jennifer Miesegeas, Delphine Yamadjako, April Schildtknecht, and Devon Moore.*

## Time-Charging Policy Changes

By Carrie Belasco, Contributing Writer

In April 2011, the Key Staff approved a change to SAIC-Frederick's policy on time charging. This change became effective with the implementation of SAIC-Frederick's new time-charging system, Unanet, on August 13 (see article on page 4).

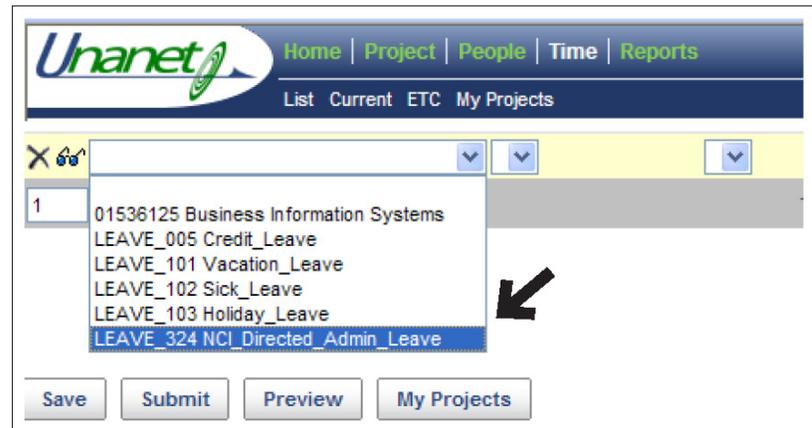
The new policy, which applies to both exempt and nonexempt employees, changed how time is to be recorded for early dismissal or late arrival due to weather-related issues, and for periodic closings as a result of executive orders. In addition, the new policy changed how overtime is calculated for nonexempt employees.

### NCI-Directed Administrative Leave

When NCI-Frederick has a delayed opening or a closing due to severe weather, these hours will be recorded in Unanet under the project category "NCI-Directed Admin Leave." This project category will not be available in Unanet all the time. It will appear only when we have a late arrival, closure, or early dismissal. At those times, all employees will receive instructions from the Payroll Department to charge their time to this category.

In addition, occasionally the president of the United States will grant administrative leave to all federal employees, and NCI will pass this leave on to SAIC-Frederick employees. For example, when a former president dies, the president grants one administrative day off. One year, the president granted December 24 off because Christmas fell on a Tuesday.

In the future, when the president grants administrative leave, you will be asked to record your time under the project category "NCI-Directed Admin Leave," as described above.



*A new project category, "NCI-Directed Admin Leave," will appear on your timesheet when we have a weather-related event or receive an executive order that affects our arrival or dismissal time.*

### Overtime Calculation for Nonexempt Employees

With the implementation of Unanet, overtime is paid to nonexempt employees based strictly on hours worked on the job. Hours recorded as sick leave, vacation leave, other paid leave, holidays, NCI-directed administrative leave, and leave without pay will not be included in the calculation of overtime.

If you have any questions regarding overtime payment, please ask your manager or contact the Payroll Department at 301-846-1518. ☎

## Annual Achievement Awards Program Postponed to mid-2012

By Tammy Eyler, Contributing Writer

Based on a decision by the Key Staff members, the Annual Achievement Awards Program (AAP) has been postponed from December 2011 to mid-2012. This schedule change will allow the event to be hosted at the new Advanced Technology Research Facility (ATRF) and will coincide with the 40<sup>th</sup> anniversary of NCI-Frederick.

In recent years, finding a venue for this annual meeting—which is open

to the entire staff and typically draws more than 1,300 employees—has been a challenge. As SAIC-Frederick has grown, the meeting has been moved several times to accommodate such a large crowd. What better place for staff to get together for our annual meeting than the new ATRF at Riverside Research Park?

Postponing AAP will have an impact on the Peer Nominated Achievement Awards as well as the Employee Length of Service Recognition Awards. The

Peer Nominated Awards process will be changed to align with next summer's AAP. However, Employee Length of Service Awards will be presented this December. Employees who have achieved 5, 10, 15, or 20 years of service will be presented with their awards at directorate-sponsored meetings. Dave Heimbrook, Ph.D., chief executive officer, SAIC-Frederick, will present awards to employees who have achieved 25, 30, or 35 years of service at a Service Award Ceremony on **December 8 at 2:00 p.m. in the Building 549 auditorium, followed by a reception in the NCI-Frederick café.** ☎

## Stimulus Funding Supports 549 New and Retained Jobs

By Eric Fout, Guest Writer

Nearly two years have passed since the National Cancer Institute awarded SAIC-Frederick funding from the American Recovery and Reinvestment Act of 2009 (ARRA). Also known as the stimulus or the Recovery Act, the objectives of ARRA include creating and preserving jobs, providing economic relief to those affected by the recession, and investing in areas such as infrastructure, health care, education, and science. SAIC-Frederick was initially awarded \$302.5 million, an amount that was subsequently increased to \$353.7 million.

### ARRA Funding Divided among 15 Projects

SAIC-Frederick's ARRA funding is divided among 15 projects, as well as back-office support. These projects vary greatly in size and award amount, ranging from \$450,000 for the Re-engineering Protocol Implementation and Development (RaPID) project to \$103 million for the Cancer Biomedical Informatics Grid® (caBIG®) Cancer Knowledge Cloud. As of August 12, 2011, actual expenses reached \$105.3 million, representing 29.8 percent of SAIC-Frederick's total ARRA award. Individually, the projects are all in varying stages of progress. For example, the New Therapeutic Molecules project performed by the Biopharmaceutical Development Program is already nearing the end of its ARRA work.

Research subcontracts represent a significant portion of SAIC-Frederick's ARRA expenditures. Of the \$105.3 million in actual company-wide costs so far, \$83.1 million is the result of research subcontract invoicing. All 15 ARRA projects have research subcontracts for different objectives, with awards totaling \$173.9 million. At a sum of \$66.5 million, the NCI Community Cancer Centers Program (NCCCP) represents the largest concentration of subcontracted awards of all of SAIC-Frederick's ARRA

projects. As the result of ARRA funding, NCCCP expanded from 16 to 30 community hospitals throughout the country. These hospitals support cancer research and provide patient care that may not have previously been available (<http://ncccp.cancer.gov>).

### Creating and Retaining Jobs

Job creation and retention are integral goals of ARRA. SAIC-Frederick provides quarterly reports to [FederalReporting.gov](http://www.federalreporting.gov) (<http://www.federalreporting.gov>), which is the "government-wide data collection system" for federal agencies and other recipients of ARRA funding. This information is then available for public viewing at <http://www.recovery.gov>. Jobs are categorized as either "created" or "retained" for reporting purposes. A created job means that the position did not previously exist, but was necessary to fulfill ARRA duties. A retained job is a position that already existed and currently continues under ARRA funding. As of the most recent federal reporting period, SAIC-Frederick reported 118 jobs approved for hiring and 20 jobs retained, which were positions that may have otherwise been

eliminated. Research subcontractors of SAIC-Frederick reported 411 jobs, 254 of which were new and 157 retained.

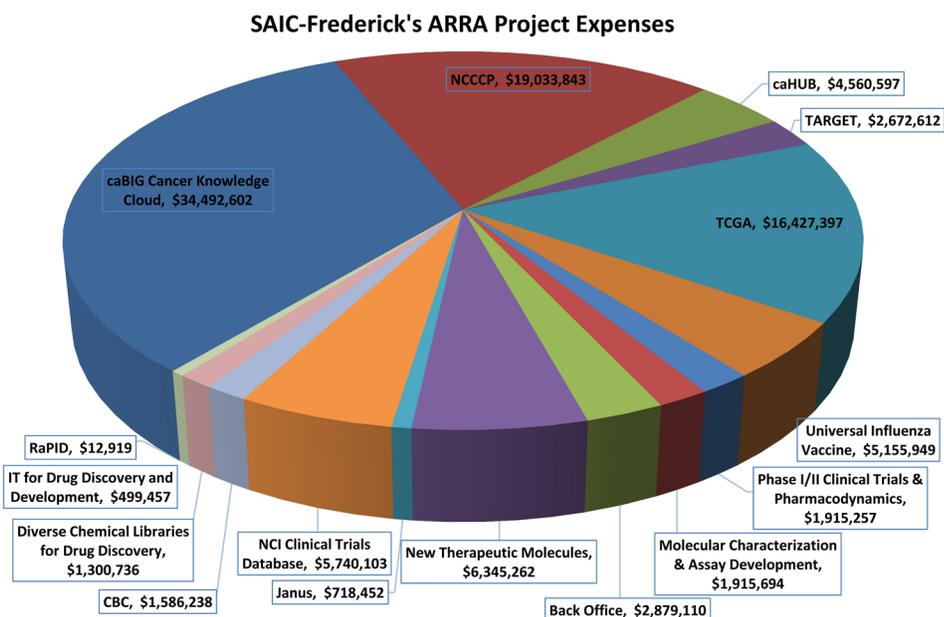
### Funding Available until September 2014

With \$248 million yet to be spent, ARRA will be a significant part of SAIC-Frederick for years to come. For the initial funding received for ARRA efforts in September 2009, all obligations must be closed out by SAIC-Frederick by mid-September 2014.

At that point, SAIC-Frederick must have all associated expenses invoiced to NCI. Projects affected by this deadline include Therapeutically Applicable Research to Generate Effective Treatments (TARGET), the Cancer Human Biobank (caHUB), and the back-office support, as well as portions of The Cancer Genome Atlas (TCGA) and NCCCP. The remaining ARRA-funded projects must all be closed out by SAIC-Frederick by the middle of September 2015.

For more information on ARRA, go to <http://www.recovery.gov>.

*Eric Fout is an auditor in the Internal Audit Department.*



*As of August 12, 2011, actual expenses for SAIC-Frederick's 15 ARRA-funded projects reached \$105.3 million, representing 29.8 percent of the total ARRA award. The pie chart shows a breakdown of those costs by project.*

## Project Management

# How Do You Capture Pertinent Project Requirements?

By Teresa Stitely, Contributing Writer

Have you been asked to develop a project plan for a project with which you were not thoroughly familiar? I have. It can be a daunting task.



How do you capture pertinent project requirements to assist in project planning? One way may be to turn to proven project management techniques, such as templates like the Executive Project Plan template (<http://saic.ncifcrf.gov/ProjectManagement/pm/Templates.aspx>). Depending on the size and complexity of your project, this plan may be all you need to move forward. In the following discussion, the bolded terms will alert you to each step in the Executive Project Plan template. By gathering requirements for your project in a concise format, you will be able to present your information to the project stakeholders to obtain their support and/or feedback.

Let's begin by **Identifying the Project and Project Team**. First, management assigns a **Project Manager**, who ensures that the project objectives are achieved. The **Project Sponsor** authorizes expenditure of resources to complete the project objectives. The **Project Team** consists of individuals who will contribute to the project.

## Define the Project

A well-defined project sets clear expectations. Each team member knows why he or she is doing the project and what will be accomplished. A good project definition clearly identifies what is and is not included in the project (project scope).

In addition, the project has both functional and non-functional requirements. Functional requirements are capabilities that the product must have to enable the user to perform the job. Non-functional requirements are qualities that the product must have, such as usability, performance, and reliability.

As the project manager, define the project by asking yourself:

- Why are we doing this project?
- What is the project trying to accomplish?
- How will the team approach the problem?
- How will I know when we are done?
- What are my external dependencies?
- What are my boundary constraints?

By exploring these questions, you should be able to describe the project concisely to the stakeholders and the project team.

## Plan the Project

Depending on the approach you use in managing the project, a **Network Diagram** may be a good tool to show the work flow, from project deliverables to project milestones. The deliverables identified will be the starting point for your work breakdown structure, a deliverable-oriented hierarchical decomposition of the work the project team will do. The diagram helps you identify project decision points and

milestones, assign "ownership," assign target dates, and develop an estimated **Timeline**, which you can use as a communication tool for planning.

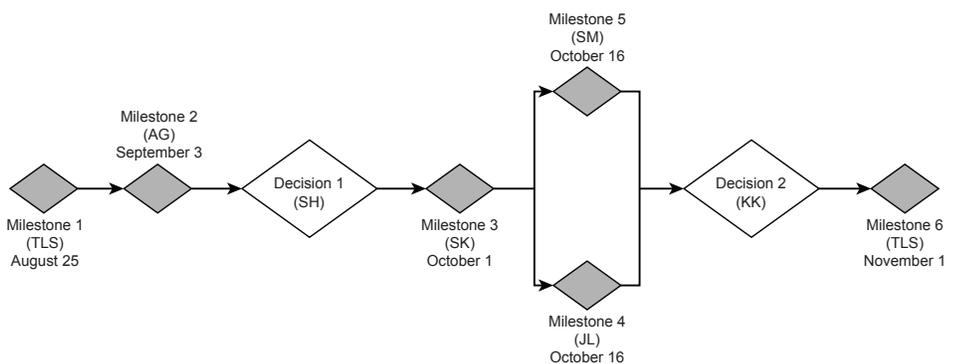
You'll also want to develop a list of **Resources**, such as equipment, supplies, commodities, materials, services, funds, or people with a specific skill, for each deliverable and milestone.

In addition, create a broad list of potential project **Risks** (both positive and negative). A more detailed risk analysis will be developed later.

As with any project document used by the project team, you will want to maintain a **Change History**. Here you record and date brief descriptions of changes to the Executive Project Plan. This history will provide valuable information when developing "lessons learned" during the close-out phase of the project.

These key pieces of information on your project create your Executive Project Plan or provide the foundation for a more detailed project plan. For more information, please refer to the template page of the Project Management Resources at <http://saic.ncifcrf.gov/ProjectManagement/pm/Templates.aspx>

*Some of the information for this article was taken from: XO Consulting and Training, <http://www.xocp.com>; and A Guide to the Project Management Body of Knowledge (PMBOK) Fourth Edition..*



*The Network Diagram is a compact way to illustrate milestones, points at which decisions need to be made, completion dates, and to identify leaders for each milestone. (Network diagram by Teresa Stitely)*

## Quality Management

# QMO Organizes Forms Repository

By Andi Gnuschke, Guest Writer

Have you ever had difficulty putting your hands on a specific company form? Once you found it, did you wonder if you had the most current version or did you struggle with how to fill it out? If so, you are not alone.



To help you find those forms, the Quality Management Office (QMO) has established a central electronic repository of fillable forms. Together, QMO and Data Management Services are organizing the forms on the web site by “NCI-Frederick-General,” or “SAIC-Frederick-General” and are working to make the text within forms searchable. The forms repository is at <http://ncifrederick.cancer.gov/Staff/Forms/>.

In addition, standardized formats have been developed for both facility and company forms, and instructions are being included as forms are revised. Each form will have an established form number and revision date. Facility-wide forms can easily be identified by the dual logos (NCI and SAIC-Frederick). SAIC-Frederick forms contain only the SAIC-Frederick logo.

QMO has also implemented a review process for each form to ensure that only the current, approved version of each form is available on the forms web site. Managers and supervisors are notified via e-mail when new forms are added or changes have been made to existing forms.

QMO is eager to coordinate the development of forms for new business processes and to delete old forms for processes that no longer exist. To submit a request for a new form, changes to an existing one, or if you have questions, please send an e-mail to [SAICControlleddocs@mail.nih.gov](mailto:SAICControlleddocs@mail.nih.gov). Additional information can also be obtained in Standard Process A016,

“Preparation and Approval of Forms,” in the *SAIC-Frederick Administrative Handbook of Standard Processes*, located at <http://ncifrederick.cancer.gov/Staff/Sahsp/Sahsp.aspx>.

Andi Gnuschke is project manager/ethics coordinator, Quality Management Office, Contract Planning and Administration.

The image shows two screenshots of fillable forms. The top form is titled "Central Supply Warehouse Addition Request" and includes fields for Name, Address, Telephone, and Signature. The bottom form is titled "SAIC-Frederick, Inc., Model Release" and includes fields for Name, Address, Telephone, and Signature, along with a section for "Employment Modification".

## New Manager Orientation Program Now on the Web

By Sukanya Bora, Contributing Writer, and Erin Wheeler, Guest Writer

SAIC-Frederick’s quarterly New Manager Orientation Program, a mandatory program for newly hired and promoted managers, is now available in an online format through the Department of Health and Human Services Learning Management System.

This program provides new managers with an overview of SAIC-Frederick’s expectations of them by providing a “big picture” view of the organization, as well as more detailed information about specific content areas, including the contract environment, operations, policies and procedures, public affairs,

intellectual property, and managers’ responsibilities.

The Human Resources (HR) Department worked with subject matter experts to develop and streamline the content included in this program. The new format allows participants to learn at their own pace and access information in a more convenient and timely manner.

The new program consists of two sets of modules. The first set focuses on the mission of SAIC-Frederick, with a welcome message from Dave Heimbrook, Ph.D., chief executive officer, SAIC-Frederick, “What Managers Need to Know Right

Away,” and “Government–Contractor Interactions.” The second set provides participants with information on SAIC-Frederick’s operations, as well as important safety and contract-related requirements. Participants have 30 days to complete this online program.

To learn more about the New Manager Orientation Program, visit the SAIC-Frederick training and development web site at <http://home.ncifcrf.gov/SAICFTraining/index.html>.

Any questions can be directed to [managerorientation@mail.nih.gov](mailto:managerorientation@mail.nih.gov).

Erin Wheeler is a training specialist in Human Resources.

## Vaccine Pilot Plant Acting Director Fills “Some Big Shoes”

By Debbie Burgan, Contributing Writer

When asked what being an acting director means for him, Peter Alexander, Ph.D., said, “Very hectic, but at the same time I welcome the opportunity. I have some big shoes to fill after Criss’s retirement.” He referred to former director Criss Tarr, Ph.D., who retired in June after leading the construction of the Vaccine Pilot Plant (VPP) and establishing the good manufacturing procedures (GMP) used in the new facility that came on-line in 2005.

Despite the search for a new VPP director Alexander says that VPP continues its important support of the Vaccine Research Center’s (VRC’s) projects.

“We are moving forward with the Chikungunya vaccine program,” Alexander said. Chikungunya virus is “a mosquito-borne pathogen that produces an intensely painful and often chronic arthritic disease that has stricken millions of people in India, Southeast Asia, and Africa,” according to the University of Texas Medical Branch at Galveston (Plante, et al. Novel Chikungunya Vaccine Candidate with an IRES-Based Attenuation and Host Range Alteration Mechanism. *PLoS Pathogens*, 7[7], 2011. e1002142

DOI: 10.1371/journal.ppat.1002142), cited on the web site <http://www.sciencedaily.com/releases/2011/08/110812120923.htm>.

“We’re currently supporting the VRC with IND activities and will have vaccine product ready for Phase I clinical trials early this fall,” Alexander said.

He continued, “I am working with the Research Contracts group to finalize subcontracts supporting the VRC programs and monitoring a number of existing subcontracts.”

Alexander also expects to begin technology transfer activities for a CHO cell-based protein expression platform. This will be a new technology for VPP, and will kick off with a monoclonal antibody project for a neutralizing HIV antibody that has shown some promise in animal models.

Alexander’s new duties include business unit oversight and expanded roles in budget monitoring and personnel management—all this while continuing his current scientific role as technology development director, overseeing all



*Vaccine Pilot Plant Acting Director Peter Alexander coordinates a number of important projects for the Vaccine Research Center, from the Chikungunya vaccine program to technology transfer and process scale-up for new products.*

the process development programs in the facility, as well as the technology transfer and process scale-up for new product platforms coming to VPP from VRC and from external subcontractors.

“I’ve also been a lot more involved in the quality assurance side of our GMP operations, particularly with document control and other quality systems,” since becoming acting director, he said.

Alexander added, “It has been a great learning experience so far and I’m looking forward to helping the new director, whoever he or she might be, get established at the VPP.” ☺☺

## HR Launches New Training and Development Web Site

By Sukanya Bora, Contributing Writer, and Erin Wheeler, Guest Writer

SAIC-Frederick’s Human Resources (HR) Department is proud to launch its new training and development web site: <http://home.ncifcrf.gov/SAICFTraining/index.html>. This one-stop resource includes information on staff training solutions, programs, and courses offered. The site is

user-friendly, easy to navigate, and caters to all levels of staff.

The fall catalog and training calendar with new offerings are now available on the web site. Most training programs are free and held on site, with webcast options available for one-hour sessions.

If you are interested in team or group training, HR provides customized training on a variety of topics. Details

about tailored programs, including available team-building tools and assessments, are also included on this site.

Please take a moment to visit the site and provide comments using the feedback form at <http://home.ncifcrf.gov/SAICFTraining/contact.html>. ☺☺

*Erin Wheeler is a training specialist in Human Resources.*

## From Despair to Hope: Surviving Breast Cancer

By Marla Mullen, Guest Writer

“Five words turned my life upside down ... when I was told, ‘You have malignant breast cancer.’ Those words tossed me into a pit of despair and hopelessness.”

Karel (she doesn't give a last name), a contributor to the blog, “Ya Only Live Once, a Survivor's Journey,” on The Pink Ribbon Shop blog (<http://thepinkribbonshop.blogspot.com/2009/12/youll-be-fineyou-are-my-sister.html>), describes the despair she felt after she “endured four rounds of chemotherapy, a mastectomy, and



then four more rounds of chemotherapy [with] the typical hair loss, and reaction to the drugs.”

However, her despair turned to hope when her oncologist said, “You will be fine, you are my sister and I will take care of you.”

NCI and the Centers for Disease Control and

Prevention are working together to support research to identify, examine, and prevent or control adverse effects associated with cancer and seek to enhance the quality of life of all survivors and their families.

And survival rates are increasing. The data shows that 64 percent of adults diagnosed with cancer today can expect to be living in five years.

Just take it from Karel: The blogger mentioned at the beginning of this article was diagnosed in 2005 with breast cancer. Six years later, she is still cancer free and has served during the past five years as an honorary chairwoman for the Susan G. Komen Race for the Cure, and twice as the honorary chairwoman for the American Cancer Society's Relay for Life, all in Wichita Falls, Kansas. 

*Marla Mullen is a nurse practitioner in Occupational Health Services.*

*Information for this article was taken from the following sources:*

- <http://www.pinkribbonshop.com>;
- <http://www.georgetownuniversityhospital.org>;
- <http://www.cancersurvivalrates.net>; and
- <http://www.cdc.gov/MMWR>.

## In Hard Economic Times: Do Good Works

By Frank Blanchard, Staff Writer

A dollar doesn't buy much—an hour of downtown street parking, 10 4 x 6 color photos, maybe two-thirds of a cup of coffee at a popular shop. You might get a chief executive officer—Steve Jobs' annual salary was \$1; better not count on that, though.

Give up \$1 every other week and you might not miss it. At the same time, you could provide something that others miss dearly.

For \$1 per pay period (\$26 a year matched by SAIC-Frederick, for a total of \$52), you could buy emergency food for four hungry families; transportation for a cancer patient to a treatment center; 25 pounds of 12D nails to build a shelter for the homeless; or one counseling session to help survivors heal from violence and abuse. It's something to think about as the fall employee giving campaign draws near.

We are all burdened by the economic downturn and feeling the effects of federal budget tightening. Since 2007, average unemployment in Frederick County has doubled and about 8,000 people are currently without jobs, according to the Maryland Department of Labor, Licensing, and Regulation (<http://www.dllr.state.md.us/lmi/laus/>).

SAIC-Frederick's annual “Double Our Reach” giving campaign begins in October, but you can sign up at any time. The only difference is that the dollar-for-dollar company-matching funds only become available during the campaign and until they are used up.

The giving program supports your choice among seven local organizations

through tax-deductible payroll deductions: the American Cancer Society, Chesapeake Bay Foundation, Frederick Community College, Frederick Rescue Mission, Habitat for Humanity, Heartly House, and United Way of Frederick County. In addition, you can reach just about any qualified nonprofit organization via the United Way.

Last year, the campaign raised \$123,792 in pledges from 171 employees and company-matching funds. Imagine what might happen if each person who participated last year successfully encouraged one additional person to sign up this year, even at the minimum level of 50 cents a week, or \$1 per pay period. 



## Elser and Huter-Imming Total 74 Years at NCI-Frederick

### John Elser

By Kristen Pike, Guest Writer

John Elser, an outstanding member of the Laboratory of the Molecular Technology, retired this past summer after 38 years with NCI-Frederick.

He first assisted in converting the existing Army buildings into scientific laboratories, updating equipment, adding “robust” purification methods to the laboratory water supply, and improving air conditioning.

Later, in Dr. Nancy Rice’s laboratory, Elser learned Maxam and Gilbert sequencing, how to handle radioactive isotopes, and mastered the automated DNA sequencers that use laser-activated dyes. Elser’s active role in the sequencing and Staden assembly of bovine immunodeficiency-like virus for the Laboratory of Cell and Molecular Structure was a major accomplishment.

Elser maintained excellent wet lab and computer skills throughout his career, and performed proficiently in clinical studies of genetic mutations.

In 2002, Elser was part of a team that received the Outstanding Science Achievement Award at SAIC-Frederick’s Winter Staff Meeting. This award was in recognition of consistent hard work and attention to detail in producing high-quality sequencing data for NCI and NIH researchers.

Elser co-authored numerous peer-reviewed scientific publications, and worked and collaborated with many people over the past nearly four decades. He has done so with a kind, helpful, fun, inspirational, and respectful nature.



Since 1973, John Elser has been an integral part of NCI-Frederick’s development. He is pictured with Kristen Pike (left) and Dan Soppet, Ph.D.

Kristen Pike is an associate scientist in the Laboratory of Molecular Technology.

### Amy Huter-Imming

By Nancy Parrish, Staff Writer

“I never thought of this as a career. I was going to work for a few years to pay off the bills, and then stay home with my kids.” This is what Amy Huter-Imming said she thought about her brand new job at NCI-Frederick in 1975. On September 30, Huter-Imming retired after 36 years with NCI-Frederick.

She has held a number of support positions over the years, from administrative assistant to building manager, to manager of the Intramural Research Support Program, and finally to program management, and she has switched from contractor to government twice. When she retired, Huter-Imming was administrative director for the Basic Science



At Amy Huter-Imming’s retirement party in September, Larry Arthur presented her with a letter of appreciation and a plaque commemorating her many contributions to NCI-Frederick during her 36 years at the facility.

Directorate, where her group was responsible for coordinating activity between a scientific staff of 120 and multiple support departments.

Huter-Imming was active on the Employee Recreation Council for 25 years, serving as its president for 15 years. She also served on the OTS Management Committee, the Café Committee, as well as on committees dedicated to child care, space management, and quality assurance.

At her recent retirement gathering, Larry Arthur, Ph.D., chief scientist and former chief executive officer, SAIC-Frederick, said, “Amy has the characteristic of getting things done ... And I was impressed with that.”

Huter-Imming believes helping the scientists was her greatest accomplishment. Her work, she said, was always driven by “a personal goal to provide as much administrative support as possible for the scientific staff,” so they could concentrate on their research. Her greatest reward has been “the opportunity to work with some of the most incredible, intelligent, and dedicated scientists in the world.”

A mother of four and grandmother of seven, Huter-Imming will not lack for things to do in retirement. She is considering volunteering in community service programs in South America and opening a travel business; she also wants to spend more time with her family, which includes her three horses. “Anything goes!” she said. 🐾

## Remember to Recognize Fellow Employees with RESPECT Awards

By Andi Gnuschke, Guest Writer

Do you know a co-worker who has demonstrated exemplary customer service, excellent work ethic, or has performed tasks above and beyond his or her scope of responsibilities? If so, then nominate him or her for recognition through the RESPECT (Recognizing Excellent Service Promotes Employee Commitment and Teamwork) Employee Recognition Program. Since the program began in October 2009, 421 awards have been distributed. The breakdown of awardees per directorate is in the table accompanying this article.

Any SAIC-Frederick employee may nominate any other SAIC-Frederick employee, as long as no direct or indirect reporting relationship exists between the employees. Individual employees receive a \$25 award via biweekly payroll.

Project teams are also eligible for RESPECT awards upon the successful completion of a significant project; nominations must be made by an individual external to the team. Project teams receive an advance check equal to \$15 per team member to be used for a team celebration at a restaurant.

In addition to a monetary award or a project team celebration, RESPECT awardees receive a different RESPECT-branded item for each of the first four awards they receive. If you would like to nominate a fellow employee for a RESPECT award, you can find the orange "SAIC-Frederick, Inc., Employee Recognition Nomination" forms hanging in most buildings and common areas, or you can access the form online at <http://web.ncifcrf.gov/campus/sahsp/EmployeeRecognition/>.

RESPECT award winners for the period of June 8 to September 6, 2011, are:

Kevin Baker • Joel Brown • Scott Burdette • Daniel Cogswell • Sherri Cregger • Kim Dreyer • Diane Flook • Debbie Green • Melinda Hohnke • Mel Lambert • Steve Lescalleet • Greg McKenzie • Mike Minchik • Guity Mohammadi • Lee Murphy, Jr. • Raymond Paggi • Christine Seabright • Danielle Siler • Bill Wilton

*Andi Gnuschke is project manager/ethics coordinator, Quality Management Office, Contract Planning and Administration.*



| Directorate                            | No. of Awardees since October 2009 |
|--|------------------------------------|
| AIDS and Cancer Virus Program          | 7                                  |
| Applied and Developmental Research     | 43                                 |
| Advanced Technology Program            | 24                                 |
| Biopharmaceutical Development Program  | 25                                 |
| Basic Science Program                  | 19                                 |
| Contracts and Acquisitions             | 48                                 |
| Contract Planning and Administration   | 12                                 |
| Clinical Research Program              | 40                                 |
| Environment, Health, and Safety        | 28                                 |
| Financial Management                   | 11                                 |
| Facilities Maintenance and Engineering | 78                                 |
| Human Resources                        | 3                                  |
| Information Systems Program            | 27                                 |
| Laboratory Animal Sciences Program     | 44                                 |
| Office of the Chief Executive Officer  | 1                                  |
| Vaccine Clinical Materials Program     | 11                                 |

## OHS Holds Open House to Launch Wellness Program

By Nancy Parrish, Staff Writer

Occupational Health Services (OHS) held an open house on August 30 to launch the Wellness Program, a voluntary program designed to address individual health and lifestyle concerns.

By enrolling in the Wellness Program, employees may make regular wellness appointments that are separate from physicals. During these appointments, employees may discuss individual concerns, which might include such issues as smoking cessation, exercise

plans and weight loss, stress management, blood pressure and cholesterol screenings, nutrition, and cancer screening.

The Wellness Program also sponsors monthly educational events that are open to the community.

For more information about the Wellness Program, contact OHS at 301-846-1096.



*OHS clinician Rose Saad explains the U.S. Department of Agriculture's MyPlate program to Engineering Manager Leonard Wrona, Facilities Maintenance and Engineering, at the recent open house.*

# From Mother Earth

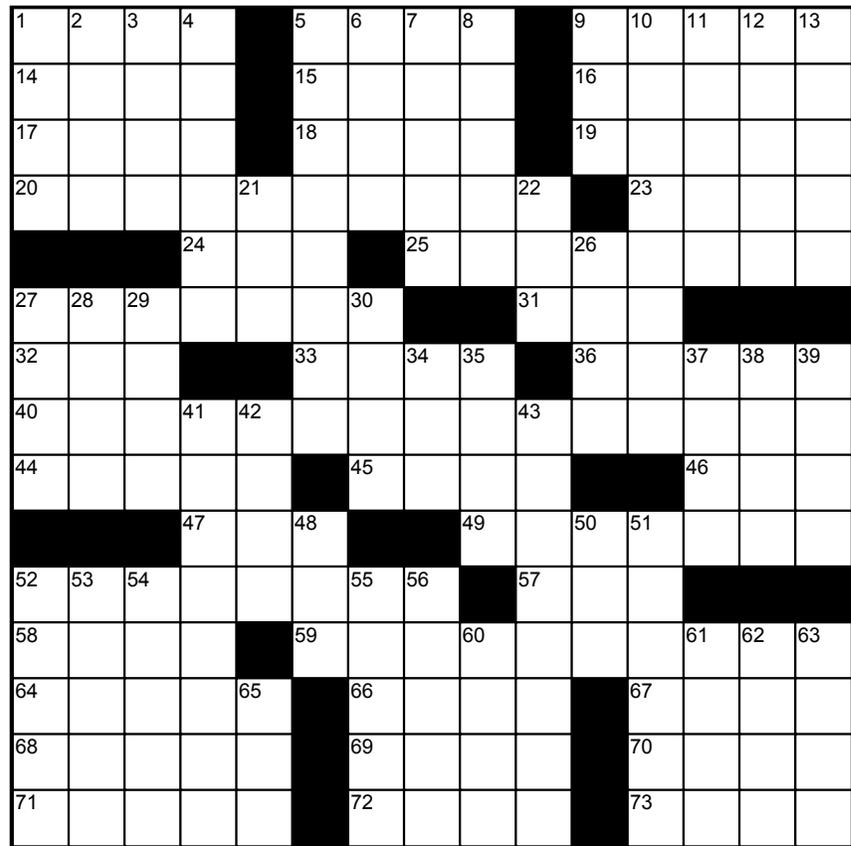
By Frank Blanchard, Staff Writer

## ACROSS

- 1 Twenty-seventh president
- 5 Tall mountain range
- 9 Razor brand (pl)
- 14 Cake topper
- 15 Nat King \_\_\_\_
- 16 Band with Grateful Dead-like following
- 17 Television award
- 18 West Virginia mine output
- 19 Basil sauce
- 20 Items of 40 Across with medicinal properties
- 23 Don't feed one in Yosemite
- 24 Korean child's first birthday
- 25 Alienate from someone formerly close
- 27 Chuck Taylor shoe brand
- 31 Something you might do as you go
- 32 U.S. teachers' group
- 33 Runner's illegal booster
- 36 Alicia Keys' 2007 hit (everything's going to be all right)
- 40 Repository, and generic group for 20 and 59 Across
- 44 An aromatic hydrocarbon
- 45 Fixture on the trailing edge of an airplane wing
- 46 Poisonous snake
- 47 Home for vipers or bears
- 49 What ultrasound lets expecting parents do (2wds)
- 52 Domestic security agency concern
- 57 Gun enthusiast's org
- 58 It's not over until it's \_\_\_\_
- 59 Item of 40 Across with medicinal properties
- 64 Second planet
- 66 Rice-A-\_\_\_\_
- 67 Menthol cigarette brand
- 68 Capone nemesis (abbr)
- 69 Irish bronze horn, or dictionary ghost word
- 70 Noun suffix
- 71 It balances a liability
- 72 Prefix to "Dee" or "D" in "fast" company names
- 73 Five hundred sheets of paper

## DOWN

- 1 Deadlocked scores
- 2 Highest point
- 3 Government hurricane relief agen.
- 4 Lovers' appointments



- 5 Brace, in music
- 6 "Crazy" bird
- 7 Bright spot on the sun, or sandy resort beach
- 8 Tennis champion Monica
- 9 Smart phone software (abbr)
- 10 Louisiana wetland marsh (2 wds)
- 11 At Easter: He is \_\_\_\_
- 12 Male deer (2 wds)
- 13 Maryland's Eastern \_\_\_\_
- 21 It calls the kettle black
- 22 NASCAR oil decal
- 26 Philosopher, writer Ayn
- 27 Russian tennis star Kournikova
- 28 Shakespeare king
- 29 When Letterman's show airs
- 30 American physiologist and inventor of Rolfling
- 34 Text shorthand for group of humans
- 35 Important time periods
- 37 Canadian collegiate sports grp
- 38 Airline crash investigators grp
- 39 ESPN performance accolade (abbr)
- 41 Wasted potential
- 42 Virginia dance
- 43 Dentist's request
- 48 Forty winks
- 50 Erie International airport code
- 51 Money handler
- 52 Australian perennial shrub
- 53 Where bakers bake breads
- 54 First king of Egypt
- 55 Revenge of the \_\_\_\_ (taped eyeglasses)
- 56 Bend, hang downward
- 60 Memo reference (abbr)
- 61 Cute ice cream parlor word
- 62 Shakira song, video hit of 2010
- 63 Grade 3 school level (abbr)
- 65 Very fast jet, now grounded



Answers to the July 2011  
News & Views crossword puzzle

**On Effective Communication****Preventing the Self-Erasing Speech***By Ken Michaels, Staff Writer*

Garrison Keillor once defined the “self-erasing speech” on an episode of *A Prairie Home Companion*. During his “News from Lake Wobegon”

monologue, he described the commencement speaker’s presentation at the high school graduation ceremonies. “He spoke for about 20 minutes about the importance of communication as he was demonstrating how not to do it. It was one of those self-erasing speeches. You come to the end of it and you clap and can’t remember what it was about.”\*

In virtually all of the literature on making effective presentations, three distinct parts of the presentation are identified; the introduction, the body, and the conclusion. The reason for the conclusion is essentially to prevent

your presentation from being of the self-erasing variety.

A typical scientific presentation includes data, hypothesis, supposition, interpretation, postulation, etc.; it is jam-packed with information. The conclusion is the speaker’s opportunity to extract the most important concepts from everything said over the last half-hour or so.

**“If you remember nothing else...”**

More than once I’ve heard a presenter, partway through a talk, pause, and say something along the lines of “... if you remember nothing else from this talk, please remember this ...” Personally, I appreciate this. This simple technique makes abundantly clear what the speaker considers the most significant message to be. It’s not always easy to tell, because typically there’s so much information there.

And of course, the point being referred to should certainly be repeated in the conclusion of the talk.

**End with the “Money Slide”**

Many times I have seen the final slide in a scientific presentation to be a listing of acknowledgments, contributions, collaborations, and such. I suggest that,

important though it is to acknowledge the contributions of others, it’s not the ideal final image to leave with the audience, especially if it stays on the screen during question-and-answer time.

My preference is to move acknowledgments to the introduction, as a part of setting the stage for the topic.

The final slide in your presentation—the one that you can leave on the screen during the question-and-answer time—may be the one visual that stays in front of your audience longer than any other. Does it not make sense for that final visual to be the “if-you-only-remember-one-thing” visual? And it also reminds you to avoid what seems to be a common wrap-up: “Uh ... so that’s about it!” (not exactly a powerful conclusion).

When the audience starts clapping, this “money slide” on the screen may just remind them what the talk was about, and help prevent auto-erase. ↻

*\*Keillor, G. “News from Lake Wobegon,” in A Prairie Home Companion, produced by American Public Media, aired June 6, 2009.*

**Employees Recognized during the Second and Third Quarters****Advanced Technology Program**

Steve Fox • Haleem Issaq • Yelena Levin • Chris McLeland

**AIDS and Cancer Virus Program**

Vickie Marshall • Denise Whitby

**Applied and Developmental Research**

Lisa Gray

**Biopharmaceutical Development Program**

Judy Duears • Andrew Gallagher • Man-Shiow Jiang • Jessica Mason • Joshua Orchard • Tim Ouellette

**Clinical Research Program**

Nancy Becker • Joy Beeler • Deb Gilchrist • Deb Grossman • Liam Harmon • Lisa Hoopengardner • Sherri Lewelling •

Kim Montgomery-Recht • Devon Moore • Jeannie Tower • Amanda Urban

**Human Resources**

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**Information Systems Program**

Bob Leberz

**Laboratory Animal Sciences Program**

Bih Wei

**Vaccine Clinical Materials Program**

Sandra Allen • Julie Lanahan • Laurie Menzl • Dawn Pelletier • Gail West ↻

## SAIC-Frederick Training Calendar

|  |                                     |
|--|-------------------------------------|
| Listening and Asserting .....                          | Oct. 19, 9 a.m.–12 p.m.             |
| Leading Team Meetings Successfully.....                | Oct. 20, 2–4 p.m.                   |
| Strategies for Scientific<br>Publication.....          | Oct. 31, Nov. 2 & 4, 9 a.m.–12 p.m. |
| Managing Conflict Constructively .....                 | Oct. 25, 1–5 p.m.                   |
| Coping with Difficult People .....                     | Nov. 2, 12–1 p.m.                   |
| Editing and Proofreading Your Documents.....           | Nov. 3, 12–1 p.m.                   |
| Problem Solving .....                                  | Nov. 9, 1–3 p.m.                    |
| Effective Business Writing .....                       | Nov. 10, 12–1 p.m.                  |
| Creating Your Own Individual<br>Development Plan.....  | Nov. 15, 1–4 p.m.                   |
| How to Write Effective Policies<br>and Procedures..... | Nov. 17, 10 a.m.–12 p.m.            |

|   |                        |
|---|------------------------|
| What's My Communication Style? .....      | Nov. 30, 2–5 p.m.      |
| Effective E-mail Communication .....      | Dec. 1, 12–1 p.m.      |
| Enhancing Professional Relationships..... | Dec. 6, 9 a.m.–12 p.m. |
| Time Management .....                     | Dec. 7, 12–1 p.m.      |

### Management and Supervisory Series

|  |                          |
|--|--------------------------|
| Counseling .....                                   | Oct. 18, 12–1 p.m.       |
| Successful Interviewing Techniques.....            | Oct. 26, 12–1 p.m.       |
| Coaching Employees to Success.....                 | Nov. 8, 9 a.m.–12 p.m.   |
| Understanding Managerial Styles .....              | Nov. 15, 1–3 p.m.        |
| Five Steps to Effectively Manage<br>Employees..... | Nov. 16, 9 a.m.–12 p.m.  |
| Workplace Accommodations .....                     | Dec. 8, 12–1 p.m.        |
| Assessing and Developing Talent .....              | Dec. 14, 10 a.m.–12 p.m. |

To register for any of the courses listed above, go to <https://lms.learning.hhs.gov>. For course locations and additional information, go to <http://home.ncicrf.gov/SAICFTraining/index.html>, or contact Sukanya Bora, manager, Training and Development, Human Resources, at 301-846-1129 or [boras@mail.nih.gov](mailto:boras@mail.nih.gov).

### Due Dates 2012

|                    |             |                    |           |
|--------------------|-------------|--------------------|-----------|
| January issue..... | November 14 | July issue.....    | May 11    |
| April issue.....   | February 10 | October issue..... | August 17 |

Please send your information, articles, or ideas to Maritta Grau,  
Managing Editor ([graump@mail.nih.gov](mailto:graump@mail.nih.gov)).

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*News & Views* is published quarterly by Scientific Publications, Graphics & Media for SAIC-Frederick, Inc., the Operations and Technical Support contractor for the National Cancer Institute at Frederick, in Frederick, Maryland. The content of this publication does not necessarily reflect the views or policies of the Department of Health and Human Services, nor does mention of trade names, commercial products, or organizations imply endorsement by the U.S. government. Please direct comments or suggestions to [news&views@mail.nih.gov](mailto:news&views@mail.nih.gov).

### Important Telephone Numbers

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| SAIC Stock Programs .....            | 1-800-785-7764<br>or 858-826-4703 |
| SAIC Stock Recorded Information..... | 1-888-245-0104                    |

### Dates to Note

|   |             |
|---|-------------|
| Veterans' Day: NCI-Frederick closed.....          | November 11 |
| Thanksgiving Day: NCI-Frederick closed.....       | November 24 |
| Christmas Holiday: NCI-Frederick closed .....     | December 26 |
| New Year's Day Holiday: NCI-Frederick closed..... | January 2   |

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SAIC-Frederick, Inc., under contract to the National Cancer Institute at Frederick, safely conducts 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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