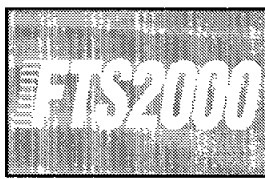




New boss

NASA Administrator Daniel Goldin talks about where he's coming from and where he sees the agency going. Story on Page 3.



Decadigits

Starting Monday, you'll have to dial 10 digits to make long-distance calls on the FTS network. Story on Page 4.

Space News Roundup

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April 17, 1992

No. 16

JSC cultivates Earth Day Celebration

Tree-planting ceremony, environment expo on tap Wednesday

The space program's interest in preserving the environment will come back down to Earth next week when JSC employees gather for a special Earth Day Celebration.

All employees are invited to the celebration being sponsored by the Center Operations Directorate Plant Engineering Division's Environmental Services Office. It will start with a tree-planting ceremony at 9:30 a.m. Wednesday at the JSC Child Care

Center and be accompanied by an Earth Day Expo from 9:30 a.m.-1:30 p.m. in the Gilruth Center ballroom.

The celebration is JSC's way of participating in Worldwide Earth Day April 22.

"The purpose of this is to promote environmental awareness at JSC," said coordinator Jo Kines. "A number of local organizations and environmental specialists will be available to provide information on ecological,

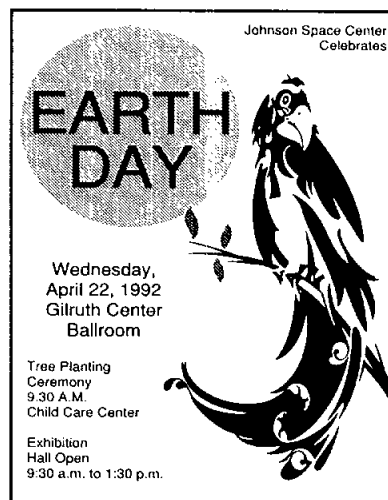
environmental and other 'Earth' subjects ranging from global concerns such as endangered species to more local interests such as recycling, conservation, canoeing and sailing. There will even be some live animal exhibits."

JSC Acting Director Paul J. Weitz and other JSC officials will participate in the tree-planting ceremony. Ivy Alexander of Four Seasons, the JSC grounds maintenance contractor, is

donating the tree for the ceremony, and Houston 2 x 2, an organization sponsoring the planting of 2 million trees by the year 2000, is donating another tree.

"Johnson Space Center is committed to supporting environmental protection and is pleased to provide this opportunity to enhance environmental awareness," said Center Operations Director Ken Gilbreath.

Please see **EARTH**, Page 4



Goldin encouraging

Survey to eye total quality gains at JSC

JSC's top officials, along with officials from other NASA centers and NASA Headquarters, spent the past weekend getting to know NASA Administrator Daniel Goldin and learning more about his earnest commitment to total quality management.

During the discussions, Goldin said he wants all NASA centers to look for efficiencies, to work together to develop a consensus on short- and long-range planning, to weave total quality into the daily fabric of work and to eliminate processes that don't add to NASA's final products.

As Goldin continues to stress his faith in total quality, JSC is preparing to step out with a Total Quality Survey next week that will tap the opinions of about a fourth of the center's civil service employees.

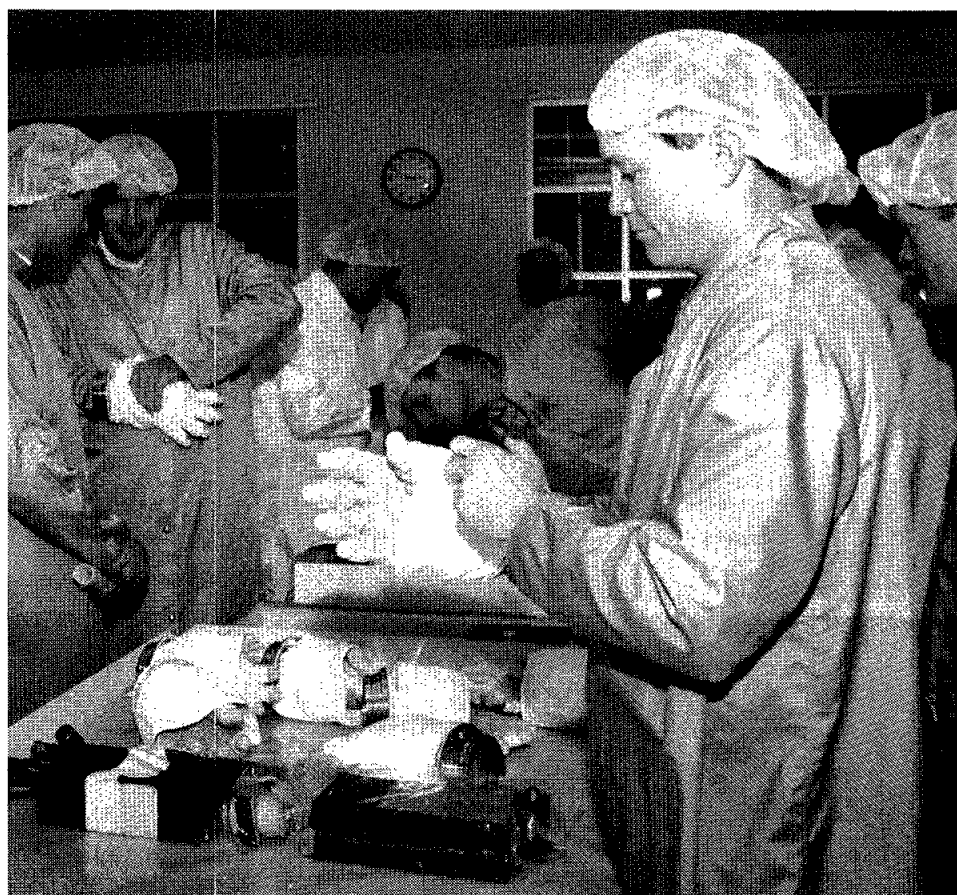
Goldin favors participate management and feels strongly that a consensus among NASA, its contractors and other important space program stakeholders must drive NASA's vision for the next 30 years. According to JSC Acting Director Paul J. Weitz. That vision must be rooted in a mission statement with underlying values, he added.

Weitz said the new administrator believes that all planning must embody the total quality approach, and that TQM should not be a separate program.

"I think the new administrator's approach to management validates the work we've been doing at JSC through our total quality and strategic planning efforts," Weitz said. "In fact, he encouraged us to do more."

Goldin emphasized the importance of metrics — establishing measurements of success and tracking them, and benchmarking — comparing what NASA is doing

Please see **SURVEY**, Page 4



JSC Photo by Benny Benavides

STS-49 Mission Specialists Rick Hieb, left, and Pierre Thuot check the fit of the gloves they will use when they climb into their extravehicular mobility unit space suits during next month's mission to rescue and reboost the Intelsat VI satellite and test Assembly of Space Station by EVA Methods. Pilot Kevin Chilton, far left, Mission Specialist Tom Akers, center, and Mission Specialist Bruce Melnick, far right, and the rest of the crew participated in the bench review of equipment that will be used on the seven-day flight.

Endeavour's engine swap moving fast

By Kyle Herring

Working "a little ahead of schedule," technicians at the Kennedy Space Center are wrapping up work replacing *Endeavour's* three main engines and keeping the maiden flight of the orbiter on track for May 5.

The engine replacement was recommended following the engine test fire last week that discovered irregularities in two of the engines that involved a pressure build up in the liquid oxygen preburner of one and higher than normal vibration in the high pressure oxidizer turbopump of the other.

While the discrepancies likely would not have been a safety concern during an actual launch, backup engines were available and the schedule impact was minimal, thus the decision to make the change.

Engines one and two were changed by late Wednesday and the last replacement engine was scheduled to be installed today. Two of the replacement engines last flew on STS-44 and were scheduled for *Atlantis'* next mission and were checked out and ready to go.

Engine three, actually the seventeenth of the fleet, last flew aboard *Atlantis* in November 1985. It has since gone through a thorough rebuild and acceptance test program, according to Floyd Bennett, Rockwell engine expert in the Project Integration Office.

"The way things are going with the engine change out, they'll finish a little ahead of schedule," said John Crockett,

Please see **ENDEAVOUR**, Page 4



Kranz receives Astronautics Engineer Award

National Space Club cites leadership from Gemini to shuttle

JSC Mission Operations Director Eugene F. Kranz received the National Space Club's Astronautics Engineer Award at the 35th annual Dr. Robert H. Goddard Memorial Dinner last Friday.

Kranz became the 34th person to be recognized as the space engineer who has made the most outstanding personal contribution to the advancement of space technology. He received the 1992 award for his space engineering leadership in the Gemini, Apollo

and Skylab programs and for his continuing leadership in space shuttle operations.

Kranz was nominated by JSC Director Aaron Cohen for his performance in the demanding role of flight director on eight Gemini missions, all 11 Apollo missions and three Skylab missions, and for his role as the critical interface between the flight control team, agency management and customers in all manned space flights since Skylab.

"In all of the positions that he has held, Mr. Kranz has been a dominant figure in the development and execution of manned space flight operations engineering and support," Cohen wrote of the Toledo, Ohio native who holds a bachelor of science degree in aeronautical engineering from Parks College of St. Louis University, Missouri.

Last year's recipient was JSC alumnus and Space Station Freedom Program Director Richard H. Kohrs.



Eugene Kranz

NASA recognizes 150 from JSC with Honor Awards

More than 150 people were recognized Wednesday for their outstanding service at the annual NASA Honor Awards Ceremony in Teague Auditorium.

Four individuals already had received the Distinguished Service Medal at NASA Headquarters. They were Vance D. Brand, Michael L. Coats, James F. Buchli and Carolyn L. Huntoon. Daniel R. Brown and Donald G. Whitman, both of Rockwell, received the Distinguished Public Service Medal at Headquarters.

The Outstanding Leadership Medal was presented to Joseph D. Atkinson Jr., John E. Blaha, Richard O. Covey, Mark K. Craig, Walter W. Guy, Harvey L. Hartman, Joseph P. Loftus Jr., Grady E. McCright, Steven R. Nagel, Robert J. Naughton, Bryan D. O'Connor and Howard J. Schneider.

The Exceptional Service Medal was presented to James C. Adamson, James P. Bagian, Harold F. Battaglia, William V. Bates Jr., Guion S. Bluford Jr., Mark N. Brown, John M. Crockett,

Larry D. Davis, Carroll T. Dawson, William D. Drastata, Cynthia C. Draughton, Robert L. Dupstadt, Wayne A. Eaton, Jon D. Erickson, Guy S. Gardner, Charles D. Gemar, William H. Gerstenmaier, David S. Grissom, Louis E. Guidry Jr., Yolanda Guillen-Burris, N. Wayne Hale Jr., Kathleen J. Healey, Richard L. Hill, Jeffrey A. Hoffman, Gene F. Holloway, John C. Hooper III, Debra L. Johnson, Malcolm E. Jones, Charles G. Krpec Jr., Helen W. Lane, Curtis J. LeBlanc, John M. Lounge, G.

David Low, Shannon W. Lucid, Sharon J. Martin, Fred A. McAllister, Donald L. Mitchell, Gordon L. Norbraten, Shannon L. O'Roark, Robert A.R. Parker, John C. Peck, Charles R. Price, Jerry L. Ross, David R. Saucier, Calvin Schomburg, Robert D. Schwartz Jr., M. Rhea Seddon, William W. Seitz, James L. Smothermon, Robert C. Springer, Fred R. Spross, Jane M. Stearns, Jerrold H. Suddath (posthumously), Teresa R. Sullivan, John A. Wegener, Virginia A. Whitelaw,

Charles L. Wilson and William D. Womack.

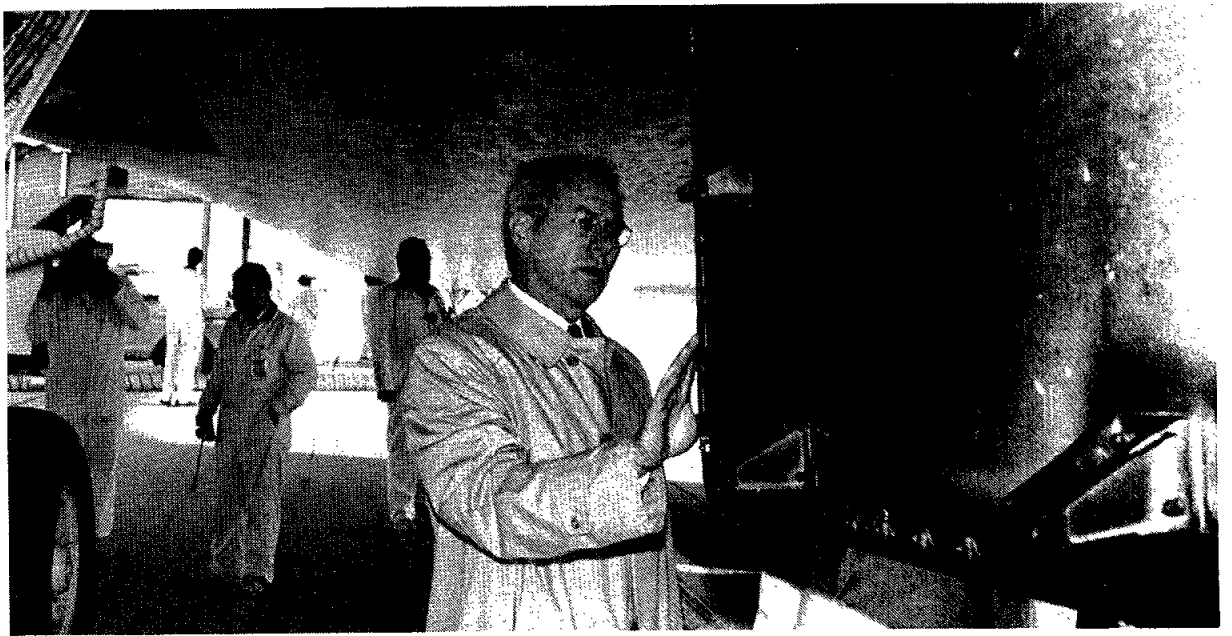
Exceptional Achievement Medals went to Cathy L. Claunch, Josephine C. Corey, Elena M. Huffstetler, Armando Marquez, Rose A. Mendlowitz, John Carre D. Ngo, Michael E. Read, Marvin L. Sharp and Nancy E. Tengler.

Robert F. Hall received an Equal Employment Opportunity Medal and Gautam D. Badhwar earned an Exceptional Scientific Achievement Medal.

Please see **JSC**, Page 4

Daniel Goldin

NASA's ninth administrator shares his perceptions on where the space agency is and where it's going



[Editor's note: The following is the abridged text of NASA Administrator Daniel S. Goldin's first address to employees, given April 1, 1992.]

By Daniel S. Goldin

Less than 30 minutes ago I met with the President and he congratulated me on my confirmation to be the ninth administrator of NASA. I can't tell you what an honor this is for me and how happy I am to come back home to NASA.

Over 30 years ago I sat down with my father and we filled out an application for the Lewis Research Center that started my career in civil space, the civil space program and my membership on the NASA team. Never did I think then that some day the President of the United States would bestow upon me the honor of being his nominee to lead the National Aeronautics and Space Administration, the world's number one leader in space technology. Today, that boyhood dream is now a reality and I'm just trying to soak it all in. It's just an unbelievable feeling.

I asked Aaron (Cohen) to set this assemblage up and to electronically hook us all together so I could talk to you, the men and women of NASA who really make the institution what it is. It's not a set of buildings, it's not a set of facilities, it's the human beings, the brilliance, the genius, the drive that make NASA what it is.

Thirty years ago I responded to John Kennedy's call for human space exploration and I dedicated my life to the space business. I have had the honor of designing and building, developing, testing and launching some of the most complex space systems, including space science, spacecraft, space communication and military space systems. And not surprisingly, as a space cadet, I enthusiastically responded to the President's call to lead our nation's exploration into space. I believe in America and I strongly and deeply believe in the commitment to public service. My whole professional life has been dedicated to building and expanding America's technology base in order to improve the quality of life, enhance the competitive posture of America, explore the unknown and defend our nation.

Today is the new zenith of my career, but I'm convinced that even better things are going to happen, because NASA has been constantly improving our quality of life and understanding of the planet we live on and the universe we inhabit since NASA's inception only 34 years ago. We've only just begun.

I hold NASA and the NASA team in unbelievably high esteem. To me NASA is the standard by which all other nations of the world measure their space programs. With your help I intend to work with you to raise our standard even higher. And with your help I know that we can do that thanks to the great foundation that has been put in place by people like Jim Webb, Bob Frosch, Jim Beggs, Jim Fletcher and especially, Admiral Richard Truly.

To me Dick Truly is an American hero. Not just because he was a space shuttle astronaut who flew two very successful missions, but because he was willing to come back to the agency and the people that he loved so dearly when they were down in the aftermath of the *Challenger* disaster. Dick Truly helped rebuild the morale of NASA, the management team, the space shuttle program and the public's perception of NASA. He initiated a continuous improvement program, an aggressive educational outreach program and an equal opportunity program and I wish him Godspeed in his new endeavors.

A lot has happened within NASA and outside NASA in recent years which has greatly increased our challenges. As I stand here talking to you today the Space Shuttle *Atlantis* crew is bringing their successful mission, the first human expedition to planet Earth in space, to a successful conclusion. Another challenge has been met.

Let me take a moment to tell you briefly my personal view of NASA. NASA is a symbol of America's competitive economic spirit, a world technological leader by desire to explore and discover and our pursuit of excellence. NASA is an investment in America's future and I underline the word investment. And for 1 percent of the federal budget it's one of the few things we're doing as a society to worry about what's going to happen to our great, great grandchildren, our children's children's children. Instead of taking, NASA is really putting in. We ought to have a program that will grab into those hearts of the Americans and not have to justify an

expenditure. We ought to have them patting us on the back for the investment we're making in America.

The American taxpayers have made a significant investment in NASA and they expect value for their investment. We have given them a high return on their investment but in this competitive environment, it is necessary for us to work together as a team to give them more value and an even better return on their investment. The American taxpayers expect it.

We need to do a better job of clearly depicting the relationship of the space program to Americans' everyday lives, to what they do, along with how they do it and why they do it and why we do it — in the workplace, the classroom, the home and the marketplaces of today and tomorrow. We must communicate how NASA will improve the American taxpayer's quality of life. It's a real challenge but I believe we can meet it.

NASA today stands ready to address some of the key challenges that face the America of tomorrow. Our cutting edge technology programs will increase our future competitiveness. Our science programs will help us better understand the universe we live in and the origin of life. The Mission to Planet Earth will help us better understand and care for our fragile planet. Our life sciences and microgravity research programs could lead to even greater contributions to medical technology, and our aeronautics program will help the nation to push the edge of technology and maintain one of the strongest export markets that we have. And our technological programs, meanwhile, could be the

deciding factor in whether or not the U.S. is competitive in the high technology market place of tomorrow and could have a real impact on the first Martians, those young children sitting in America's classrooms today.

If we are to respond to the challenges of today and if we are to successfully implement our programs, it will take teamwork and it will take extra effort. Today I would like to ask all of you, every employee in NASA to set clear goals for ourselves. Goals that go beyond the norm, not goals that are beyond what is achievable but goals that will cause you to stretch, to reach a little further and a little higher than you have in the past. I'm convinced with your help, NASA will be recognized as the standard for quality, innovation and management techniques. NASA will be recognized as the type of organization that the American public will look to and support as we strive to break down the barriers to space exploration, understanding the universe, understanding the planet Earth, and as we compete in the market place of high technology.

I do not see my challenge as a new administrator to get good people, we already have them. My challenge is to convince you that you can do more, do it a little better, do it for less, if we use more innovative management techniques, and if we fully utilize the individual capabilities of each and every NASA employee. My job is not to tell you what to do, not to direct control, you know what to do. My goal is to empower all of you to do it.

Therefore, for the next few months I intend to do a lot of listening and not talking. To listen to the people at NASA headquarters and the people in all the centers, the managers and the employees, to find out what your aspirations are for NASA, what your concerns are, what are your suggestions you have as to how we can do our jobs even better. As I meet with you, I will be interested in hearing your personal views and in trying to get a better appreciation for what we should start doing at NASA, what we should stop doing at NASA, and what we should continue doing at NASA. I will listen, and as we go along I will give you feedback to tell you what the general temperature and sense of the NASA system is, what's the sense of our culture.

Over the past five years in my prior job, I've become a true believer in the value of total quality management to the success and efficient operation of an organization. Total quality management has to start at the very top, and that's with me now, and I am personally and totally committed to that philosophy. I believe deeply if you can't measure it you can't

manage it, and I intend to bring this philosophy to NASA and to further develop and refine our continuous improvement activities, to establish clearly defined goals and objectives and to empower the employees to meet these goals.

I intend to reassess the long-term vision that has been developed, and with your direct input, formulate a vision with input also from our stake holders too. I believe in participatory management and I plead and beg each of you to participate.

And let me just digress from the written words here and say, when you have a concern feel free that NASA is an open system to express those concerns. If you have an idea, before you go take that idea forward, why don't you test it, do some peer review, five of your peers. If you make it through that peer review, and a consensus builds, take it forward and don't let anybody in the organization stop you, go to your boss, talk about it, see if there's some consensus there, take it as high in the organization as it has to go, and if it has to come to my office, I'll stay night and day, I'll stay weekends but I plan to listen. And I fully expect each of your bosses to encourage you to take it forward and not to stop you. NASA is an open book and I deeply and firmly believe it from the bottom of my heart and I believe that each of you believes that, so I really, truly want you to participate.

I intend to measure our performance. I hope each of you wants to measure your own performance as well as that of our contractors and their subcontractors. And we will do this on an annual basis to establish how well we're addressing continuous improve-

ment. Each of you, why don't you go home tonight and write down five areas where you think you could measure how well you're doing. It makes no difference what it is, but it will get you started in the process of measuring how well you're doing. I believe that the successful implementa-

tion of this integrated planning process will help justify our programs to the Congress. It will also help enlist the public, contractor, international, university support and lift the spirit and pride of America in the NASA team.

I have nothing but the highest regard for each and every individual that I've been associated with in NASA. Along that line, I have asked Aaron Cohen of the Johnson Space Center and Roy Estes of the Stennis Space Center to stay on at headquarters to assist in the transition. Aaron and Roy are extremely knowledgeable about NASA and I am confident their prudent guidance will help us meet our existing commitments as we explore new opportunities. In addition to which, there is a tremendous personal stress on these two gentlemen as their families are back home and they have to commute back and forth. I think we all ought to get behind them and tell them we really want them to stay and help make the transition.

As we end the first hundred years of powered flight and the first 35 years of space flight, America must prepare for a new century in which aeronautics and space will play an even greater role in our national and world economy. NASA must continue its leadership in the mastery of both air and space. NASA must push the limits to go to the edges of technology to enable a successful execution of our missions and NASA must continue to transfer these technologies into the private sector, not hold it to the chest, but really reach out to ensure that America is competitive in the world marketplace.

I believe that we have four core program areas at NASA. First, we look inward to our own planet to better understand the delicate workings of our fragile Earth.

Next, NASA looks outward to the heavens to explore our own solar system and beyond to better understand our place in the universe and the origins of life.

Third, space exploration takes the nation to the leading edge of technology and hopefully will find new opportunity for future generations, just as the Europeans set out to the new world by going west in silly little ships. We have to get ready for this great journey and we must understand, most importantly, the prolonged interaction of human stays in the hos-

tile space environment, and, out of necessity, that's going to demand permanent human presence in space by the end of the decade.

And finally, we have to perform world class aeronautics research. The American aeronautics industry is counting on us and let's ask ourselves, have we really lived up to the expectations of American aeronautics? America needs to uplift its place in the technological world and NASA is the place where it's going to happen if we refocus our thinking and commit ourselves to what the need is. The need is not to compete with other agencies to get money. The need is not to write technical reports. The need is not to just go play in the laboratory, but the need is to help take the American aeronautics industry and lift it to new heights so that America is supreme in that field.

These four core programs are NASA's heritage, it's our challenge, and anytime you have a challenge, the challenge is one human being's problem, one organization's problem, and another organization's opportunity. For NASA I view these challenges as an opportunity.

As the new leader at NASA I am committed to working with you to make NASA the world standard in each of these areas. I'm committed to working with you to meet the President's goal of deploying Space Station *Freedom* and Mission to Planet Earth by the end of this decade, to maintain and improve the reliability and quality and efficiency of the space shuttle as long as we need it to support human space activities and to maintain our world-class status in space and aeronautics technologies.

The space shuttle will continue to be the nation's principal vehicle for human space travel at least for the next decade or two. I am deeply committed to do everything within our power to maintain and improve the safety and reliability of this vehicle. We can't go after the next widget, we can't go after the next nice thing to do and forget about a commitment we've already made to the American public. We cannot steal money from the space shuttle to go do other things we want to do. What we have to do is figure out how we get the space shuttle as reliable as possible, as safe as possible, as efficient as possible, and then and only then, do we think about where we're going to go with other things.

And the same holds for every other commitment we have. We can't go away from today's commitment and say well, we have this program and that program but it's more fun to go here or go there. The most effective way that NASA could be gaining credibility with the American taxpayer is to perform on what we said we were going to do, when we said we were going to do it, and how we said we were going to do it and for how much we said we were going to do it.

As important as the programmatic initiatives, I am committed to a work force that reflects the cultural diversity of America, and I am determined NASA's programs will inspire young people to pursue careers in mathematics, science and engineering and mature members of the work force to broaden their skills so they are equipped for the competitive job market of tomorrow.

These are challenging times. These are tough times, but I know the NASA team is well conditioned and ready to respond to these challenges and continue our journey where no human or robot has gone before. Are you ready to take this challenge?

As I get ready to visit with employees at Headquarters and the centers, I would ask each element of NASA and our contractor teams to assess your current programs and to see what each one of us, each one of you can do to reduce costs. We cannot have a cycle where we continually have cost growth on programs. We can't have people playing games saying my program is more important than the other program. We have to, as a collective team, decide what we ought to do and what we should not do, and to get to that point each of us has to make some sacrifices, but never, never, never give up the quality and reliability of the systems we have.

I cannot begin to tell you how happy I am to be here and how much I look forward to working with you to turn the dreams of today into the realities of tomorrow. I look forward to meeting with each and every one of you individually and turning the challenges of today into new opportunities for NASA, the NASA family, the American public and the peoples of the world. I would like to, in advance, thank you for your support and I want to encourage you "carpe diem"—seize the day. □

'My job is not to tell you what to do, not to directly control, you know what to do. My goal is to empower all of you to do it.'

— NASA Administrator Daniel Goldin

Employees who are away to get help staying in touch

JSC's Human Resources Office plans to make it easier for employees who are away from the center for long periods to stay in touch with what's going on here.

The new service will take the form of a single point of contact for all questions from employees who are away on developmental assignments or extended tours of duty.

"We envision this service as not

only a focal point for people who are already gone on some sort of developmental assignment, but as a clearinghouse for people contemplating any type of extended leave," said James Sturm, the personnel management specialist who will be that point of contact.

While employees are away, they can call Sturm at x33085 and get answers to questions about travel

expenses, allowances, health or life insurance benefits or any other personnel matter. Sturm also said he will send out packages of Space News Roundups, announcements and open season information on a monthly basis. He'll also make sure that any time-sensitive issues or announcements are passed along quickly.

"We hope that by having a single point of contact on the hows and

whys of extended leave, employees won't feel so 'abandoned,'" Sturm said. "We also envision this as a way to better support both the center's and the employee's career development needs."

As employees explore career development opportunities away from JSC, Sturm will be able to discuss the requirements and steps to get there, the center issues associated

with their particular choices and the potential benefits of the various development opportunities.

Sturm also will be available to ease the transition back to JSC when the employees return. He will contact each employee about four months before his or her return to discuss issues such as travel allowances and timing, their reentry into JSC organizations and any concerns or questions.

MOD grants to fund research at black colleges

Two historically black universities are receiving special research grants from the Mission Operations Directorate to the tune of \$450,000 this fiscal year.

Prairie View A&M University and Southern University are the recipients of MOD's grants in an effort to help provide a pool of talented, experienced minority researchers to support JSC's evolving mission objectives and flight projects.

At Southern University, the grant will assist in a study of the Clohessy-Wiltshire equation accuracy and an enhancement of orthogonal braking techniques. Richard T. Gavin of the Flight Design and Dynamics Division is the MOD project leader.

At Prairie View, the money will be used to investigate the automation of shuttle flight software regression testing. Michael P. DeMasie from the Reconfiguration Division is the MOD project leader.

MOD, which initiated the effort, also will provide the necessary hardware, software and consulting necessary for the faculty and students to accomplish the tasks.

James Shannon, assistant director of MOD, worked directly with the two universities to identify the research areas.

Last year, JSC awarded grants in the amount of \$1.3 million through the Equal Opportunities Programs Office.

Endeavour on track

(Continued from Page 1)

Endeavour vehicle manager at JSC.

While the official launch date will not be decided until the conclusion of next week's flight readiness review, the apparently trouble-free replacement of the engines keeps the target date of May 5 on track.

Launch could occur between 7:03 and 7:56 p.m. CDT May 5. Landing is scheduled for late afternoon California time on May 12.

Routine pre-flight processing continues despite the engine removal and replacement with no surprises found in the plumbing inspections following the test firing, Crockett said. If all continues to go smoothly, the engine frequency response test will occur Wednesday followed by the standard helium signature leak checks Thursday and Friday.

Crew training moved into the final stretch today with the traditional terminal countdown demonstration test.

Commander Dan Brandenstein and his crew — Pilot Kevin Chilton and Mission Specialists Bruce Melnick, Pierre Thuot, Rick Hieb, Kathy Thornton and Tom Akers — traveled to KSC for the test to exercise the launch team in Florida and the flight control team here.

The crew also practices egress training at the launch pad and fit checks its helmets, gloves and launch/entry suits while in Florida.

The Intelsat booster motor and the hardware supporting the space station assembly techniques space walks were installed in the payload bay Tuesday.

The engines removed from Endeavour will go through routine turnaround inspections in the engine shop at KSC as do all engines following a mission, said Terri Stowe, lead Booster Officer for STS-49. The only difference will be the removal of the pump and the pre-burner face plate for a more detailed inspection.



JSC Photo by Bob Walck

TENNIS TOUR—In town for the Houston stop on the professional women's tennis tour, three players take time for a tour of the space shuttle trainer and STS-39 Pilot Blaine Hammond. From left are Gigi Fernandez, Jill Hetherington and Kathy Rinaldi. In addition to the shuttle mockup in Bldg. 9, the players were briefed in Mission Control and at the Space Station mockup facility.

JSC to observe National Secretaries Week

In recognition of the significant contributions of JSC's secretarial staff, the Federal Women's Program is planning two special ceremonies Monday in Teague Auditorium.

Diana Peterson, president of the Clear Lake/NASA Area Chapter of Professional Secretaries International, will speak about her organization and the role of secretaries at JSC. She is the secretary for the deputy

director of Space and Life Sciences.

Each secretary and clerk will receive a special memento during the National Secretaries Week ceremonies, which will be at 9 a.m. and 2 p.m. Tickets will be distributed to each directorate or program office.

For more information, contact Federal Women's Program Manager Pam Adams at x33761.

JSC individuals, teams earn Honor Awards

(Continued from Page 1)

NASA Space Flight Medals went to James C. Adamson, Jay Apt, James P. Bagian, Micael A. Baker, John E. Blaha, Guion S. Bluford Jr., Vance D. Brand, Mark N. Brown, James F. Buchli, Kenneth D. Cameron, Michael L. Coats, Richard O. Covey, John O. Creighton, Frank L. Culbertson Jr., Samuel T. Durrance, F. Andrew Gaffney, Guy S. Gardner, Charles D. Gemar, Linda M. Godwin, Sidney M. Gutierrez, L. Blaine Hammond, Gregory J. Harbaugh, Richard Hieb, Jeffery A. Hoffman, Millie Hughes-Fulford, Tamara E. Jernigan, John M. Lounge, G. David Low, Shannon W. Lucid, Carl J. Meade, Donald R. McMonagle, Steven R. Nagel, Bryan D. O'Connor, Ronald A. Parise, Robert A.R. Parker, Kenneth S. Reightler, Jerry L. Ross, M. Rhea Seddon, Robert C. Springer and C. Lacy Veach.

Certificates of Appreciation were presented to Manuel Avila Jr., Floyd I. Booker, Wilber R. Boykin, Melvin C. Buderer, Jeffrey A.

Cardenas, Charles R. Davis, William G. Davis, Vanessa S. Ellerbe, Walter D. Hanby, Henry V. Huber, Elizabeth M. Kalla, Patrick E. Lafferty, Robert L. Patterson, Angel L. Plaza, David R. Proctor, Donald M. Schmalholz, Albert V. Shannon Jr., Donald J. Stilwell, J. Britton Walters, John B. Westover, David R. White and William J. Young.

Public Service Medals were given to Ted Clauss, Rockwell; Peter Chadwick, SPAR Aerospace; Helen C. Harris, Hernandez Engineering; Roy A. Portier (posthumously), GE Government Services; Gregory A. Ray, Rockwell; Gloria Salinas, GE Government Services; William H. Shumate, Lockheed Engineering and Science Co.; and B. J. Thomas, IBM.

Group Achievement Awards went to the Astronaut Appearance Group, Automated Computer Operations Project Support Team, Automated Data Processing Equipment Acquisition Processes Tiger Team, Commercial Middeck Aug-

mentation Module Source Evaluation Board, Crew Transport Vehicle Development and Operations Team, Day-of-Launch I-Load Update Development Team, Extravehicular Development Flight Experiment Team, Extravehicular Activity Retriever Development Team, EO22 Experiment Team, E066 Cardiovascular Deconditioning Experiment Team, E072 Vestibular Experiments Team, E198 Pulmonary Function During Weightlessness Experiment Team, E294 Cardiovascular Adaptation to Zero Gravity Experiment Team, Gaseous Oxygen Fixed Orifice Flow Control Valve Team, Global Positioning System Tracking Team, High Resolution Electronic Still Camera First Flight Development Team, Hypervelocity Impact Laboratory and Analysis Team, JSC IADP/OADP Trail Boss Initiative, Man Tended Capability Phase Review Data Package Development Team, NAS 9-14000, Schedule B to Schedule A Transfer Team, Onboard Navigation Expert

System Team, Orbiter Thruster Plug Improvement Team, Program Compliance Assurance and Status System Software Development Team, Shuttle Operation and Maintenance Requirements and Specifications Turnaround Reduction Team, Six-Degree-of-Freedom Positioner Team, Space Environment Definition Team — Orbital Debris, Space Environment Definition Team — Radiation, Spacelab Life Sciences-1 Metabolic Experiments Team, Space Operations, Applications and Research Symposium Team, Space Shuttle System Safety Review Panel, Space Station Control Center Project Team, Space Station Freedom Program Central Software Facility/ Central Avionics Facility Study Team, Space Station Integrated Loads and Dynamics Group, T-38 Avionics Upgrade Team and UNISYS Computer Complex Consolidation Team.

The Public Service Group Achievement Award was presented to the Project Science Group.

Survey to gauge total quality gains

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to what other organizations are doing.

The upcoming survey will help identify the progress JSC has made this past year in adopting the total quality approach, Weitz said.

JSC's Human Resources Office, which has had the experience of conducting previous culture surveys, will administer the survey. About 900 JSC employees will be asked to answer about 100 questions on how they view JSC's total quality efforts in two April 24 sessions in Teague Auditorium. Each survey session — the first at 1 p.m. and the second at 3 p.m. — will

take about 30 to 45 minutes.

Survey participants will begin receiving letters today saying that they have been chosen to participate. Selection was made through a random sample that is designed to involve a good cross-section of the work force.

Survey results are expected to be out in May or June, and will be reported in the Space News Roundup.

The questionnaire is the same as one that was given to a random sample of 150 employees in February 1991, and will be compared to that survey to establish the next baseline level for total quality.

Space News Roundup

The Roundup is an official publication of the National Aeronautics and Space Administration, Lyndon B. Johnson Space Center, Houston, Texas, and is published every Friday by the Public Affairs Office for all space center employees.

Dates and Data submissions are due Wednesdays, eight working days before the desired date of publication.

Editor Kelly Humphries
Associate Editor Kari Fluegel

Earth Day salute

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The expo will include exhibits by JSC's Environmental Services and Earth Observations Offices, the City of Houston, Houston Lighting & Power, Houston Zoo, U.S. Fish and Wildlife, U.S. Parks and Wildlife, Texas Wildlife Rehabilitation, Houston Canoe Club, Galveston Bay Cruising Group, the Sierra Club and the Galveston Bay Foundation.

These groups will present exhibits on water and electricity conservation at home, endangered species, local wildlife and local outdoor activities.

For more information about the Earth Day activities, call Jo Kines at x33218, or Ginger Gibson at x30596.