

Energy Systems at Portsmouth

A Monthly Newspaper for Portsmouth Gaseous Diffusion Plant Employees of Martin Marietta Energy Systems, Inc.

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Number 5

Communications vehicle plays key role Governor honors plant for aid during riot

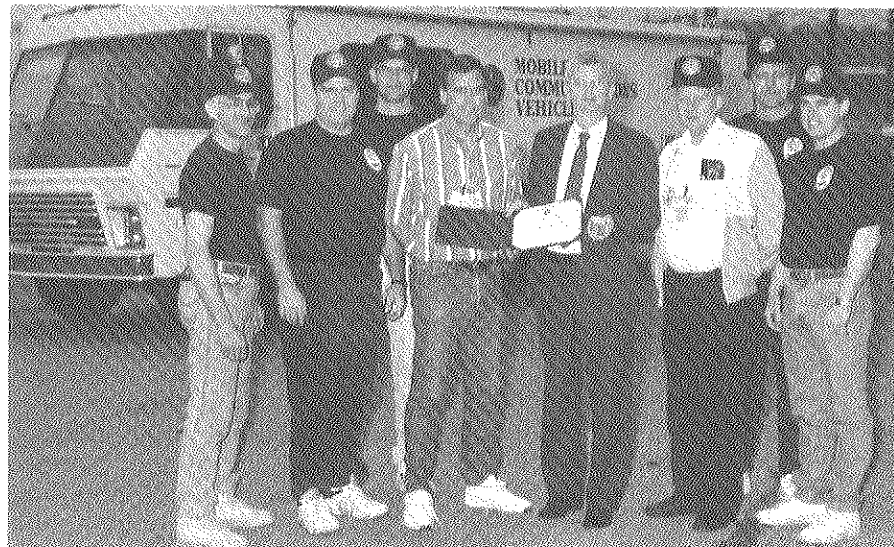
At approximately 3 p.m. on April 11, prisoners in the L Block of the Southern Ohio Correctional Facility rioted and took charge of their cellblock, taking eight guards as hostages. More than 400 inmates were involved in the uprising, and law enforcement and correctional officers from across the state were immediately called to the scene.

Later that evening, Pike County Sheriff Larry Travis put in a request to Plant Shift Superintendent (PSS) Bill Welch for mutual aid in the form of the Department of Energy's Mobile Communications Vehicle, which is maintained and operated by Martin Marietta personnel. Martin Marietta and the Pike County Sheriff's office have a memorandum of understanding to provide mutual assistance when needed.

Following prompt approval by DOE Site Manager Gene Gillespie, the communications vehicle was on its way. The "Comm Van" arrived at the prison by 9:30 p.m. with a trained crew of Martin Marietta employees--Jim Snodgrass (Protective Force Commander), John Jordan (Plant Shift Superintendent), and Terry Hammond (Telecommunications Engineer). By that time, law enforcement officers were standing shoulder to shoulder around the perimeter of the prison.

Thus began an 11-day siege that ended peacefully on April 21. However, before it ended, the death toll would stand at 10--one guard and nine inmates. Seven guard hostages survived the ordeal--two of them were released before the inmates surrendered.

Since law enforcement from several different counties had arrived to assist on the evening of the riot, there was a lack of common communication. Consequently, the vehicle was utilized immediately. Upon arrival, the Ohio



John Sheppard (DOE) and John Shoemaker, Deputy Plant Manager, hold the medal and certificate from Governor Voinovich as they pose with the Mobile Communications Vehicle staff. Shown are Jim Dixon, Terry Hammond, Jim Snodgrass, Sheppard, Shoemaker, Howard White, Jim Sevens, and Greg Lang. Not pictured are John Jordan and John Zangri.

State Highway Patrol (OSP) asked the vehicle crew to provide hand-held communications equipment to several Sheriff's deputies who were without communications. They issued 20 hand-held radios, and the vehicle served as a network control station for these units.

Also during the first night, the vehicle helped the OSP Command Post by providing facsimile and photocopying facilities for document transmission and dissemination of information. Prison officials used the cellular telephones on the vehicle. The plant also provided perimeter lighting systems on the prison fence line.

The communications vehicle was set up next to the prison garage, the site of the OSP Command Post. At the request of the OSP Command Post Radio Dispatcher, the crew installed and programmed a radio scanner to

receive transmissions from other law enforcement agencies. This permitted OSP to stay updated on the other operations as they occurred. The crew also provided the dispatcher with a desktop phone extension so that he would not have to leave his desk to answer the prison extension in the OSP Command Post.

On Monday, April 12, State Highway Patrol units replaced the Sheriff's deputies, and the hand-held radios were returned. However, when the Ohio National Guard (ONG) arrived on Wednesday, April 14, the vehicle crew issued hand-held radios to guards whose vehicle radios needed to be re-tuned. Again the vehicle served as a network control for these units. After the ONG established a Command Post in the prison, the crew provided them with a base station and rooftop antenna to communicate with the hand-held network.

The ONG established a Tactical Operations Center (TOC) at the Scioto County Fairgrounds. They also established a Forward Command Post at the prison garage. Vehicle personnel established secure base stations at all three ONG command posts, and issued secure radios to some ONG officers. The ONG used this network for their sensitive communications regarding troop movements and assignments. The ONG also used the secure cellular telephone in the vehicle to communicate with ONG headquarters. As a result of their experience with this network, the ONG now plans to purchase some radios of this type.

The ONG utilized approximately 30 hand-

Facts about the vehicle

- The Mobile Communications Vehicle's function is to provide communications support during emergency situations when normal paths of communications are lost or when a mutual aid request has been received which would bolster an existing communications system at the incident scene.

- The vehicle and crew are available on request from county, state, and federal organizations.

- The vehicle is housed and maintained at Portsmouth. When activated, it contains a three-person crew consisting of a plant shift superintendent, a supervisor from Security, and a technical support person. They are set up to provide around-the-clock operation of the vehicle's communications and technical functions, security, and on-board power source.

- The vehicle is 29 feet in length. Its engine is capable of operation from either gasoline or propane.

- The on-board power system is a gasoline-powered generator with a DC converter to provide power for equipment. Power can also be supplied by connection to an existing power outlet at a fixed location. There is a battery bank on board to provide alternate DC power for the communications system in the event of failure of the AC system.

- It is totally self-contained, providing living accommodations for three persons. It contains cooling, restroom, and sleeping facilities. There is also heating and air conditioning on board to provide climate control for both personnel and equipment.

- It is designed to be loaded on an aircraft for response where driving the unit would be time prohibitive. The antennas, air conditioning, and storage units can be easily removed to accomplish this requirement.

- The vehicle contains radio and telephone capabilities.

- It also has an on-board personal computer and printer, facsimile, television monitoring, video recording from either television reception or camera, a video playback unit, and an AM/FM radio system.

- The vehicle has participated in several exercises including the Superfund Amendments and Reauthorization Act (SARA) Title III Ohio River Exercise in September 1991. It was activated for actual emergencies twice prior to the riot--at a plane crash site in Sinking Springs in 1988, and at the Massieville Flood in July 1992.

Ohio Commendation Medal

On April 22, the Portsmouth Gaseous Diffusion Plant received the Ohio Commendation Medal from Governor George Voinovich for the assistance provided during the uprising at the Southern Ohio Correctional Facility. The Ohio State Highway Patrol, county sheriff deputies, and other major responding groups were also recognized.

The medal was presented to Howard White (Shift Management) and Greg Lang (Telecommunications) at a special ceremony at the Scioto County Fairgrounds in Lucasville. Signed by James J. Hughes, Brigadier General Task Force Commander of the Ohio National Guard, it read: "For outstanding service to the citizens of Ohio in bringing the siege of the Southern Ohio Correctional Facility to a peaceful resolution. Your diligence and perseverance in duty performance resulted in the preservation of the lives of five prison guards held hostage. Working as a member of a combined agency operation, you displayed substantial sensitivity to the roles and contributions of all task force members. You are commended for the high caliber of professionalism you displayed during a stressful and dangerous situation."

General Hughes commented that the team sponsored by Martin Marietta and the Department of Energy had worked 12-hour shifts from the beginning of the incident and that he felt their contributions were critical to operations, particularly during the first three days of the siege.

(Continued on page 8)

Timbers discusses transition during visit to plant

William H. (Nick) Timbers, Jr., who was named March 10 to replace John Longenecker as Transition Manager of the United States Enrichment Corporation (USEC), visited Portsmouth on April 15. The former President of The Timbers Corporation, an investment banking firm, spoke to employees about such facets of the transition as marketing, human resources, and Uranium Enrichment's new relationship with the Nuclear Regulatory Commission.

A former advisor to the Department of Energy on uranium enrichment business operations, Timbers recommended the establishment of a wholly-owned government corporation as an interim step to privatization.

"The most important thing that we're trying to do is to make this corporation an effective, efficient, aggressive organization that's going to be as profitable as we possibly can be," Timbers told UE employees. His suggestions for doing this included paying attention to customers, being flexible, being responsive to the customers' interests, and being competitive in price.

Timbers pointed out that there is a lot to do in a small amount of time. "I feel like Warren Moon with a run-and-shoot offense, and Jim Kelly with a no-huddle offense," he joked. "We don't have a whole lot of time to deal with the niceties of bureaucracy and systems," he added.

"Basically, in this transition, we're creating a Fortune 250 company," he said, pointing out that Uranium Enrichment has \$3 billion in assets and \$1.5 billion in revenues.

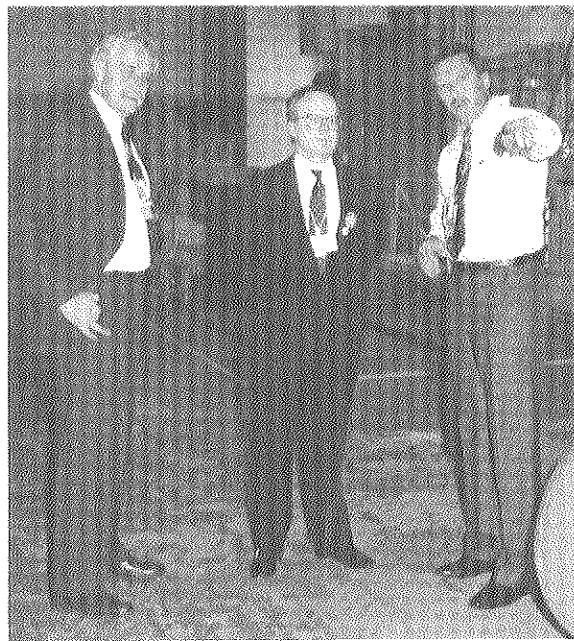
"I am committed to (Norm) Augustine and Tom Young of Martin Marietta," Timbers said. "We're going to take a clean scrub at this business...like they're now looking at GE Aerospace."

What's the criteria we have in looking at the business? "It's a pretty straightforward business," Timbers said. "Two plants producing one fundamental product. We know every single customer in the world. We know every single competitor in the world," he added.

"We're going to be competitive in terms of what we sell the product for, but we also have to be responsive to what that customer's interests and needs are to the extent that we can create a corporation that is customer-driven and that is customer-responsive," Timbers said.

He referred to Portsmouth and Paducah as "very well maintained facilities." "The capital investment into these facilities has been very worthwhile because these are very efficient and very well-run assets," he added. "We want to maintain our assets."

"We are not in this business to simply run the plants down and squeeze all the juice out of them that we possibly can," he stressed. "Our objective here is to build this business, to grow the business, to fight in a very competitive way with the Ger-



USEC Transition Manager Nick Timbers and Plant Manager Ralph Donnelly listen as Mark Conkel explains operations in the X-344 Toll Enrichment Facility, one of the stops on a plant tour that was conducted for Timbers during his April 15 visit. Conkel is Department Head, Uranium Material Handling.

mans, French, Russians--our competitors in the marketplace."

"I ask for your help and your support," Timbers said, "because there's just so much I can do...it comes down to every single person on the plantsite."

Marketing strategy

In terms of how the marketing strategy will change, Timbers explained that a number of teams had been organized to address finance issues, operating issues, health and safety issues, and legal issues. "Marketing is something that we have full control over," he said.

USEC officials have begun reconstructing UE's approach to marketing, he said. They have contacted approximately eight different companies for input. They have talked to Martin Marietta and DOE representatives, "but we're also bringing in people with a new perspective," he said. "We're not just taking the procedures that have occurred before and translating them into a new company. That would be very easy to do. But we want to do a better job than has ever been done before," he added.

Timbers stated that he had met with both union leaders. "We need people on the shop floor to run this business. It's not going to be run by bureaucrats in Washington--it's going to be run by you guys who run the shop floor."

Timbers stated that Jim Hall of DOE, now has day-to-day responsibility for DOE's activities on the transition. Hall will serve as the individual in the Secretary of Energy's office to handle dispute resolution and interface for USEC.

Shutdown?

When asked about the possibility of closing down one of the uranium enrichment plants, Timbers said that the legislation mandates that any business decision is to be made by USEC's Board of Directors. However, the Board of Directors will be appointed by the President and confirmed

by the Senate, so a political tie still exists.

He perceives that the Board will consist of individuals, men and women of diversity, that have high national stature and reputation in terms of business experience, technology, law, and finance. He further anticipates that they "will make those kind of important decisions on the criteria that are business-related to this corporation... purely on a business standpoint," he said.

"I can't make you any promises as to what's going to happen and what's not going to happen," he stated. He added that part of the reason for discussion of the closing of a facility stems from the importation of some converted highly enriched uranium from the Soviet Union.

However, he stated, "There's been no agreement reached with the Russian federation. Second of all, there's been no agreement on the terms of price and no agreement on the timing." He added, "The supply chain has not been tested yet. There is a politically unstable environment in Russia, and we need to see how reliable that supply is going to be."

"If we ever do get to a position where the Board is to consider that issue, it will be considered on an economic and a business-like basis, because that's why this corporation was established--to get it out of the budgeting process and get it out of the public policy issues of the government."

Nuclear Regulatory Commission

In regard to USEC's relationship with the Nuclear Regulatory Commission (NRC), Timbers stated that this process "should be done very carefully because NRC has never regulated this kind of

business...this is run entirely differently than a nuclear power plant."

The legislation allows two years for USEC, DOE, and the NRC to agree on a certification process. The Secretary of Energy and the Chairman of the NRC met on April 14 and decided that DOE will continue overview and oversight for health and safety on July 1 under its existing orders. "Those orders may change over time as we approach October 1994--the end of the two-year period," Timbers stated. But this will allow the NRC time to work on this and evaluate what the orders should be.

Timbers said he is trying to ensure that USEC does not have to follow government procurement regulations. "We are a government corporation, but if we can make a private business decision instead of a government decision, we're going to do that," he said.

When Timbers became transition manager, there were four people on his staff. That has now swelled to about 26 or 27 people. "We brought in a law firm, an accounting firm, a management consulting firm, a special NRC law firm, and we're about to engage a special environmental consulting firm--all in four weeks," Timbers said.

"We have to be able to respond to demands that happen out there in the marketplace," Timbers said. As long as we have a high level of integrity, we have to protect our image and our reputation, because if we lose our reputation, then we're gone," he stated.

Following his talk, Employee Wayne Spetnagel presented Timbers with a STEP (Support the Enrichment Plant) button as a "token of Portsmouth's commitment."

Plant Manager Ralph Donnelly presented Timbers with a CHANGE AGENT button and expressed Portsmouth support for him.

"If there's anyone that's a change agent, I am," Timbers said. "I think I've earned and deserved this."

A video of Timbers' presentation is available for loan from the Public Affairs office at Ext. 2863.

MARTIN MARIETTA

Energy Systems at Portsmouth

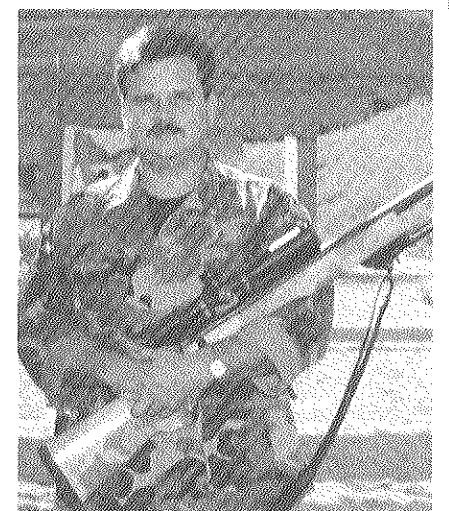
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PUBLIC AFFAIRS
X-100 Building, M/S 1132
P.O. Box 628
Piketon, Ohio 46661

Tim Matchett Manager, Public Affairs
Angie Dudit Editor
John Christian Associate Editor
Lee Lawson & Joe Newsom Photography
Kim McLean Layout
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Hopkins to head new Energy Group at MMC

Clyde C. Hopkins has been named president of a new Energy Group created as one of six business units within the Martin Marietta Corporation, effective May 1. Hopkins will be succeeded as President of Energy Systems by Gordon G. Fee, who most recently has served as Senior Vice President of the company. J. Robert Merriman has been named to succeed Fee.

The Energy Group was created in mid-April as Martin Marietta completed the first phase of the consolidation of its businesses with those of the former GE Aerospace. Headquartered in Oak Ridge, it includes:

- Energy Systems, responsible for managing DOE's Oak Ridge complex, including ORNL, the K-25 Site and the Y-12 Plant, and for managing DOE's Environmental Restoration and Waste Management programs in Oak Ridge, Paducah and Portsmouth.

- Uranium Enrichment Operations, which operates the uranium enrichment facilities at the Paducah and Portsmouth gaseous diffusion plants and supports the Advanced Laser Isotope Separation (AVLIS) program at Livermore, Calif. These operations are being separated from Energy Systems at this time so that they may be better integrated into the new

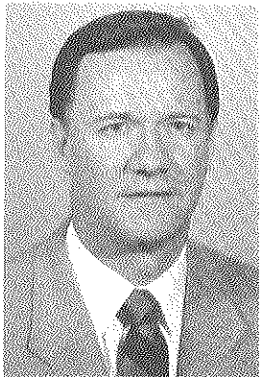
U.S. Enrichment Corporation that will assume responsibility for this work on July 1. Wendell E. (Wendy) Fields will be vice president for Uranium Enrichment Operations.

- Martin Marietta Specialty Components, which manages DOE's Pinellas electronics components plant at Largo, Fla. Charles A. (Chuck) Hall is president and general manager.

- Martin Marietta Environmental Systems, a new organization that will be responsible for pursuing new business opportunities for Martin Marietta in the area of environmental restoration. No vice president has yet been named for this activity.



Hopkins



B. Moore

Moore is promoted to Department Head in ER division

Bob Moore has been promoted to Department Head, Administration, in the Environmental Restoration Division. He reports to Dave Taylor, Division Manager.

Moore came to the plant in August 1976 as a member of the Industrial Relations Staff in the Employment Department. In March 1980, he moved to Labor Relations as a Labor Relations Specialist. He moved

back to Employment as a Human Resources Specialist in July 1985. In November 1988, he returned to Labor Relations as an Industrial Relations Representative.

Moore was graduated from The Citadel in Charleston, S.C., in 1968 with a bachelor of science degree in business administration. He is currently working to obtain a master of arts degree in public administration from Ohio University.

Moore followed his college career with a two-year stint in the U.S. Marine Corps as a Second Lieutenant. He served from 1970-1972 as a Personnel Manager for OSCO Industries in Portsmouth. He then became a Personnel Officer at the Southern Ohio Correctional Facility in Lucasville until 1976. From 1979-1988, he served as a part-time instructor for Shawnee State University.

Moore is a board member of Hospice of Scioto County. He previously served on the executive board for the Boy Scouts of America's Scioto Area Council and for the Scioto County Counseling Center.

Moore lives in Portsmouth with his wife, Susan. They have two sons, Chris and Scott.

Moore is named to UE position

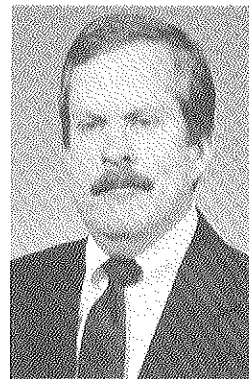
Joe Moore has been named OSHA (Occupational Safety and Health Administration) Regulatory Manager in the Uranium Enrichment Organization. In this capacity, he is responsible for program development, coordination of transition activities, design modifications to existing programs in order to anticipate direct regulation, and for establishing contacts with respective agencies. He reports to Linda Dolan, Director of Regulatory Affairs.

Moore served as Manager of Safety and Labor at Goodyear Tire and Rubber in Jack-

son from 1976 to 1981. He came to the Portsmouth plant in June 1981 as an Industrial Hygienist. In February 1989, he was promoted to Department Head of Industrial Hygiene.

Moore received a bachelor of science degree in industrial technology from Ohio University in 1975. He obtained his master of science degree in occupational safety and health from Marshall University in 1980.

Moore lives in Portsmouth with his wife, Christy.



J. Moore

Promotions

Christopher R. Martin has been promoted to Section Supervisor, Health Physics. He reports to Gary Medukas, Operations Group Supervisor.



Martin

Highlights on deputy division managers

Jim Morgan

Jim Morgan serves as Deputy Division Manager, Cascade Operations. He reports to Steve Pullins, Division Manager.

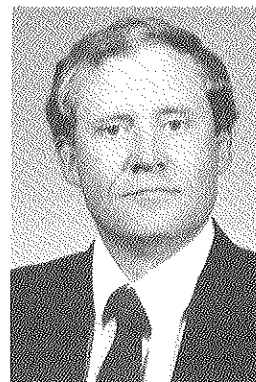
Morgan worked for the Portsmouth plant as a co-op student from 1969 to 1972 prior to joining the company full-time in 1974 as an Instrument Engineer. He became a Staff Engineer in 1977, Senior Engineer in 1980 and Section Head, Instrument Engineering, in 1982. In May 1984, he was named Supervisor, Instrument Engineering.

In May 1986, Morgan became Department Head, Gas Centrifuge Enrichment Plant (GCEP) Engineering, over the GCEP Alternate Use Program. He was appointed GCEP Coordinator over all GCEP Termination activities in November 1987.

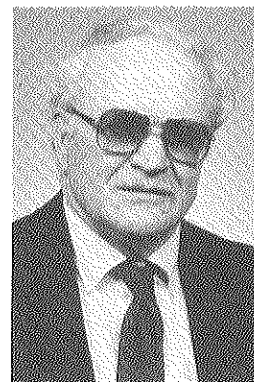
Morgan became Department Head, Construction Engineering, in September 1989. In February 1990, he transferred to Department Head of Engineering Planning. He transferred in December 1990 to the Implementation Assistance Team and was appointed the leader of that team in March 1991. In March 1992, he was named Department Superintendent, Maintenance.

Morgan was graduated from the University of Cincinnati in 1974 with a bachelor of science degree in electrical engineering.

In 1988, Morgan won a Martin Marietta Energy Systems Award for Operations Performance. He and his wife, Mary, live in Portsmouth. He has three children, Brad, Jennifer, and J.W.



Morgan



Kelley

Bill Kelley

Bill Kelley serves as Deputy Division Manager, Chemical, Utilities and Power Operations. He reports to Jeff Hedges, Division Manager.

Kelley came to the Portsmouth plant in October 1956 as a Process Laboratory Technician. In November 1974, he was promoted to Foreman, Chemical Operations. He became General Foreman, Uranium Feed and Feed Sampling Operations, in November 1979 and was promoted to Supervisor of that department in October 1982. In March 1984, he moved to Utilities Operations as Supervisor. He became Department Head, Waste Management, in May 1990.

Kelley was graduated from Ohio University in 1971 with a bachelor of arts degree in history. He also has completed electronics courses at DeVry Institute of Technology and is certified by the Refrigerator Services Engineering Society.

In 1992, Kelley was awarded the Department of Energy Waste Minimization Award for his work on the conversion of the plant's recirculating cooling water system. Also in 1992, he received the President's Award for Continuous Improvement for his work on the Contingency Planning Committee.

Kelley and his wife, Nancy, live in Portsmouth. He has five children, William Jr., Alesia, Alan, Laura, and Bryan.



Jackie Adkins (third from left) helps count Easter eggs along with her daughter, Ashley; her husband, John; and her son, C.J. Jackie works in the Equal Employment Opportunity/Affirmative Action office.

Easter Egg Hunt is successful

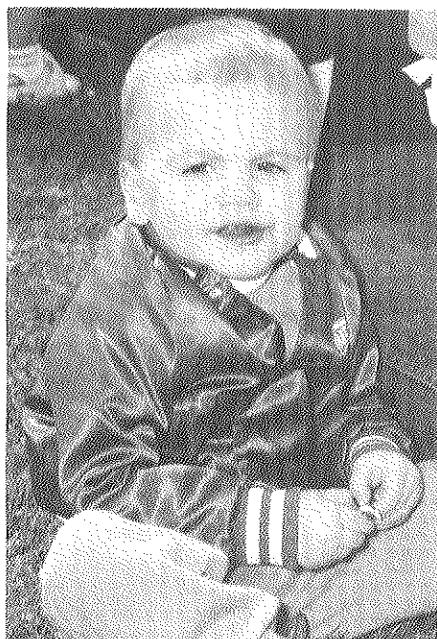
The 1993 Children's Easter Egg Hunt was a huge success on April 3 as many employees and family members attended the event at the Vern Riffe (Pike County) Joint Vocational School. The Employee Activities Committee (EAC) was the sponsor with Sandra Pollard (Waste Management Operations) serving as chairperson.

"When you see the pure looks of joy on the faces of little children when they hug a costumed character or are enthralled with the magician, you know that your efforts are appreciated," Pollard said.

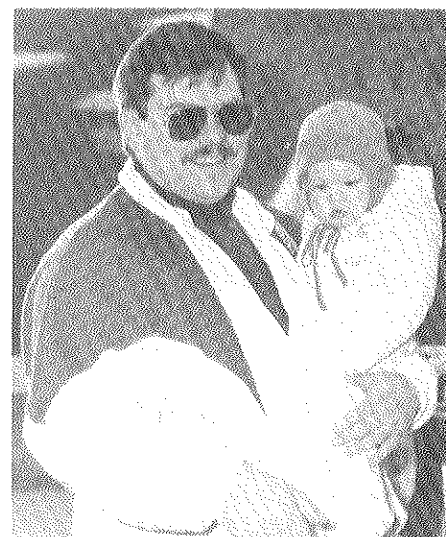
Several special guests appeared at the egg hunt such as Mickey Mouse, The

Easter Bunny, Smokey the Bear (courtesy of the Ohio Department of Forestry), and Marko the Professional Clown. There were also sacks of candy and toys for each child, snacks, popcorn, soft drinks, balloon sculptures, and a Martin Marietta fire truck.

On the day before the egg hunt, EAC members stuffed 8,000 eggs with candy, loaded up three vans with their equipment, and stuffed 1,000 sacks with a special sucker and a stuffed rabbit--all in 1.5 hours. John Gedeon, EAC Coordinator, praised the teamwork of the EAC in preparation for the event. "That spectacular result cannot be done without many people pitching in to lend their talents--EAC members and volunteers alike," he said.



Chaz Lawson, son of Chick Lawson (Police), eats a piece of candy as he enjoys the Easter Egg Hunt.



Perry Herpy (Purchasing) arrives ready to hunt Easter eggs with his daughter, Jill.

Service Milestones

June 1993

40 years - E. V. Clarke Jr., Robert P. Holland, Herma D. Mills, Orlando A. Vita, Norman B. Potts, Paul I. Davis, James R. Daily, and Ralph W. Beabout.

25 years - Charles F. Harley, Donald E. Rockhold, and John E. Shoemaker Jr.

20 years - Jesse R. Taylor, Gerald L. Harris, Vickie E. Ratliff, Edward C. Jordan Jr., Frank J. Bruch, and Gary M. Hairston.

15 years - John M. Nelson, Charles E. Whittaker, Paul E. Walton, Robert G. Peed, Timothy D. Risner, Marian F. Stroth, and Sharon J. Grooms.

10 years - Gary R. Workman, John T. Mauntel, and Byron N. Park.

5 years - Reginald F. Netter, Rodney S. Spriggs, Joseph D. Anglemyer, and Carl W. Wagner.

Retirees

William J. Bloss, Waverly, Instrument Mechanic I/C (Rad/Cal Lab), after more than 37 years of service.

Darrell L. Davis, Wheelersburg, Production Process Operator (HEU Cascade), after more than 17 years of service.

Billy D. Lewis, Oak Hill, Supervisor, Maintenance (GCEP), after 26 years of service.

Norma Whiteside, Portsmouth, Accounting Support Specialist (Accounts Payable), after more than 15 years of service.

John J. Gemperline, Portsmouth, Laboratory Technician III (Laboratory Controls & Standards), after more than 10 years of service.

Plant retirees meet for a luncheon every third Thursday of the month at the Ramada Inn in Portsmouth. Various personnel from plantsite serve as guest speakers, and a newsletter is distributed.



Bloss



Davis



Lewis



Whiteside



Gemperline

Recreation Corner

Men's Basketball Tournament

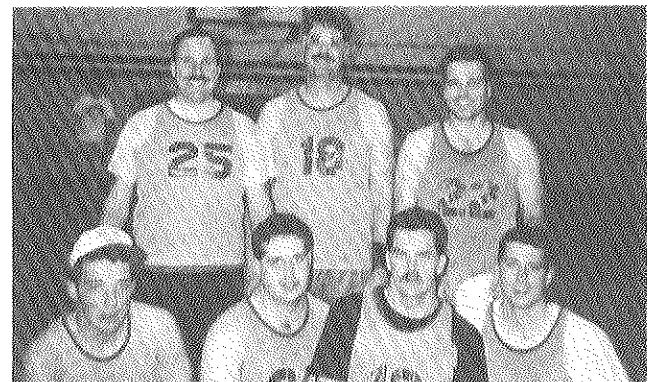
The "Scrapping Commandos" won the 1993 Men's Basketball Tournament championship on April 5. Ten teams participated in the double elimination event.

The winners received an invitation to the Employee Activities Committee's annual recognition banquet.

The "Scrapping Commandos" consisted of Captain Bret Collier (Chemical Operations Maintenance), Trace Davis (Project Planning and NEPA), and Evan Brown, Greg Collier, Rich Henderson, Dave Bowe, and Ed Purpero, all of the Police Department. On the last night of the tournament, the "Scrapping Commandos" had to beat "Barely Makin' It" twice to take the title.

The basketball tournament involved seven consecutive Monday evenings, beginning on March 1. The tournament is conducted each year at the Good Shepherd Manor Gym.

The tournament chairman was Jerry Towler (Instrument and Computer Engineering). John Gedeon, EAC Coordinator, also assisted with the tournament. The EAC provided the gym rental, basketballs, two scorekeepers/timekeepers, and referees.



Members of the "Scrapping Commandos" included (front) Trace Davis, Rich Henderson, Evan Brown, Ed Purpero, (back) Bret Collier, Dave Bowe, and Greg Collier.

Golf Tournament

Mark your calendars now for Saturday, September 11, the date of the annual Handicap Golf Tournament. Starting at daybreak, golfers will tee off at the Shawnee State Golf Course near West Portsmouth. Two weeks later, the top finishers in each flight will compete for the company championship.

This event is open to all employees/retirees and their spouses. More information will be distributed later. Phil Moore (Environmental and Waste Management Technical Support) is chairing this event.

OEPA allows plant to continue storage

Attorney General Lee Fisher and Ohio Environmental Protection Agency Director Donald Schregardus announced on April 29 that an extension would be granted by the Ohio Environmental Protection Agency to allow the plant to continue the storage of hazardous wastes on site. The Department of Energy and OEPA signed the agreement on May 17.

In March, Ohio became the first state in the country's history to conduct public meetings to receive input on settlement negotiations in an environmental enforcement action against a federal facility. Public meetings were conducted in Piketon and Portsmouth resulting in a high level

of public input.

"I want to thank everyone who participated in this unique process. The enthusiastic participation and valuable input we received kept all sides informed as to what is important to local residents," Fisher said.

The plant now stores approximately 12 million pounds of hazardous waste mixed with radioactive waste. About 15 percent of this waste consists of oils, solvents, and cleaning agents from maintenance and operation of the plant. Approximately 85 percent of the waste is contaminated soil and other waste from the ongoing site clean-up.

Plant officials expressed their appreciation. "We are very gratified by the announcement," said Plant Manager Ralph Donnelly. "We remain dedicated to working hard to resolve pending issues."

"I feel the State's announcement speaks for itself," said Buck Sheward, Division Manager, Environmental and Waste Management. "Ohio officials have recognized our efforts and intend to continue to work with us to keep our plant operating."

Sheward served as the lead Martin Marietta negotiator with the State of Ohio regarding waste storage exemptions.

Children of employees compete in poster contest

This year an Earth Day poster contest was conducted for children of Portsmouth plant employees. The contest concluded April 19. Bill Justice, Judy Landrum, Kim McLean and LeAnn McWhorter, all of Information Support, judged the contest. The categories and winners included: Environmental Awareness, Jacob Hamilton, son of Mark Hamilton (Materials and Mechanical Technology); Resource Management Design Award, Ryan Clausing, son of Tom ('00' Cascade) and Mimi (GPS Planning and Estimating) Clausing; Resource Recycling Goal Award, Drew

Clausing, son of Tom and Mimi Clausing; Artistic and Technical Merit Award, Laura Clausing, daughter of Tom and Mimi Clausing; Best Earth Day Poster for Age Group, Kerra McGue, daughter of Tammy McGue (Decontamination Services); Environmental Awareness Award, Benjamin Allen, son of Steve Allen (Carpenter Shop); Artistic and Technical Merit Award, Emily Allen, daughter of Steve Allen; Earth Day Design Award, LaToya Brown, daughter of Brenda Ross (Project Planning and NEPA); Earth Day Participation Award, Rachael Ann Johns, daughter of Russ

Johns (Nuclear Material Engineering); Resource Conservation Award, Sara Jane Johns, daughter of Russ Johns; Resource Recycling Goal Award, Richard T. Adams, son of Richard H. Adams (Decontamination Services); and Air Quality Improvement Award, Derrick C. Adams, son of Richard H. Adams.

Posters were judged on the children's abilities to convey appropriate Earth Day concepts. They were also judged according to age. Each winner received a certificate.



Earth Day was celebrated on April 22. As part of the Portsmouth's Earth Day observance, Dr. Hao Dong of the Pollution Prevention section of the Ohio Environmental Protection Agency gave a presentation on industrial pollution prevention in the State of Ohio. He stated that pollution prevention was playing a role in the settlement of notices of violation.

Plant works to minimize waste generation

In the 1970s, the United States had 6,000 landfills with open space. Today that number stands at close to 1,500. We are running out of room to store our waste. So what's the answer? We need to cut down on the amount of waste we generate.

Cutting down on waste is never easy, but it is essential at the Portsmouth plant. Since all of our solid waste must either be buried in the sanitary landfill or stored somewhere onsite with the eventual expense of off-site treatment or disposal, the Technical Support Department of the Environmental and Waste Management Division is working to find ways to decrease the amount of waste we generate. Toni Brooks serves as Department Head.

Dale Fennell, Section Head of Waste Minimization and Hazardous Material Control, and Steve Moore, an Environmental Engineer for that section, have been working for several months on ways to decrease generated waste at Portsmouth. In support of this program, several divisional empowered work teams have formed across plantsite to help develop ways to cut down.

Once re-organization activities are complete, all divisions will be required to form Waste Minimization empowered work teams. Technical Support is depending on these groups for ideas and interaction.

Employees are well aware of plant efforts to minimize waste. From January 1992 to January 1993, Dave Nickel (Plant Training) taught a Waste Minimization course to 2,631 employees. They are required to take this course every two years.

Technical Support is responsible for tracking all hazardous materials that come onsite so they can maintain this information under the Community Right to Know Act.

In addition, the department oversees aluminum can and cardboard recycling programs. Although recycling is admirable, the market is currently unstable, says Steve Moore. Many cities have mandated recycling programs, but there is not a major demand for recycled material.

Why? Initial modifications that companies

have made to be able to recycle are expensive. Therefore, recycled paper costs as much or more than regular paper. In some instances, once the initial cost is absorbed, the cost of recycled materials is anticipated to reduce.

Currently, the plant sells aluminum cans and cardboard to Pike County Recycling. The cardboard sells for \$5 a ton.

A plantwide paper recycling program is scheduled to start sometime this summer. In this program, each desk will have a "file folder box" in which to store certain used paper. For instance, newspapers and magazines will not be recycled in this program. When the janitors pick up the trash, they will have one can for regular trash and one can for the recyclable paper. Due to security reasons, the paper will have to be shredded. It will also be baled before it is picked up and taken offsite by a local recycling vendor.

This program will save landfill space which will be very beneficial since our current sanitary landfill is nearing capacity. Plans are now in the works to construct a new sanitary landfill which will have a 10-year capacity.

Although recycling programs are important, the main focus of the Technical Support Department is to reduce hazardous waste as defined by the Resource and Conservation Recovery Act (RCRA). Many items that we dispose of at home on a regular basis fall into this category. For instance, fluorescent bulbs were recently identified as a RCRA hazardous waste because they contain a small amount of mercury. Batteries also fall into this category.

RCRA hazardous waste is either any waste that is listed in several tables contained in the Federal Regulations or any waste exhibiting any of four characteristics: ignitable, corrosive, reactive, or toxic. Approximately six percent of the total waste generated at Portsmouth is considered hazardous under RCRA. Environmental Restoration activities at the plant generate 85 percent of the RCRA hazardous waste, while routine operations generate only 15 percent.

Another current project has been the removal of PCB's from the lube oil system in the cascade.

This waste is being shipped to the TSCA Incinerator at K-25. This incinerator is now accepting only liquids, and it currently has a large backlog.

The Department of Energy (DOE) and the Ohio Environmental Protection Agency (OEPA) are now negotiating an agreement to allow Portsmouth to continue storing RCRA hazardous waste until a technology has been developed to treat the waste, as decreed by the Federal Facilities Compliance Agreement (FFCA). A fourth exemption to the RCRA Land Disposal Restrictions (LDR) was granted on May 17. These restrictions forbid storage of RCRA hazardous waste for more than one year after generation. The exemptions to the LDR have allowed Portsmouth to store the RCRA hazardous waste on an interim basis.

All RCRA hazardous waste at Portsmouth is stored in the X-7725 Storage Facility or the X-326L Cage. Stringent regulations have been placed on storage areas for RCRA hazardous waste by OEPA, and the X-7725 is in compliance with these regulations. For instance, the 55-gallon drums must be inspected weekly. If liquids are stored in the drums, then the floors must be diked. A roof must cover the storage area. Each drum is bar-coded, labeled and dated for tracking purposes. No drums that contain chemicals that could react are placed next to each other. A constant temperature is also kept, although that is not required by the state.

Based on current waste generation statistics, the X-7725 will run out of space during the first quarter of fiscal year 1995. However, if a treatment for the waste is developed before then, the space could be used indefinitely. Some treatments are available, but there is no universal treatment that can be used for such different types of waste—from soil to oily rags to fluorescent light bulbs.

The X-7725 is currently being used on an interim status, as approved by the OEPA. However, the plant submitted a RCRA Part B Permit application to the OEPA in 1992. Once it is approved, the X-7725 will be allowed to operate as a storage facility on a permanent basis. This permit was delivered to the state Hazardous Waste

Review Board on March 18 by the OEPA.

Other types of waste generated on plantsite that cannot be placed in the sanitary landfill are radioactive wastes such as burnables and scrap metal. Radioactive waste accounted for 22 percent of the total waste generated on plantsite. Burnables are low level radioactive waste generated mostly in the process buildings. This is mainly personal protective equipment from the Contamination Control Program such as gloves, shoe covers, and paper coveralls. This waste is stored on plantsite in orange boxes.

The Environmental and Waste Management Division is currently working on tracking waste streams on plantsite. A waste stream is the waste that an activity or process generates, and there are currently more than 450 waste streams that have been identified on plantsite. For instance, used anti-freeze and oily rags would be considered two of these waste streams. Technical Support tries to track these waste streams in as much detail as possible in order to identify the source of the waste.

In this effort, Technical Support has begun performing process waste assessments. This is where they take comprehensive looks at different programs or departments and attempt to identify all waste streams as well as ways to reduce them. They also identify all materials that are considered RCRA hazardous waste and try to identify substitutes that do not fall under this category. Outside consulting firms work with them to identify these substitutes.

Once Technical Support comes up with solutions for decreasing waste, they can only suggest them to the department or program managers. Only the involved party can implement the solution.

Consequently, the success of Technical Support's efforts to minimize waste relies on cooperation from plant employees. For more information on waste minimization efforts, contact Dale Fennell at ext. 6410 or Steve Moore at ext. 5303.

Portsmouth hosts Values meeting

Portsmouth was the host of the quarterly five-site Values Meeting on April 1-2. Members of the Values Councils from Portsmouth, Paducah, Oak Ridge National Laboratory (ORNL), the Oak Ridge K-25 Site, and the Oak Ridge Y-12 plant participated.

Wendy Fields, Vice President for Uranium Enrichment, and Gordon Fee, who was recently named President of Martin Marietta Energy Systems, also attended.

The meeting began informally the evening of March 31 when Values Council members met at the Comfort Inn in Chillicothe for a pizza party. "By the next morning, we all knew each other and were ready to get down to business," said LaDonna Coriell, Values Council Co-chairperson.

On April 1, the day started with program sharing where members from each site discussed what their individual Values Councils had accomplished since the December 1992 meeting at ORNL. Portsmouth Co-Chairperson Jack Scott had a lot to tell about activities at Portsmouth. From December to April, they met on a weekly basis and sometimes more often. They elected a champion manager (Roger McDermott), gave away 12 value-added awards, participated in the MS Walk in Portsmouth, donated three charitable contributions, and re-wrote the plant's mission statement. The Values Council now meets monthly.

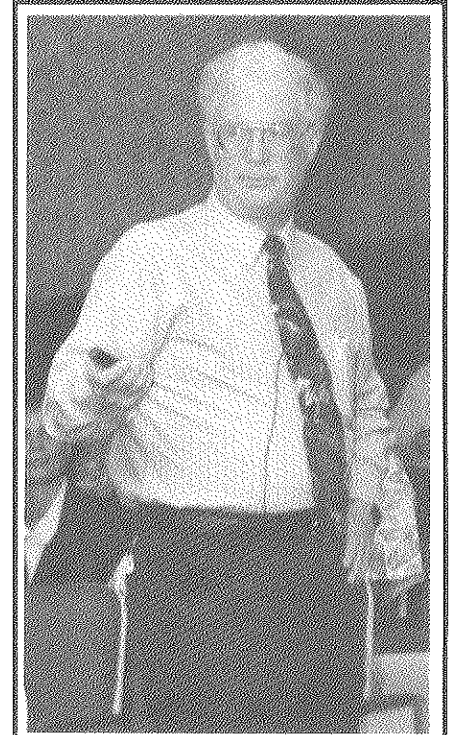
Jeri Trevisani, Manager of Workforce Diversity for GE Aerospace (Martin Marietta) in Valley Forge, Pa., was the featured speaker on

Thursday. (See story below) Gordon Fee also spoke at the Thursday session.

On Thursday evening, the Values Council representatives met at Frasure's Chateau Club for dinner. Plant Manager Ralph Donnelly, Wendy Fields and Gordon Fee all served as speakers.

On Friday morning, a panel of managers from the different sites answered questions about values implementation and other values-related topics. Dave Taylor, Division Manager, Environmental Restoration, and Lynn Calvert, Division Manager, Safeguards, Security and Emergency Services, represented Portsmouth on the panel.

The next five-site Values Meeting will be conducted at Y-12 in June.



Fields holds TQM sessions

On April 22 and 23, Wendy Fields, Vice President for Uranium Enrichment Operations, conducted Total Quality Management sessions for approximately 1,000 Portsmouth employees. He discussed the operating principles of the new USEC as a business, the relationship to needed change for employee empowerment, and forming boundaries for our work practices.

New Employees

April 12

Ricky D. Schintzius, Robert W. Tieman Jr., Walter Moore, Robert T. Vanderpool, and Ralph B. Speck, Compressor and Seal Shops.

David D. Daulton and Randall L. Satterfield, Valves and Pumps.

Randall L. Keefer, Chemical Operations.

April 19

Edward E. Massie, Valves & Pumps.

David F. Young, Fire Services.

James D. Fannin, Process Services.

April 26

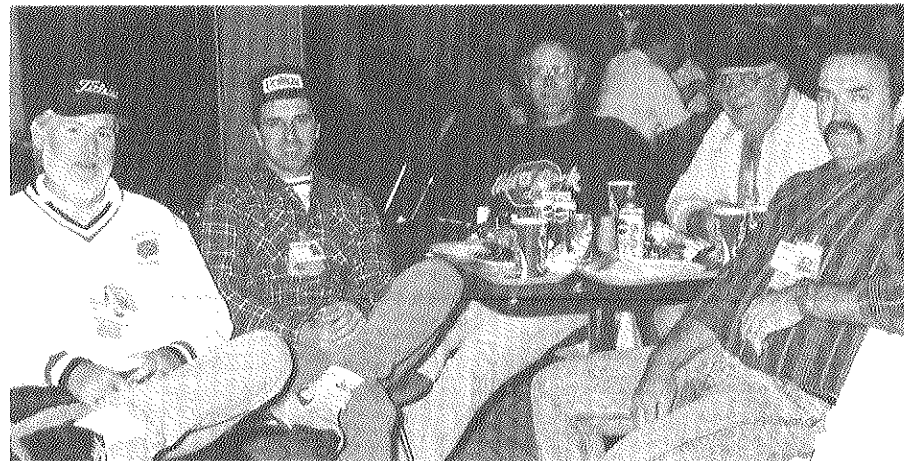
Gary L. Godfrey, Health Physics.

May 10

Kevin D. Wise, Uranium Analysis.

Indoor Picnic conducted for employees

On April 21, Cascade Operations conducted an indoor picnic for all employees who contributed in any way to the early, successful completion of the major Lube Oil Project. Approximately 300 employees were honored, and t-shirts were awarded which stated, "I survived the Lube Oil Changeout!" Shown enjoying the food at the X-102 are Chip Walder of '000 Cascade, and Paul Hannah, Bill Ruby, Delbert Norris, and Don Jenkins, all of '000 Cascade Maintenance.



GE Manager discusses the need for diversity



Jeri Trevisani of GE Aerospace discusses workforce diversity during a session of the five-site Values Meeting conducted in April.

Jeri Trevisani served as the featured speaker at the quarterly five-site Values Meeting on April 1. In her position as Manager of Workforce Diversity at GE Aerospace (Martin Marietta) at Valley Forge, Pa., Trevisani is responsible for developing diversity objectives and strategies, providing resources and internal consulting services, and interfacing with external organizations. She is a member of the Corporate Diversity Manager's Council and has been appointed facilitator for the recently created GE Aerospace Senior Diversity Strategy Council.

"I am looking forward to becoming a member of the Martin Marietta team," Trevisani said. "I think we have quite a few things in common."

She stressed the importance of doing things with speed, simplicity and self-confidence.

She showed a videotape to GE Aerospace which introduced the term "workout" to the audience. This is a policy at GE where people at all levels of the business "openly confront tough issues with one another and candidly communicate about the best ways to deal with them compliantly." This has given GE employees "the responsibility to speak out about problems, the authority to take action to resolve them, and the self-confidence that comes from being committed to and being held ac-

countable for the changes they make" resulting in a "stronger, more competitive enterprise."

As Manager of Workforce Diversity, she is in charge of a "culture change process." "We are trying to create a work environment where everyone feels like a productive member of the team," she said.

"We want to be able to recognize our differences, understand them, and make them a positive part of our business," she said. "We want to foster trust and always treat people with dignity."

She stressed the need for more people at the company with diverse backgrounds. "Strength is sometimes more in how we're different than how we're the same," she said.

GE Aerospace's current diversity process includes manager involvement, recruitment and development, communications, feedback and reinforcement, and employee involvement.

She challenged the Golden Rule saying that "it assumes that people want to be treated like you want." Instead, she recommended that people be treated "as they would want to be treated."

Trevisani claimed that the hardest thing for GE is to communicate with a common language. "We're all different," she said. "The

hardest thing is trying to get unity, but progress is being made," she added.

When asked about Jack Welch, CEO of the General Electric Corporation, Trevisani stated, "He's a pretty phenomenal person...he has the ability to look forward and have a clear visualization of what he wants something to look like." When Welch took over the company, it was in financial difficulty, she said, and he has now turned it around to make it one of the most profitable in the nation. "A lot of our values probably stem from the corporate picture."

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Values highlight

Portsmouth employees participated in the Multiple Sclerosis (MS) Walk conducted in Portsmouth on March 27. The Energy Systems team was comprised of 53 employees and their family members. A total of 211 walkers participated. The Energy Systems team contributed \$2,100 of the total \$11,215 pledged. The team won awards for having the most members and for collecting the most money.

Sheetmetal Shop works to make machinery safe



A.B. Mills (Sheetmetal Shop) operates a Whitney punch press. This is one of the machines on plantsite that has a lock on its guard.

Births

Daughter, Caylah Dawn, March 31, to Stephen and Lori Baldwin. Stephen works in Mass Spectrometry.

Son, Tyler Chance, April 1, to Julie Thompson (Employment and Employee Records) and Wray Jordan (Environmental Compliance Program Managers).

Son, Dallas Michael, April 6, to Brian and Rebecca McCullough. Brian works in Mass Spectrometry.

Twin daughters, Lauren Paige and Madison Christine, April 8, to Allen and Barbara Hoffman. Allen works in Process Engineering and Technical Support.

Daughter, Carrie Elizabeth, April 14, to Ron and Elizabeth Coriell. Ron works in the Police Department.

Daughter, Corinne Dawn, April 21, to Ken and Christine Barnhart. Ken works in Health Physics.

Daughter, Crystal Lynn, April 26, to Patricia Foreman (Decontamination Services).

Daughter, Elizabeth Ann, April 28, to Ray and Heidi Riepenhoff. Ray works in Management Information Systems.

Daughter, Courtney Ann, April 29, to Mike and Vicki Pierron. Mike works in Uranium Material Handling.

The plant is full of machinery—pumps, fans, presses, punches, saws, and other devices. In some cases, if someone gets too close to the machinery, it automatically shuts off and has to be reset. However, many of these pieces of machinery can be dangerous if one stands too close. The likelihood of getting injured by rotating parts is low; however, if it occurred, serious injury could result. For instance, someone could get a hand or other body part caught in the “pinch point” of a moving part. An employee’s clothes could get caught, and the machine could pull that person into the machinery.

“We have to keep people from getting hurt,” said Kurt Lawton, Maintenance Coordinator (General Plant Support Safety, Health, and Information Management Department). The guarding is being done to comply with OSHA (Occupational Safety and Health Administration) regulations such as 29 CFR 1910 and 29 CFR 1926. As of July 1, when USEC takes over, the plant will be regulated formally by OSHA. The plant has made considerable improvements in complying with OSHA regulations, including guarding of rotating equipment. However, there is still work to be done to achieve full compliance in this area.

Consequently, the Sheetmetal Shop has been concentrating heavily on the design and fabrication of machine guards to protect individuals who operate the machinery. In March, Sheetmetal Mechanics completed work on guard belts and pulleys on operating floor supply fans in the X-333 Building. Similar guards are now being fabricated and will be installed in the X-330 and the X-326 Buildings. Another project in progress is the design and planning to fully guard all operating process building cell motor shafts.

Although the motor shafts have guards on them that were once acceptable, they do not meet OSHA regulations, so they must be re-guarded. This is the case with several pieces

of machinery on plantsite. “We’re working very hard to correct that,” Lawton said.

Many of the guards are designed by the very people who fabricate and install them. However, they must be approved by Industrial Safety and Engineering before they are built. Ironically, guards had to be designed and fabricated for the very machine used to make the guards before this program could begin.

Hundreds of guards have been designed, fabricated and installed since June 1992. Lawton is currently working with the Purchasing Department to develop new purchasing and inspection procedures that would ensure no new equipment is bought unless it comes with OSHA-approved guarding.

Self-assessment by the Industrial Safety Department as well as formal OSHA audits have identified where machine guards are needed. Once a Maintenance Service Request (MSR) is written to request the guard, Lawton uses risk assessment codes and other criteria to decide which guards are done first.

Often Engineering assistance is needed to design the guards. Several MSRs that are currently open await Engineering assistance, said Jerry Carroll, OSHA Maintenance Planner. Carroll provides a schedule of available work to the Sheetmetal Shop. Wendell Williams serves as Maintenance Planner for the department.

In some cases, Carroll said, manufacturers have available OSHA-approved guards that can be ordered for the machinery. If not, the manufacturer is called for design parameters. Sometimes, plant personnel discuss the design with engineers that work for the manufacturer.

Joe Tanner, who came to the plant in 1969 as an apprentice in the Sheetmetal Shop, now serves as its supervisor. He has a crew of 14. Tanner reports to Rick Snodgrass, Department Head, Plant Services.

Howlett teaches employees how to be leaders

by John Christian

American industry today is rich in technology and inadequate in the characteristic qualities of leadership that are vital to the success of every organization, according to H.C. “Hop” Howlett II, author of “Managing People: The Art of Leadership.”

Howlett conducted his eleventh seminar at the plant teaching employees about leadership principles, skills, characteristics and practices through a myriad of examples.

“Leadership styles seem to go through cycles in a culture,” he said in a recent interview. Howlett says one of the most influential areas in our society is teaching people about sports leadership. Sports Leadership, he explains, involves coaching people as a team versus traditional leadership styles. “It’s something that a lot of people pay attention to,” he said.

Howlett said industry is learning how to put teams together by watching people who put teams together for a living. Howlett pointed out some very visible leaders such as

Bill Walsh, former coach of the San Francisco 49er’s; Mike Ditka, former coach of the Chicago Bears; Dan Reeves, coach of the New York Giants; and Pat Riley, coach of the New York Knicks.

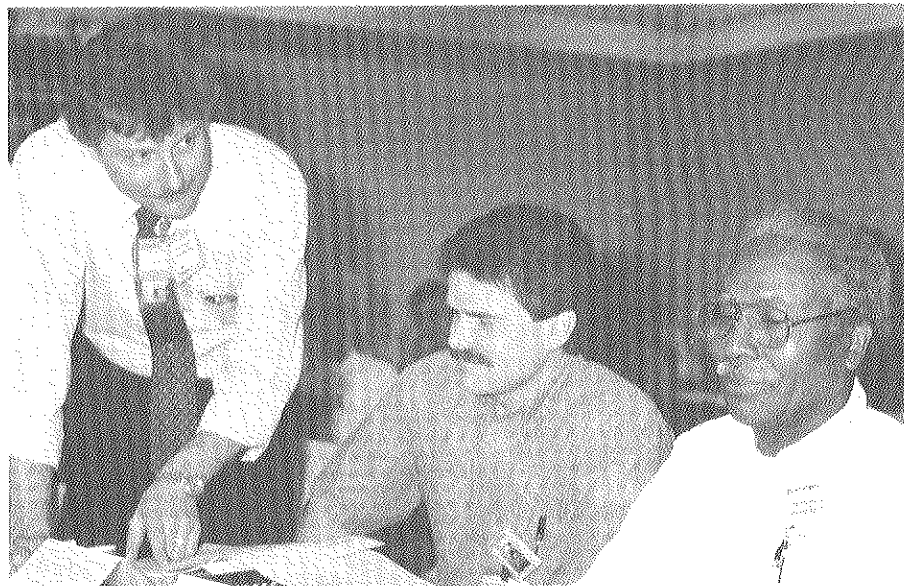
“There’s starting to be more notoriety with chief executives who are making their companies work,” he said.

Howlett said the most important thing about his course is teaching people. “You can’t lead unless you are visible and interactive personally with your people.”

The toughest students Howlett faces are those who think they already know what leadership is and think they are already good at it. In fact, he points out, they are most often a poor leader. “You can’t teach anything to anyone who does not have a teachable attitude,” he said.

Quoting Joe Paterno, Head Coach, Penn State, Howlett said, “There are many people who on Monday morning claim to be good coaches and that they would have done it differently, but none of them are on the football field on Saturday afternoon.”

(Continued on page 8)



H.C. “Hop” Howlett II assists David Vallance (Police) and Louis L. Webb (Utilities Shift Operations) during one of the leadership seminars he has conducted on plantsite.

Prison riot

(Continued from page 1)

held radios during the operation.

The State Highway Patrol used the personal computer and printer in the vehicle to prepare shift personnel lists, and the Fire Marshall used them to write reports. The computer system was also used to reprogram some hand-held radios in response to special requests.

Video equipment in the vehicle was used to record news releases and news coverage; officials viewed tapes at their convenience.

Prison, State Highway Patrol, Ohio National Guard, Sheriff, Fire Marshall, and other public officials utilized the secure phone system to relay sensitive information to state offices.

The vehicle crew used a secure phone link to plantsite to keep plant management informed of the vehicle's status and to relay requests for supplies and equipment. Whenever law enforcement asked for items from the plant, the PSS would contact Plant Manager Ralph Donnelly for permission. According to members of the vehicle crew, Donnelly and Lynn Calvert, Division Manager, Safeguards, Security and Emergency Services, both provided critical support for the vehicle and crew

The following is a letter written by the Vallandingham Family:

"We, the Vallandingham family, wish to thank each and everyone for your prayers, thoughts, and monetary gifts. You are one great bunch of people. We love you.

Homer, Wanda, Mike, Peggy, and Robert B. II"

during the ordeal. In addition, Calvert and Police Chief Dan Hupp visited the vehicle during the siege to observe its operation and offer assistance.

The vehicle crew also received support from various maintenance crews at the plant.

"The capability and versatility of the vehicle were thoroughly tested during the 11-day activation," said Hammond. "All systems performed admirably."

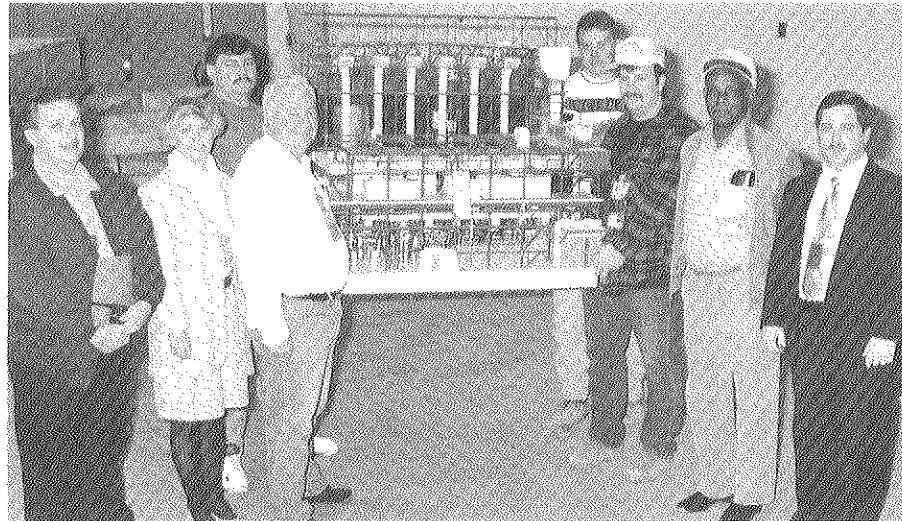
"There was not one request we received that we could not honor," said Snodgrass.

Two 12-hour shifts worked on the communications vehicle during the 11-day ordeal. Personnel who staffed the vehicle included Jim Snodgrass, Jim Dixon, Jim Sevens, and John Zangri of the Police Department; John Jordan and Howard White of Shift Management; and Terry Hammond and Greg Lang of Telecommunications.

"The people that worked on the vehicle worked well together," said Greg Lang. "It was good teamwork."

Due to the vehicle's help during the siege, several responding agencies expressed an interest in learning more about the communications vehicle and its possible availability to them.

Terry Hammond, Greg Lang, and Jim Snodgrass contributed to this article.



GCEP models are donated

In April, the Department of Energy and Martin Marietta donated models of Gas Centrifuge Enrichment Plant (GCEP) buildings to Shawnee State University. They will be used by Engineering and Architectural classes at SSU. Shown with one of the models are Butch Bauer (Materials), Paulette Williamson (DOE), Joseph Van Deusen (SSU), Edmund Scott (SSU), Wayne Stewart (SSU), Richard Bess Jr. (SSU), Orville Ferguson (SSU), and Chuck Dixon (Materials & Service).



You can read more about the new MMC organization in a brand new corporate newsletter titled "Better Together." This publication, which will come out every two weeks, has been established to help keep you informed of changes at Martin Marietta. You can call up the newsletter electronically on the BANDIT system by typing HELP BETTER at the period.

Copies will also appear on plant bulletin boards. If you have any questions, please contact Angie Duduit at ext. 2457.

Obituaries

Betty White, Sciotoville, April 13. Survivors include her husband, Paul ('00' Cascade Maintenance).

Robert Vallandingham, Minford, died April 15 after being held hostage during the inmate uprising at the Southern Ohio Correctional Facility. Survivors include his father, Homer, who retired in August 1985, as well as his brother, Mike, who handles the vending for Valley Canteen Corporation.

Mona Auxier, 75, April 20. Survivors include a son-in-law, Earlin (Bud) Costilow (Sheetmetal Shop).

Josephine H. Spencer, Lucasville, April 22. Survivors include her husband, Charles, who retired as an Electronic Mechanic in May 1989.

Todd Entler, 28, Deer Park, Tex., died April 22 following a motorcycle accident in Chambers County, Tex. He was the son of the late Richard E. Entler, a former Staff Engineer at the plant, who passed away in January 1980.

Ollie Battle, 80, Portsmouth, April 29. Survivors include a son, Stephen (Nuclear Material Accounting) and a daughter, Lela Perry (METS Training).

Bill Odle, 67, Portsmouth, April 29. Survivors include a daughter, Kathy Hoggard (Electrical, Instrument and Computer Engineering).

Henry Steinhauer Jr., 72, Oak Ridge, May 2. He retired in May 1983 as an Engineer, Principal. Survivors include his wife, Ethel.



Process Operators-in-Training complete classwork

The Squad 5 Production Process Operators-in-Training group finished their classroom work in March and began on-the-job training. This course usually lasts from 39-52 weeks. They are the first of two groups that will complete the course in 1993. Instructors are Jimmie Conn, Kevin Rogland, and Bob Gatrell. Squad 5 includes (front) Brooke Pyle, Kim Parker, Glorietta Wallace, Debra Durbin, (back) Anthony Preston, Dave Osborne, and Russell Nickell.

Howlett

(Continued from page 7)

Howlett said his course uses examples to show people what good leaders are--and what good leaders are not. The program includes a tremendous number of visual examples, historical examples, modern-day examples, fictitious examples, commercial business examples and military examples, such as Gen. George Patton.

"We find there's not a dime's worth of difference in leadership in the military or out of the military," Howlett said. "The principles are the same, the skills are the same and the traits are the same--the styles may be a little different." But, he said, the key is to give people clear pictures of what a leader is or is not.

Each group is different for Howlett, who travels around the country giving his seminar. In one particular class at another U.S. Department of Energy (DOE) site, Howlett said the employees were having a tough time with morale. The site had just gone through consolidation, and there was a tremendous dislike for the new contractor. The first few classes at that site were very negative. Over the course of time working with these people, Howlett was able to change their leadership attitudes.

"One of the problems is that you don't see it changing. It's like a growing child; you don't see the attitudes changing when you live with them every day," he said. However, making comparisons over three or four years, dramatic changes are evident, he said.

Howlett is a 1972 graduate of the United States Military Academy at West Point. Following service as an infantry officer in West Berlin and certification as an explosive ordnance disposal technician, Howlett was certified by Westinghouse Electric Corporation as a nuclear plant engineer and shift supervisor in DOE's Naval Reactors Facility at the Idaho National Engineering Laboratory. Howlett is the author of a number of books on leadership and industrial management. He is also the founder and Chief Executive Officer of Technical Skills Training and Research, Inc. His seminars in leadership and management have been attended by thousands of business professionals throughout the country.

The key factor in measuring successful leadership, Howlett points out, is "you cannot change people and their attitudes overnight. It's a process of interaction over days and months and years that eventually changes people's attitudes and finally develops the team."

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