



MARSHALL STAR

Serving the Marshall Space Flight Center Community

Dec. 2, 2010

CFC 'Crunch Time' is here



As the Marshall Space Flight Center continues to work toward its Combined Federal Campaign goal for 2010, CFC organizers reminded team members it's "Crunch Time" for the annual federal fundraiser – passing out bags of potato chips bearing the CFC slogan and online donation link. Marshall financial resources specialist and CFC associate chair Kathy Huskey, third from left, shares chips with, from left, Gray Research engineer Natalie Daluz and MITS contract specialist Nancy Bennett, both of whom support the Science & Mission Systems Office; and Charles Darby, an aerospace engineer in the Engineering Directorate's Spacecraft & Vehicle Systems Department. As of Nov. 29, the Marshall team had raised \$560,763. Marshall's goal for 2010 is to raise \$675,000 by the campaign's end Dec. 10. Visit <http://cfc.msfc.nasa.gov> to donate.

Marshall safety culture survey highlights center strengths, challenges

By Amie Cotton

In February, the Marshall Space Flight Center team completed a center-wide contractor and civil servant Safety Culture Survey. The results were released in March, posted on the Safety & Mission Assurance directorate website and briefed to the Safety Health and Environmental Committee and the Marshall Management Team in April.

Over 1,600 respondents provided data and comments for the survey, developed by the NASA Office of Safety & Mission Assurance, to establish a Marshall Center safety culture baseline in support of the center's safety culture change initiative. The survey also provides a tool for management to receive feedback on strengths, weaknesses, attitudes and perceptions regarding safety culture.

See *Survey* on page 4

Shuttle Discovery to launch no earlier than Dec. 17

NASA news release

NASA managers are targeting space shuttle Discovery's launch for no earlier than Dec. 17. Shuttle managers determined more tests and analysis are needed before proceeding with the STS-133 mission.

The Program Requirements

See *Launch* on page 5

Four vying for election to Marshall's NASA Exchange Council

By Jessica Wallace Eagan

Four Marshall Space Flight Center employees are seeking to fill two vacant positions on Marshall's NASA Exchange Council.

The candidates are Gerald Maxwell, an aerospace engineer in the Engineering Directorate; Rhoney Triplett, a contract specialist in the Office of Procurement; Paige Vaughn, a support services specialist in the Science & Mission Systems Office; and May Wales, lead program specialist in the Office of Strategic Analysis & Communications.

The electronic election for the two-year positions will begin Dec. 2 and will conclude Dec. 17. To vote, visit https://exchange.msfc.nasa.gov/mars_vote/login_act.cfm.

Only civil service employees are eligible to vote. Results will be announced in an upcoming Marshall Star.

"The new council members will help shape the direction of the Exchange by providing services for the health and welfare of Marshall team members," said Bill Mayo, Exchange manager. "The Exchange also is active in funding events, including the center's 50th anniversary celebration and the annual holiday reception."

"I'm running for this position because



Gerald Maxwell



Rhoney Triplett



Paige Vaughn



May Wales

I want to be your voice on the Exchange Council," said Triplett. "My goal is to improve the lives and work environment for Marshall team members. I would like to see additional convenient facilities added such as restaurants and a gas station, along with more sports and activities. I ask for your support during this election, and I look forward to serving you."

"I have the experience working as a board member on the MARS Dance Club for many years," said Maxwell. "I will welcome and encourage anyone suggesting improvements, and will provide a personal response to everyone. Many potential changes are in store for Marshall, and we need an experienced leader to make the decisions for future work."

"I have seen the NASA Exchange Council activities evolve over the years," said Vaughn. "I am impressed with the innovative ideas that have been

implemented. It is important to keep the moral positive and the body healthy. I believe this helps us to be productive. I am a member of several Marshall groups where I hear of opportunities where the Exchange could be involved. I think it is also important to offer activities of interest for the younger employees."

"I began my career at Marshall in 1973, and have held numerous positions throughout the center," said Wales. "My jobs have given me the opportunity to interface with all the organizations over the years, thus gaining an in-depth insight as to what people would like and can benefit from the Exchange."

For more information about the NASA Exchange Council, visit <http://exchange.msfc.nasa.gov/council.html>.

Eagan, an AI Signal Research Inc. employee and the Marshall Star editor, supports the Office of Strategic Analysis & Communications.

'Faces of Marshall': Watch and learn about your co-workers

In April of this year, the "Faces of Marshall" campaign was introduced to communicate the significant work done at the Marshall Space Flight Center through its diverse and skilled work force.

The Faces of Marshall campaign includes a public website and printed brochures that tell the story of Marshall through its people. Their unique experiences, struggles and victories weave together around Marshall's history and successes.

One of the Faces of Marshall is Mallory Johnston, a young, enthusiastic Marshall engineer who speaks about her future. "I hope that I do more ridiculous things, like go on to medical school or become an astronaut or go to space myself. I don't want to stop dreaming big. I don't want to feel like I've reached my potential."

The Faces of Marshall website launched last spring with written stories about 12 people. The site now includes nine new video stories featuring 10 people that were shown at the Marshall 50th anniversary event Sept. 8. Visit the site and learn about your co-workers. Who knows, your story might be next!

Visit the website for more information www.nasa.gov/marshallfaces.



Making a difference

Marshall's Willie Love devotes time to serve his community

By Megan Norris Davidson

"Each one can reach one."

That, said Willie Love, assistant director of Marshall's Office of Diversity and Equal Opportunity, is why he devotes so much time to serving in the community. "My grandmother instilled a passion in me to help others," Love said. "She taught me that we can all make a difference in the lives of those who are less fortunate, one person at a time."

Growing up in Birmingham, Ala., Love was deeply involved in his church's community service projects and the Cub Scouts. He did everything from painting and fixing up people's houses to cutting firewood for the elderly to keep warm during the winter months.

That sense of civic responsibility continues today, as Love serves as a volunteer board member for several organizations – Huntsville's Interfaith Mission Service, Huntsville's Human Relations Commission and the Huntsville Police Citizens Advisory Council.

The Interfaith Mission Service promotes spiritual and cultural diversity in the Huntsville community through several ministries. For six years, Love has served on its board as liaison for the race and culture ministry area. Its programs include One Huntsville – a monthly diversity dinner celebration – and the Racial Harmony Coalition, which promotes racial harmony through workshops, conferences and special events. Love also led in the development of the service's First Stop initiative, which provides the homeless a place to shower, wash clothes and have access to social services.

Since 2005, he also has served on Huntsville's Human Relations Commission – an advisory group that works to achieve a community of racial acceptance and equal opportunity. It develops programs to encourage positive social changes; reconciles differences between residents and city government agencies; and distributes information to help eliminate prejudice, intolerance and discrimination.

"Through these groups, we want to create a beloved community," Love said. "We want everyone to feel welcome and accepted, no matter what race they are or beliefs they have."



Willie Love

Love recently was appointed by Huntsville Mayor Tommy Battle to the newly formed Huntsville Police Citizens Advisory Council. The council will work with the Huntsville Police Department on issues including training, recruitment, policies and practices that contribute to complaints from the community. Citizens also can bring questions to advisory council meetings.

In 2009, he completed a six-year term on the board of the Arc of Madison County – a nonprofit organization that provides educational and support services to people of all ages with mental handicaps or developmental disabilities. "I got so much out of serving on the Arc board," Love said. "It was rewarding to help those citizens with special needs achieve a better quality of life."

Love is a trustee at St. John AME Church in Huntsville, and helps manage the church's business matters, including insurance and facilities. He encourages his children to be involved in community service projects. Love and two of his children volunteered two weekends a month with Operation Green Team to pick up trash in Huntsville. The organization wants to make Huntsville a role model for an environmentally conscious, beautifully landscaped, clean community.

"I want my children to have a good sense of civic responsibility through my example," Love said. "They didn't always like getting up early on the weekends to volunteer for Operation Green Team, but it showed them the importance of helping in their community. They are better stewards because of it."

And while it can be difficult to juggle all of his projects at times, Love said he wouldn't change his busy schedule.

"It can be challenging at times to volunteer for all these things, especially with a full-time job and a family at home," Love said. "But volunteering gives me a sense of wholeness. I don't want to see people hungry or homeless. As long as I can continue to make a difference in someone's life, I'll always find time to give back."

Davidson, an AI Signal Research Inc. employee, supports the Office of Strategic Analysis & Communications.

MARS Christmas dinner dance to be held Dec. 11

The MARS Dance Club will host a Christmas dinner dance Dec. 11 at the Von Braun Center South Hall 2. A social will be held at 6 p.m., followed by dinner at 6:30 p.m. and dancing from 7:30-10:30 p.m. Attire is semiformal.

Tickets are \$30 for Dance Club members and \$40 for guests, and they must be purchased by close of business Dec. 6. To purchase tickets or for questions, contact Bill Baker at 544-6686; John Weir at 544-3814; or Gerald Maxwell at 544-1954.

Survey *Continued from page 1*

"We are placing a renewed emphasis on safety and these results will help us know where to focus our efforts," said Marshall Center Director Robert Lightfoot. "Marshall has well-established safety processes, solid safety metrics – even a world-class safety record. Although important and needed parts of our safety program, we have to move beyond metrics and processes and focus on the health, safety and well-being of every employee."

Survey results were funneled through the Marshall cultural model developed from results of the Denison Organizational Culture Survey – a tool to quantify organization cultural behaviors – completed in January 2009.

Positive themes of the survey's results include:

- Employees prefer an engaged culture where "everyone is doing his or her part." This was rated the most important safety element at Marshall by those polled.
- Employees prefer involvement through activities like safety walkthroughs, open discussions at Safety, Health and Environmental meetings and safety moments during staff meetings – which

provide them with a sense of involvement/empowerment.

- Employees appreciate safety education and training and are willing to adapt to new safety processes and methods.

The survey results also showed areas that need improvement including:

- Some employees do not feel they can speak up regarding safety concerns without fear of retribution.
- Some employees feel there is a mindset of apathy; "lip service" is paid versus genuine concern about people.
- Some employees would like to have more management support of issues, feel more empowered and see more involvement and participation of management beyond team leads.

In May, over 200 Marshall supervisors completed two-day Incident and Injury-Free commitment workshops. The Office of Human Capital and Safety & Mission Assurance Directorate managers are in the process of finalizing a four-hour orientation to incident and injury-free culture for all Marshall civil

servants and contractors.

Senior leadership in collaboration with several Marshall organizations have developed a safety communications plan to raise awareness of safety issues at Marshall and management's efforts to address them. In July, Lightfoot held a vodcast focusing on safety in Building 4666 where a Marshall team member was hurt last year following a slip and fall.

In addition, the all-volunteer Marshall Safety & Health Action team unveiled the "Caring in Action" program to recognize Marshall civil servants and contractors who demonstrate a positive action toward the care and safety of a fellow employee. Since May, more than 60 Marshall team members have received the "Caring in Action" recognition. Employees are nominated by fellow team members. More information about the program can be found on Inside Marshall.

For more information on the safety culture survey results, visit http://she.msfc.nasa.gov/docs/Culture_Survey_Facilities_Issues.pptx.

Cotton, an AI Signal Research Inc. employee, supports the Office of Strategic Analysis & Communications.

Classified Ads

To submit a classified ad to the Marshall Star, go to Inside Marshall, to "Employee Resources," and click on "Marshall Star Ad Form." Ads are limited to 15 words, including contact numbers. No sales pitches. Deadline for the next issue, Dec. 9, is 4:30 p.m. Thursday, Dec. 2.

Miscellaneous

40cc go-kart, four-stroke air cooled engine, \$600. 256-975-6838

Netgear N300 wireless dual-band router, \$50. 256-518-9869

Camper shell, 81" x 63" outer dimensions, from a 1999 Dakota x-cab, \$50. 256-572-1867

Solid wood train table, BRIO activity board, attached wooden track and buildings, \$85. 256-895-2959

Kimball Spinnet Piano PL3, you pick up, \$1,800 firm. 256-337-1354

Bowflex Xtreme SE home gym, all books/pieces, workout plan, \$700. 256-606-5282

Rustic pine end tables and coffee table, pic available, \$75. 256-777-1810

Peace navy blue five-piece drum set, \$200. 256-655-7444

Playstation 3 game, Little BIG Planet, Game of the Year edition, rated Everyone, \$25. 256-828-1234

Kasson pool table, fruitwood, Queen Anne feet, leather pockets, \$1,950. 256-880-6563 leave message

Frigidaire electric clothes dryer, \$150. 256-881-1449

Vehicles

1985 Ford F-150, restored, 4WD, S-W base, hunter green, tan interior, \$2,950. 256-259-1523

Wanted

Electrical work to do: wiring houses, detached garage, yard lights, adding/removing lights, switches, plugs. 256-468-8906

Season's greetings

Marshall holiday events set Dec. 2, 7

The Marshall Space Flight Center team is invited to a holiday "rocket-lighting" ceremony Dec. 2 from 3:45-4:30 p.m. at the Marshall Rocket Park, near the intersection of Rideout and Mercury roads.

Steve Cash, manager of the Shuttle Propulsion Office at Marshall, will light this year's holiday "tree" – the park's historic Saturn I rocket strung with 3,600 feet of colored lights.



On Dec. 7, the Marshall Center will hold its annual holiday reception from 1-3 p.m. in Activities Building 4316. The work force will enjoy live music, drinks and refreshments in an out-of-this-world "cosmic holiday" setting.

See Inside Marshall for parking information for the lighting ceremony, a bus schedule for the reception and other details.

Launch *Continued from page 1*

Control Board met Nov. 24 and reviewed the repairs and engineering evaluations associated with cracks on two 21-foot-long, U-shaped aluminum brackets, called stringers, on the shuttle's external tank. Managers decided the analysis and tests required to launch Discovery safely are not complete. The work will continue through Dec. 4.

The next status review by the control board is scheduled for Dec. 2. If managers clear Discovery for launch on Dec. 17, the preferred time is approximately 7:51 p.m. CST.

For STS-133 crew and mission information, visit <http://www.nasa.gov/shuttle>.



Technicians at Kennedy Space Center, Fla., spray foam insulation on repaired stringers on Discovery's external tank.

Obituaries

James Dwain Calhoun Sr., 78, of Guntersville died Nov. 4. He retired from the Marshall Center in 1987 as a technical management engineer. He is survived by his wife, Leona Calhoun.

William Stem, 81, of Fayetteville, Tenn., died Nov. 4. He retired from the Marshall Center in 1981 as an aerospace engineering technician. He is survived by his wife, Juanita Hall Stem.

William Gill Jr., 90, of Petersburg, Tenn., died Nov. 5. He retired from the Marshall Center in 1980 as an aerospace engineering technician. He is survived by his wife, Carolyn Collier Gill.

Thomas A. Linnan, 80, of Murfreesboro, Tenn., died Nov. 5. He retired in 1987 as an aerospace engineering technician. He is survived by his wife, Jeanette Key Linnan.

William Dunaway, 80, of Huntsville died Nov. 8. He retired from the Marshall Center in 1988 as an electronic instrumentation systems engineer. He is survived by his wife, Betty Culbertson Dunaway.

Charles Corbin, 77, of Decatur died Nov. 13. He retired from the Marshall Center in 1981 as a technician. He is survived by his wife, Judy Corbin.

Marshall initiates new foreign object debris control technical standard

New directive applies to all Marshall, Michoud programs; training available in SATERN

By Rick Smith

Flight hardware may be unexpectedly damaged, lost or caused to malfunction in space by foreign object debris – "stowaway" items left behind during manufacturing, assembly or ground operations. Hazards range from dropped tools and liquid spills to small items trapped within hardware.

Now, the Marshall Space Flight Center is consolidating its approach to foreign object debris management and prevention of foreign object debris, or "FOD," with a new directive intended to enhance NASA safety policies and more thoroughly safeguard hardware and equipment headed to space

Marshall Directive MPD 5340.1, "Foreign Object Damage/Foreign Object Debris Prevention Operations" was added to Marshall's master list of directives Nov. 22, and can be found at <https://appl.nis.nasa.gov/directives>. MSFC-STD-3598, "Standard for Foreign Object Damage/Foreign Object Debris (FOD) Prevention," can be found at <https://masterlist.msfc.nasa.gov/mpdms/M/documents/MSFC-STD-3598.pdf>.

The Engineering Directorate's Materials & Processes Laboratory

has primary responsibility for these documents and for oversight of Marshall's foreign object debris prevention program.

NASA requires a Foreign Object Debris Prevention Program for every flight hardware program, said Nikki Lowrey, a Jacobs Engineering, Science, and Technical Services Group contractor and senior contamination and foreign object debris control engineer in the Materials & Processes Laboratory. NASA uses a continual improvement approach to eliminate sources of debris in the workplace and prevent damage from impact, entrapment and spills.

The new technical standard and procedural directive at Marshall will take that practice even further, she said.

"One of the major reasons to release this new standard and directive was to establish commonly recognized signs and logos to alert all personnel when FOD-sensitive hardware is present within a facility," Lowrey said. "These signs alert personnel – including security guards, facility maintenance workers, crane operators and contractors working on other projects in a shared facility – that special precautions are required to prevent damage to high-value hardware from foreign objects."

Lowrey noted that one of the distinguishing elements of the Marshall initiative is its focus on prevention of

impact damage to vulnerable hardware during ground operations. Because spacecraft are designed to be as lightweight as possible, hardware may be at risk of impact damage during processing, integration and preparation for launch. The introduction of new composites and bonded

structures, while providing critical weight reduction for launch, may be particularly susceptible to impact damage that is not visually apparent on the hardware surface.

Building on existing aerospace industry standards and heritage FOD prevention programs developed for space shuttle operations, the new Marshall standard addresses these potential impact sources as well as entrapment of objects and prevention of leak hazards.

A series of Safety, Health & Environment, or SHE, program training classes has been developed to educate personnel about foreign object debris and teach them how and when to take preventive measures. The basic, 30-minute course, "SHE 415: Foreign Object Debris Awareness Training," is available via the SATERN online learning system. Visit SATERN at <https://satern.nasa.gov>.

For more information, contact Marshall engineer Mark Mitchell at 544-9860.

Smith, an AI Signal Research Inc. employee, supports the Office of Strategic Analysis & Communications.



MARSHALL STAR

Vol. 51/No. 13

Marshall Space Flight Center, Alabama 35812
256-544-0030
<http://www.nasa.gov/centers/marshall>

The Marshall Star is published every Thursday by the Public and Employee Communications Office at the George C. Marshall Space Flight Center, National Aeronautics and Space Administration. Classified ads must be submitted no later than 4:30 p.m. Thursday to the Marshall Public and Employee Communications Office (CS20), Bldg. 4200, Room 102. Submissions should be written legibly and include the originator's name. Send e-mail submissions to: MSFC-INTERCOM@mail.nasa.gov. The Star does not publish commercial advertising of any kind.

Manager of Public and Employee
Communications: Dom Amatore
Editor: Jessica Wallace Eagan

U.S. Government Printing Office 2011-723-031-00077

www.nasa.gov

Permit No. 298
NASA
Postage & Fees PAID
PRE-SORT STANDARD