



Mission Success Bulletin

December 1, 2006

Volume 25, No. 17

<http://www.lockheedmartin.com/michoud/>

Zulueta takes charge of an evolving Michoud

Safe shuttle fly-out, transition to multiple programs are keys to future success

Editor's Note: In an interview with Mission Success Bulletin, Michoud Operations Vice President & Site Executive Manny Zulueta discusses his background and where he thinks Michoud should be headed.

Please tell our readers about your personal background.

I was born in the Philippines and came to the United States in 1970. I attended high school in Jersey City (NJ) and college at Brown University where I received my graduate degree in material science.

I started at General Electric in the 1980s where I worked in engineering and manufacturing engineering for production. Quite literally, I've worked for four different companies. This is my seventeenth job – I've lived in 10 states. Most recently, I had the opportunity to lead the Lockheed Martin Corporate Shared Services that involved supporting financial services, HR services, safety and health, systems and process management. In a sense, you are supporting all 140,000 of our employees.

My wife and 3½ year-old daughter are the joys of my life.



What was your first response when you were asked to lead Michoud Operations? I've always been an admirer of the space program. Every time there was a shuttle launch I took time to watch it and marvel at the incredible machine that it is. I've also had opportunities to visit Michoud

when I was in other positions, and I've always been amazed at the scale of the things manufactured here. I've been impressed by the people, the technologies and the facility, so it is a privilege to be able to come here to lead this marvelous facility.

How did your past experience play a role in your appointment?

I have run manufacturing operations that developed complex products like radar/sonar systems, like ordnance products and supporting weapon systems of various types. Having worked in different businesses and having an engineering background should help as we continue to add to the competitiveness of this facility.

And as we transition from the External Tank project to the Orion, the facility might also benefit from someone with the knowledge of what we do across the rest of the corporation. It is one of the benefits that I bring into the job.

What is your management style?

I am somewhat of an analytical-type person. If you look at the style that I've

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Post-flight imagery assessment gains momentum

When *Discovery* is set for lift off a few days from now, a team of employees will not only be working the launch from the Mission Support Room at Michoud, but they will also be prepared to assess any potential foam issues during tanking, launch and ascent.



After each shuttle launch, Ben Ferrell (left) and those on the engineering evaluation team examine post-flight imagery. Shown with Ferrell are from left Ryan Dardar, Thomas Weissbohn, and Ryan Cochran.

The team, comprised of Engineering, Materials Sciences, Safety & Product Assurance and NASA employees, has already worked together on two successful launches this year on July 4 and September 9.

Following foam loss from the first Return to Flight launch (STS-114) in July 2005, NASA decided to enhance the assessment of ET performance. The assessments began on ET-119, which flew July 4.

The team's mission – to identify and investigate foam debris and other ET performance issues. The assessment begins on the pad and looks at potential debris sources such as ice and any foam that may be damaged as a result of tanking and continues through ET separation and disposal.

Imagery plays a huge part in the post-flight engineering evaluation. Twenty to 30 team members use television and radar, and scrutinize photos and footage from cameras on the Solid Rocket Boosters, in the ET Liquid Oxygen Feedline Fairing and in the Umbilical Well at the aft end of the Orbiter. The team also relies on pictures and video taken by the astronauts.

“What's changed is the image quality and the assessment timeline,” reports **Jim Feeley**, ET launch integration senior manager. “We're receiving the data before the Orbiter comes back. The ET camera is ‘live,’ digital images are down linked from

the Orbiter. Previously, we had to wait. Now TPS (Thermal Protection Systems) performance is scrutinized immediately and to a much greater detail.”

Team members focus on 25 hardware areas of the tank - the Intertank, the Ice Frost Ramps, the aerovent, to name a few.

For example, if ice is spotted on the LO2 feedline prior to launch, the team notes the location, size, estimated mass and determines if the ice exceeds allowables.

The process is basically the same in-flight and post-separation. Images help the team determine the size, shape and debris mass, when the debris came off and whether it exceeds requirements.

“If there is an anomaly, we ask ourselves, ‘is this something we've seen before?’” Operations & Integration Manager **Ben Ferrell** said. “The last

several flights we've been able to go through the assessment and adequately explain the reason for an anomaly.”

The team takes a rigorous, detailed look at all 25 areas, component by component. When something is flagged, the team can pull build records to check density or tensile strength value, Non-Conformance Documents, Non-Destructive Evaluation performed, all the way through Kennedy Space Center (KSC) processing. If a foam repair has been made in an area, the teams can compare that to the post-flight image.

An assessment board, headed by Lockheed Martin and NASA chief engineers, reviews key observations and determines if further examination is needed to determine a root cause.

Both Feeley and Ferrell note the importance and contributions of the NASA imagery labs at Marshall Space Flight Center, Johnson Space Center and KSC. “We're learning as we go,” Feeley says of the integration effort.

“The imagery we review today is so much clearer, head and shoulders above what we received several years ago,” Ferrell adds.

“We want to deliver assessments to support Mission Management Team decisions,” Feeley notes. “Additionally, we trend the data to determine what we can improve upon in subsequent tank builds.” ■

Byrd & LaNasa win Comet Awards

Marshall Byrd (right) holds the "Executive Champion of the Year" award presented to him by Lockheed Martin Corporate Communications at the Comet Awards. Judges selected Byrd for his model of executive excellence and for boosting the confidence and spirits of Michoud's 2,000 employees during the Return to Flight period and for his business continuity efforts post-Katrina. Byrd received the honor shortly after leaving Michoud to become vice president at Commercial Space Systems.

Also, Corporate Communications presented Marion LaNasa, director, Communications, with the "Communicator of the Year" Comet for exemplary proactive media relations during RTF, an expanded speaker's bureau, comprehensive educational outreach and successful team work on post-Katrina communications and recovery planning actions. The Comet Awards celebrate outstanding achievements of Lockheed Martin communicators.



Tobacco-free workplace takes effect January 1, 2007

Lockheed Martin Corporation's new Health & Wellness initiatives continue to take shape in an effort to improve the quality of life for employees and to control medical cost increases that impact everyone.

Ken Disken, corporate senior vice president, Human Resources, reported that the corporation's rising medical costs could reach \$1.5 billion by 2010 and some \$3 billion by 2017.

"These increases cannot be sustained by the company, which bears the lion's share of the cost, or employees who continue to see their contributions steadily rising over the years. In short, we need to contain costs for all of us...but the pay-off is far greater if employees are healthier and have opportunities to better manage or avoid chronic conditions."

One of the Health & Wellness initiatives is the establishment of tobacco-free work environments. Effective January 1, 2007, Lockheed Martin is extending the current corporate smoke-free policy to prohibit the use of all tobacco products at our work locations – both inside and outside of the buildings. This includes smoking and the use of such products as chewing tobacco and is effective for all Lockheed Martin employees and its job shoppers.

Discussions will be held with the leaders of the UAW and SPFPA unions respectively regarding the policy. Disken reports the corporation is doing this to protect the health of employees and contain medical spending that affects all employees.

You can read Frequently Asked Questions about the new tobacco-free policy on eLife, in LMPeople under "News & Information."

Free Quit Program

To help employees stop smoking or using tobacco products, the corporation has partnered with Free & Clear, a nationally recognized company with a proven successful track record, to provide the Quit for Life tobacco cessation program. All Lockheed Martin employees and their eligible dependents have access to this free program. When you enroll in the program, you'll be assigned to a telephone treatment program

designed for your specific needs. To enroll, log on to LMPeople, link to "My Health and Wellness" under "Benefits" and click on "Quit for Life."

REASONS TO QUIT

"Using tobacco products is the most significant alterable threat to an individual's health, and nothing we can do in medicine can significantly change that other than doing whatever we can as physicians to convince our patients to quit. Lung cancer is the number one cause of cancer deaths in men and women. Smokers have 16 times the risk of developing lung cancer, and there is an even higher death rate caused by tobacco-related heart disease and stroke. Denial is a powerful and potentially-fatally flawed way for many to deal with this knowledge. However, talking about such issues with a professional has been shown to strengthen the resolve of tobacco users once they decide to quit and, along with other methods, has been proven to drastically increase the likelihood of users remaining tobacco-free long term."

Dr. Troy Hutchinson, medical director, Michoud Operations

A challenging addiction

Smokers and other tobacco users are challenged by more than just a change in their habits. They are also faced with withdrawal symptoms from nicotine – the highly addictive drug that makes tobacco use so deadly. Tobacco smoke from cigarettes, cigars and pipes delivers more than 60 cancer-causing chemicals including nicotine.

Nicotine withdrawal symptoms can include depression, irritability, headache and increased appetite. These symptoms can lead tobacco users to start using again to boost blood levels of nicotine back up to where they experience no symptoms. However, new treatments have been

developed to help people quit tobacco use by easing nicotine withdrawal symptoms.

Because tobacco addiction has both psychological and physical components, the best way for most people to quit usually includes some combination of drug treatment, such as nicotine replacement therapy and/or prescription medication and counseling. Harvard Medical School reports these methods can boost the success rate to 40 percent versus the 5 percent success rate for those who try to quit "cold turkey."

To supplement the on-line Lockheed Martin HealthWorks Quit for Life program, Michoud's Employee Assistance Program (EAP) will conduct on-site support groups for interested employees. Please contact the EAP if you want to participate by leaving a message at ext. 2-0040, which includes your name, department number, building location and work phone number. You'll be notified of the times and dates of available support groups.

Information session

If you want to quit using tobacco, come to an informational session at 10 a.m. Tuesday, December 12 in the NASA Auditorium in Building 350. Briefings are also being scheduled for employees on alternate shifts and for those at off-site locations. Facts about the addictive nature of nicotine, how your health can improve when you stop using tobacco products and other information about quitting will be available during the session.

Again, now is a good time to consider enrolling in Lockheed Martin's tobacco cessation program to prepare for a tobacco-free workplace. The Quit for Life Program can help you or your covered dependent kick the habit. ■



Zulueta takes charge

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used over time, I like to get as much analysis as I can, listening to the people around me because they are much closer to the situation than I am. Now in some cases you may not have time to get all the inputs you need. Then, you act on the information that you have, using the years of experience that you have built up.

Having managed production operations, engineering operations and procurement operations, I realize that there is a vast diversity of people who play an important role in the decision-making process. What counts now is that we pay attention to the total input that we get from all of our people, and we work with them to execute our decisions.

I resonate with Full Spectrum Leadership. One of those imperatives is to model personal excellence and integrity. I try to do that on a daily basis. We must show our people that we are serious about that, that we care about them, our customers and our work.



What are your priorities for Michoud Operations?

Obviously, the first priority is that we continue the safe fly-out of the Space Shuttle, providing the best quality tanks we can to NASA. That has to be our primary focus. Without that kind of performance, nothing else can be achieved.

Secondarily, once we achieve that, we

need to look at what else must be done to make Michoud a robust and healthy operation into the future. We need to make sure we have a great start-up on

transition to other programs. All this must be kept in the context that we will need key resources engaged at specific times in the program. This is a time-



Orion, and support the other Constellation program proposals as well. Then there are other things that are important to us.

We need to make sure that we pay attention to our peoples' needs. At this particular time, when we have had so much adversity, we want to do the things that are important to us, not only inside the plant but outside the plant. It is critical for us to have good plans in talent development and retention; that we have challenging programs for people to work on; that we provide an opportunity-inclusive environment for people to work in so the talent that we are bringing in stays challenged, stays motivated and continues to perform at the very high level that we expect of ourselves, and that our customers expect.

How do we balance the resource demands for multiple programs?

The key word is balance. The way to achieve that balance is to make sure we have the needs of all programs in mind. To that end, we have established an executive committee to review our resource needs across the board. Starting with the safe fly-out of the shuttle, we will make sure that the appropriate resources are devoted to that program. As those needs recede in the out-years, we are developing a plan for those people to

phased balancing approach, a 'live' plan that will be updated on a regular basis.

In your initial meetings with NASA, what are their current perceptions of Michoud Operations?

I have been very pleased by our reception by our NASA customer. They have expressed their confidence in the way we are executing the ET program, and they want to support the ongoing mission here at Michoud. They are very much interested in how our people are doing, how our community is doing. Inevitably, that is one of the first questions that they ask.

We have a great opportunity to continue our momentum, to continue discussions with them on what the future of Michoud will be. There are plans being drafted now on what Michoud will look like beyond 2010, after the shuttle program has ended. It is important that we play a role in those discussions.

What is your vision for Michoud's future?

If you look at that 2010 timeframe and what we need to do between now and then – begin *Orion*, win *Ares I* and position ourselves for *Ares V* – we need to prepare Michoud Operations for the transition from one program to multiple programs in-house. We need to look at

how we manage people, how our systems can handle more than one program, how the facility functions with more than one program in place. Those are all topics of



discussion that are on the table now. We probably won't get any clarity on that until maybe early 2007. But there is a vision that says Michoud could be the premier human space flight center, and that is a very exciting vision to have and for our people to help make a reality.

Joanne Maguire (Space Systems Executive Vice President) has said that when we think of the Joint Strike Fighter, we think of Ft. Worth as the premier production facility. And when we think of human space flight, we ought to think of Michoud in the same fashion – the premier facility for manned space flight.

I think the corporation is behind that 100 percent. We have a committed business in space so it is up to us to present the vision for the corporation, and if we present the vision in a way that is compelling, it is going to be very difficult to turn it down.

How can you maintain the motivation of a workforce that has been through so much in the past three and one-half years?

From a work perspective, the main thing for me is to keep people informed, what is going on in current programs, but also on potential future programs. I want to keep people focused on their job performance

because we can't afford distractions. We want to provide people with a vision that is clear, one that they can believe in and can help achieve. With the *Orion* win, with the future programs, it is a very exciting place to be right now. And outside the facility, we continue to look at ways that we can help people. As we continue that evaluation, I am open to suggestions as to what that should be.

How do you plan on communicating to all employees?

I like to get everybody on the same page, so what I will do is to hold as many town hall meetings, employee breakfasts meetings and general assemblies as appropriate, not only at Michoud but at Stennis, Marshall and the Kennedy Space Center

We need to continue encouraging two-way communications so that every employee has an opportunity to add input into the process to assure Michoud's future.

I understand that STS-116 will be the first shuttle launch you have seen 'live.' What are you expecting?

I expect to be blown away, one by it being a night launch and two by my new role in representing Michoud. I'm going as the leader of this organization, to say to the space community that our product is ready to perform the mission. That will be my top priority.



How do you see Michoud fitting into the new Human Space Flight Line of Business?

I think it is a great opportunity for Michoud and a nice fit with what **John**

Karas (Space Systems Vice President, Human Space Flight) is trying to do on the human space side. John is always looking for how we can provide best value for the customer. I think the rest of the programs that are in his line of business can benefit from the synergies that Michoud brings.

Any final thoughts?

We have an exciting opportunity here. ET is job number one. Developing a multi-program site environment is the next challenge. We have good people in place, we have the technology to succeed and so I am really looking forward to the future. ■

Award Fee scores Excellent

NASA's Performance Evaluation Board has issued its Award Fee report for period April 1 – September 30, 2006. The score for Production is 95, and the score for Michoud Assembly Facility Operations & Maintenance is 94.

“This report reflects a series of significant accomplishments for the ET Team,” says Wanda Sigur, ET program manager. “It provides a unique insight from our customer on their perceptions of how we do our job. Please share our performance with your team members and department personnel and convey my thanks and congratulations.”

On Lockheed Martin's performance, NASA stated: “The ET Project contractor has continued outstanding performance under extraordinary conditions due to the personal hardships caused by the aftermath of Hurricane Katrina. The contractor has accepted challenge after challenge from the Shuttle program to support completion of the International Space Station with timely delivery of tanks while continuing debris risk reduction projects.”

On MAF Operations & Maintenance, NASA listed among other strengths, the Katrina storm recovery activities and support to the U.S. Coast Guard relocation, ET production, and the U.S. Army Corps of Engineers levee repairs. ■

Michoud Operations responds to Katrina survey findings

In March of this year, Lockheed Martin tallied the results of a company-wide employee survey at Michoud Operations to determine needs in a post-Katrina world. Following a review of the survey results, the company undertook action in the following areas:

- Family Environment (Financial and Quality of Life)
- Community Environment
- Work Environment

Family Environment/Financial

At the time of the survey, the #1 priority of most Michoud employees was personal finances, followed by quality of life issues. Immediately after the storm, Lockheed Martin provided \$500 from the Katrina relief fund to affected employees and continued to pay all employees during the disaster shutdown period.

In addition to setting up the Maffamily website to provide legal and tax advice, Lockheed Martin provided free notary service and held seminars on-site with an outside law firm who conducted group sessions and private appointments. During the spring, H&R Block provided guidance to employees in the areas of navigating the Katrina Emergency Tax Relief Act and the GO Zone Act.

Family Environment/Quality of Life

To respond to work/life balance issues, Lockheed Martin increased the flexibility of using lost time and overtime so families could rebuild their lives while expanding Employee Assistance Program support to help those still struggling to cope.

“We provided EAP briefings for managers to develop mental health awareness,” adds Powell. “Human Resources and EAP reps developed the

services and to locate other commuters.

In response to a need for better access to recovery agencies, the company provided on-site access to FEMA and SBA representatives to assist with disaster recovery and to help our employees navigate the regulations.

Work Environment

More than 25 percent of all employees indicated they wanted to hear more frequently from senior management. As a result, Lockheed Martin expanded the use of two-way communication venues, with more general assemblies and large staff events. Directors conducted more frequent meetings with floor supervisors and hourly employees.

Other work environment factors included developing a more robust employee emergency contact plan, having a more focused employee recruiting and



Following the early merit implementation in February, the company also provided a mid-cycle merit adjustment plan for salaried employees to help offset the impact of rising costs. And as the company's bargaining agreement with the UAW was also expiring, the new contract provided represented employees with an upfront cash payment of \$2,500 in addition to a general wage increase for 2006.

While employees were concerned with their salary and cost of living, they were also dealing with insurance, taxes and other financial issues.

“Because our employees had limited time after work to meet with financial professionals, we brought the financial, tax and insurance recovery experts directly to them during the workday,” says **Pat Powell**, director, Business Transformation & Best Practices.

“This gave our employees access to subject-matter experts to help them tackle their areas of greatest need during the workday without waiting for the evening or weekends to deal with some of these critical issues.”

“Leading the Workforce after a Disaster” training modules to aid managers in assisting employees hard hit by Katrina.”

Lockheed Martin managers conducted consultations with individuals on an as-needed, as-requested basis. Managers were trained on how to improve “resiliency” and a special resiliency presentation assisted employees with ways in which they could “bounce back” to everyday living. (*See story on EAP Health & Wellness on next page.*)

Community Environment

The post-Katrina environment meant employees spent more time in their cars. Fifty percent of employees indicated their drive to work took over one hour. Michoud responded by expanding the use of flex time during non-peak traffic time for employees at departmental discretion. As a result, employees who had relocated due to Katrina were in a position to possibly save hours of commuting time each week.

Also, the company established the AlterNetRides bulletin board rideshare service to provide access to carpool

retention plan, and enhancing emergency response capabilities by incorporating the lessons learned from Katrina.

“Response to the survey in February was exceptional,” Powell says. “By listening to our employees, we were able to identify activities and resources that would best help them on their road to recovery.”

NASA is now conducting a survey to identify programs to improve the quality of life for employees. In August, NASA engaged the University of Texas and Texas A&M University to study the impact of Hurricane Katrina on the Space Shuttle contractor workforce at Stennis and Michoud.

Researchers completed interviews, focus groups and an initial survey in August and September, and in November, deployed the final survey. Results will be provided to NASA and Lockheed Martin so both can act upon the findings.

“Overall, NASA has been impressed by the resiliency, determination and commitment displayed by the Michoud workforce,” says Powell. “We should all be proud of that.” ■

Health and Wellness opportunities

Many of us are still dealing with stressful issues 15 months after Katrina. Addressing these issues, the Employee Assistance Program (EAP) of Health Services has rolled out several new programs to assist us in maintaining our health.

- **Moving Forward** discussion groups started in November to help strengthen our resilience. These EAP-facilitated lunch-time sessions are from 11:30 a.m. until noon on Tuesdays in Building 350/2/P4 near the MIC Room and on Thursdays in Bldg. 102/1/EJ25. Topics for discussion are determined by participants. Anyone desiring the camaraderie of a kindred group to successfully navigate this experience is encouraged to attend any or all discussions. A schedule of monthly topics is listed at each location.
- **Jazzercise** – a perfect way to decrease stress combining strength and cardio-training with music. These classes are suitable for every age and fitness level as movements are adaptable to your abilities. Classes are free for employees Mondays and Wednesdays from 4-5 p.m. in Bldg. 351 East Cafeteria. A certified Jazzercise instructor leads the class.
- **Yoga** – a calming way to manage stress, Yoga connects the mind, body and breath in a workout that increases one's flexibility, strength, coordination and overall sense of well-being. Classes are appropriate for all ages and fitness levels, allowing you to move according to your ability. A certified instructor leads one-hour classes, free to employees at 4 p.m. Tuesdays and at 4:30 p.m. Thursdays in Bldg. 351 East Cafeteria.

Coming in the New Year: watch for updates on Health and Wellness bulletin boards throughout the facility. ■

McGehee receives UNO engineering alumnus award

Dr. Russell Trahan (right), dean of Engineering at the University of New Orleans, presents Mike McGehee with the Distinguished Engineering Alumnus Award on November 10. The university honored McGehee, senior manager, Recurring ET Build, for sustained professional expertise in increasingly responsible technical and managerial positions, including critically important Return To Flight efforts.



Fifteen employees win Snoopies



On their October 26th visit to Michoud, the STS-115 crew members – mission specialists Heidemarie Stefanyshyn-Piper (from left) and Joe Tanner, Commander Brent Jett, pilot Chris Ferguson and mission specialist Dan Burbank – presented a number of Silver Snoopy Awards to outstanding employees.

Snoopy winners (2nd row):

- **Pam Rouleau**, for support to the NASA customer, Michoud teams, and Independent Review Teams for RTF activity
- **Bernard Zagorski**, for achieving technical, schedule, and budget objectives for Construction of Facilities (CoF), environmental, and post-Katrina recovery projects
- **Joe Lincoln** (Safety Day Snoopy), for safety performance and contributions to the ET and Safety Monitors program
- **Jeff Pilet**, for leadership of the Stress Group in support of RTF ET structure and Thermal Protection Systems (TPS) re-certification
- **Guridat "GR" Rupnarain**, for performance in preparing and coordinating budgetary planning of the CoF program
- **Kristen Cowen**, for software design, development, and production support of TPS automatic and manual applications to support ET production
- **Ralph Tortorich, Jr.**, for Corrective Action Board team efforts to ensure no repeat discrepancies, and exemplary work with KSC inspection teams
- **Chuck Novitsky**, for contributions to the ET project through critical RTF, ET propulsion, and post-Katrina recovery procurement activities

- **Faye Baillif**, for efforts as material science lead of the Bipod TPS manual spray close-out and heater wire harness volume fill team
- **Michelle Guillot**, for support of RTF II, STS-121 In-flight Anomaly investigation team analysis, and PAL ramp removal

Snoopy winners (3rd row):

- **Brian Magendie**, for leadership in the integration and planning of Production Operations RTF and Return to Production activities
- **Keith Province**, for fostering a teaming environment and dedication to Mission Success for Weld Operations
- **Lawrence Brignac**, for leadership in support of major weld areas as a tooling supervisor during RTF and post-Katrina recovery
- **Terry Lee**, for leadership and dedication to the Modification Center
- **Steve Turner** (Safety Day Snoopy), for management of the Industrial and Systems Safety Organization and resulting NASA-recognized safety records



Lockheed Martin employees recognized

Richard Smith and **Mike Moore** recently received the prestigious NASA Star Award from Space Shuttle Program Manager **Wayne Hale** at a ceremony in Hampton, Virginia. The Space Shuttle Program Office presents the Star awards to individuals who exhibit initiative and dedication in ensuring successful spaceflight.

Smith captured the award for outstanding leadership of the Protuberance Airloads ramp elimination effort, resulting in substantial debris reduction and improved shuttle safety. The shuttle program recognized Moore for his pre- and post-Katrina efforts.

In another award, the New Orleans Association of Fundraising Professionals presented Lockheed Martin Space Systems – Michoud Operations with its “Outstanding Corporate Philanthropy” award November 9.

Over the years, Lockheed Martin has contributed millions of dollars to New Orleans-area organizations, and the Employee Volunteer Organization has led Michoud employees in supporting activities that range from Habitat for Humanity to WYES television; Children's Hospital to House Busters.

Finally, United Space Alliance (USA) recently cited **Doug Powell**, a Thermal Protection Systems engineer at Michoud's KSC Operations, for participating on a USA team that figured out a quick way to visually inspect a small area of damaged foam on the Liquid Oxygen feed line bracket – so that the July 4th shuttle launch did not have to be delayed. ■



Richard Smith (left) and Mike Moore with their NASA Star Award

Michoud employees aid United Way



This year's United Way campaign raised \$338,229. Add another \$2,695 from the silent auction at Family Day and the total that employees contributed amounts to \$340,924 or 89 percent of the campaign goal. Sixty-one percent of employees contributed to the campaign.

Employee pledges increased \$53,000 from last year, a 20 percent improvement. The number of Freeman and Supportive Level givers also grew by 15 percent and 50 percent respectively, and the average contribution per employee went up.

“This is an indication of the kindness and charity of this great workforce who always roll up their sleeves and pitch in, especially in the environment that we are facing today,” commented **Dan Ferrari**, campaign chairman. ■

Milestones *Employees celebrating anniversaries with Lockheed Martin in December*

25 Years: Peter Allen, Cynthia Aucoin, John Bzik, Gerard Cline, Gary Fortmayer
10 Years: James Huguet, Jerry Majors, Donna Mills, Mark Smith **5 Years:** Rosalyn Cox

Mission Success

Bulletin

Lockheed Martin Space Systems Company
Michoud Operations, Vol. 25, No. 17
December 1, 2006

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Mission Success Bulletin is published by
the Communications Department.

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