

Arthur Addresses LSU Commencement

By Maritta Perry Grau, Staff Writer

Larry Arthur, Ph.D., chief executive officer for SAIC-Frederick, Inc., was the commencement speaker at Louisiana State University's (LSU's) recent College



Photo courtesy of Louisiana State University,
<http://www.lsu.edu/highlights/2009/12/commencement.shtml>

of Basic Sciences graduation. A native of Louisiana, Arthur graduated from LSU.

In his commencement address, Arthur focused on the importance of cancer research and the promise of vaccinations. "In our efforts to develop an AIDS vaccine, we are learning about not only the virus but how the body protects us from infections. I am convinced we will one day have an effective vaccine to stop the AIDS epidemic. The spin-off is we will also be able to make more effective vaccines against many infectious agents," he told the graduates.

At the Forefront of AIDS Research

Reflecting on the history of AIDS research, he noted that his group had been involved in developing tests to check blood supplies for the presence

of HIV infection almost from the virus's early spread in the 1980s. At the time, blood transfusion was a major cause of HIV infection, with more than 5,000 people infected with HIV through blood transfusions each year. Arthur had assembled and trained a team to study a mouse virus that causes leukemia in humans. When HIV, which causes AIDS, was discovered, his team already had a bio-contained laboratory to produce the human leukemia virus under highly controlled and safe conditions.

"Only 11 months after we started, there were tests in place to prevent HIV infection from blood transfusion. We rapidly went from more than 5,000 to less than 50 people infected with HIV by blood transfusions. I was quite fortunate, because very few scientists are ever in the position to see this type of results in such a short time frame."

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ATRF Tilt-Up Party Celebrates "Landmark" in Biomedical Research

By Nancy Parrish, Staff Writer

Representatives from federal, state, county, and city governments joined NCI-Frederick, SAIC-Frederick and other contractor personnel, and the building partners for a "tilt-up party" on March 19 at the site of the Advanced Technology Research Facility (ATRF) at Riverside Research Park. Hosted by the developer, The Matan Companies, the event celebrated the construction progress of the 330,000-square-foot facility. Guests gathered on the casting slab of the administration wing, where they could watch as a 630,000-pound crane tilted up the 48-foot, 60-ton wall panels and set them into position.



Huge concrete slabs are poured on the ground, then "tilted up" into vertical position to become walls.

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Arthur's Corner

SAIC-Frederick Staff Responds to Need



Larry Arthur, Ph.D.

For many, the recent snowstorms were a time to stay home, shovel the driveway, stoke the fireplace, and wait for plows to do their

work. For others, it was a time to hunker down and protect essential operations at NCI-Frederick, even if that meant sleeping in a lab night after night.

I never tire of talking about what great SAIC-Frederick employees we have working in support of the cancer and AIDS scientific efforts. The dedication of our staff was again exemplified following the unprecedented snow storms that recently hit our area. Although all the activities following this storm are too numerous to mention, I would like to cite a few examples of how our staff responded to these emergencies.

Staff Performs Essential Duties during Snow Storms

As you know, Fort Detrick was closed for 11 days and employees were asked not to come to work because of the hazardous driving conditions and to give the crews a chance to clear streets, sidewalks, and parking lots. However, critical activities needed attention during this time, including such things as tending animals, subculturing and feeding cell cultures, receiving and processing clinical samples, refilling liquid nitrogen to ensure samples remained frozen, and receiving

critical shipments from vendors. All these essential duties were performed admirably by our SAIC-Frederick staff.

In addition to all these duties, snow had to be removed to provide access, both pedestrian and vehicular, to certain buildings.

Many of our employees on campus for other duties pitched in and helped with the snow removal. Some specific examples of our employees' dedication with regard to snow removal are:

- Many Laboratory Animal Sciences Program staff stayed overnight in the facilities to perform their assigned responsibilities and enable continued operations. Some stayed in the facilities for the entire length of the base closure.
- Several security employees remained on site around the clock for three to four days in a row, sleeping and eating in Building 426.
- During the closure, 28 Facilities Maintenance and Engineering (FME) employees helped with snow removal. Utility monitoring/repair delivered more than 2,300 hours of service around the clock.
- One FME employee spent the night at NCI-Frederick eight times during the closure. Twenty-three other FME employees spent two to five nights at NCI-Frederick.
- Prior to the arrival of equipment from the Army, snow removal crews cleared a path down campus roadways and the parking lot around the LN2 fill-station at Building 1050 so that ALS personnel could fill dewars—the metal vacuum containers of liquefied gases—and transport them to building locations to replenish empty tanks connected to freezers.

- Employees who did go home brought back enough food to feed several employees for multiple meals, most of which were cooked in crock pots so that employees could get good food with little preparation.
- Snow loading on flat roofs quickly became a concern. Wading through several feet of snow, shift personnel surveyed all flat roofs after the first storm to look for heavy build-up or other threats to structural integrity.
- Snow removal from air-handler intakes and filter banks was a serious problem during the second storm because of the severe winds. Filters were constantly replaced and rotated back into the units after being dried out.

We also had responsibilities for attending to patients in Bethesda and care of all NCI animals on the NIH campus. One staff member in Bethesda cooked meals at home for coworkers who were in the facilities.

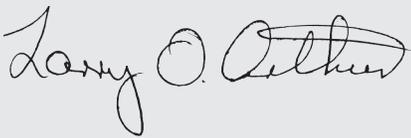
I want to emphasize that only essential employees should come on post during such emergencies. Call 301-619-7611 to get the status of Fort Detrick. If Fort Detrick is closed, NCI-Frederick is closed and non-essential employees should not come to work. For additional information about NCI-Frederick, call 301-846-1444. If you have any questions or requests for service, call 301-846-1091. This number is staffed 24 hours a day, 365 days a year.

Staff Helps Haitian Employees

Finally, another example of our employees' generosity was the response to the earthquake in Haiti. Numerous employees made personal contributions to our eight Haitian employees whose families and

friends were directly affected by the earthquake. One outstanding example: Two employees in Glassware Services held a bake sale that raised more than \$500 in donations that were distributed among the eight employees who were affected by the tragedy.

I'd like to thank all of you who provided such dedicated service and aid in both of these emergencies. Your willingness to go beyond the extra mile is what makes SAIC-Frederick such an effective FFRDC contractor, and that in turn, helps NCI-Frederick to be more productive as we continue to develop treatments for cancer and AIDS. 🌀



Larry O. Arthur

Chief Executive Officer of the Operations and Technical Support Contract and Associate Director of the AIDS and Cancer Virus Program, SAIC-Frederick, Inc.

ATRF Tilt-Up *continued from page 1*

Construction Has a Far-Reaching Impact

The event marked the construction that will have a far-reaching impact, not only on the economic health of Frederick city and county, but also on the mission of the National Cancer Institute. Craig Reynolds, Ph.D., associate director of the National Cancer Institute, noted that the ATRF is a "landmark event in the construction of a world-class biomedical research campus," where collaborations with corporate and academic partners will produce the next generation of products for the prevention, diagnosis, and treatment of cancer and AIDS. More importantly, he said, the completion of this facility "is anticipated by the 1.5 million Americans who get cancer every year. This is the reason we're here today. They anxiously await this construction."

Past Scientific Advances "Will Pale" in the Face of Future Discoveries

Larry Arthur, Ph.D., chief executive officer of SAIC-Frederick, spoke of the extraordinary advances made in

diagnosing and treating cancer. For example, today, the five-year survival rate in leukemia and breast cancer has reached almost 85 percent, he said. Nevertheless, nearly 500,000 people die every year from cancer, and that is why facilities like the ATRF are so important. "We are constantly gaining a better understanding from a molecular level why cells become cancerous," Arthur said. This state-of-the-art facility will house researchers who can develop tests to identify cancer in the very early stages, when it is most treatable, he said. Such tests will help physicians monitor treatments and switch to different drugs when appropriate. "The past scientific advances will pale in comparison to the advances that will be made in the years ahead," he said.

Other speakers included Karl Morris, director of development, The Matan Companies; Randy McClement, mayor of the City of Frederick; and Brad Guyton, president and CEO of Morgan-Keller, the construction company.

The ATRF is scheduled for completion by early 2012. 🌀



Dignitaries participating in the tilt-up festivities, from left: Brad Guyton, Dr. Larry Arthur, Dr. Craig Reynolds, Karl Morris, and Mark Matan, principal, The Matan Companies.

Tilted-up 48-foot-high wall sections are braced in position with heavy steel beams.



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Vaccination Is the Only Way to Control Viral Epidemics

“Why are we working so hard to make an AIDS vaccine?” he asked the audience. “It’s because vaccination has been the only way we have ever been able to control viral epidemics.” He pointed out that vaccinations have helped eradicate smallpox and polio in most of the world and that hepatitis vaccinations have resulted in a dramatic decrease in liver cancer.

“Not only can we prevent cancer by vaccinations, but immunization is one of the most cost-effective of health care investments. In the United States, it is estimated that every dollar invested in a vaccine saves \$27 in health expenses. A very good return on our investment.”

Arthur emphasized his belief that because they are trained in the scientific method, scientists bear a responsibility to help their fellow citizens “sift the truth from unsubstantiated dribble.... You as our educated population need to help to counter this stream of disinformation in all fields of sciences. Attack this problem in a very thoughtful, well-informed, and passionate manner.”

The LSU web site noted that Arthur was among seven LSU alumni featured in the “Only One Choice, Only One LSU” campaign last fall. Pictures and short biographies, as well as a brief movie, can be accessed at the university web site. To see Arthur’s clip, go to http://www.lsu.edu/now/index_arthur.html (His favorite Louisiana food is boiled crawfish). ↻

February Storms Came with a Silver Lining

By Nancy Parrish, Staff Writer

Every cloud has a silver lining. And in February’s back-to-back snowstorms, the silver lining was the affirmation of our employees’ dedication to the mission of the National Cancer Institute.

In addition to the stellar performance of Facilities Maintenance and Engineering personnel (see “Arthur’s Corner,” page 2), two groups that played key roles in keeping NCI-Frederick operations running smoothly throughout the 10-day closure were the animal facilities staff of the Laboratory Animal Sciences Program (LASP) and the officers of the Protective Services Department.

Extraordinary Efforts Made to Care for the Animals

LASP staff members either stayed on campus or drove through the snow to get in; a few even stayed in a nearby hotel so they wouldn’t have to drive as far, according to Mark Shrader, manager of Animal Facilities Operations and Technical Support Programs, LASP. Even though the facility was closed the Monday and Tuesday after the storm, he said, “we had nearly a full staff.”

“People teamed up to help each other get here,” said Rhonda Anderson, manager, Technical Operations, LASP. During the second storm, approximately 20 people either stayed on site in shifts, or drove from their homes nearby, picking up those who needed a ride. “People were pulling together to get done whatever needed to be done,” Shrader said. Some of those things included shoveling cars out; digging out steps and around doors just to get into buildings; helping unload shipments of cage bedding and feed; sleeping on cots or air mattresses wherever space was available; and bringing food to share with others.

The animal care involved checking the cages to assess the health of the more than 110,000 animals in more than a dozen locations. Staff also made sure there was enough food and water, changed the bedding at appropriate intervals, and ensured that study protocols were followed. Making the rounds of the many locations was treacherous, especially during the second storm, when white-out conditions were frequent, according to Anderson. “You couldn’t see. The wind



Rhonda Anderson, LASP, signals "day 6" of the Fort Detrick base closure.

actually hurt your face, so you had to walk backwards,” she said.

In Bethesda, three people stayed in a nearby hotel over the first weekend, and 11 stayed at the hotel during the second storm, so they could take care of the more than 21,000 animals in LASP facilities, according to Larry Cook, Operations Manager. “No one had to be told what to do. It was the best teamwork I’ve ever seen,” he said.

Protective Services Officers “Constantly Out and About”

Protective Services officers were also pitching in wherever needed. The entire staff worked shifts throughout the week, with some staying five days straight, sleeping on cots or in their cars, usually only for about three or four hours at a time. “We had six or seven officers on duty at all times,” said Tom Gannon-Miller, manager of Protective Services, “and they were constantly out and about.” At one point, Officer Michael Eichenberger found himself “skiing” as the wind literally blew him across a 20-yard icy patch. Officer Tom Delauter said he didn’t sleep for more than two hours at any one time over the course of four straight days on duty.

In addition to their regular duties of checking the scientific equipment, responding to alarms, and generally keeping watch over the facilities, the officers helped shovel and salt parking lots and pathways, helped with the unloading of the animal bedding and

feed, and responded to anyone who needed help.

The Good News?

Of the more than 130,000 study animals being cared for here and in Bethesda, not a single one was lost

due to the storm. No research studies were interrupted, and none had to be re-started. Some of the studies had end dates that occurred during the storm week, Anderson said, and all those dates were met.

Gannon-Miller said that not one of the 3,000 pieces of scientific equipment at NCI-Frederick was lost as a result of the storm. There was no significant damage to any buildings. And no one was hurt. “The dedication my guys had was outstanding,” he said.

As Anderson so aptly noted, “The magnitude of this event was amazing.” 🔄



Extraordinary amounts of snow made movement around the campus challenging.



Accumulated snow and ice on flat roofs was a threat, but caused no significant damage.



Some SAIC-Frederick employees made work a temporary home during the snow storms. Some spent five straight days and nights on the premises.

“We’d like to emphasize the dedication of all these people who came in, and everything they did to make sure the animals were cared for.”

— Mark Shrader, LASP

Anticancer Drug Daunorubicin Is SRF Theme

By Ashley DeVine, Staff Writer

It's that time of year again: NCI-Frederick and Fort Detrick present the 14th annual Spring Research Festival on May 5 and 6. May 3 begins the week of events that lead up to the festival, which will be held on the corner of Ditto Avenue and Sultan Street.

The theme for this year is daunorubicin, a chemotherapy drug used to treat acute myeloid leukemia, acute lymphocytic leukemia, acute and chronic myelogenous leukemias, and neuroblastoma, a brain cancer found primarily in children. Daunorubicin comes from the bacterium *Streptomyces peucetius*, and is an anthracycline antibiotic that interacts with a person's DNA to eliminate cancerous cells.

Julie Hartman, chairperson of the Spring Research Festival, said David Newman, Ph.D., chief of the Natural Products Branch, led the committee to selecting this year's theme.

"Dr. Newman always has interesting science going on in his lab or has great ideas, so we asked him to help us this year," Hartman said. "He directed us to Suzanne Shipley in his lab, who had taken photos of fungi that help

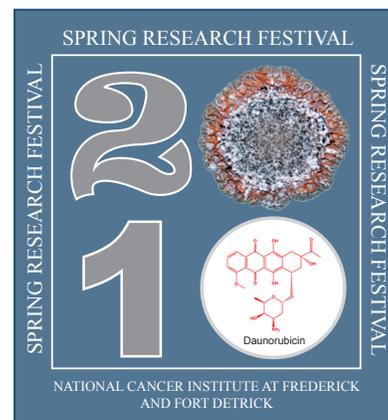
in cancer treatment. The *Streptomyces peucetius* was the most appealing visually and it relates back to what we are doing here at NCI-Frederick."

The week of events begins May 3 with the postdoctoral symposium, "Cancer, Inflammation, and Infectious Disease: Models and Mechanisms," which will be held 8:30 a.m.–4:00 p.m. in the Building 549 auditorium.

On May 4, the Frederick chapter of the Armed Forces Communications and Electronics Association (AFCEA) will sponsor a golf tournament at the Maryland National Golf Course to raise funds for Spring Research Festival poster awards, the Young Engineers and Scientists program at Fort Detrick, and other local educational programs.

Scientific poster presentations, commercial exhibits of the latest scientific equipment and technology, and health education and community service exhibits will be open from 10:00 a.m. to 2:30 p.m., May 5 and 6.

For poster presenters, your poster should be up by 10 a.m. on the day you are scheduled to present, and should be removed by 3 p.m. that same day.



A sneak preview of artwork that you'll see on the T-shirts for this year's Spring Research Festival.

The National Interagency Confederation for Biological Research (NICBR) Education and Career Symposium will be held May 5, 8:30 a.m.–2:30 p.m. The symposium provides an introduction to the research being conducted by various NICBR partners. Participating agencies include USAMRIID, the Navy Medical Biodefense Research Laboratory, the NIAID Integrated Research Facility, NCI, the Department of Homeland Security's National Biodefense Analysis and Countermeasures Center, the USDA's Foreign Disease Weed Science Research Unit, and the Centers for Disease Control.

NCI Director John Niederhuber, M.D., will present opening remarks May 6, in the Building 549 auditorium, 9:30–10:30 a.m.

Rita's Italian Ice and Zi Paní will serve food and refreshments again at this year's festival. 🍷

For more information about the festival, visit <http://www.ncicrf.gov/events/springfest/default.aspx>.

Sources:

<http://en.wikipedia.org/wiki/Streptomyces>

<http://en.wikipedia.org/wiki/Daunorubicin>

<http://microbewiki.kenyon.edu/index.php/Streptomyces>



From 2009: Student posters are a standard feature of SRF.



Also from 2009: NCI Director Dr. John Neiderhuber examines a poster with Claudia Stewart, Laboratory of Molecular Technology, Advanced Technology Program.

Best Practices for Time-charging Developed from Floor Audit Results

By Carrie Belasco, Ann Heller, and Ellen Banky, Financial Management, Guest Writers; and Ashley DeVine, Staff Writer

From July to November 2009, SAIC-Frederick began monitoring how well employees are complying with Standard Process B301, *Guidelines for Completing Time Cards*.

Because the majority of the costs SAIC-Frederick charges to NCI are labor costs it is extremely important that employees record hours accurately and in accordance with this standard process. SAIC-Frederick's Payroll department is responsible for monitoring timesheet compliance. Floor audits performed by SAIC-Frederick's Internal Audit department are conducted to determine if employees are in compliance. Below are some common misconceptions and errors.

What the Timekeeping Policy Says

Employees must sign a copy of their timesheet when it is submitted by an authorized approver on their behalf. (B301- Section V.A.13)

According to the floor audit results, nearly all of the employees audited (222) did not know this procedure. If an employee is not at work on Friday to submit his/her timesheet and an authorized approver submits it on the employee's behalf, a copy of the submitted timesheet should be printed by the authorized approver and given to the employee to sign upon his/her return to work. This ensures that the employee agrees with the hours submitted for him/her. The employee must forward the signed copy to Payroll within five business days of returning to work. This process can also be completed by sending an e-mail to Payroll in which the employee states his or her agreement with the hours submitted by the authorized approver.

All known changes to hours recorded must be corrected in the time entry system prior to midnight on the second Friday of the pay period. (B301- Section V.A.15)

If changes must be made to an employee's timesheet, it is the responsibility of the supervisor/approver to ensure that the correction is made in the time entry system.

Timesheet adjustment forms are to be submitted only if the error is discovered after midnight on the second Friday of the pay period.

Timesheets are approved by the time entry system administrator to facilitate processing of payroll. (B301- Section V.B.5)

If the authorized approver does not approve an employee's timesheet by midnight on the second Friday of the pay period, the time entry system administrator will approve the employee's timesheet. On average, more than 100 timesheets are approved by the time entry system administrator each month, according to Payroll, which monitors this process. If a supervisor/approver is going to be out of the office, he/she must make arrangements to have an alternate approver available to approve timesheets. This is very important around holidays and during the summer months.

Employees are ultimately responsible for their own timesheets. Failure to correctly enter time and submit timesheets may result in incorrect payments to employees and inaccurate charges to the government. When a timesheet is submitted on behalf of an employee and approved by the supervisor, the employee must review what was submitted and let Payroll know if the hours are correct.

Results of the Floor Audits and Best Practices

SAIC-Frederick's Internal Audit department performed time-charging floor audits on a random sampling of 12 percent of the employee population, representing the 15 directorates. Below is a list of best practices developed based on the results of the floor audits:

- The best time to enter hours worked is first thing in the morning for the day before. Employees should not enter hours into the time entry system in advance of actually working those hours.
- Employees should be encouraged to add a daily reminder to Outlook if they have trouble remembering to enter hours into the time entry system each day.
- The time entry system administrator sends e-mails twice a week to employees who have not entered hours for the week. Per the administrator, there are about 100 employees who receive these e-mails every week. This message notifies employees that they are not in compliance with the time-charging policy. Employees should not depend on this e-mail as a reminder.
- Many directorates have a designated employee who reminds other employees to enter time or to submit timesheets. Directorates should work toward having employees perform these tasks without reminders.

For more information about time-charging procedures, review Standard Process B301, *Guidelines for Completing Time Cards*, http://web.ncifcrf.gov/campus/sahsp/PDF/Section_B301_508_compliant_072709.pdf.

SAIC-Frederick Holds Second Annual Administrative Professionals Event

By Ashley DeVine, Staff Writer

SAIC-Frederick's second annual Administrative Professionals Conference was held April 23 at Dutch's Daughter restaurant in Frederick.

The conference was divided into a morning and an afternoon session. The morning session began with registration and breakfast at 7:45 a.m., and the afternoon session began with registration and lunch at 12:30 p.m. Both sessions included opening remarks, a keynote address, three break-out sessions, and closing remarks.

Julie Gaver's keynote presentation, "Embracing the Reality of Change," aimed to alleviate the fears associated with change and to help people truly embrace change. Gaver is a professional speaker and corporate trainer whose

organization, Julie Gaver Training & Development, LLC, provides corporations, nonprofit associations, and educational institutions with employee development programs.

The break-out sessions included "Coping with Difficult People," with Seldon Cooper, the on-site Employee Assistance Program counselor for Business Health Solutions; "S = P - E," with Jill Sugden, Human Resources director, SAIC-Frederick; and "Get Moving," with Terry Kimmel, from CIGNA Healthcare's sales department. Cooper's presentation focused on the categories of difficult people and how to deal with these types of people; Sugden shared an eight-step model for customer satisfaction; and Kimmel discussed the importance and benefits of exercise through an interactive presentation.

The following people are members of the planning committee: Sukanya Bora (Human Resources); Barbara Kending (Biopharmaceutical Development Program); Barbara van der Schalie (Clinical Research Program); April Kennedy (Clinical Research Program); Patricia Barr (Applied and Developmental Research Program); and Kathy Miller (Advanced Technology Program). ↻



Greg Brannan of Adventist Hospitals presented one of the break-out sessions at last year's Administrative Professionals Conference.

TYCTWD Coming July 21

By Ashley DeVine, Staff Writer

Show your children the important work you do each day during Take Your Child To Work Day (TYCTWD) on July 21. Nearly 350 children enjoyed 27 programs and 18 hub events in 2009, and more programs are needed to keep the event successful.

Touching a human brain, extracting DNA from mouse cells, meeting some furry friends, and making cells glow in the dark are just some of the hands-on activities that were part of last year's TYCTWD.

The goals of TYCTWD are to teach children ages 6 to 13 about "the vital public services that their parents provide" in supporting the missions of NCI-Frederick and Fort Detrick, and "to encourage future careers in science," according to <http://kidsday.ncifcrf.gov/info/default.asp>.

If you would like to volunteer but don't know where to start, check out the TYCTWD web site, where you'll find a description of last year's event and photos of the programs. Then consider what you or your group can do to support the event.

Additionally, the TYCTWD Committee can help you come up with ideas, plan a program, provide supplies if you need them, and much more. You can also offer a hub activity, which takes place in a central location, away from your office or laboratory. Program



Children enjoying their day at TYCTWD 2009 with a variety of activities.

registration opens May 17 and closes June 4.

Registration for children begins June 21. For more information, contact Julie Hartman, 301-846-7338 or tyctwd@mail.nih.gov, or visit the web site at <http://kidsday.ncifcrf.gov/default.asp>. ↻

Document Control Groups Play Key Role in Translational Research

By Sheryl Ruppel, Jo Ann Anderson, and Kathy Simpson, *Biopharmaceutical Development Program, Guest Writers*

Document Control (DC) departments play a critical role in supporting translational research. The Clinical Research Directorate includes three such groups, the Biopharmaceutical Development Program (BDP), the Vaccine Pilot Plant (VPP), and the Clinical Monitoring Research Program (CMRP).

Both BDP and VPP include DC groups within their Quality Assurance Departments (QAD), while CMRP's Regulatory Compliance and Human Subjects Protection Program (RCHSPP) includes a DC group for its clinical trial and regulatory documentation. All three groups assist with word processing, formatting, tracking revisions and approvals, routing, distribution, storage, and retrieval of these critical documents necessary for current Good Manufacturing Practices (cGMP) and clinical trials, in accordance with the regulatory guidelines.

The DC groups process up to 45 types of documents, maintain between 600 and 700 standard operating procedures (SOPs), and process approximately 80–100 documents a day, with up to 25,000 documents processed annually. The DC groups ensure that documents are maintained in secure, limited-access document rooms. They maintain both hard and electronic copies that are filed according to an established filing structure and ensure that the documents are available upon request to program personnel and internal, regulatory, and third-party auditors. The groups also perform a critical role during audits, obtaining documents from both off-site and on-site storage facilities, and play a critical role by maintaining the records

necessary to enable important clinical trials to proceed.

Excellent customer service, communication skills, and attention to detail are critical skills required of a DC employee. These employees interact



Becky Defelice (seated) and Tania Defibaugh are responsible for document control in BDP.

with almost every department in their respective organizations, and must be able to maintain a calm demeanor, and have the ability to prioritize and multi-task while facing multiple competing requests.

The following brief descriptions of the three DC groups within the Clinical Research Directorate:

BDP QAD Group Manages Manufacturing, Development, and Regulatory-Related Documents

The BDP's QAD group is a two-person group that manages documents related to manufacturing, such as batch production records (BPRs) and QC test reports. The group maintains SOPs that provide direction for maintaining GMPs within the BDP facilities. In addition, they support development and regulatory affairs operations.

Various facility equipment calibration and validation documents, such as

equipment files, validation protocols, and equipment log books, are controlled and processed, as are raw material files, laboratory notebooks, and development reports. BQAD uses approximately 16 electronic tracking systems, depending on the document and the information to be tracked. The group has been working diligently to make many documents, such as SOPs, BPRs, and equipment manuals, available electronically as scanned copies. Many SOPs are also available through BDP's web site: <http://www.ncifcrf.gov/research/bdp>.

VPP QADC Group Manages Manufacturing, Development, and Regulatory-Related Documents

The four-person VPP QADC group, one of eight groups within its QA department, manages documents that support both GMP and development operations. The types of documents the QADC group manages include master batch records, SOPs, development reports, production batch records, process labels, drug product labels, logbooks, test records, product and component specifications, equipment history files, raw material files, drug master files, and validation protocols. QADC has 37 electronic tracking systems in place to track documents.

QADC also scans and uploads documents into LiveLink, a validated web-based electronic document management system (EDMS), that is configured to store the files in a central, secure, and permission-controlled location. LiveLink contains over 110,000 documents—which is approximately two million pages. QADC is rolling out an electronic document review and approval process

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Document Control *continued from page 9*

in LiveLink that will reduce the amount of paper usage.

CMRP RCHSPP DC Group Manages Clinical Trial and Regulatory Documentation

The CMRP RCHSPP DC group is at the core of RCHSPP's Quality System, maintaining and archiving critical documents, which include RCHSPP-controlled documents and clinical research trial master files.

DC offers many services to assist with the document control needs of the various RCHSPP groups. These services include: protocol review process; various reports; paper and electronic file storage and maintenance; creation of CDs; various databases and logs; archiving of documents; scanning of documents; and training on the DC system and various electronic documents maintained in the system. The DC group also processes and maintains SOPs that ensure adherence to Good Clinical Practices. Organized four years ago, this group has worked hard to centralize the filing of critical documents for RCHSPP and to create pdf versions of many documents, allowing instant access to the files. 📄

Show These Employees Some RESPECT!

By Ashley DeVine, Staff Writer, and Andi Gnuschke, Contract Planning and Administration, Guest Writer

The “Show Some RESPECT! (Recognizing Excellent Service Promotes Employee Commitment and Teamwork!)” employee recognition program encourages employees at all levels to acknowledge the contributions of other employees or project teams of employees at SAIC-Frederick. You may nominate any other SAIC-Frederick employee, as long as no reporting relationship exists. Forms can be found hanging in most buildings and common areas, and can also be accessed online at <http://web.ncicrf.gov/campus/sahsp/EmployeeRecognition/>.

RESPECT! Award Winners for the First Quarter of 2010 (December 10–March 9)

Vicki Bailey • Ellen Banky • Sixta Benegas • Danny Bovey • John Britt • Tracy Butler • Victor Carr • Chelsea Chase • Joe Cogliano • Larry Cosley • Chuck Couch • Casey Dagnall • Tracy Dean • Matthew DeSantis • Senad Diglisic • Donna Dinsmore • Steve Dove • Lindsay Dutko • Kathy Easterday • Tammy Eyler • Cindy Farling • Simona Florea • Donna Follin • Rich Fralinger • Timothy Geisinger • Jessica Graham • Julie Grams-Fowler • Debbie Green • Betty Green • Denny Grove • Liam Harmon • Robin Harrington • Ann Heller • Debra Hogarty • Shelly Hollinger • Brian Holt • Charlana Hughes • Ken Huyser • Robbie Jackson • Scott Jendrek • Leslie Johnston • Jeff Jones • Larry Kees • Larry Key • Ed Krusinski • Robin Legg • Doug Leggett • Barbara Lescalet • Daniel Liverette • Dexter Makel • Bryan Malseed • Steve Marsh • Patsy Martin • Paula Mathis • Jennifer Matta • Dave Mayo • James McClure • Laurie McMahon • Robert Meyer • Kathy Miller • Gina Moon • Chuck “Max” Moore • Tamara



Morgan • Calvin Ott • Jeff Ott • Joe Painter • Carl Probert • Liqun Qi • Debra Ramsburg • Patricia Ramsey • Lisa Riffle • Scott Schiffhauer • Mike Schildtknecht • Monica Segreti • Penny Sellers • Joyce Shelton • Suzanne Shipley • Melanie Simpson • Lori Smith • Woody Smith • Joseph Spencer • Brad Staup • Ray Stine • Paul Stokely • Daniel Styers • Michael Sullivan • Kristina Tharp • Jim Tomas • Shannon Tucker • Bryan Vaughn • Courtney Watkins • David Wiles

Changes to Awards Given to RESPECT! Recipients

In accordance with IRS regulations, individual RESPECT! program awardees will receive a \$25 cash award in their paychecks instead of receiving a gift card. To offset the impact of any taxes, SAIC-Frederick will increase the overall amount of the award so that after taxes are applied, awardees will receive the full \$25 value of their award. For project teams recognized through the program, the project team leader will receive an advance check equal to \$15/team member to be used for a team celebration at a restaurant. The money can only be used on food for a team event that is outside of work hours. Alcohol is an unallowable expense to the contract, so make sure alcohol is only purchased with personal funds. After the event, the project team leader must provide a receipt for the food and return any unused funds to the RESPECT! Employee Recognition Committee Coordinator, Andi Gnuschke, TJ Drive. 📄

NCI-Frederick Majordomos Moved to NIH LISTSERV

By Andi Gnuschke, Contract Planning and Administration, Guest Writer

Distribution lists that were previously associated with NCI-Frederick “majordomos” have all been moved to the NIH LISTSERV. The NIH LISTSERV allows users to create, manage, and control electronic “mailing lists” on a network. Examples of current lists include AVAILABLE@LIST.NIH.GOV, CLASSES@LIST.NIH.GOV, INFO@LIST.NIH.GOV, and NOTICE@LIST.NIH.GOV. Changes have not been made to any specific e-mail lists that were created as a “majordomo”; they have just been moved and are now maintained on the NIH LISTSERV.

Eight major distribution lists for the NCI-Frederick campus are now on the NIH LISTSERV, as follows.

INFO

General information; Scientific Library, Environment, Health, and Safety (EHS), Occupational Health Services (OHS), and Discovery Café announcements; Government leave donations; Government benefit plan announcements

NOTICE

Road closures; outages (power, network, phone, computer system, steam, water, fax, etc.); post closings; non-emergency weather-related announcements

CLASSES

Announcements for classes sponsored by NCI-Frederick internal organizations such as Data Management Services, Inc. (DMS), Advanced Biomedical Computing Center (ABCC), and the Scientific Library

SEMINARS

NCI-Frederick and NIH seminar announcements; internal and external symposiums; Occupational Health Services (OHS), and Scientific Library seminars

AVAILABLE

Notification of available surplus equipment

NEEDED

Requests for anything required to support the work of NCI-Frederick (cell lines, agents, help, information, use of equipment, etc.)

NCI-EVENTS

Announcements pertaining to Spring Research Festival, Take Your Child To Work Day, Farmers Markets, Diversity events, Scientific Library events, and NIH events of interest to NCI-Frederick

USAG-EVENTS

U.S. Army Garrison (USAG) events that are open to government and government contractor employees

Following are FAQs from the NIH LISTSERV web site, https://list.nih.gov/LISTSERV_WEB/USERSGDE/appendix_c.htm#faq.

How do I subscribe to the LISTSERV list?

Send an e-mail to listserv@list.nih.gov with the following text in the message body:

Subscribe Listname Your Name

(Listname is the name of the list you wish to subscribe to, and your name is your individual name. LISTSERV will get your e-mail address from the “From:” address of your e-mail message.)

How do I unsubscribe from a LISTSERV list?

To unsubscribe from an e-mail list, send an e-mail to listserv@list.nih.gov with the following text in the message body:

Unsubscribe Listname

(Listname is the name of the list to which you no longer wish to subscribe)

How do I send mail to a list?

To send mail or “post” to a list, address your e-mail message to:

listname@list.nih.gov

(Listname is the name of the list to which you wish to post)

How do I stop my mail while I'm away from my office?

Send an e-mail to listserv@list.nih.gov with the following text in the message body:

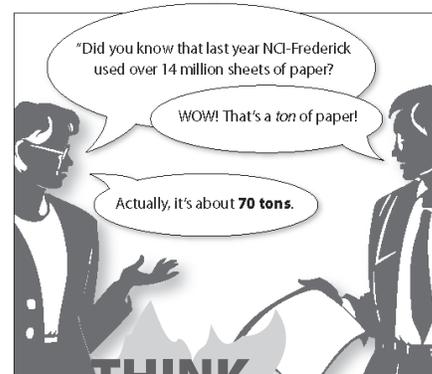
set listname nomail

(Listname is the name of the list)

To restart your mail, send the following message:

set listname mail

The Contract Planning and Administration Directorate coordinates the above lists and works with the Information Systems Program Directorate in the use of the mailing lists. If you have any questions, please contact Andi Gnuschke at gnuschkea@mail.nih.gov, 301-846-6952, or visit https://list.nih.gov/LISTSERV_WEB/USERSGDE/appendix_c.htm#faq.



**THINK
before you
PRINT**

Project Management

Make Agile Project Management Techniques Work for You

By Carmen V. Clark and Teresa L. Stitely, Project Management Office, Contributing Writers

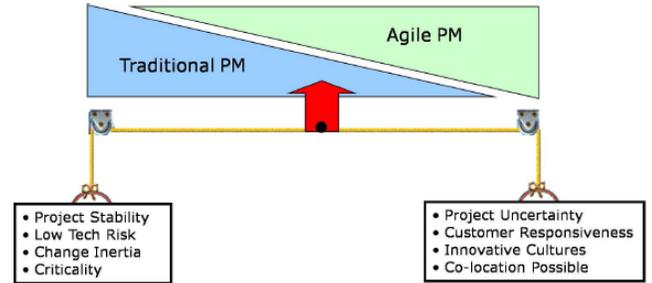
In a previous article we provided background information on how Agile project management methodologies evolved. While traditional project management provides a strong framework and structured project life cycle, is it always the best choice? In this article, we look at some of the benefits of an integrated Agile project management approach.

Project characteristics such as the likelihood of change, team size, and criticality will determine whether integrating Agile methods into your project management processes will promote project success and improve levels of customer satisfaction.

As you may recall from the first article in this two-part series, Agile methodology improves customer satisfaction by increasing communications and earlier deliverables. To accomplish this, deliverables are “chunked down” into

smaller products or services that can be generated in two-week increments. The project team involves the customer in prioritizing the development of the next deliverable segment and, more importantly, in continuously refining requirements as the project progresses.

In traditional projects, more time is spent in the initiating and planning phases than is spent in a predominantly Agile project. Agile projects typically have multiple planning and executing phases throughout the project lifecycle versus traditional project management. An Agile approach relies heavily on the clarification and elaboration of requirements with user involvement throughout the project. Because Agile iterations are typically managed in one- to two-week intervals, user involvement is high. Risks are identified earlier in



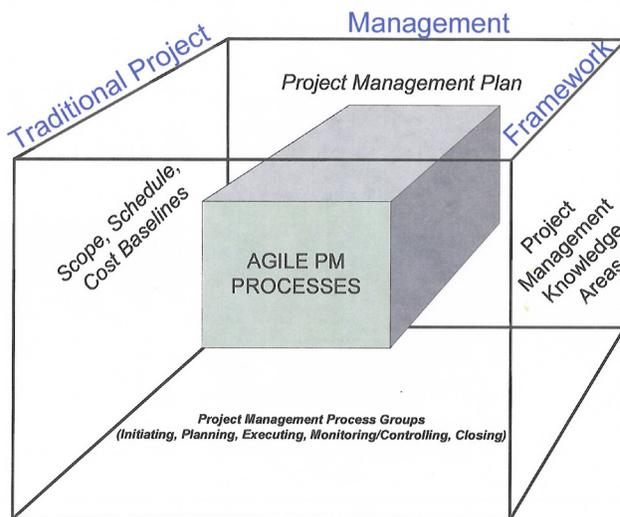
The graphic above demonstrates when it is most appropriate to integrate Agile techniques into your project management processes. Use the scale to help envision where your project falls.

the process and more often; therefore, they are less costly to manage. The focus in an Agile environment is to deliver business value driven by “must haves” instead of “could” or “should haves.” The project manager supports and shields the project team from interruptions and resolves issues that may impede progress on the project. Simple metrics measure goals relevant to the project and measure what needs to be delivered rather than what has been delivered.

Although there is no single “right” approach to managing all projects, Agile methodologies focus on execution and delivery. When paired with traditional project management methodology where uncertainty is high, customer responsiveness is critical, and innovation is necessary, the integrated Agile approach may provide the optimal combination.

For more information on agile project management, please visit the Project Management Office Project Management Resources at <http://saic.ncifcrf.gov/ProjectManagement/>.

Illustrations used with permission: Mike Griffiths, LeadingAnswers, http://leadinganswers.typepad.com/leading_answers/



The graphic above illustrates how Agile project management methodologies are supported by, and integrated into, traditional project management elements.

Quality Assurance

Quality Alerts Contribute to Excellent Customer Service

By Steve Harshman, Contributing Writer



Have you been reading the Quality Alerts? Did someone say, “What is a Quality Alert?”

Although these Quality Assurance articles have been

a way to provide general information concerning both quality management and excellent customer service, the SAIC-Frederick Quality Board decided there was also a need to communicate information relative to specific issues that may be impacting the quality of the work we perform. Enter the Quality Alert.

The first Quality Alert was issued in July 2009, and the topic was ultracentrifuge rotor inspections. Not only does a Quality Alert identify a specific quality issue, it provides some background information on the importance of the

issue, as well as available options to address the issue. Since July, additional alerts have been issued via e-mail on a bimonthly schedule. Other topics addressed in the alerts have included distributed printing, cell line quality control, and most recently, micropipette calibrations.

Quality Alerts have been well received, based on the feedback NCI-Frederick employees have sent us. One suggestion was that we create an online repository for the Quality Alerts so employees can refer to them at any time. We heard you, and we listened: Once established, the web address for this repository will be included when each new Quality Alert is released.

Maybe you would like to see a particular topic covered in a Quality Alert or would like to share information concerning a process or procedure that you have implemented to improve the quality of your work. If so, the SAIC-Frederick Quality Board would like to hear from you. 

The Quality Board members are listed below.

Please share your ideas with a representative from your directorate.

ACVP:	Julian Bess, 301-846-5981, bessjw@mail.nih.gov
ADD:	Bill Kopp, 301-846-1707, koppw@mail.nih.gov
ATP:	Bruce Crise, 301-846-5739, criseb@mail.nih.gov
BDP:	Doug Gaum, 301-846-1829, gaumd@mail.nih.gov; or Sandy Gibson, 301-846-6927, gibsons2@mail.nih.gov
BSP:	Tammy Eyler, 301-846-5271, eylert@mail.nih.gov
EHS:	Paul Stokely, 301-846-7381, stokelypa@mail.nih.gov
C&A:	Terry Hebb, 301-846-5416, hebbtw@mail.nih.gov
CMRP:	Beth Baseler, 301-846-5413, bbaseler@mail.nih.gov
CP&A:	Beth Kelly, 301-846-1533, kellybet@mail.nih.gov; or Teresa Stitely, 301-846-4009, stitelytl@mail.nih.gov
Finance:	Carrie Belasco, 301-846-7685, belascoc@mail.nih.gov
FME:	Len Wrona, 301-846-7252 wronal@mail.nih.gov
HR:	Mary Neville, 301-846-1377 nevillema@mail.nih.gov
LASP:	Pam Dellen, 301-846-7220, dellenpa@mail.nih.gov
VCMP:	Pat Marshall, 301-846-4013, pmarshall@mail.nih.gov; or Irina Guerman, 301-846-4309, guermani@mail.nih.gov

Employees Recognized for Outstanding Workplace Contributions

The following employees were recognized from January–March 2010 for outstanding contributions in their directorates.

Advanced Technology Program

Jane Jones • Kaustav Nandy • Shelley Perkins • Castle Raley

Applied and Developmental Research

Carrie Bonomi • Suzanne Borgel • John Carter • Kyndal Cook • Yuanji Pan • Marcus Williams

Clinical Research Program

John Aldis • Beth Baseler • Joy Beeler • Joy Beveridge • Lisa Boris • Lana Cross • Dagane Daar • Tamika Dunn • Barry Eigel • Erica Eaton • Phillip Eclairnal • Dawn Fishbein • Taree Foltz • Eunice Fox • Mildred Gapara • Lisa Geibeig • Mariana Gonzalez • Theresa Gratiano • Debi Grossman • Liam Harmon • Gina Hodge • Nina Jones • Lamin Juwara • Coleen Kobt • Gideon Kwarteng • Laurie Lambert • Yin Li • Tamika Magee • Terry Mainprize • Daphne Mann • Tracey Miller • Kim Montgomery-Recht • Michelle Manu • Rachel Newman • Tamika Norwood (Mitchel) • Christen Osburn • Amara Pabon • Katie Perkins • Linda Ritchie • Amy Rump • Marlene Schultz-Dipalo • Denise Shelley • Shelly Simpson • Lenny Smith • Jenny Starlipper • Amanda Urban • Pam Welch • Jennifer Wilder • Ilmiya “Lily” Yarulina • Michael Young

Contracts and Acquisitions

Byron Bowie • Ron Brown • Cindy Farling • Terry Hebb • Matthew Humphrey • Tom Kennedy •

(continued on page 14)

Employees continued from page 13

Dave Mayo • Nancy Mayo • Lori Smith • Ray Stine

Environment, Health, and Safety

Jeff Appel • Paul Biser • Alex Cafferkey • Tom Delauter • Mike Eichelberger • Josephine Esteban • Jim Farling • Dan Hartman • David Johnston • Ed Livesey • Reggie Mose • Harry Sier • David Stender • Grace Strine

Facilities Maintenance and Engineering

Ron Black • Danny Bovey • Gus Centeno • Wayne Crews • Luke Deatherage • Steve Dove • Curtis Ford • Brian Gebhart • Dennis Grove • Dave Hamilton • Jim Hawkins • Robbie Jackson • Larry Kees • Norman Lambert • Doug Leggett • Steve Lescalleet • Tim Murphy • Mike Schildtknecht • Phil Shankle • Bob Sharer • Woody Smith • Kenny Thomas • Paul Thomas • Bryan Vaughn • David Wiles • Danny Wolff • Keith Zecher • Kevin Zecher

Financial Management

Ellen Banky • Ann Heller • Monica Segreti

Human Resources

Sukanya Bora • Patti Fitzsimmons • Retha Parsons • Courtney Watkins

Information Systems Program

Dan Fox

Laboratory Animal Sciences Program

Rachel Kelly Beach • Andrew Okoth

Vaccine Clinical Materials Program

Jo Ann Anderson • Ed Sandy ↻

HR Recruitment Team Gains Coveted PHR Certification

By Maritta Perry Grau, Staff Writer

Four members of the SAIC-Frederick recruiting team recently achieved their Professional in Human Resources (PHR) certification, making the entire SAIC-Frederick recruiting team PHR certified.

The four were Kathy Burke, Nelmarie Miranda, Laura Weddle, and Lauri Rimorin. They join Debbie Higdon in this certification.

The group took a 12-week credit course at Frederick Community College, studying modules in “Strategic Management,” “Workforce Planning and Employment,” “Human Resource Development,” “Total Rewards,” “Employee and Labor Relations,” and “Risk Management.”

“It took a lot of studying, balancing study with our fulltime jobs and families,” Rimorin said. Not only did they study on their own, but they started a study group to discuss and review material for the bi-weekly tests and the final exam. “Only about 60 percent of those who take the pass/fail test actually pass and we all passed on the first try. The test was intensive; it was four hours long, and it included all six modules covered in the course,” said Miranda. Since the final, comprehensive test is taken via computer, results are almost immediate—no more waiting for four or more weeks for notification by mail as to whether or not you had passed.

“Our studying for and taking the test shows our commitment to what we do and how important it is to us,” Miranda said. Weddle added, “To maintain our certification we have to earn 60 continuing education credits every three years. This allows us to stay up to date on HR laws and regulations and

advances in the industry that help us do our jobs better.”

“Recruitment has changed a lot in the past few years: much is done electronically via the web. Although a few people still walk in with resumes, most apply online. Everything is tracked electronically, too,” Burke noted.



Newly certified PHRs: Kathy Burke (seated), L to R: Nelmarie Miranda, Lauri Rimorin, and Laura Weddle.

Burke has been with the company for nine years, Weddle for nearly five, Miranda two and Rimorin, the newest member of the team, has been here almost a year. Together, these newly certified PHR recruiters bring more than 35 years of HR/recruiting experience to the company.

All four recruiters agree that the knowledge they gained strengthens their abilities to assist new applicants to the company, as well as current employees seeking new opportunities, and to be more of a strategic partner to the hiring managers they work with on a daily basis. ↻

Milestones Achieved in Communication Plan Development

By Ken Michaels, Staff Writer

Two recent milestones were achieved in the development of the SAIC-Frederick Strategic Communication Plan: the completion of Manager as Communicator training, and a six-hour work session during which the communications subcommittee worked through the plan draft page by page and made a number of revisions.

Manager as Communicator Training

The final two sessions of Manager as Communicator took place February 25 and March 2; 59 people attended the February session, and 47 participated in March. Since the first session in August 2009, 329 managers or supervisors have completed the six-hour training. Fifteen sessions were presented in all.

Participant evaluations following the course were strongly positive, with 93.7 percent of all ratings positive, 5.6 percent neutral, and only 0.7 percent negative. Henceforth, Manager as Communicator will be offered semi-annually, to be attended by new hires and current staff promoted to supervisory positions. Ongoing training for managers and supervisors who have completed the basic training is being planned.

Committee Work Day

The eight-member communications subcommittee met in early March at the Clinical Monitoring Research Program facilities at Industry Lane to complete a thorough review of the draft of the Communication Plan. Prior to the work session, committee members were provided with all of the input collected from managers and supervisors during the various Manager as Communicator training sessions for study and review. Several repeating themes were identified and discussed as action items were considered. The result of the work day

was a more complete and refined draft, which was a significant push forward to a draft for presentation to key executives on April 1. Work on the plan is ongoing and in refinement. The committee hopes to release the entire plan later this year.



The communications subcommittee met March 8 for a six-hour work session.

Positive Responses Shown in Communications Survey

Another tool used in developing the Communication Plan was a voluntary “pulse” survey in which all SAIC-Frederick employees were invited to assess the quality of communication between employees and their direct supervisors. Conducted in October 2009, the survey was completed by 535 employees (27.5 percent of the population). Results were tallied by directorate and provided to directors for review. Employees were asked to rank each statement according to its correctness on a scale of 1 (not correct) to 5 (very correct). Here’s how the questions ranked:

The results among those who responded were generally favorable, as shown. Considering that a score of 3.0 is neutral, all the responses were on the positive side of neutral. This survey will be repeated in the future, and the results will be compared against these benchmark scores. ↻

I feel comfortable expressing my opinions to my supervisor:	4.10
I am encouraged to give feedback to my supervisor:	4.04
I feel that my opinions are heard and valued:	3.85
My supervisor holds regular productive staff meetings:	3.75
I have regular useful one-on-one meetings with my supervisor:	3.63
Information flows freely in my work environment:	3.48

Donations

SAIC-Frederick Reaches Out to Haitian Employees and Their Families

By Ashley DeVine, Staff Writer

After the earthquake struck Haiti in January, not only did SAIC-Frederick donate \$50,000 to the Red Cross, but it also made an effort to reach out to employees whose loved ones were affected by the natural disaster.

Larry Arthur, Ph.D., SAIC-Frederick chief executive officer, noted in a companywide e-mail that SAIC-Frederick could help coordinate personal contributions but could not collect and disburse any of those funds. Employees were asked to contact Hale Helmer in Human Resources if they wanted to provide direct assistance to Haitian employees. Eight employees with family affected by the earthquake received SAIC-Frederick's support, and all were very thankful. We were able to catch up with two of these employees for their personal responses.

Gaby Dasema, laboratory production technician, AIDS and Cancer Virus Program (ACVP), came to the U.S. 16 years ago. His immediate family's home was destroyed by the earthquake, and his sister passed away.



Dasema said colleagues in ACVP and other members of the SAIC-Frederick community offered him support. "Starting day one, (ACVP) offered me all kinds of support; financial, foods, condolence cards, travel tickets," he said. "I have to thank OHS members for their great contribution to my family." Dasema also wanted to thank Aruna and Arvind Patel, Central Glassware, for selling samosas and distributing the money through HR to the eight employees.

Dasema was able to travel to Haiti and provide his family with clothes and the financial support he received from SAIC-Frederick. "I want to thank from the bottom of my heart, and from my family, ACVP and also SAIC itself because they provided all the support," he said.

Refika Turnier, research associate in the Clinical Services Program, left Haiti with her parents in the late 1950s. She sent the money she received from the SAIC-Frederick community to Haitians that she knew were destitute. "SAIC-Frederick's gift enabled me to really give them a significant boost in helping them to rebuild their lives," she said. "I'm profoundly touched and moved by the global and national responses of the American people, especially SAIC, in extending support in every possible way."

About the Patel's fundraising efforts, Turnier said, "The thought and effort that goes into making samosas was amazing and I was deeply touched. They are amazing people." 🌸

New Manager Orientation Isn't Just for New Managers

By Ashley DeVine, Staff Writer



Ken Carpenter, chief financial officer, gives a presentation at a recent New Manager Orientation session.

Are you a veteran manager or supervisor who would like to know what goes on "behind the scenes" of SAIC-Frederick operations? If so, the New Manager Orientation Program can help you gain a better understanding of the components and requirements of the Operations and Technical Support (OTS) contract.

Although the quarterly New Manager Orientation Program is mandatory for newly hired managers and supervisors, it is also open to newly promoted and existing managers.

Representatives from different administrative and support programs present information on the contract environment; the strategic communication plan; financial management services; human resources; contracts and acquisitions services; intellectual property; environmental health and safety; and facilities maintenance and engineering.

"It gives [managers and supervisors] a better understanding of how the contract operates; the unique, complex relationship we share with NCI; who's who in the administrative functions; knowledge of important processes and policies that may affect the way they manage their employees; [and an] opportunity to network with other managers and supervisors," said Sukanya Bora, manager of Training and

Development, Human Resources, and the coordinator of the New Manager Orientation Program.

Some comments received from program participants include:

- "I think all employees should take a refresher seminar every year to remind them of what each program does and what is out there as far as resources."
- "Contact info received during the program—I have been here for almost six years and found it nearly impossible to figure out who is in charge of what."
- "Very useful info for all supervisors and managers."

For more details about the program, contact Bora at 301-846-1129 or boras@mail.nih.gov. 🌸

Do You Hear What I ... What?

By Paula Mathis, Occupational Health Services, Guest Writer

Sit back for a minute. Close your eyes. Now think, what's your favorite color? That was pretty easy, wasn't it? Now, what's your favorite sound? That was a little harder, wasn't it?

Each year in February, Occupational Health Services (OHS) conducts hearing tests for enrollees in the Hearing Conservation Program. Enrollees, tagged by the Industrial Hygiene group of Environment, Health, Safety, are those who are exposed to noise that is greater than 85 decibels for a time-weighted average of eight hours or more, according to Occupational Safety and Health Administration (OSHA) regulations (1 OSHA Standard [1910.95(c)(1)]; [http://www.](http://www.osha.gov/dts/osta/otm/noise/hcp/index.html)

[osha.gov/dts/osta/otm/noise/hcp/index.html](http://www.osha.gov/dts/osta/otm/noise/hcp/index.html)). It's the law.

The annual hearing test is part of the law, too. Why? Because noise-induced hearing loss is the number-one preventable work-related illness, according to OSHA. As we age, we expect to lose a little hearing, but with proper protection and yearly hearing tests, our hearing loss can be less than it would be otherwise. So sign up for your hearing test each February and be sure to attend the hearing trainings. It's all about you... and your hearing.

For information, contact Paula Mathis, 301-846-1096, or Cara Leitch, 301-846-1907. In addition, you may



Employees who are exposed to high levels of noise as part of their workdays are required to have annual hearing tests. Here, Steve Lescalleet, a millwright in Facilities Maintenance and Engineering, participates in the first such test for 2010.

find more information at <http://www.osha.gov/dts/osta/otm/noise/hcp/index.html> or in the National Institute for Occupational Safety and Health Publication No. 2001-103, available at <http://www.cdc.gov/niosh/docs/2001-103/>. ↻

New Policies and Procedures Now in Effect

By Teresa Stitely, Project Management Office, Contributing Writer

The NCI-Frederick Policy and Procedure Manual located on the NCI-Frederick web site at <http://web.ncifcrf.gov/campus/administrative/policies/> contains Policies and Procedures (P&Ps) applicable to all contractor employees who work at NCI-Frederick and NCI-Frederick off-site facilities. The entire manual was recently reviewed and now contains many updated or new P&Ps.

NCI has "provisionally approved" the P&Ps, which means they have been reviewed and approved by the other contractors at NCI-Frederick as well as by designated NCI staff. The director of the Office of Scientific Operations and the acting chief of the Management Operations Support Branch have not provided a final review at this time and could provide additional edits or

changes at a later date; however, they have authorized NCI-Frederick to begin operating under the provisionally approved P&Ps.

No More "Big Brown Manual"

Since the web-based Policy and Procedure Manual contains the most current versions of the P&Ps, it serves as the official Policy and Procedure Manual of Record. The "big brown" P&P manuals or any other instances of the P&Ps are considered unofficial and are no longer valid.

Managers Take Note

It is possible that a new or updated P&P could affect an SAIC-Frederick Standard Process (SP) or an internal procedure within your directorate or department. The Operations and Technical Support Management Committee (OTSMC) is in the process of reviewing all SPs. The

current, approved versions are in the SAIC-Frederick Administrative Handbook found at <http://web.ncifcrf.gov/campus/sahsp/>.

All managers should make sure that any internal standard operating procedures are updated appropriately to be in line with the current P&Ps and SPs. P&Ps and SPs will be reviewed and/or updated on a regular basis, and managers will be notified as new versions are posted.

The NCI-Frederick P&P and SAIC-Frederick SP submittal, revision, and approval processes have been transitioned to the Quality Assurance Office, within the Contract Planning and Administration Directorate. The new point of contact for P&Ps and SPs is Teresa Stitely, stitelytl@mail.nih.gov or 301-228-4009. ↻

Time of the Year

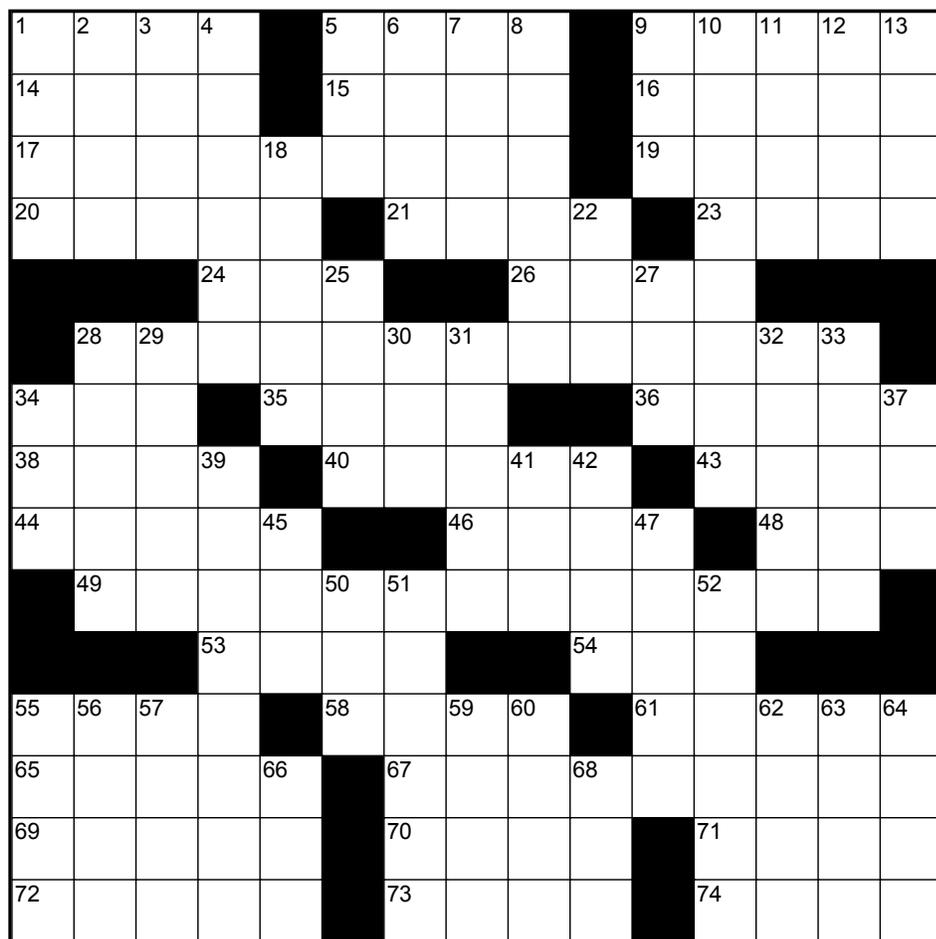
By Frank Blanchard, Staff Writer

ACROSS

- 1 Wood cut for a joint
 5 ___ and shut case
 9 Mary-Kate and Ashley
 14 Branch the of mil.
 15 ___ land (place renowned for frivolity)
 16 Where to grill?
 17 American Cancer Society flowers
 19 Prow opposite
 20 Reply to 24 Across at the door?
 21 Amaz
 23 Fencing sword
 24 See 20 Across
 26 At another time
 28 They fill baskets?
 34 Iron holder?
 35 Israeli airline
 36 Razor sharpener
 38 Snake's comment
 40 Sewing cases
 43 Part of Q.E.D.
 44 Mary, queen of ___
 46 Como ___ ustedes?
 48 Are you a man ___ mouse?
 49 They make 17 Across flourish
 53 Typee sequel
 54 Actor ___ Wheaton (played Wesley Crusher)
 55 MASH's Alda
 58 Greek party attire?
 61 Actor Bacon of the six degrees
 65 It takes two
 67 Spring Research ___ (pl.)
 69 Member of gold rush group: forty ___
 70 Long ago, formerly
 71 She sings the 31 Down
 72 What the nose knows
 73 Say no
 74 Capone nemesis

DOWN

- 1 Kind of ranch
 2 "I speak ___ American.."
 3 Silly, stupid, or mad
 4 Things on the table?
 5 Wizeded ___ man
 6 It's done to a debt
 7 Fashion magazine
 8 Bahama city



- 9 Times for photos?
 10 ___ with David Letterman
 11 One ___ at a time
 12 Irish Ireland
 13 Nil
 18 Speak from the stage
 22 There was no room at the ___
 25 Soccer great
 27 Light switch settings
 28 Clapton and others
 29 Fable teller
 30 I smell a ___
 31 What 71 Across sings
 32 Mistake
 33 What a hawk does
 34 Exclamations of understanding?
 37 School org.
 39 Bigger, faster, ___
 41 Characteristic of (suffix)
 42 Pack away
 45 Cell phone data card
 47 Website many can edit (two words)
 50 Are you coming or ___?
 51 Made a silly mistake
 52 Oceans ___ (movie)
 55 ___ cost to you (free)
 56 ___ off (lost a job)
 57 ___ Domini
 59 Pretty Woman actor Richard
 60 Trade grp.
 62 Long depression in a surface of land
 63 Ailments
 64 Owned by the intelligence org.
 66 Sterile hosp. areas
 68 Typewriter with an elec. communication channel

(Answers to the January 2010 News & Views crossword puzzle are on page 19).

On Effective Communication

We've Got To Stop Meeting Like This

By Ken Michaels, Staff Writer

Have you ever been to a meeting when there was no discernable agenda?

Perhaps the person who called the meeting had a checklist of items to cover, but simply didn't think to share it with the others attending. Or perhaps the person who called the meeting really hadn't thought out what the meeting was intended to cover. In any case, if you were there, you had no idea what was coming next, or what the scope of topics to be discussed was going to be. How did that feel?

I've been to meetings like this. And I hate them. Having no idea what is coming makes a lot of us—people like me, anyway—nuts.

Bear in mind that any time several people are called together to meet, all of them are contributing time that they would otherwise be spending doing productive things. If ten people are there and five minutes are wasted, fifty minutes are wasted. It's important to the efficiency and productivity of any organization for people to optimize the time they spend in meetings.

What's Your Agenda?

There are several guidelines for conducting effective meetings, and at the top of the list is: have an agenda and share it with the participants. An agenda not only clues the participants in, but it also gives direction to the meeting.

Another important guideline is to meet no longer than necessary. It's interesting how often meetings expand in duration to consume a full hour when the business could have been concluded in less time. When you have an agenda, once you've covered all the topics listed, your meeting is over.

Ideally, the agenda should be provided in advance to all who attend, so attendees know what topics will be discussed and they will be prepared to participate. The broader the scope of the meeting and the greater the number of participants, the more important this rule is.

In the case of meetings involving only a few people, or recurring meetings that follow a regular and predictable



There's always a printed agenda at bi-weekly staff meetings in Scientific Publications, Graphics & Media.

course, alternatives to a written agenda provided in advance may suffice. Those alternatives include a written agenda provided at the opening of the meeting, a list of topics to be discussed written on a white board or easel pad, or, at the very least, an oral rundown at the beginning of the meeting of what the meeting is about and what topics are on the docket. But in all cases, everyone present in a meeting should have some idea of what will be under discussion.

When organizing a meeting, always make the agenda known to those who will attend. You'll have a more productive meeting, and everyone in attendance will leave with a sense of accomplishment. I (almost) guarantee it. ☺

*Answers to the January 2010
News & Views crossword puzzle.*

H	O	N	E	S	P	A	S	R	A	S	T	A	
A	N	O	N	P	O	N	E	E	S	T	E	R	
L	M	T	H	A	N	D	W	A	S	H	I	N	G
L	E	E	W	A	R	D	S	L	O	N	S	A	
A	T	E	S	T	O	R	A	T	E	S			
B	E	T	T	E	S	R	E	N	T	S			
A	I	R	E	D	F	U	M	E	N	E	A	P	
S	E	E	R	F	L	U	I	D	L	E			
H	I	K	E	B	I	O	S	S	C	A	M	S	
R	E	L	I	C	T	H	E	M	A	T			
F	R	E	S	N	O	K	O	R	E	A			
A	I	M	T	W	O	N	O	E	S	T	A	S	
V	A	C	C	I	N	A	T	I	O	N	O	M	A
A	D	E	A	R	K	O	O	P	O	D	E	S	
S	E	E	M	E	S	O	N	S	N	O	N	E	

During a Fitness Challenge Lunch and Learn yoga demonstration on March 9, attendees learned chair yoga from instructor Liz Martin.

Yoga Classes at NCI-Frederick: Beginning April 6

In the Discovery Café conference room, Building 549

Tuesday or Thursday, 5:15–6:15 p.m.

Featuring certified Kripalu instructors
Joan Twigg and Liz Martin

Six-week session: \$72 (one class per week); Drop-ins: \$14/class



SAIC-Frederick Training Calendar

Communication Series

Effective E-mail Communication	April 22, 12:00–1:00 p.m.
How to Write Effective Policies and Procedures	April 29, 9:00 a.m.–12:00 p.m.
Presenting Science the “Write” Way: Strategies for Scientific Publication	May 10, 12, and 14, 9:00 a.m.–12:00 p.m.
Effective Oral Presentations	May 25 and June 1, 9:00 a.m.–12:00 p.m.

Individual and Professional Enrichment Series

Creative Problem Solving	May 4, 1:30–4:30 p.m.
Quality Management	May 13, 9:00 a.m.–12:00 p.m.
The 7 Habits of Highly Effective Employees	May 14, 10:00 a.m.–12:00 p.m.

Management and Supervisory Series

Conducting Employee Relations Investigations	April 28, 12:00–1:00 p.m.
Disciplinary Documentation: A Must-Have Skill for Managers	May 5, 12:00–1:00 p.m.
Successful Interviewing Techniques	May 20, 12:00–1:00 p.m.
Making Meetings Work	May 26, 9:00 a.m.–12:00 p.m.
Five Steps to Successfully Managing Employees	June 2, 8:30 a.m.–12:30 p.m.
Legal Do’s and Don’ts of Reference Checking	June 15, 12:00–1:00 p.m.

All programs are offered at no charge. For additional training opportunities and registration details, contact Sukanya Bora, Training and Development Manager, 301-846-1129, or boras@mail.nih.gov, or visit www.ncifcrf.gov/campus/outreach/course-list.asp.

Deadlines

January issue.....	November 12	Please send your information,
April issue.....	February 12	articles, or ideas to Maritta Grau,
July issue.....	May 17	Managing Editor
October issue.....	August 13	(graump@mail.nih.gov).

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Human Resources Department.....	301-846-1146
SAIC Stock Programs.....	1-800-785-7764 or 858-826-4703
SAIC Stock Recorded Information.....	1-888-245-0104

Dates to Note

Spring Research Festival.....	May 5 & 6
Memorial Day: NCI-Frederick closed	May 31
July 4th holiday: NCI-Frederick closed	July 5
Take Your Child To Work Day.....	July 21

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Frederick

Our Mission

SAIC-Frederick, Inc., under contract to the National Cancer Institute at Frederick, conducts research and development to accelerate the translation of basic research discoveries into products that will advance the prevention, diagnosis, and treatment of cancer, infectious diseases, and associated public health concerns.



Please be kind to our environment and recycle.