All Lockheed Martin business units can claim impressive accomplishments, but only one can say it has won an Oscar.

That would be Advanced Technology Laboratories, which teamed with Disney to create the sound quality of the 1941 Academy Award-winning classic “Fantasia.”

Although ATL has long since retired from show biz, the Oscar still symbolizes the organization’s commitment to finding real-world applications for the steady flow of technological innovations it has produced since its founding in 1929 as a unit of RCA Victor.

From its early work in commercial sound and optics technologies — which led to innovations such as sound recording on movie film and the first color television camera — ATL has grown into a group of cutting-edge laboratories that perform vital research and development work.

See ATL p. 4

Lockheed Martin employees Bill MacDonald (foreground) and Fred Robinson conduct research in the Electronic Records Archives (ERA) Demonstrations Prototype Lab in Greenbelt, Md. The goal of ERA is to find a way to handle the rapidly growing volumes of electronic records in their many formats, as well as to ensure the authenticity of those records, preserve them for the long term, and provide public access while protecting privacy and sensitive information.
CENTCOM

Continued from p. 1

The mission is far from routine, given the strategic importance of the region in which CENTCOM operates. The command’s objectives are “to enhance regional stability and demonstrate a steadfast commitment to regional security” in an area of responsibility that stretches from the Horn of Africa to central Asia — including Iraq and Afghanistan.

“All of our people on this contract recognize the importance of this customer’s mission and that there are going to be times when you have to do whatever it takes to get the job done. That’s really the attitude here,” says Charlie Crawley, LMIT’s program manager for the CENTCOM contract.

Under the contract, Crawley’s team supports CENTCOM at the command’s headquarters at MacDill Air Force Base in Tampa, Fla., and at forward locations in Qatar and Bahrain.

Clarke was on his way to Qatar in August when he stopped off in Nairobi, Kenya, for what he expected to be a fairly straightforward assignment. His task was to install key software at the Regional Disaster Management Center, established by 11 participating countries with major support from CENTCOM. The purpose of the center is to coordinate relief efforts among the cooperating countries in the event of a disaster.

Clarke soon realized, however, that he could help in ways other than installing the software he had specifically developed for the center. His biggest contribution in preparation for the official unveiling was applying his technical knowledge to get the facility’s network up and running.

While working side by side with USCEN- COM personnel, he also absorbed a broad understanding of the role of the center and how it will benefit the nations it serves. When the day of the event arrived, that information proved to be invaluable.

In the bustle of activity that surrounded the arrival of Kenyan Vice President Moody Awori, CENTCOM Commander Gen. John Abizaid, and dignitaries from the 11 African nations, Clarke found himself front and center when the time came to provide a briefing.

The customer gave him a green light, and he plunged ahead. “I met the vice president and the CENTCOM commander and went through a presentation that was as accurate and to the point as possible,” he says. “It was an awesome feeling to be giving the responsibility to brief these important people about the mission of the coalition.”

Vice President Awori personally thanked Clarke after the presentation, as did Gen. Abizaid. “The general thanked me for representing CENTCOM and Lockheed Martin,” Clarke recalls.

Today, Clarke is back at MacDill AFB with the majority of the LMIT team that supports CENTCOM, but he knows it probably won’t be long before he’s called on again to provide support at some distant location in a fluid situation.

“That’s the nature of what we do here,” he says. “Our job is to provide support that will make the customer successful, whatever that turns out to be.” And as he has already demonstrated, that often means going above and beyond the expected.

Power Of Attorney

New General Counsel finds Lockheed Martin ‘a natural fit’

Since joining Lockheed Martin in October as the company’s senior vice president and general counsel, James B. Comey has been working hard to learn as much as he can about the Corporation and its employees. But one thing he knows for sure: he made a good choice.

“My first priority is personal. I want to learn about the business, the people and the services our lawyers provide. My broader priority is to always be better than we were yesterday. I want to look for ways to serve the business better, faster and smarter.”

Comey, who had previously served as Deputy Attorney General for the Department of Justice and oversaw many high-profile government prosecutions, said joining Lockheed Martin gives him additional opportunities to serve his country. “What I loved about working for the Department of Justice was that it offered an opportunity to do good for my country,” Comey said. “I believe that the many facets of my background in corporate fraud prosecutions made him realize the importance of working for a company with strong values. ‘Lockheed Martin was a pioneer in creating a strong ethical corporate climate. That sterling reputation made working here all the more attractive,’ he said.

Though Comey has only been on the job for a short time, he’s already set long-term goals.

“My first priority is personal. I want to learn about the business, the people and the services our lawyers provide. My broader priority is to always be better than we were yesterday. I want to look for ways to serve the business better, faster and smarter.”

Comey succeeds Frank H. Menaker, Jr., who is retiring at the end of January 2006. “I’m lucky to be inheriting a great legal operation and following a legend in this business,” Comey said.

Comey describes his management style as infor- mal and says he hopes to support the people he works with by helping them do great work — and enjoy it at the same time.

“It’s obvious that the strength of this company is its people,” he said. “I see the employees as highly motivated individuals who care about each other and the world around them. That sense of community and passion for the company hit me like a gust of wind as soon as I started here. It confirmed that I did the right thing in joining Lockheed Martin,” he added.

In addition to his work with the Department of Justice, Comey has also served as United States attorney for the Southern District of New York, where he had been an assistant U.S. attorney and lead prosecutor in the highly publicized United States v. John Gotti racketeering and murder trial. From 1996 through 2001, he was managing assistant U.S. attorney in charge of the Richmond Division of the U.S. attorney’s office for the eastern district of Virginia. In that position, he handled the Khobar Towers terrorist bombing case, arising out of the June 1996 attack on a U.S. military facility in Saudi Arabia in which 19 U.S. Air Force members were killed and hundreds wounded. Comey has also worked in commercial litigation, having been a partner with the law firm of McGuireWoods, LLP.
The success of the team’s approach was reflected in the remarks of Allen Weinstein, Archivist of the United States, who said when he announced the winner in September that the selection team was impressed by Lockheed Martin’s ability to design a system which addresses in considerable depth NARA’s business needs, on the one hand, and on the other hand, a system that entails a modern, service-oriented architecture.

For NARA, the magnitude of the electronic records challenge is on a scale not seen since the aftermath of World War II, when the agency was charged with evaluating and preserving the mountain of paper records produced during the war effort. For Lockheed Martin, which has made the ERA a corporate priority program, the effort represents another major asset in the Corporation’s growing portfolio of complex, integrated information technology programs.

“In today’s world, similar to many programs in other Lockheed Martin business areas, information technology challenges have become mission critical to our civil customers,” points out Judy Marks, who became president of Transportation and Security Solutions (TSS) in October. “The ERA system is a prime example because of the importance of the customer’s mission and because of its potential for far-reaching impact.”

Adds Patrichuk: “TSS provides solutions that enable our customers to preserve, protect and improve the quality of life of the citizens they serve. As many of Lockheed Martin’s products help our military protect the ‘body’ of America, our NARA solution will help protect the ‘soul’ of our nation.”

The electronic records challenge is one that NARA has been eager to solve for many years. While technology has enabled prolific documentation and communication, it has done so with a wide variety of formats — more than 4,800 — that eventually become obsolete, making information irretrievable.

The goal of ERA is to find a way to handle the rapidly growing volumes of electronic records in their many formats, as well as to ensure the authenticity of those records, preserve them for the long term, and provide public access while protecting privacy and sensitive information. Beyond that, the system’s architecture must be flexible enough to accommodate evolving policies and information technologies.

Given the extensive and diverse nature of the challenge, TSS assembled an industry team of experts in various specialties and set off to learn as much as it could about the customer’s needs during a year-long design competition.

To understand the challenges of digital records preservation from the archivist’s perspective, team members interviewed stakeholders and attended meetings of the major archival professional organizations. They also conducted working sessions with archivists and records managers to help them design an effective user interface, and they continually sought feedback and integrated suggestions.

“This is a system that’s focused primarily on the needs of the customer, not just next-generation technology,” says Greg Hunter, a professor of Library and Information Science at Long Island University and a senior consultant at History Associates Inc. of Rockville, Md., one of the Lockheed Martin ERA team partners.

Of course, there’s plenty of sophisticated technology being built into the architecture’s foundation, adds Steve Hansen, chief engineer. The Lockheed Martin system is based on an XML (extensible markup language) records catalogue that captures all of the relationships among the digital files and the series and collections of which they are part in a way that can be “rediscovered” without the original software. This independence from any hardware or software product was a design requirement, but the capability to reconstruct the entire archives from the XML catalogue is an especially robust solution, Hansen says.

“ERA is solving a problem that information technology has presented to everyone. From federal agencies and state and local government to the academic community and private sector, the world is looking to NARA for leadership on how this challenge can be met.”

Tom Campbell, seated left, a National Archives and Records Administration contracting officer, and Don Antonucci, seated right, president of Lockheed Martin’s Transportation and Security Solutions at the time of the signing and currently a senior strategic advisor for Lockheed Martin’s Electronic Systems business area, sign the Electronics Records Archives contract. Standing, left to right: Ren Cahoon, NARA’s chief information officer; Dr. Ken Thibodeau, NARA’s ERA program director; Allen Weinstein, Archivist of the United States; Dr. Lew Buellard, deputy archivist of the United States; Judy Marks, currently president of Transportation and Security Solutions, and Andy Patrichuc, vice president of Civil Mission Solutions for Transportation and Security Solutions.

For more information about the Electronic Records Archives program, visit the National Archives and Records Administration ERA Web page at http://www.archives.gov/era/index.html. To learn more about Lockheed Martin’s ERA design solution, contact Clyde Relick at (301) 623-4206.
for a wide range of Lockheed Martin companies and defense customers.

This year, ATL employees celebrated the organization’s 75th anniversary and reflected on the colorful history that has enabled ATL to continually evolve and endure as both a business success and a technology leader.

“I believe our people here represent the best combination of entrepreneurial spirit and scientific and engineering knowledge,” says Jim Marsh, ATL’s director. “They’re able to delve deep into the underlying technology and find ways to put new advances to work for our customers.”

That combination has been in evidence throughout the history of ATL, which can trace its beginnings to General Electric’s famed laboratory in Schenectady, N.Y.

A part of the Schenectady group transferred to RCA Victor in Camden, N.J., where the Photophone Development Group’s first leader, Edward Kellogg, set the tone of technical excellence and intellectual curiosity that remains with the laboratories to this day.

“The engineers were always bouncing ideas off each other, and everybody knew everybody,” recalls Hank Haynes, who came to work for Kellogg in Camden in 1941.

But Haynes adds that while the collegial atmosphere encouraged taking risks and pursuing new ideas, there was also a strong focus on practicality. The organization emphasized obtaining patents, for example, to protect intellectual property and as a symbol of RCA’s technological leadership.

One of the organization’s biggest innovations of the early years had nothing to do with technology but nevertheless represented a significant event in engineering history. That was the initiation of the RCA Cadettes program, which brought 137 women to work in technical positions during the war years.

One of the Cadets was Haynes’s future wife, Caryl. “There were very few women in engineering in those days,” she says. “It was a very exciting
time. Our group was like a family, and the work was very challenging.”

Caryl eventually left the company, but other RCA Cadets stayed with the organization for many years. One of those was Genevieve (Gene) Allee, who was a prominent contributor to many of RCA’s patented technologies.

During the 75th anniversary celebration in September, Allee was featured in a Philadelphia Inquirer newspaper article, in which she reflected on 42 years with ATL.

“There’s a lot of women engineers now, more than there were in the mid-1940s,” she told the newspaper. “The war did that. It created opportunities for women.”

For men and women alike, the opportunity to work on leading-edge technologies during RCA’s “golden era” was a rewarding experience.

“It was nice to be associated with people who made unique contributions to radio and television,” said Ed Hutto, who went to work for ATL in 1953 and retired in 1983. In addition to working on radio and television technologies, he also was involved in space initiatives and classified programs.

Hutto remembers using Philadelphia’s landmark Walt Whitman Bridge — which he watched being built from his office window — as the subject for testing the optics on a camera being developed for use on U.S. space satellites. Like all long-time ATL employees, Hutto witnessed an astounding era of technological advancement in which the most profound changes were brought about by the introduction of computers.

Since 1977, when Mike Stebnisky came to work for ATL, the laboratories’ work in software engineering has gone from about 20 percent to close to 90 percent, he estimates.

Stebnisky, a principal member of the engineering staff, notes that the digital explosion is reflected in the organization’s structure, which today includes four specialized laboratories — the Artificial Intelligence Laboratory, the Distributed Processing Laboratory, the Embedded Processing Laboratory, and the Advanced Concepts Laboratory — as well as a Software Technology Initiative. Still, he says, the key to the organization’s success remains the same. “We have good people who understand what the customer needs and are able to deliver what they promise,” Stebnisky says.

That strength has been especially important in recent years, as ATL has increased its alignment with other Lockheed Martin business units, serving as a resource and partner on many of the Corporation’s most-successful programs, such as the F-35 Joint Strike Fighter and the AEGIS naval combat system. The company’s primary outside customer is the Defense Advanced Research Projects Agency.

Within the Electronic Systems Business Area, ATL functions as a focal point and coordinator for research and development efforts taking place at companies throughout the business area.

Director Marsh is hoping that companies across the Electronic Systems business area and the entire Corporation will come to ATL more frequently for help in tackling their toughest technology challenges in areas including trusted network and work-net-centric technologies, cognitive computing, autonomous collaborative systems, virtual prototyping, and predictive simulation, to name a few.

“We’re at the forefront of many areas in the world of information technology, and we have a lot to offer our Lockheed Martin partners. We want everyone to know that our present and our future are as exciting as our heritage.”

“The RCA Cadettes program encouraged women to pursue careers in engineering. Here, from left, are Cadettes Jean Pace, Marian Forner, and Amy Lee Clark with an unidentified instructor.

Employees view historic memorabilia, including old patent applications, engineering notebooks, badges and pictures during Advanced Technology Laboratories anniversary week.

“IRADical Concepts” in the lab.
2005 NOVA AWARDS

Each year, Lockheed Martin honors a select few of the Corporation’s 135,000 employees who have made outstanding contributions in fulfilling our missions and objectives. These individuals and teams are awarded Lockheed Martin’s highest honor — The NOVA Award. The award symbolizes stellar achievement in one of four categories:

EXCEPTIONAL SERVICE: TEAMWORK

LEADERSHIP

TECHNICAL EXCELLENCE

The NOVA Award consists of a brilliant representation of the Lockheed Martin star logo projected from a black marble base. It is presented to winners at an annual celebration at the Smithsonian National Air and Space Museum in Washington, D.C.

The following are this year’s winners.

ROBERT L. BAUMGARTNER
Lockheed Martin Aeronautics Company

LEADERSHIP

For overseeing an effort that led to the win of the Defense Advanced Research Projects Agency’s $130 million Force Application & Launch from the Continental United States (FALCON) program — a win that solidified Lockheed Martin’s position as the leader of prompt global strike.

J. FRANK ARMILJO
Lockheed Martin Information Technology

LEADERSHIP

For exceptional leadership in directing modernization of the command’s information-technology infrastructure, which has resulted in greater efficiency and an annual savings of more than $32 million to the Department of Energy.

DANIEL W. ALLEN, JR.
Lockheed Martin Maritime Systems and Sensors

LEADERSHIP

For restructuring the Tactical Air Defense Radar System contract with the Australian government, resulting in improved customer relations and the elimination of a potential default liability that exceeded $100 million.

JULIE COLEMAN
Lockheed Martin Integrated Systems & Solutions

LEADERSHIP

For managing a systems engineering and integration team that developed multiple national security systems, resulting in three consecutive 100-percent award fees.

F. M. BAY
Lockheed Martin Transportation and Security Solutions

LEADERSHIP

For developing and implementing communication, navigation, and surveillance strategies for Lockheed Martin Transportation and Security Solutions. His work resulted in the company capturing a significant part of the Federal Aviation Administration’s satellite-based navigation business and establishing credentials for additional international work.

VINCENT T. BAKER
Team Representative

F/A-22 Initial Operational Test & Evaluation (IOT&E) Flight Support Team

Lockheed Martin Aeronautics Company

TEAMWORK

For exceeding all expectations during the initial operational test and evaluation of the F/A-22 Raptor fighter aircraft — an effort that was completed three weeks ahead of schedule and resulted in the early completion of the Air Combat Simulation phase.

TEAM MEMBERS

John Alvarez
Diana E. Antoni
Keith D. Brown
Erwin C. Catts III
William T. Collins
James E. Daup
Tyson H. Flugstad
Lucien J. Goulet
Gary S. Greenfield
Steve Felger
Vijay K. Patel
David R. Schneider
Shawn Shaffer
Lawrence D. Hix
J. C. Wilkins III

ANDY BARBER
Lockheed Martin Aeronautics Company

LEADERSHIP

For leadership and willingness to support others on the assembly line — dedication that resulted in Lockheed Martin delivering the C-130J to the next phase of assembly, despite delays receiving critical airplane components.

CHRISTINE M. COLLINS
Team Representative

MH-60 Romeo Air Weapons Systems Integration Team

Lockheed Martin Systems Integration - Owego

TEAMWORK

For testing and delivering the U.S. Navy’s MH-60R Air Weapon System, which provides the fleet with an order-of-magnitude increase in capability over today’s aircraft, the SH-60B.

TEAM MEMBERS

Thomas E. Burnett
George F. Barton
Katherine A. Capwell
Richard J. Cary, Jr.
Charles G. Deitchman
Scott A. Fontaine
Robert A. Hanson
Robert L. Kilmer, Jr.
Shawn F. Londo
Paul Monseur
Gates S. Murchie
Daniel H. Neuburger
Michael Poe
Brendan Rhatigan
Sean M. Summer
John E. Thoerner
Gregory Townsend
Brian S. Werner
Steven J. Wilkie

ALICE H. COTTER
Team Representative

Beehive Project Team

Lockheed Martin Integrated Systems & Solutions

Lockheed Martin Technical Operations

TEAMWORK

For successfully designing, manufacturing, testing and demonstrating a novel capability to meet a customer requirement on a high-priority national target. The multi-million-dollar initiative required extensive coordination across vendors and customers to meet the project’s technically challenging requirements.

TEAM MEMBERS

Susan M. Cook
Hans Y. Devouassoux
Ray D. Ellis
John W. Hamilton
Henry A. Hastings

DARELL F. COOK
Team Representative

Schooner Program Team

Lockheed Martin Integrated Systems & Solutions

Lockheed Martin Technical Operations

TEAMWORK

For the unprecedented achievement of receiving 100-percent award fees on the classified Schooner Program for 90 consecutive months.

TEAM MEMBERS

Angela F. Alva
Gary A. Baumann
Brent K. Chamberlin
Robert L. Gooch
Mark D. Johnson
Michael E. Lang

MARK I. DAUGHERTY
Lockheed Martin Aeronautics Company

LEADERSHIP

For providing outstanding technical leadership in three key areas: the F/A-22 Raptor Production Flight Test effort, the Marietta Avionics Ship Captains team, and the Marietta Flight Line.

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Gregory Townsend
Brian S. Werner
Steven J. Wilkie

DALE E. ANTONI
Lockheed Martin Information Technology

LEADERSHIP

For leading Lockheed Martin’s university relations program and enhancing the Corporation’s image with engineering and science undergraduates, who recently ranked Lockheed Martin’s highest honor — The NOVA Award. The award symbolizes stellar achievement in one of four categories:

TECHNICAL EXCELLENCE

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Lockheed Martin Systems Integration - Owego

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ALICE H. COTTER
Team Representative

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Lockheed Martin Technical Operations

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Lockheed Martin Technical Operations

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Mark D. Johnson
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2005 NOVA AWARDS

SMITHSONIAN AIR AND SPACE MUSEUM / WASHINGTON, DC / OCTOBER 28, 2005

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NICK DICANDIA II
Team Representative
KC-130J Contract Field Team
Lockheed Martin Aeronautics Company

TEAMWORK
For dedicated teamwork and effort defeating a 50-year incumbent to win the most publicized helicopter program — the Presidential Helicopter Replacement Program — and sacrificing personal time to secure the $6.1 billion program for Lockheed Martin.

TEAM MEMBERS
Joan M. Adams Thomas M. Hall
Philip Arduini John M. Hurstich
Nicholas Babey Mark E. McQueeny
Gregory S. Branning Barbara Merritt
Michael T. Brearley Patrick J. Nally
Joseph F. Cacela John Olsen
Steven V. Czarnecki James H. Schafer
Gregory E. Davis Bruce R. Schmerthorn
Matthew J. Decker Philip A. Shaw
Lynne M. Demetros Jeffrey Strezetskyc
Michael L. Drake Patricia Wiggins
Mike Gartman John H. Vuinck

ROGER F. GAMACHE
Lockheed Martin Aircraft & Logistics Center
LEADERSHIP
For dedicated leadership on the CF-50 engine transition program, which will help to open a new market and backfill workload losses due to the retirement of the C-5 aircraft. His technical leadership was a factor in winning three contract awards for the propulsion business area.

SERGIO GIGLI
Lockheed Martin Advanced Technology Laboratories
LEADERSHIP
For leading the Advanced Technology Laboratories in the development of Net-Centric Sensingmap, a revo- lutionary new approach to shared situational awareness that has since been leveraged into three other Lockheed Martin programs.

ARNOLD J. GILCHRIST
Lockheed Martin Space Systems Company
TECHNICAL EXCELLENCE
For conceiving, planning, implementing, and validating an innovative analytical model capable of predicting complex interactions between launch vehicle propulsion, propellant use, fluid, and structural systems — an innovation that was instrumental in the successful launch of the AC-206.

GREGORY J. GOODHART
Lockheed Martin Integrated Systems & Solutions
TECHNICAL EXCELLENCE
For extraordinary technical leadership and knowledge that led to the development and maintenance of the Hybrid system.

NEIL E. GOODZEIT
Lockheed Martin Space Systems Company
TECHNICAL EXCELLENCE
For demonstrating the flexibility of the A2100 spacecraft, resulting in Lockheed Martin winning new contracts and becoming better positioned to win new work in the future.

DeETTE GRAY
Lockheed Martin Information Technology
LEADERSHIP
For developing and implementing new processes in three areas that support the U.S. Army Information Technology Agency program in the Pentagon — an effort that resulted in a dramatic improvement in their performance, moving from “below average” to “best practices.”

STEVEN W. GRAY
Team Representative
Sarbanes-Oxley Project Team
Lockheed Martin Aeronautics Company
LEADERSHIP
Lockheed Martin Corporate Headquarters
Lockheed Martin Electronic Systems
Lockheed Martin Enterprise Information Systems
Lockheed Martin Information & Technology Services
Lockheed Martin Integrated Systems & Solutions
Lockheed Martin Shared Services
Lockheed Martin Space Systems Company
TEAMWORK
For designing and testing a process to assess the Corporation’s extensive internal controls for financial reporting to assure compliance with the Sarbanes-Oxley Act of 2002.

TEAM MEMBERS
Gwen D. Boyd Linda H. Chappell
Jean Choquette Tom Cinino
Ann T. Collins Robert Dadio
Shirley Delmar Fatima Edwards
Melody Y. Farley Robert Gatchel
Kevin Gilles Bob Horacek
Joanne Ingram Kevin Jackimowicz
Joel A. Johnson Joseph Kaiser
Juliana P. Megathlin Bill Morwood
Randall L. Mosher John B. Sanders
Bradley J. Sheaffer George Simon
Richard W. Vigil Bonita Volev

DENISE GREGORY
Lockheed Martin Aeronautics Company
TECHNICAL EXCELLENCE
For excellence in creating the LM Aero Audio Conferencing Bridge, which is expected to reduce quality test data for a critical advanced development program.

RONALD HARTEN
Lockheed Martin Space Systems Company
LEADERSHIP
For leading the internal operations of the Airborne Laser Beam Control/Fire Control team — an effort that involved multiple delivery milestones and ultimately the successful return to flight in December 2004.

PAULA J. HARTLEY
Lockheed Martin Space Systems Company
LEADERSHIP
For leading the development of the AC-206 spacecraft, resulting in Lockheed Martin winning new contracts and becoming better positioned to win new work in the future.

JEFFERY T. HERMAN
Team Representative
Naval Display System Proposal Team
Lockheed Martin Maritime Systems and Sensors
TEAMWORK
For assembling a national team of suppliers and for managing and producing, within an extremely tight schedule, a winning proposal for the U.S. Navy’s Naval Display System valued at more than $1 billion.

TEAM MEMBERS
Michael F. Erickson
Steven H. Karban
Beulah M. Lhotka
Patrick J. Pierce

GENE K. HULLDESTON
Team Representative
Medium Extended Air Defense System (MEADS) Team
Lockheed Martin Maritime Systems and Sensors
TEAMWORK
For successfully completing the final risk reduction demonstration of the Medium Extended Air Defense System (MEADS) — an event that convinced the U.S. Germany, and Italy to award the $3.4 billion design and development MEADS contract to the Lockheed Martin-led team. The award represented a final step in the implementation of the international development program.

TEAM MEMBERS
Gary P. Belcher
William T. Boyd, Jr.
Linda W. Brummett
Susan E. Cowan
Billy J. Curb
Timothy J. Eno
David P. Gibbs III
Robert A. Grubbs
Mark T. Housman
Frederick W. Kent, Jr.
John P. Larbe
Gene E. Lowery

PAUL J. JONES
Team Representative
50 Years of Titan Team
Lockheed Martin Space Systems Company
TEAMWORK
For dedicated service to the Titan launch vehicle program, which flew 368 times over its 50-year history, carrying strategic deterrence payloads as well as civilian spacecraft to Mars, Saturn, and beyond.

TEAM MEMBERS
Members of the entire 50 Years of Titan Team

STEPHEN G. JUSTICE
Team Representative
Project 2 Pole Model Team
Lockheed Martin Aeronautics Company
TEAMWORK
For delivering a complex pole model in half the time normally required and providing exceptionally high-quality test data for a critical advanced development program.

TEAM MEMBERS
Bobby L. Adams
William C. Byers
Ronald F. Capodieci
Bainawynn K. Carter
Benjamin P. Clay
Jason P. Ethric
Charles D. Erb
Joseph M. Ghusquiere
Fernando Gonzales
Lynn E. Grant
James R. Gurney, Jr.
Jason J. Hiltman

SHARON A. EGGLESTON
Lockheed Martin Systems Management
EXCEPTIONAL SERVICE
For enthusiastically bringing technology and space awareness to schools throughout the Northeast, while also influencing and helping to build the national “Space Day” program worldwide.

MICHELE A. EVANS
Team Representative
VXX Team for the Presidential Helicopter Replacement Program
Lockheed Martin Systems Integration - Owego
TEAMWORK
For conceiving, planning, implementing, and validating a new approach to shared situational awareness to schools throughout the Northeast, while also influencing and helping to build the national “Space Day” program worldwide.

TEAM MEMBERS
Mike Gartman Michael L. Drake
Matthew J. Decker Joseph F. Cecala
Michael T. Brearley
Gregory S. Branning
Nicholas Babey
TEAM MEMBERS
John P. Laible
Frederick W. Kent, Jr.
Mark T. Housman
Robert A. Grubbs
Mark T. Housman
Ronald B. Westbrook

2005 NOVA AWARDS

SMITHSONIAN AIR AND SPACE MUSEUM / WASHINGTON, DC / OCTOBER 28, 2005

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GERALD V. MAMROL
Team Representative
Mission Integration and Development (MIND) Team
Lockheed Martin Integrated Systems & Solutions
TEAMWORK
For successfully achieving every milestone on the Mission Integration and Development program since it began 6 years ago and earning the reputation as a “model program” because of its substantial cost undertakings.

TEAM MEMBERS
Joseph L. Armeli
Kristina Austlid
Craig S. Campesi
David A. Ehlers
Rhy D. John, Jr.
Jeffrey A. Kaplan
Frank L. Kieferman
Michael E. Michaud
David A. Moretti
Michael T. Rowan
Robert F. Smith
Stephen J. Wallace
Kimberly A. Yeager
Curt Zalcinski

THOMAS J. McCORMICK
Lockheed Martin Integrated Systems & Solutions
TECHNICAL EXCELLENCE
For bringing a unique and valuable combination of technical excellence, team leadership, business acumen, hard work, personal sacrifice, and a driving desire to make a positive difference to become one of the top system engineers in the business unit.

THOMAS G. Mc MILLAN, JR.
Lockheed Martin Aeronautics Company
EXCEPTIONAL SERVICE
For facilitating the closure and delivery of the first F-16 Block 60 aircraft to the United Arab Emirates in July 2004.

MARY L. Mc NAMARA
Team Representative
Lockheed Martin Center for Innovation Team
Lockheed Martin Enterprise Information Systems
Lockheed Martin Information Technology
Lockheed Martin Integrated Systems & Solutions
Lockheed Martin Simulation, Training & Support
Lockheed Martin Space Systems Company
TEAMWORK
For leveraging the depth and breadth of Lockheed Martin talent to build the Center for Innovation (Lighthouse), a one-of-a-kind facility that represents the Corporation’s commitment to providing innovative solutions to win the global war on terrorism and ensuring America’s security.

TEAM MEMBERS
Al Borroto
Greta A. Chapman
Loretta L. Deane
Karl D. Deans
Anthony L. Delia III
Steven A. Duquette
Paul D. Gilley
Samuel A. Guthrie
Thomas G. Haser
Jonathan L. Hayward
Gregory T. Johnson
Kenneth S. Leiter
Thomas K. Littlefield
Thaddeus S. Madden
Wilhelmina H. Marsh
Sharon R. Mc Clendon
Kirk A. Michelakos
Charles G. Morrison
John C. Munson
Robert Pryor
Matthew T. Pyburn
Hugh G. Story
David K. Struck
Carl M. Upson

DOUGLAS L. NICHOLLS
Team Representative
Harvest Moon Team
Sandia National Laboratories
TEAMWORK
For developing forensic methods to extract data from damaged computer-recording media. This first-of-its-kind capability involved the creation of custom hardware, signal processing techniques, data processing software, and damage remediation procedures.

TEAM MEMBERS
Thomas I. Barger
Vance L. Behr
Felipe Campos
William R. Cordwell
Timothy J. Drummond
Irene A. Ertzea
Peter Esherick
Huri Frealy
Charles V. Jakowitz, Jr.
Craig R. Jorgensen
Frank L. Lucero
David B. Marks
Robert J. Martinez
Christine C. Mitchell
Declan A. Rieb
M. Victoria Vivian
Daniel E. Wahl
Mial E. Warren

ED PAYNE
Team Representative
Warfighters’ Simulation (WARSIM) Team
Lockheed Martin Simulation, Training & Support
TEAMWORK
For putting in place a series of user assessments and requirements verification events to successfully test and deliver the V2.0 software for the Warfighters’ Simulation, the Army’s next-generation constructive simulation. WARSIM was selected in 2004 as one of the top five Defense Department programs.

TEAM MEMBERS
Elizabeth A. Albery-Pullin
Karla T. Carson
Donald R. Champagne
John R. Evans
James L. Kollenberg
Risa C. Larsen
Seam M. Neely
Timothy J. O’Malley
Yolanda L. Pettiford
Andrew R. Redmond
Peter E. Rinnehart
Vincent W. Salerno
Michael W. Tackaberry
James R. Yde
William H. Youmans III

BARBARA M. PERRY
Team Representative
Global Vision Team
Lockheed Martin Corporate Headquarters
Lockheed Martin Enterprise Information Systems
TEAMWORK
For developing Global Vision™, a real-time, secure environment that enables concept demonstrations, distributed engineering, and the fielding of tomorrow’s network-centric solutions, connecting assets from Aeronautics, Space Systems, Integrated Systems & Solutions, Electronic Systems, and the Center for Innovation.

TEAM MEMBERS
Edward L. Dyer
Robert S. Feitlin
William L. Fisher
Vincent L. Jarvie
Kevin J. Johnson
C. Michael Wherry
James H. Wilson
STEVEN R. PIERACCI
Team Representative
Airborne Laser Turret Team
Lockheed Martin Space Systems Company

TEAMWORK
For successfully refurbishing the surrogate turret, installing and integrating flight electronics, the optical path, and a new flight ball, and functionally testing the turret and delivering it to Edwards Air Force Base over an intensive 8-month period, which was critical for achieving the return to flight milestone by the end of 2004.

TEAM MEMBERS
Alex Ayenburg Timothy R. Hilby
Christopher J. Curves Binger L. Vorsten
Michelle B. Clemente Michael B. Lund
Daniel J. Correa Manish Moradia
Marc A. Deboni Nha Nguyen
Howard P. Demoff Stephen R. Pincus
Jesse W. Fisher Jeffrey S. Sasso
Albert Gegaregian Minh Tran
Gregory J. Hart Michael K. Walsh
Michael Hart Steven R. West
Mark D. Hatch Nathan D. Yosef

TIMOTHY J. REARDON
Lockheed Martin Integrated Systems & Solutions

LEADERSHIP
For outstanding leadership managing a mission-critical program for a classified program, resulting in 42 percent sales growth and an award fee average that has improved from 93 percent to 96 percent in just 2 years.

WILLIAM R. REEVE
Lockheed Martin Space Systems Company

LEADERSHIP
For many years of leadership resolving the most challenging technical issues facing Gravity Probe B, which NASA launched in 2004 to provide critical science to either confirm or disprove Einstein’s Theory of Relativity.

THOMAS M. ROBERDS
Team Representative
F/A-22 Flight Ops Hangar Build Team
Lockheed Martin Aeronautics Company

TEAMWORK
For designing and constructing a critical F/A-22 Flight Ops Facility to meet production schedules and aircraft deliveries — an accomplishment that reduced aircraft preparation and program costs, improved safety, and met budget and schedule goals.

TEAM MEMBERS
Vernon K. Aiken J.A. Ledford, Jr.
Michael R. Brancamp John H. Lukehart, Jr.
Harold H. Castona Frank D. McMillan
Dennis W. Edwards Robert D. Nehbous
Cheryl V. Gurnell-Benz Byron K. Peace
Piaierson Bill J. Perry
H.J. Haynes Carl S. Plasket
John H. Hickman Barbara S. Reynolds
H.T. Kaykendall, Jr. Phillip W. Wampler
Gary Lanning Ronald O. Wikander

FRANK J. RUSS
Lockheed Martin Integrated Systems & Solutions

EXCEPTIONAL SERVICE
For coordinating a team made up of multiple partners, vendors, and Lockheed Martin companies to develop a cohesive solution for the Integrated Wireless Network proposal. Due to its diligence, the team was down-selected for the follow-on phase of the competition — a considerable leap from the initial “outsider” role at the beginning of the proposal effort.

PAUL T. SCAARCE
Team Representative
Mobile User Objective System (MUOS) Capture Team
Lockheed Martin Space Systems Company

TEAMWORK
For exceptional teamwork delivering a winning Mobile User Objective System proposal for a satellite design that provides low-risk, cost-effective, next-generation mobile communications.

TEAM MEMBERS
Brian T. Banducci Lawrence E. Lane
Dana L. Baumgardner Michael P. Lubrano
James F. Berke Richard N. Matsuoka
Andrew R. Donovan Richard B. Malker
Thomas M. Dowd Jeffrey W. Paylor
Robert H. Frankovich Steven R. Peterson
Derek H. Garlach Carolina L. Parvis
Donna S. Haro Wayne R. Prigatano
Clare A. Helgerberg Michael A. Rapine
Gregory L. Ho Craig J. Renton
John J. Jacobson John C. Thacher
David V. Kennedy James E. Tomczak

LYNNE H. SCHLUTER
Team Representative
Certified Earned Value Management System (CEVMS) Team
Sandia National Laboratories

TEAMWORK
For developing a certified Earned Value Management System — the very first in the Department of Energy complex — for line item construction projects that cost more than $2 million.

TEAM MEMBERS
Donald L. Cook Walter M. Heimer
Jenny S. Dubbs Jennifer A. Medina
Steven G. Fattor Howard J. Royer
Jennifer K. Girard Paul H. Schlawin

ARTHUR E. SHERIDAN
Team Representative
Joint Strike Fighter Short Take-Off Vertical Landing (JSF STOVL) Weight Attack Team
Lockheed Martin Aeronautics Company

TEAMWORK
For executing an intensive effort to re-establish an operationally viable JSF STOVL configuration, identifying 2,600 pounds of weight savings and 600 pounds of thrust improvements.

TEAM MEMBERS
Derek J. Attaway Jerry P. Laster
Van C. Blake Susan K. Lebeau
Jerry W. Brantley Jeffrey K. McConnell
Roy P. Bullard Bernard A. Olson
Santiago A. Bulnes Paul H. Parks
Linda G. Carter Dana C. Phelps
Mark A. Counts David C. Rapp
John W. Deem Douglas S. Sanders
Eric M. Gull Jeff Schweiss
Timothy M. Hazen Richard C. Sims
John E. Hoffschwelle Christopher D. Thompson
W.C. Kennedy, Jr.
Philip E. Klendworth

JEFFREY S. SHOOK
Team Representative
Defense Systems – Hybrid Team
Lockheed Martin Space Systems Company

TEAMWORK
For excellence in engineering, integration, development, and operations of a major National Asset developed by Defense Systems. The team’s superior performance has resulted in a critical new National Asset achieving its initial operating capability for the U.S. Government — a continuation of two decades of 100-percent mission success for the Defense Systems Program.

TEAM MEMBERS
Members of the entire Defense Systems – Hybrid Team

JOE J. SNELL
Team Representative
Global Combat Support Systems-Air Force
NetCentric Enterprise Services/Air Force Portal Worldwide Rollout Team
Lockheed Martin Integrated Systems & Solutions

TEAMWORK
For talent, teamwork, and personal sacrifice to deploy the largest Department of Defense NetCentric Enterprise Services capability serving 600,000 users and 100 mission applications.

TEAM MEMBERS
Michael J. Acton Mark C. Lepkowski
Randy L. Andrews Eric Z. Maas
Elizabeth A. Berghorn Kevin L. McCrossan
Sharon Best Paul D. McEneery
Steven E. Chodkowski Michael E. Merritt
Steven R. Cox Paul E. Montague
William Delahanty Joseph A. Oren
Kathleen Eposioto Susan R. Pickett
Vincent E. Forester Lauren H. Quinn
Patricia E. Fulgieri William J. Schuhle
Robert T. Hammond
Steve R. Kreidler

JEFREY A. Vanden BEUKEL
Team Representative
Gravity Probe B Team
Lockheed Martin Space Systems Company

TEAMWORK
For exceptional leadership designing, testing, processing, and launching Gravity Probe B, one of the most challenging science experiments ever conceived to test Einstein’s Theory of General Relativity.

TEAM MEMBERS
Mark R. Anderson Arthur T. Phillips
Norman R. Bennett William R. Reeve
Richard A. Campbell Michael T. Satyam V. Dave
Raymond L. Howard Robert J. Schultz
Bruce L. Hoyman Michael W. Sisley
William G. Jacobsen Dale D. Stephens
Russell S. Katz Joseph C. Suryan
Lim O. Mar Samuel T. Swihart
Sean P. McCully Thomas J. Welsh
James R. Nix Richard A. Whelan

BECKY B. WALLACE
Lockheed Martin Missiles and Fire Control

LEADERSHIP
For demonstrated leadership that resulted in Lockheed Martin winning the Compact Kinetic Energy Missile program competition, an important strategic win for the company.

JONATHAN K. WITTER
Knolls Atomic Power Laboratory

TECHNICAL EXCELLENCE
For exceptional leadership and technical accomplishment that led to the development of the Space Power Plant for the Prometheus project.
Dream Job

Mentoring relationship turns theme park fantasy into reality

When Jay Hansen, equipment engineering director at Maritime Systems & Sensors in Moorestown, N.J., picked up the phone, he didn’t recognize the voice on the other end: And with good reason since the man had been a Boy Scout in the business-sponsored Explorer Post that Hansen had led 24 years ago.

Once the man gave his name, Hansen immediately remembered the high school boy who was driven to pursue a lofty dream: “I wanna work for Walt Disney!” the boy had exclaimed.

“I saw in this boy a lot of potential,” Hansen recalls. “He was determined and bright – a real quick study.”

Hansen says the youngster had designed and built a robotic parrot and wanted help to interface it to a computer and to write the software to run it.

“We worked both at the Explorer Post meetings and at his home to get his robot programmed and up and running,” Hansen says. “During many of our working sessions we discussed career paths and the merits of skipping college to go right to work.”

Years later, Hansen read in a Philadelphia newspaper that the young man had sent a tape of the robot to the Disney Corporation and had subsequently been hired. His “dream job” consisted of designing robots and controller consoles used in Disney theme park exhibits and productions.

Recently, the grateful man sought out his childhood mentor. “This boy expressed his gratitude to me many times over the course of our work together, which told me a lot about his character. But to still value that relationship after all of this time is pretty remarkable,” Hansen acknowledges.

Hansen says this particular mentoring relationship may not be typical.

“It wasn’t even identified as ‘mentoring’ back then. It was just somebody seeking someone else’s guidance. There was no formal program in place to pair people up,” Hansen explains. “Some of the best mentoring relationships tend to just happen, often resulting from an individual searching for support from a person they respect and admire.”

Hansen is quick to add that mentoring should never be a one-way street.

“It wasn’t even identified as ‘mentoring’ back then. It was just somebody seeking someone else’s guidance. There was no formal program in place to pair people up,” Hansen explains. “Some of the best mentoring relationships tend to just happen, often resulting from an individual searching for support from a person they respect and admire.”

The mentoring efforts of Lockheed Martin Maritime Systems & Sensors’ Jay Hansen help a young man’s childhood dream come true.

“It wasn’t even identified as ‘mentoring’ back then. It was just somebody seeking someone else’s guidance. There was no formal program in place to pair people up,” Hansen explains. “Some of the best mentoring relationships tend to just happen, often resulting from an individual searching for support from a person they respect and admire.”

Employees Pulling For USO Care Packages

Lockheed Martin Maritime Systems & Sensors employees in Syracuse, N.Y., pull a 15-ton air field emergency vehicle across the runway at Hancock Field Air National Guard Base to raise money for the Lockheed Martin Employees Care program, which provides USO Care Packages for U.S. troops abroad. Employees Gary Stewart, Dawn O’Neill, Vincent Cook, Heath Foster, Larry Tidker, Eric Wehnenstuer, Bill Lesker, Brian Bisnoan, Dan Martin and Paul Dehm pulled the fully-loaded fire truck 145 feet in 30 seconds. Last year, the “Pulling For Our Troops” team raised more than $1,300 for Care Packages; this year, the team has more than $2,000 in employee pledges to support the troops. Lockheed Martin employees can show their appreciation of U.S. troops with the donation of a USO Care Package through the Lockheed Martin Employees Care program. Since partnering with the USO in February 2004 to establish the Employees Care program, employees have raised more than $675,000. For each $25 donation, employees sponsor a Care Package containing items requested by soldiers, including prepaid worldwide phone cards, disposable cameras, CDs, playing cards, toiletries, and more. Employees can include a personal note for a service member and may contribute a Care Package as a gift in the name of a family member or friend. Employees can make a donation at www.lockheedmartinemployeescare.com.
Fleet Ballistic Missile Program Celebrates 50th Anniversary And Twice As Many Successful Consecutive Launches

This year marked half a century of Lockheed Martin support to the Fleet Ballistic Missile (FBM) program, as the U.S. Navy’s Strategic Systems Programs (SSP) organization celebrated its 50th anniversary. The SSP organization is responsible for the strategic weapons system aboard the FBM submarines that patrol the world’s international waters to protect the U.S. and its allies. Since the program’s inception, the FBM team has produced six generations, each more capable than its predecessor: the Polaris (A1), Polaris (A2), Polaris (A3), Poseidon (C3), Trident I (C4) and the Trident II (D5) missile. First deployed in 1960 and scheduled for operational deployment until 2042, today’s Trident II D5 now is aboard 12 of an eventual 14 Trident II-configured Ohio-class submarines. The D5 has achieved a record of 100 percent success in 110 test launches since 1990. In the photo, Polaris is shown during its historic underwater launching in 1960. It was the first time a submarine had ever fired a ballistic missile while submerged. The missile was fired from the USS George Washington off Cape Canaveral. The bottom photo shows a cake-cutting ceremony celebrating the anniversary. From left are Kelley Nee, newest member of the SSP organization; RADM Bob Wertheim, USN (Ret.); RADM John Shipway, USN (Ret.); Commodore Ian Conder, Royal Navy, Chief Strategic Systems Executive; RADM Charles Young, USN, Director, SSP; VADM George (Pete) Nanos, USN (Ret.); RADM Dennis Dwyer, USN (Ret.); VADM Ken Mailey, USN (Ret.); and RADM John Mitchell, USN (Ret.). All of the retired ADMs in the photo are former directors of the Navy SSP. See more on Fleet Ballistic Missile in the November/December edition of the corporate news video LM1.

Lights! Camera! Ethics!

Employees can enter fourth annual Ethics Film Festival

The Office of Ethics and Business Conduct invites all Lockheed Martin employees to participate in the fourth annual Ethics Film Festival, a contest in which employees can enter their homemade videos on any ethics-related topic. The deadline for entry is Feb. 17, 2006. The Ethics Film Festival is an opportunity for employees to share their views on ethics-related topics and to help promote ethics in the workplace. The top three entries will be recognized at the annual Ethics Conference in Spring 2006. Details on the conference will be announced at a later date. Videos will be judged based on creativity and relevance to ethics.

“The first three Ethics Film Festivals were a great success,” said Maryanne Lavan, vice president of Ethics and Business Conduct. “Entries have been received from all business areas, with the videos covering a wide range of topics. We are hoping to have even more participation for the 2006 Ethics Film Festival.”

Videos must be produced on the employees’ own time and using their own equipment. Lockheed Martin or customer facilities must not be used. Videos can be produced in any format and should be two minutes or less in length (although longer entries will be accepted). Employees may submit more than one entry, and individual or team entries are acceptable.

“Many of the entries from prior years were team projects, with employees using the video production as a team-building opportunity,” said Brian Sears, director of Ethics Awareness. “Some employees recruited family and friends to be actors in their videos, and had a lot of fun in the process.”

The top three entries will be announced in March. Submit completed videos and entry form to:

Brian Sears
Lockheed Martin Corporation
6801 Rockledge Drive MP211
Bethesda, MD 20817

Contact rules, entry form, helpful hints for video production, and prior entries can be found on the Ethics Web site at http://ethics.corp.lmco.com/ethics/filmfestival.html. For additional information, e-mail Brian Sears at brian.p.sears@lmco.com.
Ethical Agreement

Corporation’s vice president of Contracts offers views on today’s contracting environment

It has been several years since several widely publicized ethical scandals touched the defense industry. In light of these ethical lapses, Lockheed Martin today asked Eleanor Spector, vice president of Contracts, her perspective on the current government contracting environment and how it affects Lockheed Martin.

Spector leads over 900 highly skilled contracts professionals who possess extensive functional and program knowledge and play a strategic role in the success of the Corporation. One of their primary missions is to develop contracting strategies that contribute to improved financial performance, including structuring contracts to improve Return on Invested Capital while enabling customer satisfaction and mission success.

“We seek to reduce risk and improve margins and cash flows throughout the contract life cycle from draft solicitation to contract closeout,” said Spector. “A strong and healthy defense contracting culture benefits the shareholder and our customers. At the heart of our mission is well written contracts that equitably balance risk between our customers and Lockheed Martin.”

LM Today: What do you view as the most challenging aspect of your job? Spector: The contracts profession is dynamic. The playing field is changing constantly. We strive to provide best value to the customer while ensuring fair returns and an appropriate allocation of risk. Obtaining consensus on contracting strategies for proposals can be difficult because the stakes are high. My contracts professionals seek to identify all the significant risks and develop mitigation strategies. Proposal reviews are challenging, especially our global customer base and the complexity of the issues.

LM Today: There have been several high-profile ethical lapses in the last few years involving defense contractors. What is your perspective on the ethical climate within the defense industry? Spector: The actions of a few individuals can tarnish the reputation of a company or entire industry. U.S. defense contractors are held to the highest ethical standards in the world. Lockheed Martin maintains an extraordinarily strong ethical climate. The message to be heard and above board is frequent and consistent. I was aware of very few ethical lapses when I worked for the government. In my almost six years at Lockheed Martin, I have found the ethical climate to be as strong or stronger than it was in government. Ethics training is frequent at Lockheed Martin and management demands ethical behavior in everything we do. I am proud of the high standard of ethical behavior that is nurtured and maintained at Lockheed Martin.

LM Today: What can you share about our customer’s perspective on these issues? Spector: American citizens and the U.S. Government demand the highest ethical behavior from civil servants and the defense industry. No one wants to do business with an unethical contractor. The Federal Acquisition Regulation mandates that a contractor must have a satisfactory record of integrity and business ethics in order to be awarded a contract. I believe our customers consider Lockheed Martin to be a highly ethical contractor. Our Corporation’s future depends on maintaining that reputation.

LM Today: Do you anticipate additional government oversight of defense contracting? If so, how do you think this will manifest itself? Spector: Individuals in the recent high-profile cases were punished under the post-government employment and other ethics regulations are comprehensive. I do not believe additional regulation or legislation is needed to govern ethical behavior in government contracting. I consider Lockheed Martin to be at low risk even if there is additional oversight because of the transparency and honesty of all our dealings.

LM Today: What are the highest risk areas (from an ethics standpoint) facing a defense contractor? Spector: Perhaps the most obvious risk is the size of the workforce. It is difficult to be certain that every employee is doing right all the time, no matter how high the ethical standards or how much training is provided. A single incident can have a significant impact on a defense contractor. There are also unique ethics rules that apply to defense contractors that may not apply to other companies, such as:

• Offering jobs to government employees
• Use of other contractors’ proprietary information
• U.S. Foreign Corrupt Practices Act (generally does not apply to foreign companies in other countries)
• Protection of Source Selection Information
• Prohibition against claiming payment for unallowable costs

As the largest defense contractor, Lockheed Martin must be continuously vigilant to ensure that an ethical environment is maintained.

LM Today: What are some of the ethical gray areas that employees face during the government contracting lifecycle, and how should employees address these issues? Spector: The government contracting lifecycle involves numerous phases: identifying opportunities, preparing and submitting a proposal, awarding and executing a contract, and then performing in accordance with contract specifications. Anywhere in this process an employee may face an ethical challenge.

For example, in today’s e-mail environment, sensitive or proprietary information – ours and our competitors’ – may end up in the wrong place. Employees need to notify the proper authorities within the company in such situations. As a government contractor, we need to avoid the perception of impropriety in our day-to-day activities. If faced with an ethical gray area, an employee should first talk to his or her supervisor or manager. Often, people closest to the situation can resolve issues. However, if that is not an option, the issue should be reported to the local Ethics officer, or for government contracting issues, the local Legal Department. For other issues, employees also can contact their Human Resources representative or call the Ethics HelpLine at 800-LM-ETHICS.

Today

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Special Reporter
Rick Savard
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David Soarff Library, So Edwards, Purdue University School of Aeronautics and Astronautics

Holiday Gift Reminder

At this holiday time of year, the Office of Ethics & Business Conduct receives numerous queries from employees on guidelines pertaining to gift giving and receiving.

In accordance with the Corporation’s policies and procedures, here are a few reminders:

• Employees may accept unsolicited meals, refreshments, entertainment and other business courtesies on an occasional basis; provided:
  - The acceptance will foster goodwill and successful business relations;
  - The courtesies are not lavish or extravagant under the circumstances;
  - The courtesies are not frequent or reflect a pattern from the same entities or persons; and
  - The employee accepting the courtesies would feel comfortable discussing the courtesies with his or her manager or coworker, or having the courtesies known by the public.
• Employees may not accept compensation, honoraria, funds or monetary instruments in any form or amount.
• Employees may not accept any tangible gift that has a market value of $100 or more from any entity or person that does or seeks to do business with Lockheed Martin.
• Employees who procure goods or services are or involved in the procurement process may not accept gifts from suppliers or vendors, except advertising or promotional items of nominal value such as a pen, key chain, water bottle or similar items displaying a company’s logo.

For answers to frequently asked questions, see the Lockheed Martin Today article “Strictly Business” at http://pagaeone.global.lmco.com/pagaeone/LMToday/article.cfm?LM_article_id=66. For more information, refer to Corporate Dynamic Statistics, CPS: 008: Gifts, Gratuities, and Other Business Courtesies at http://policy.global.lmco.com/p3lockmart/cps/structure/index.cfm or consult your local Ethics officer or company Legal counsel.