

The Federal Manager

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PRESIDENT'S PAGE



*FMA National President
Patricia Niehaus*

Looking to the Future as FMA Turns 100 Years Old

I hope you had a wonderful Holiday Season, and I wish you and your family a very Happy New Year.

Our work is not done just because the 2012 election is over. It is even more important that your elected officials know that you are a federal manager and that you are their constituent. They need to know how their decisions will impact the voters in their districts—including you, your families, your communities, and your fellow Feds. Remind them that we are the people who live next door, who shop

in local stores, and who worship with them at their church, temple or synagogue. FMA's Executive Board and National Office Staff will continue our efforts in our nation's capital, but the message also needs to be delivered locally in every state and district.

For a group that is less than 1% of the nation's population, we have already shouldered a disproportionate amount of the national deficit reduction burden (\$103 billion!)—far more than any other group has been asked to sacrifice. Please take the time to remind your elected officials that we are not the problem but the solution to many of our country's financial woes and they need to find other ways to reduce the deficit instead of continuing to ask us for more sacrifice.

We do have our supporters in Congress, and I am grateful for their understanding of the importance of the work we federal employees do on a daily basis for this great country. This support was recently demonstrated by a bipartisan group of nine members of the House (Reps. Jim Moran, Steny Hoyer, Frank R. Wolf, Chris Van Hollen, Gerald E. Connolly, Robert J. Wittman, Donna F. Edwards, John P. Sarbanes, and Delegate Eleanor Holmes Norton) in a letter to President Obama and their colleagues in Congress. In their letter, they said: "We respectfully request that you carefully consider the implications that any proposed agreement would have on these Americans so that it reflects the substantial budget savings that the federal workforce has contributed thus far." Our sincerest thanks go out to each of these members of the House!

Speaking of support, our PAC activity doesn't stop when the election cycle ends. If your member of Congress is having a local event that you would like to attend, please contact Katie Maddocks, our PAC treasurer in the National Office. It's important that we show our support for our members in Congress, just as we ask them to support us.

I know that you know the value of FMA. Do your fellow managers also know about us? If they don't, invite them to join us. There is strength in numbers and we need all the strength we can get in this political climate!

As you know, our 100th Anniversary celebration will be held at the majestic Mayflower Hotel. We'll be just blocks from the White House! This year, we're also planning to have an Open House at the National Office in Alexandria (an easy Metro ride from the hotel) at the end of our training day. I encourage you to make plans to join us March 3-6, 2013. We're hoping to have at least one representative from each chapter at this historic event in this historic place! *A Century of Dedicated Service to America*: we must celebrate such a proud achievement for our association. ■

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All materials submitted to *The Federal Manager* should

pertain to public service managers. Copy should be double-spaced, no longer than 10 pages.

High resolution color images, charts, or illustrations should be included if possible. Text should be submitted by email or on compact disc. Include a biography of the author.

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Stand-Out Public Servants Receive Coveted Service to America Medals

By The Partnership for Public Service

Every year, the Partnership for Public Service honors a group of federal employees who exemplify the many extraordinary men and women in government who perform critical tasks, improve the lives of the American people and make our country a far better place.

The recipients of the 2012 Samuel J. Heyman Service to America Medals (Sammies) answered the call to serve their nation. They have not sought fame or fortune, but have devoted their careers to making a difference.

"The Service to America Medals are a powerful illustration of the good that government does, which positively affects our lives every day," said Max Stier, Partnership for Public Service president and CEO. "We will never get what we want out of our government if we focus solely on its shortcomings and fail to celebrate its successes."

The top medal, Federal Employee of the Year, was presented to Lynne Mofenson of the National Institutes of Health for her pivotal role in preventing the AIDS epidemic among children by developing ways to prevent mother-to-child transmission.

Additional medal winners include federal employees who treated rare and fatal diseases, advanced transportation safety for the traveling public, cared for our nation's injured warfighters and housed homeless veterans. They led innovations to secure our border crossings and made breakthroughs in technology.

The Sammies, known as the "Oscars" of public service, were presented in the fall, with President Obama sending a letter of congratulations to the winners and finalists who "do their jobs with steadfast dedication and a passion for serving others."

"I commend their work to lead our country toward a brighter future," President Obama said of the Sammies

medal recipients.

Clearly, many private sector leaders agree, and their support makes the awards program possible. National sponsors for the 2012 Service to America Medals include Bloomberg, Booz Allen Hamilton, The Boston Consulting Group, Chevron and United Technologies Corporation.

Gregg Ward, a senior vice president at United Technologies, said his company supports the program because of a strong belief that "the American people should be aware of the tremendous accomplishments of these exceptional men and women."

The Sammies "shed a positive light on the great and often unnoticed work that our federal employees do every single day," said Stephen W. Green, a Chevron vice president.

Here are the extraordinary stories of the 2012 Service to America Medal recipients:

National Security & International Affairs Medal

Charles Scoville: Giving Combat Amputees an Active Life

Combat amputees have come back from Iraq and Afghanistan physically and emotionally devastated. Charles Scoville has given them new hope.

At the Walter Reed National Military Medical Center in Bethesda, Md., Scoville developed an innovative medical, counseling and sports rehabilitation program that helps combat amputees regain their independence, restore their sense of dignity and self-worth, and allows them to lead active lives.

"It's an interdisciplinary approach to patient care that looks at our patients as tactical athletes," said Scoville, chief of the Amputee Patient Care Service and a



Charles Scoville

former Army physical therapist. "They do things they never did before and reach more high level activities than in the past."

Scoville, chief of amputee patient care service, oversees a staff that works with about 170 amputees and has helped drive research into advances in prostheses. Some of the 1,450 injured service members who have been through the program have gone on to complete triathlons, climb Mt. Everest and compete in gymnastics, skiing, rowing and other sports.

"Our wounded warriors have been out running, on a bear hunt or scuba diving in Guantanamo Bay," Scoville said. "It continually reinforces that everything is going to be okay."

More than 300 have gone back into military service, and 53 have redeployed into Iraq or Afghanistan, including one individual with an above-the-knee amputation who went on to lead 350 Marines overseas.

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Photo: Sam Kithner/Kithner.com

James Cash

A decade ago, the military was equipped mainly for treating a small number of active-duty amputees and older amputees who had lost limbs due to diabetes or vascular problems, not in combat. Care consisted mainly of getting patients mobile enough to be discharged or transferred to the Department of Veterans Affairs for care.

“What we aim for is the soldiers to make the decision of what they will do with the rest of their lives, and take it away from the person who set the improvised explosive device or fired the rocket-propelled grenade or the rifle,” said Scoville.

Career Achievement Medal

James Cash: “Black Box” Expert Uncovers Airplane Crash Mysteries

Investigating major transportation accidents requires listening for clues that explain what happened.

At the National Transportation Safety Board (NTSB) James Cash has applied engineering expertise to solve some of the biggest aviation mysteries as the nation’s expert on black box devices that record the voices of cockpit crews and other sounds that can help explain the cause of airplane crashes.

As the chief technical advisor for the NTSB’s Office of Research and Engineering, Cash has continually found ways to improve the quality of retrieved data, helped uncover key information and contributed to reforms leading to greater

Service to America Medal continued from page 3

safety for the traveling public.

“Jim has helped grow the science of cockpit recording devices. He’s been here through the history of recording devices and has led the next generation of recorders,” said NTSB Chairman Deborah Hersman.

One of Cash’s innovations involved designing specifications for cutting-edge voice analysis and transcription software that performs readouts and analysis of

accidents and a nuclear submarine collision, and helped the Drug Enforcement Administration analyze GPS data from a vehicle in which agents had been killed in Mexico.

Cash said that the ultimate goal is to contribute information that will save lives and prevent future accidents. “You’ve got to figure out what happened this time before you have any chance of preventing it from happening again,” he said.



Photo: Sam Kithner/Kithner.com

Susan Angell and Mark Johnston

cockpit voice recorders and other audio devices. Cash’s work also led to the development of software giving the NTSB the ability to extract and analyze recorder data from multiple accidents, which has helped the agency spot trends on safety issues.

After a 1997 jetliner crash that killed 104 people, Cash pieced together tiny fragments of damaged recording tape from black box devices. “We were able to develop a means of reading individual pieces, digitizing each piece of audio track and reassembling it. It was like gluing together a shredded document,” he said.

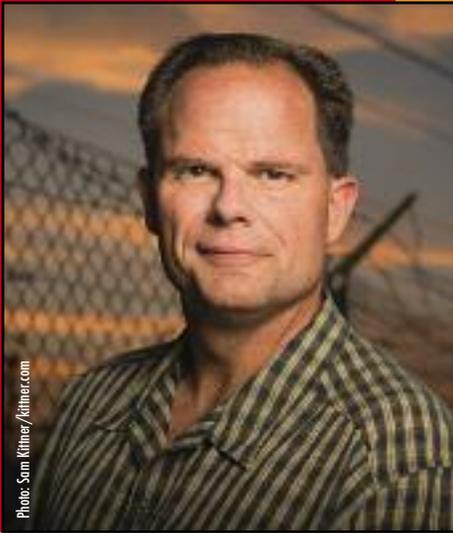
During another investigation, Cash analyzed a quarter second of noise to help determine why a 747 exploded 12 minutes after takeoff. He also has assisted in investigations into two space shuttle

Citizen Services Medal

Susan Angell, Mark Johnston and team: HUD, VA Team Seeks to End Veteran Homelessness by 2015

More than 60,000 veterans live on America’s streets. Susan Angell, Mark Johnston and their interagency team are making major strides toward ending this national disgrace by 2015.

The goal is challenging given the high national unemployment rate and the influx of individuals returning from Iraq and Afghanistan, but the Department of Housing and Urban Development (HUD) and the Department of Veterans Affairs (VA) have joined forces and made significant inroads.



Louis Milione

The two federal departments reported a 12 percent drop in homelessness among veterans, from about 76,000 in 2010 to 67,000, as of January 2011.

As leaders of the endeavor, Johnston at HUD and Angell at the VA, possess significant management skills, knowledge about housing and the needs of veterans. The collaboration has allowed both departments to devote their expertise and resources to a problem that neither could solve alone.

HUD Secretary Shaun Donovan said Johnston has technical knowledge, an ability to build cohesive teams internally and partnerships externally, and a willingness to make improvements based on data analysis and feedback from the field. He described Johnston as an individual with "an unwavering dedication to the mission."

John Gingrich, the VA chief of staff, said Angell and her team have been able to eliminate the "stovepipes" that in the past prevented full cooperation between the VA and HUD, and have brought urgency to serving the needs of homeless veterans. "For them, this is not a job, it's a calling," said Gingrich.

The two departments administer the HUD-VA Supportive Housing Program (HUD-VASH), which combines HUD vouchers that provide assistance for veterans to rent privately-owned housing, and targeted VA case management services such as health care, mental health and substance abuse treatment, vocational assistance, job development and placement. The program works with public agencies and community organizations across the country to implement many of the targeted

interventions needed to assist veterans.

Through the HUD and VA partnership, there are currently more than 30,000 formerly homeless veterans and their families now receiving housing and support services. For fiscal year 2012, Congress has approved an additional 10,000 housing vouchers for homeless veterans that will allow the program to expand and come closer to reaching its goal.

Justice and Law Enforcement Medal

Louis Milione: Capturing the "Merchant of Death"

Notorious Russian arms trafficker Viktor Bout was considered untouchable, but Louis Milione and his Drug Enforcement Administration (DEA) team defied the odds, leading a bold sting operation that put the "Merchant of Death" behind bars.

After being asked to get involved by national security officials in 2007, Milione and his DEA colleagues gathered intelligence on a man wanted internationally for arming dictators, vicious warlords and human rights abusers, and conceived and carried out a high-stakes undercover operation spanning three continents.

The investigation lured the infamous arms dealer out of his safe haven in Russia, and led to his arrest in Thailand, a successful criminal prosecution in New York and a 25-year prison term in 2012 for conspiracy to sell anti-aircraft weapons and other arms to purported Colombian rebels with the aim of killing Americans.

Milione, a seasoned DEA special agent, together with colleagues gathered intelligence on Bout, conceived the undercover sting, managed informants, oversaw the use of electronic surveillance and handled unexpected events as they played out around the globe.

"Lou Milione is one of the most tenacious and skilled supervisors at the DEA. It was his leadership that brought down this horrific arms trafficker," said DEA Administrator Michele Leonhart.

Bout, the inspiration for the movie "Lord of War" starring Nicolas Cage, established an air freight empire after the break-up of the Soviet Union, and used the fleet of old Russian planes to earn billions of dollars by transporting machine

guns, mortar bombs, landmines, C-4 explosives, rocket launchers and surface-to-air missiles to conflict zones around the world. Bout had been linked to arms trafficking in Afghanistan, Angola, the Democratic Republic of Congo, Liberia, Libya, Rwanda, Sierra Leone, Sudan, and throughout the Middle East and South America.

The United Nations passed a resolution restricting Bout's movements, the U.S. Treasury imposed economic sanctions against his companies in 2005, Belgian authorities had an outstanding warrant for his arrest, and he was wanted by Interpol, the international police agency.

The plan hatched by Milione and his team involved enticing Bout out of Moscow with the prospect of a huge arms deal. The operation involved two undercover informants posing as representatives of the Colombian terrorist group and cocaine cartel known as FARC, who said they would use drug money to buy millions of dollars worth of weapons to fight the Colombian army and kill the U.S. military pilots working with them.

The informants cultivated a relationship with South African Andrew Smulian, who got Bout engaged in the deal. The investigation involved meetings with Smulian and the informants in Curacao, Denmark, Romania and finally Thailand, where Bout came to finalize the transaction.

During that last meeting, Bout told the fake Colombian rebels he could deliver 700 to 800 surface-to-air missiles, 5,000 AK-47 assault weapons, millions of rounds of ammunition, explosives and remotely piloted aircraft. When an agreement was reached, Thai police stormed the meeting room, accompanied by DEA agents, and Bout was put behind bars.

Science and Environment Medal

Neal Young: Pioneering Life-Saving Treatments for Deadly Blood Diseases

For years, patients with severe aplastic anemia died within months of developing the rare blood disease. Dr. Neal Young has increased the survival rate to 80 percent.

In his work at the National Institutes of Health (NIH), Young has combined pioneering basic laboratory science,

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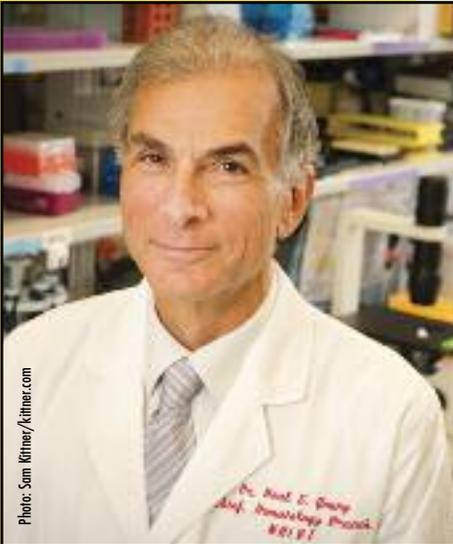


Photo: Sam Kitterer/Kitterer.com

Neal Young

clinical research, and direct patient care to save the lives of thousands of people suffering from a blood disorder that wipes out the cells in the bone marrow, including red blood cells that carry oxygen, white blood cells that fight infection and platelets that help clot the blood.

Young conceived, designed and headed the first multicenter clinical trial in the United States for immunosuppressive therapy for aplastic anemia. The regimen he developed for this blood disease has become standard therapy for patients all over the world. This disease strikes about 600 to 900 people a year in the United States, and thousands across the globe.

“Neal has completed an amazing series of landmark clinical trials and published results that have taken what was a fatal disease in the early 1980s to one that now has a survival rate of 80 percent or more in the long-term,” said Dr. Cynthia Dunbar of the National Heart, Lung and Blood Institute at NIH.

Because of Young’s efforts, his clinic at NIH is today considered one of the world’s major referral centers for patients with bone marrow failure syndromes.

As chief of the Hematology Branch of the National Heart, Lung and Blood Institute, Young is continually building on his significant accomplishments. He developed an understanding of how the highly contagious B19 parvovirus infects cells of the bone marrow and showed its role in disease among patients, especially those with sickle cell anemia and others with defective immune systems. He developed ways to test for and diagnose this virus, came up with a treatment and

currently has a vaccine in clinical trials that, if successful, will protect vulnerable patients.

Young also has made landmark discoveries linking genetic defects—mutations or mistakes in the DNA sequence—to the break down in cells and as a cause of aplastic anemia. In addition, Young has implicated the same type of genetic mutations linked to aplastic anemia much more broadly to liver cirrhosis, lung fibrosis and leukemia. These findings may offer clues to improving treatment and patient outcomes for these common and devastating diseases.

Dr. Ching-Hon Pui, chairman of the Department of Oncology at St. Jude Children’s Research Hospital in Tennessee, said Young’s work in hematology “has totally transformed the field.”

“His impact has been truly global,” said Pui. “I cannot think of another hematologist with comparable accomplishments.”

Homeland Security Medal

Nael Samha and Thomas Roland: DHS Duo Deploys Mobile Technology to Nab Narcotics Traffickers, Smugglers and the Undocumented

When confronting suspicious travelers, U.S. Customs and Border Protection (CPB) agents must make decisions based on information at hand.

Nael Samha, a program manager in CPB’s Office of Technology, and Thomas Roland, Jr., a program manager in the Office of Field Operations, developed mobile technology that for the first time gives agents working outside the office the ability to instantly scan travel documents and conduct background checks on suspects at airports and border crossings. This has resulted in increased arrests of drug traffickers, weapons smugglers, illegal immigrants, currency violators and individuals with outstanding arrest warrants.

Samha led the team of engineers and developers that created the hand-held application and supervised the many technical aspects of the project, ensuring that all security requirements were met. Roland understood the needs of field CBP officers and border patrol agents, and determined how it could be used most effectively on a day-to-day basis. Both were involved in the pilot testing, the roll out and expansion of the program, the training of personnel.

CPB officials said the technology has contributed to more than 450 successful enforcement actions since first implemented in 2010. In addition, it is now being used by CBP agriculture



Photo: Sam Kitterer/Kitterer.com

Nael Samha and Thomas Roland



Lynn Mofenson

specialists and officers at U.S. seaports to check and immediately release imported agricultural cargo that has passed inspection. Previously, agents conducted inspections and hours later, upon return to the office, entered inspection reports to remove cargo holds, often resulting in needless delays that cost businesses money and put the quality of the perishable products at risk.

"This is absolutely a game-changer for us," said John Wagner of CBP's Office of Field Operations. "It gives us the ability to run database queries in locations where agents are not standing in front of desktop computers. It gives us the chance to be more reactive and to conduct more law enforcement operations outside traditional areas, and to increase the number of apprehensions and seizures."

Roland said he and Samha work closely together. "I am a law enforcement officer who wants to be a geek, and Nael is a geek who wants to be a law enforcement officer." Samha said the device enables CBP officers to "protect the nation by stopping people who are smuggling drugs and weapons and engaged in money laundering."

Federal Employee of the Year Medal

Lynn Mofenson: Conquering Childhood AIDS

Creating an AIDS-free generation worldwide has become a national goal in no small part because of Dr. Lynn Mofenson's seminal work that has helped virtually eliminate the transmission of

HIV from mother to child in the United States.

When Mofenson came to the National Institutes of Health (NIH) in 1989, there were over 2,000 new U.S. pediatric AIDS cases a year. Today, this number is now less than 100 per year.

Critical to halting this horrible epidemic was Mofenson's role in designing and conducting a bold and controversial clinical study that used the only available anti-AIDS drug, AZT, to prevent pregnant mothers from passing the HIV virus to their babies. At the time, no one had thought of using this drug for this purpose.

To Mofenson, head of the Adolescent and Maternal AIDS Branch at NIH, launching the controversial study was "a no brainer."

"It was a horrible disease, killing mothers and babies. We had to do something," she said.

The clinical trial demonstrated a two-thirds reduction in the risk of HIV transmission from mother to child, down from 25 percent to 8 percent. It turned the tide on pediatric AIDS. "We were quite amazed that it worked so well," Mofenson said.

This trial was the beginning of a long-term collaboration among researchers that conducted a series of successful studies to identify and optimize strategies to block mother-to-child transmission of HIV, the primary way children become infected.

"Lynne has been the preeminent scientific leader in the prevention of AIDS in children in the world," said Dr. R.J. Simonds, a vice president at the Elizabeth Glaser Pediatric AIDS Foundation. Many people have contributed to AIDS research, but Simonds said Mofenson's work provided clear direction and speed.

Mofenson has since dedicated her career to conducting additional research and influencing national policy in the field. She also serves as a leader in research and policy on the world stage, expanding the clinical trials network to developing countries in Africa and elsewhere. Through U.S. programming and funding to other countries, it is estimated that 200,000 infant HIV infections were prevented last year alone.

"Her mission is to wipe out pediatric AIDS," said Dr. Sten Vermund, director of the Institute for Global Health at the Vanderbilt University School of Medicine.

"She really wants to make a difference for moms and kids, first in the U.S. and now in the developing world," he said.

Management Excellence Medal

Elliott Branch: The Navy's Savvy Negotiator

Our warfighters need the right equipment to fulfill their missions and return home safely. Elliott Branch ensures they are properly equipped at the best possible value.

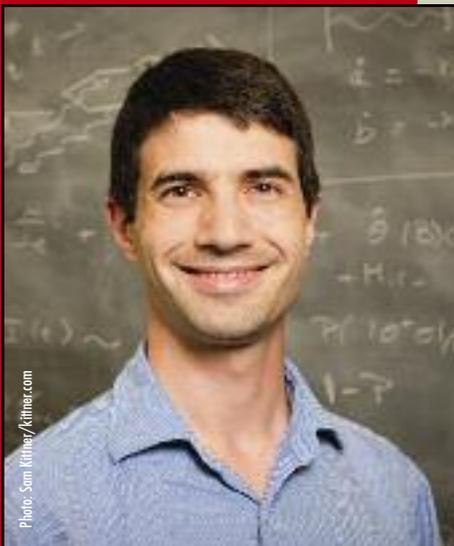


Elliott Branch

As the deputy assistant secretary of the Navy for acquisition and procurement, Branch keeps watch over the vast, complex, \$90-billion-a-year procurement operation for the Navy and Marines, scrutinizing every major acquisition from battleships to fighter jets, negotiating with defense contractors, and finding ways to save hundreds of millions of dollars while increasing military capacity and readiness.

"Everything the Navy buys goes through his shop. He ensures goals are met across-the-board and within budget," said Sean Stackley, the assistant secretary of the Navy for research, development

continued on next page



Jacob Taylor

and acquisition. "He's always looking to drive down the cost of doing business and to get a better deal for the department."

In 2009, Branch led negotiations to consolidate production of a class of guided missile destroyers to a single shipyard. According to Stackley, the consolidation resulted in \$1.5 billion in savings across that program, while ensuring stability in the industry as other shipyards were able to transition to new contracts.

Allie Coetzee, executive director for Navy acquisition and procurement, said while completing a major contract for Littoral Combat Ships, a family of Navy surface ships, Branch "found enough savings across the platforms to build an additional ship—a \$450 million value—at no additional cost."

Last year, Branch oversaw the contracting for a record 34 ships that included submarines and destroyers, said Shay Assad, the principal advisor to the undersecretary of defense for acquisition, technology and logistics. "All are in multi-year relationships with steadily declining prices over the contract terms," he said.

Branch is credited with playing a critical role last year in protecting the Navy's interests when Northrop Grumman divested its shipbuilding unit to stockholders through creation of a new company. Colleagues said Branch was instrumental in making sure the new shipbuilding company would remain a viable entity capable of delivering important nuclear-powered aircraft

carriers, submarines and destroyers to the Navy.

Branch is currently a key member of the team in charge of buying the next generation information technology network, and working on the next aircraft carrier to be delivered in 2020.

Jim Thomsen, the Navy's principal deputy assistant secretary for research, development and acquisition, said that Branch is frequently consulted by the Office of the Secretary of Defense on major procurement matters because he is "the senior most knowledgeable guy in this business."

"There's a lot at stake with the large shipbuilding contracts for the department, for the companies, and on Capitol Hill in terms of local economies and jobs," said Thomsen. "Elliott takes everything into account."

Call to Service Medal

Jacob Taylor: Taking Quantum Leaps

Scientists worldwide are working to make giant advances in medical technology, online communications and computing. As a young physicist at the National Institute of Standards and Technology (NIST), Jacob Taylor is breaking the boundaries of what is possible.

Taylor, 34, devised original scientific theories that could lead to medical imaging in microscopic detail for better health care, while harnessing the quantum properties of matter so greater quantities of information with higher resolution can move faster and more securely across the Internet.

As a fellow at NIST since 2009, Taylor has conceived a number of original theories, including a way to vastly improve magnetic resonance imaging to enable probing down to the cellular and molecular levels. This approach holds the promise of providing detailed information that could lead to far better diagnoses, more targeted medical treatments for patients and rapid turnaround for drug discovery.

He is also responsible for a major breakthrough that could eventually permit the routing of greater quantities of information over the Internet than now

possible, while using reduced levels of energy. In addition, Taylor has proposed a novel theory that could help advance the elusive drive toward quantum computing, permitting exponentially faster calculations than conceivable on conventional computers.

Mikhail Lukin, a Harvard University professor of quantum optics and atomic physics, said scientists around the world are examining how to harness quantum properties of matter to gather information with higher resolution and sensitivity, to process greater quantities of information faster and more securely, and to advance the technology of computing.

"Jake has made fundamental contributions in all three of these areas," said Lukin, Taylor's former professor. "He is one of the most creative young scientists I have ever seen. He thinks about problems in unusual ways and comes back with new and novel ideas."

William Phillips, a NIST fellow and a Nobel Prize winner in physics, said Taylor's ideas are at "the cutting-edge of theoretical physics." Phillips said Taylor also "thinks about reality and the practical application of his complex work."

One of Taylor's major accomplishments has been the use for the first time of diamond-tipped sensors that can perform magnetic resonance tests on individual cells or on single molecules, a sort of MRI scanner at the microscopic or nano-scale. The work raises the possibility that physicians one day will be able to use the technology to detect diseases at a far earlier stage, and that drug companies may be able to devise more effective medications because of the precise information that will flow from the advanced imaging technology.

Taylor said it is "a thrill to do something that no one has dreamed up or done before. The long term implications of some of these projects could be huge. It's what gets me up in the morning—the feeling I can really change the world, at least in small steps."

Congratulations to each of the 2012 Service to America Medal winners!

For more information about the 2013 Service to America Medals visit: servicetoamericamedals.org. ■

Promising Ideas and Productive Results: Chapter 14 Offers a Glimpse Into FMA's Century of Excellence in Public Service

By Katie Redmond

As the largest and most prestigious management organization in the federal government, the Federal Managers Association fights for the interests of over 200,000 federal supervisors and executives, and actively represents their concerns in the nation's capital. FMA was established in 1913; this year marks its 100th anniversary, making it the oldest organization of its kind. We are immensely proud of our roots, our accomplishments as an organization, and the individual effort our chapters across the nation put forth to achieve our common goals. The managers at Puget Sound Naval Shipyard (PSNS), Chapter 14, have been gracious enough to send their historical records to the National Office in order to shine light upon and preserve our association's history.

FMA's founders within the Department of Defense set out to counter the developing strength of trade unions in government in 1913 as the National Association of Quartermen & Leadingmen, with charter chapters in seven naval shipyards. Four of these chapters still operate today, and we continue to establish new chapters across



Then called the Supervisors' Club, R.J. Hibbard, a Master Sheet Metal worker, was Chapter 14's first president in 1927.

the nation. Although the association suffered a brief decline in prominence as a direct consequence of the sharp cutback of federal workers following World War I, our predecessors chose to continue marching forward instead of giving up, and their dedication paid off as we grew within the Department of Defense and

ultimately expanded to civilian agencies.

In 1927, the Puget Sound Naval Shipyard established the Navy Yard Supervisor's Club with R.J. Hibbard as their first president. Soon after, they would affiliate themselves with FMA – then called the National Association of Supervisors Federal Government (NASFG) – to unite with other Department of Defense installations. At the time, chapters were concentrated in areas such as shipyards, air stations, supply bases, ammunition depots, and air missile test centers. Chapter 14, like many chapters, upheld the fundamental goals of our association: they hosted dinners with informative guest lectures, held leadership positions at the association's national and regional levels, and sponsored apprentice training and mentoring programs, for the purpose of promoting recruitment and the transference of institutional knowledge.

As FMA marked a milestone in 1972 with the establishment of a full time National Office in Washington, D.C., the Puget Sound Naval Shipyard also moved forward; 1972 witnessed Chapter 14

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100 Years of Excellence in Public Service

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The Supervisors' Club of 1930, with then-president King Farrell in the back row, fifth from the left.

completely overhaul their Supervisory Training Program, simultaneously simplifying and modernizing the program to become more efficient and less of a frustration or burden on trainees. In the true spirit of our organization, in order to foster and participate in the improvement of managerial competence within federal government across every level of supervision, Chapter 14's efforts were featured in the 1972 NASFG newsletter. Several chapters across the nation subsequently requested and received guidance and training materials from the PSNS to spearhead their own revamped training programs.

In 1979, in order to reflect the group's expansion into and impressive growth within federal agencies beyond military establishments, our Executive Board changed the group's name to what we all recognize: the Federal Managers Association. Today, slightly more than half of FMA's chapters are in non-Department of Defense agencies.

In 1992, FMA bought its own building

to accommodate our ever-growing association, and moved the National Office to a space in Old Town Alexandria, Virginia, conveniently located close to Capitol Hill. The National Office staff includes full time experts in congressional affairs who monitor legislation affecting federal managers and act as liaisons between the association's members and agency contacts; National Office staff continues, as it has since 1913, to work tirelessly on behalf of those associated with managing the federal government.

FMA has held multiple appointed seats during previous Administrations. In December 2009, President Barack Obama created the National Council on Federal Labor-Management Relations (LMR Council) through Executive Order 13522. FMA's National President Patricia Niehaus was appointed one of just two management seats on the Council per the Order; we take great pride in our responsibility representing the voices of first- and second-line managers and supervisors on the Council, and we are

pleased thus far with the harmonious environment displayed during our monthly meetings. FMA's inclusion on the Council demonstrates the association's commitment to and integral role in developing positive labor-management relationships in the federal government.

As one clearly witnesses when digging through the Puget Sound Naval Shipyard chapter's 85 years of history, the Federal Managers Association is capable of creating and maintaining an outstanding participatory organization – Chapter 14, however, is just one example of the exemplary membership we encounter across the nation. Our members in every state, as well as Puerto Rico and overseas, are living proof of the overwhelming influence of community organizing. Whether it is a shipyard beautification effort, a fundraiser for our troops, a Breast Cancer Walk team, or support for our best and brightest through academic scholarships, FMA members strive to better their communities, while the National Office strives to protect their careers through congressional measures.

Throughout our long history, there have



John Lindberg, Chapter 14 President in 1941, reformed the Puget Sound Naval Shipyard apprenticeship program to allow for the simultaneous earning of a high school degree.



Members of FMA Chapter 14 assist the Shipyard's Public Works Department in a beautification project in 1976.

been periods of uncertainty and discouragement. When we dive into the enduring pasts of our chapters, however, we see a highly respected Association united in the goals outlined in our founding documents, constantly proving that, in dismal economic times as effectively as in times of prosperity, we can provide the best product for the least money through effective management tactics. We take seriously our responsibility to see that work is done properly and that the job is done economically. Management training and professional development, for example, are essential FMA activities, with programs sponsored at both chapter and national levels. FMA is committed to developing and maintaining professional competence in the supervision and

management of federal programs, and interacting and sharing management practices throughout the federal sector.

As we look towards the next 100 years of dedicated service to America, you are urged to take to heart a quote from Chapter 14's December 1977 newsletter: "The difference between promising ideas and productive results is a good manager." The Federal Managers Association is comprised of the best managers the federal government could ask for, and we will continue to develop productive results and strive for excellence in public service for years to come. ■

Katie Redmond is FMA's Projects Liaison

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