

Action planning feedback

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MARTIN MARIETTA
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ASTRONAUTICS GROUP



The Process

Planning culminates with positive results, communication

Last June, Astronautics Group employees participated in a corporate-wide employee communication survey to gather information and feedback on employee concerns and attitudes. Essentially, employees were asked to provide input to help determine areas needing improvement and areas considered satisfactory.

At that time, John F. Hallen, director of Organizational Development/Management Development, and coordinator of the survey for Astronautics, said, "We plan to use the data to improve communication within work groups and across the Astronautics Group."

About one month later, the results of the survey, which was similar to the one administered in 1984, were published in a special issue of the *Martin Marietta News*. And ironically, one of the major concerns Denver employees voiced was that of employee/management communication. From that point on, communication was the name of the game.

In a letter to employees, which accompanied the "Employee Survey Issue" of the *News*, Peter B. Teets, Astronautics Group president, communicated his findings from the survey to the employees.

"We've got some problems, and we've got some difficult areas that we want to work on, and we need your energy, your excitement and your enthusiasm to help us with it."

—Peter B. Teets

"I am pleased that compared to 1984, the results are more favorable on all major categories," Teets said. "The more positive responses include the items on quality and dedication to Mission Success. The areas of concern include planning, working conditions, roles and responsibilities, and management practices.

"Responses to the local items on the reorganization were also of some concern," Teets added. "We clearly have a communication problem regarding the purpose and objective of the reorganization."

From that point on, communication took over from both the management and employee perspective.

To address issues raised by the survey, teams were formed from work groups throughout the company. The groups, composed of employees with labor grades of 47 or lower, met offsite for one day to brainstorm suggestions for an Action Planning Conference with top management.

Teets and his "large" staff met with work groups representing Space Launch Systems, Space Systems, Astronautics Group central, new employees, blacks, females, Hispanics, hourly employees, Product Excellence, and exempt and nonexempt salaried employees.



Employee discusses issues

Steve Koons voices his opinion during a one-day offsite meeting, where employees gathered to brainstorm suggestions for an action planning meeting with top management. That meeting took place last October.

The work groups announced their findings to the large staff and a standing-room only crowd at the Deer Creek auditorium on Oct. 14.

Among dozens of recommendations, employees brought up concerns for more training, the need to communicate the company's goals and objectives, and for improvement in a number of personnel-related issues.

Following the October meeting, the Astronautics Group senior staff met to follow up on the initial conference. Then, on Dec. 12, the small staff gave their feedback to the Action Planning Conference and responded to employees questions during an open forum that lasted nearly four hours.

During his initial comments at the Dec. 12 meeting, Teets said, "We've got some problems, and we've got some difficult areas that we want to work on, and we need your energy, your excitement, and your enthusiasm to help us with it."

At the December meeting a variety of topics ranging from the reorganization to parking were brought up, and since that meeting many items have been addressed and solved by management. The purpose of this special issue of the *News* is to inform employees about the current status of many of the concerns and situations brought forth over the last seven months and, in particular, to summarize the Dec. 12 meeting. ■

On the cover

Over the past several months, employees and top-level management have met individually and together to discuss and communicate issues brought forth in the June 1988 corporate-wide employee communications survey.

These meetings included work groups announcing their findings about the survey to Peter B. Teets and his large staff, offsites, and lastly, management responding to employee concerns at an action planning feedback meeting Dec. 12.

The process has resulted in actions such as new parking lots and buildings, more concern for the individual employee, and a new commitment by management to better communication.

Astronautics announcement on reorganization

"Each of the companies will be responsible for both its ongoing business and for developing new business. They will make decisions that will determine their economic well-being."

"...the decentralization is intended to help achieve some operating economies and to move decisionmaking to the organization most directly responsible for major elements of the Corporation's business."

Reference: Astronautics Group News, Number 13, July 7, 1987



Management addresses employees

Stanley F. Albrecht, vice president of Plant Operations, talks to employees about the Astronautics Group's facilities during the December action planning feedback meeting.

President

Teets discusses reorganization and operations

"We want to take the confusion out of this reorganization—we want to make it real clear how we're organized, why we're organized the way we are, and how we're operating."

With these words at the Dec. 12 meeting, Astronautics Group President Peter B. Teets addressed a critical concern of employees. The results of last year's employee survey indicate that many employees still don't understand the July 1986 reorganization of Denver Aerospace into the four companies of the Astronautics Group.

According to Teets, Martin Marietta reorganized to move decisionmaking closer to where the work is being done. Each of the four companies represents select business areas, and they are responsible both for ongoing business and for aggressively developing new business.

"Clearly, the idea was to create these four companies that would generate their own growth opportunities and push for what we want to achieve for long-term goals as a corporation."

Teets explained that there are two basic components to the organization—the four operating companies and the central functional organization.

The companies are responsible for the design, development, production, and delivery of products and services to meet contractual requirements. The companies are the primary contact with customers and they develop business plans to maximize growth, sales and profit in their product area. Space Systems, for example, is responsible for performing well on current business—like Magellan—and

aggressively pursuing new business, like the Flight Telerobotic Servicer.

"What we've tried to do is give the companies all the authority they need," Teets said. "We want them to be responsible for their own future."

The central group, consisting of organizations like Business Management and Technical Operations, is "dual-hatted", Teets said. On the one hand, they provide an overall check and balance of company operations by conducting periodic audits to evaluate performance and to ensure the companies are meeting group and corporation goals. The central organization also allocates resources, sets group policy, serves as

facility that supports operations from the companies."

Other examples of operational responsibilities within the central group include facilities and maintenance, reproduction, environmental management, plant protection, and public relations.

The reorganization also allows flexibility for the group to separate a project from an individual company, like the Advanced Launch System (ALS).

"The ALS is of such strategic importance to the Astronautics Group that we wanted to separate it and focus resources on it," Teets said. "We felt there was some risk in leaving it in

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—Peter B. Teets

a liaison with the corporation, and handles broad manpower issues.

But the central group also has operating responsibilities. This is a "complicating factor," Teets said, but it does result in certain economies.

"It would be silly, for example, for four different organizations to buy their own commodities like metal resistors and paper towels. So for efficiency purposes, we created Plant Operations run by Stan Albrecht.

"Similarly, we shouldn't have four different electronics manufacturing facilities—that would be wasteful at best. So we have one

Space Launch Systems because our customer might perceive that we were diverting attention from the Titan programs."

Teets said it would be premature to call ALS a company, but "clearly we will move in that direction if and when there's a next-generation launch system."

Ultimately, Teets said, the reorganization is a means of achieving the Group's vision—to produce high-quality products. "What has made Martin Marietta a great company is the fact that we have mission success in our products. We deliver products that work. Our customers are proud of them and they come back to us." ■

Work environment continues to expand, improve

"We've spent \$67 million of capital funding in the course of the last three years to upgrade, refurbish or provide new office space...and, we expect to spend over the next several years, about \$85 million for additional refurbishing, new space and equipment to let you do your jobs better."

That's how Stanley F. Albrecht, vice president of Plant Operations for the Astronautics Group, summed up his response to employees on Dec. 12 at the action planning feedback meeting.

Prior to Albrecht's talk, Peter B. Teets, Astronautics Group president, told employees that management was ready to take action on concerns brought forth in the employee survey and the subsequent action planning meetings.

The July 1988 survey clearly showed management that privacy, parking, and space were major employee concerns. Within six months, management was ready to prove that actions have been, and will continue to be, taken in these vitally important areas, Teets said.

Thus, the Dec. 12 meeting gave Albrecht a chance to let employees know what is going on in the area of facilities and the work environment as a whole.

Albrecht first addressed the privacy issue, primarily at the Administration Building, Electronics Manufacturing Facility (EMF), and SouthPark West.

For instance, in the Administration Building, 50,000 square feet of vaulted space has been opened up, and many employees from that building have moved to Littleton Systems Center (LSC). Moreover, just after the December meeting, EMF III opened, adding 50,000 square feet of additional space and swiftly alleviating crowded conditions in EMFI and II, and EMF trailers, Albrecht said.

Albrecht said he was pleased to talk about the parking situation because as employees were filling out their surveys, final phases of design on the new EMF parking lot, which opened in mid-December, were being worked. The survey specifically pointed to parking problems at EMF, the Space Support Building (SSB) and Space Systems North. All three benefited from the new lot, Albrecht said.

At the Deer Creek Facility, an additional 2,200 parking spaces were created with the completion of a new parking lot south of the building. And to further improve that situation, a pedestrian tunnel leading from the lots to the building, and a soon-to-be-completed covered stairway, were added, Albrecht said.

Work space was also an employee concern. The new EMF III building provided needed relief in that area. Also, rearranging and furniture upgrades at SSB were completed as certain projects moved around in that building, Albrecht said.

Continuing, Albrecht informed employees about the corporate commitment to facilities since 1985 just to keep up with Astronautics' growth.

"Over the past three years, we have spent about \$67 million on space refurbishments and



Time to listen

Ray Almanza, left, and Linda Prichard listen to their peers during an employee offsite meeting. Eight work teams gathered to discuss last June's employee survey.

new facilities, resulting in 1.4 million square feet of new or better space for our employees," Albrecht said.

For facilities at Waterton, \$48.2 million of the \$67 million was earmarked for the new Advanced Research Lab, upgrading the Engineering Building, the new Space Support North Annex, and the new Technical Support Building.

Meanwhile, \$11.2 million was used at LSC for "the new Software Center of Excellence and other modifications to convert that building into a very fine office facility," Albrecht said.

In the area of equipment upgrades—new upgraded furniture, personal computers (PC), and facilities maintenance—about \$12 million was spent over the last three years.

Looking ahead, Albrecht expressed excitement about the approximately \$85 million in the long-range capital plan to continue improving work environments for the Astronautics Group.

Most of that money will be used for actions like refurbishing the Research and Development Lab, the Administration Building, and similar work. The \$5 million set aside for equipment upgrades will be used to provide new and better office equipment and office furniture.

Currently, the Astronautics Group is slightly below comparable companies in office space allocations. However, the current 115 net square feet per person is scheduled to grow to more than 130 net square feet per person as new "systems furniture" is added, Albrecht said. "Systems furniture is a self-contained module that provides efficient work space for our personnel.

"And with that system-level-type furniture, on average, we're looking across the board at about 133 net square feet per person, which would place us in the upper fourth of space allocation in our industry."

Although most of the Astronautics Group currently uses a non-systems-type work environment, by 1992 Albrecht feels the group will have almost all systems furniture.

"We are continually trying to get to the point that allows our people to have the space they need to do the job," Albrecht said.

Positive strides also have been made in the area of PCs. Albrecht said the number of PCs has grown from 1,840 in 1987 to nearly 4,400 by the end of 1989, closing the employee-to-PC ratio by almost half—from 6.4 to 2.6.

"This is another area where we are striving to provide on a cost-effective, productivity enhancement basis the necessary tools for you to do your jobs," Albrecht said.

He also discussed the group's facility consolidations. "By April 1989, we will be consolidated into three major and one minor facility area," Albrecht said. "This will allow us to work more closely as a unit and provide much more unity in our work areas. Simply put, this was a move that had to be made for both our employees and our business efforts."

Albrecht recapped his presentation by summarizing what's been spent and what will be spent to provide a top-notch work setting.

"We're working on mitigating the concerns you expressed in the employee survey, and we look forward to the continued challenge of providing you with the best possible work environment." ■

Management calls for universally better planning

Top-level management must be—and is—involved in the need for proper planning, Francis X. McKenna, vice president of Business Management, told those attending the action planning feedback meeting on Dec. 12, adding that this involvement “must be universal.”

“Improper planning and control of workloads results in unclear priorities, which results in crisis management and unnecessary overtime,” McKenna said.

In the employee survey, 43 percent of the respondents said crisis management, rather than orderly management, exists in their work unit.

“Personal discipline is required by all of us to understand the tasks, to know our capacity, form the teams to perform the tasks, define reasonable plans, schedules and priorities, and have the dedication and conviction to compete very effectively in our market,” according to McKenna.

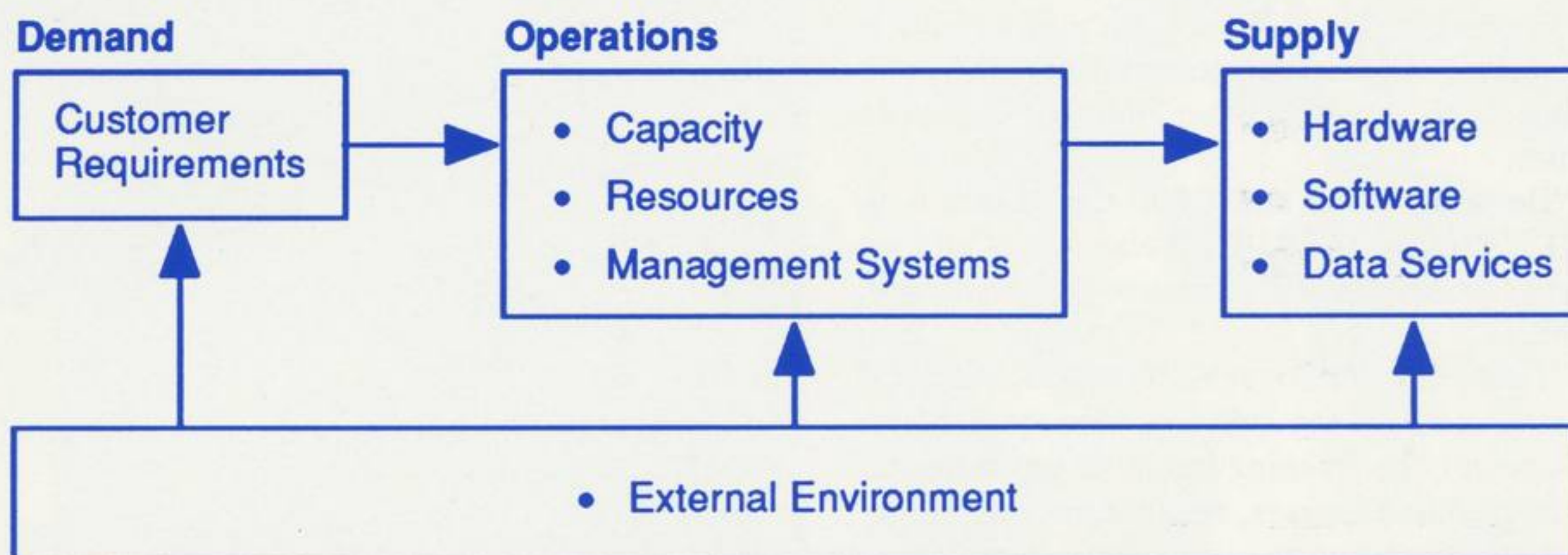
A “process model” (see chart) could be used as a framework for addressing the problem of poor planning and trying to come up with solutions to it. “This is a model that every enterprise goes through,” he said. “It starts with customer requirements and demands for our products and services, and ends with finished products and services.”

A key focus is the “internal piece of the model—our capacity, our resources, our management systems.” Adding to the equation, he said, is the external environment—in the case of Martin Marietta and other defense contractors, federal budgets, regulation, and competition.

“The key here is to have an operational system...that’s resilient and can handle changes in an effective manner,” he said. “The companies that are able to do that best are the ones that are the most competitive and the most successful.”

One of our biggest challenges, according to McKenna, lies in the capacity and resources portion of the model—especially the people

Process Model



who produce the products.

“The concerns surrounding the motivation of our personnel, ourselves, the reward system, our valuation processes, and our abilities to fulfill our own personal goals vary throughout our organization,” McKenna said. Employees concerns in this area can be addressed by more emphasis on technical training, development, recognition, participative management, and teamwork.

Factory modernization and updating of computer systems are other critical areas where improvements are needed. “In this regard, MRP II (Manufacturing Resource Planning) comes to mind,” McKenna said. “This is not a computer system, it is a way of doing business to focus all of our activities and planning to efficiently produce goods and services.”

Another issue of particular importance and concern when addressing capacity is subcontracts, McKenna said, adding that “there’s been a very rapid growth in this over the last several years, and the concern involves managing that growth, because the organization is unclear on how to focus and manage this aspect of our capacity.”

“Some ideas we have come up with, and are starting to implement, are in the area of program management training,” McKenna said.

Specifically, McKenna said, “It’s clear that subcontracts could be a very fertile proving ground to bring program managers up through the system and into a prime program management role.”

McKenna also addressed employees’ concerns about the number of retirements and the many new ways of doing business, saying that management is responding through the college hire program and the rotational training program.

Rotational training, which is being conducted as a pilot program in the business management organization, has allowed 28 high-potential personnel to be rotated through various areas of the company, he said.

“The purpose of the pilot is to see if we can develop careers by broadening people across multi-disciplines,” McKenna explained, adding that Space Launch Systems plans to introduce a similar job rotation system in 1989.

McKenna also addressed procedures and processes, which many employees said were archaic and unwieldy.

“I see this problem every day,” McKenna said. “We need to look at the procedures that are outmoded and outdated. And we intend to modernize and simplify this problem via the process simplification programs.”

The area of management itself, in terms of supervisory insensitivity, unenforced discipline, and over commitment, also were among employee concerns addressed. “We feel management must place a heavy emphasis on teamwork and supervisory management training to change our culture,” McKenna said.

Discussing teamwork and integration issues, some of the areas of employee concern included an unclear and cumbersome decision process, and the lack of priority-setting and integration.

The solution, McKenna said, lies in focusing on team and participative management.

“These challenges require a cultural change,” he said. “Every person in the organization must change to be active in a participative environment. This is where an organization like ours can really perform, meet the challenges and compete effectively in our markets.”



Work groups report to management

Denise Mitchell tells senior management about the finding her work group came up with during the offsite.

Weber addresses personal development, training issues

Personal development was a major concern in last year's employee survey.

And in the action planning feedback meeting in December, Dick Weber, vice president of Personnel, addressed personal development along with several other human resources issues.

"Between 8,000 and 8,500 employees took 31,137 courses in 1988," Weber said, "and we expect more than 36,000 course completions in 1989."

"These courses cover skills certification and training, technology training, management development, the Evening Institute, graduate and undergraduate courses, and company and functional training.

"Although these numbers are impressive, we will expand training programs in 1989," Weber continued.

One such expansion is a certification process for line supervisors, which is in work.

This training will encompass Martin Marietta policies and procedures, work group planning, fundamentals of supervision, labor relations, equal employment opportunity, and the Performance Appraisal Review (PAR).

Weber also pledged that the company will work with Arapahoe Junior College so people can get college credit for some of the courses offered through the Evening Institute.

"We think our Evening Institute program is one of the best of its type in the country," Weber said.

"The courses have been designed specifically to help people do their jobs here. They cover our ways of designing and contracting, and things of this nature. For the most part, they're taught by our own employees, who are very knowledgeable of our processes and approaches. Our Evening Institute courses pass along the knowledge of these valuable employees to others."

Weber said that individual companies and organizations also have some of their own training programs that involve a number of employees.

"These programs are specifically designed to work the needs and requirements of the employees in those particular areas," Weber continued.

Another major area about which employees expressed concern was for some sort of mechanism for finding out about available jobs.

Weber said the company would come up with a system to do that, and it has.

This system, now in operation as a pilot program, is called the Job Availability System, or JAS.

Positions in business management and mechanical engineering are being listed weekly.

Employees interested in jobs in these two areas should contact the representatives listed on page 3 of the Jan. 27 issue of the *Martin Marietta News* or contact their personnel representative. The full-scale program is set to begin in July.

During the feedback session, Weber also addressed the PAR process and how raises are determined.



Brainstorming at the work group offsite

O.C. Houston, left, and Ruben Jeffries attentively listen to fellow workers as work groups gather to suggest action items for management.

He said that supervisors will be required to ask employees how they, the supervisors, can be of more help.

"We want that to open the avenue for the employee to talk to the supervisor and indicate to the supervisor how that particular supervisor can be of more assistance to the employee," Weber said.

"And we think that it's important enough that if it's not asked by the employee, we are going to stress to the supervisor, 'Ask the employee. Find out.' It's a good feedback tool, and we want to use it."

As for raises, Weber said that four factors will be considered in figuring how much to pay people.

The four factors to be considered are:

- Rating,
- Ranking (which is done by management, and compares the total contribution and potential of employees to that of peers of the same discipline or work group),
- Salaries of peers,
- What the marketplace is paying for the job.

"Over time, clearly we want to be paying the largest salary to the best performers in each group. And that may require that certain increases are larger to some employees than others to get us in that posture," Weber said.

Weber said that employees had expressed concern over the employee orientation program and about assimilation into their jobs.

To improve efficiency in orientation, a new system of pre-orientation signup kits is being developed to speed up the paper filling out part of orientation.

Also, more benefits specialists will be made available to talk with new employees and help speed them through the system.

As for assimilation, Weber said that the three major companies are developing programs that help new employees assimilate faster.

"We're also going to do the same thing for the central organization," he said, including using sponsors or mentors to work with new employees.

In equal opportunity/affirmative action, Weber said there has been significant growth in the hiring and promotion of both racial minority and female employees over the past decade.

Among exempt employees, for example, there were 208 racial minority and 186 female employees out of 3,410 exempt employees in 1978. But by 1988, the numbers had grown to 609 minorities and 1,181 women among the 9,020 exempt employees.

"The total numbers aren't where we want them to be," Weber said, "and we're going to be working on that."

One area in which the company is working is in recruiting. 1988 hiring goals for college, summer, and experienced hires for minorities and women were exceeded.

"However, we are committed to continued growth and progress in this area, and we are determined to do that," he said, noting that the company is putting greater emphasis on upward mobility for minorities and women, and on awareness training focusing on how to bring people of diverse backgrounds together to work toward common goals.

"You said to us that we ought to make this a more people-oriented organization, and we're committed to that," Weber said.

"I believe we've already made good progress, and we're going to continue to work in that direction." ■

Spencer says future bright for Astronautics Group

One of the items employees expressed concern about during last June's employee survey was communication.

In fact, in an open-ended survey question asking employees to state what actions would most improve the effectiveness of the organization, the highest response was, "Improve management/employee communication."

During the action planning feedback meeting in December, Joseph C. Spencer, vice president of Business Development, spent time communicating with employees about the 1989 long-range operating plan.

"Several of your groups at our last meeting (action planning conference in October) asked that you be more informed about where we're going as a corporation and as a group," Spencer said, setting the tone for his presentation.

He first looked at 1988.

"The corporation exceeded the orders, sales and profit commitments for 1988," he said. "The orders generated a backlog of \$11 billion, which is just about twice the annual sales of the corporation."

Spencer was quick to talk about the company's success in winning competitive new business.

"The corporation has a win-rate of 50 percent, meaning we win 50 percent of our competitive new business bids over half a million dollars," he said. "The industry average is around 27 or 28 percent. So, we're just about twice the industry average at winning competitive new business."

Preparations for new business in 1989 were a high priority throughout the corporation, Spencer said. "The corporation is now postured in a very good way to compete for ten major new programs."

Spencer also told employees what's going on closer to home. He began by saying that the Astronautics Group's accomplishments in 1988 were terrific.

"We had outstanding mission success across all of the companies," Spencer said. "We had our first successful Titan II flight, and two Titan 34D flights."

"In other areas, we delivered the first Titan IV to the Cape, well ahead of schedule, and Magellan is now at the Cape awaiting flight in April."

The Astronautics Group had a good year financially, ending with a backlog of \$5.5 billion, he said. This financial position was aided by the addition of the Advance Launch System program, and by an all-time high of \$80 million worth of contracted research and development for the year.

A final way to measure success in 1988 was to look at how the customers rated the Astronautics Group, Spencer said. "The customer is giving us an average of 90 percent of the available award fees. This indicates that we are giving them tremendous performance across the board."

After giving the company and the Astronautics Group high praise for mission success in

1988, Spencer turned to the future, where things look equally bright.

For the next five years, indicators in the Long-Range Operating Plan give the corporation good reason to expect positive growth in orders, sales and profits, he said.

"One of the nicest things is, when you look at that makeup of the orders, sales and profits, some 75 percent of the sales are firm and follow-on business," Spencer said. "With all the changes going on in the external environment today, a lot of aerospace companies would like to be positioned as well as Martin Marietta Corporation."

The situation is the same for the Astronautics Group, Spencer said.

"Looking ahead at the five-year forecast for our Astronautics Group, we also have a positive growth in orders, sales and profits during that time span. In fact, approximately 70 percent of our sales are firm and follow on," he said.

"In order to maintain our enviable position of being the major U.S. expendable launch vehicle supplier and also a major space systems contractor for our nation," Spencer said, "we must stick very closely to our dedication to mission success."

In the marketplace, Spencer pointed to several key programs that must continue to be

exploited, such as the entire spectrum of Titan launch vehicles, and new programs that we "must win," such as the Flight Telerobotic Servicer at Goddard Space Flight Center.

Specifically, Spencer said the Astronautics Group can expect "moderate growth" over the next few years with stable employment.

Spencer said management will continue to place heavy emphasis on improving productivity, which in turn increases profitability, leading to better posture for achieving new business.

Spencer also said management will continue to emphasize personal development and increase participative management during the next five years.

Like the rest of the executive staff, Spencer expressed excitement about continued success in each of the group's business areas. But he was most pleased with the outlook for the group as a whole.

"We've got a great future," Spencer said. "We've got to continue to produce products that work right the first time. And if we keep our customers happy by doing just that, we indeed are going to have a very bright future at the Astronautics Group." ■



Large staff listens

Members of Peter B. Teets' large staff listen to a presentation at the Dec. 12 action planning feedback meeting. Teets and four members of his executive staff responded to employees on issues raised in the employee survey.

Vision Statement

(Editors note: At the Dec. 12 action planning feedback meeting, Astronautics Group President Peter B. Teets stressed the importance of the group's vision statement, which outlines our goals and objectives. "Quality is the name of the game here," Teets said in discussing the vision statement. "Our vision is to be a high-quality operation in everything we do." The vision statement is printed here in its entirety.)

Martin Marietta Astronautics Group is committed to our nation's defense goals and space initiative by providing the highest quality products and services. As part of the Martin Marietta Corporation, our goal is to become the nation's most successful aerospace organization.

To our customers, we are committed to performing in a highly responsive manner while meeting the goals of technical and business excellence. We view our customers as partners in fulfilling the larger national agenda.

To our employees, we are committed to providing challenging and meaningful work, a healthy work environment, state-of-the-art tools and resources, opportunities for growth and development and appropriate rewards for performance.

To the community, we are committed to accepting our social responsibility and actively supporting a broad range of community programs.

To our Corporation, we are committed to meeting the financial objectives by maintaining a competitive edge in the marketplace through continued performance improvement, developing quality products and achieving a high return on investment.

Martin Marietta Astronautics Group is committed to achieving mission success by performing to the highest technical, professional and ethical standards for the purpose of serving the nation, our customers, our employees, the community and our corporation.

Reference: Martin Marietta Astronautics Group Annual Performance Improvement Program, June 1988.



Communication flows

Astronautics Group management and employees who participated in the action planning process carry on a lively dialogue at the Dec. 12 meeting. One of the subjects discussed was communication—how to make it better.

Teets encourages communication

Weekly staff meetings are one of the most important communication devices for employees and the company needs to encourage this "two-way communication flow," Astronautics Group president Peter B. Teets told employees at the Dec. 12 meeting.

"I want all employees to have an opportunity to attend a weekly staff meeting," Teets said. "I think they deserve it, they earn it."

According to the employee survey, a lot of employees don't feel management is communicating well with the staff meetings. "It's a challenge for us as managers and for you as employees to make the meetings productive. We want to put discipline in the system to encourage that." The discipline has started with weekly publication of expanded executive staff notes and quarterly meetings with the large staff.

Other communication vehicles currently in place include biweekly publication of the Martin Marietta News, various departmental newsletters, and facility-wide bulletin boards.

New initiatives include an employee question-and-answer column in the *Martin Marietta News*, expansion of the employee video communications system beyond Deer Creek, wide distribution of the company's long-range operating plan, and the action planning feedback process itself. "You can't do too much in the area of communicating to employees," he said.

Teets is especially enthusiastic about the Annual Performance Improvement Program, or APIP. Developed last year, the APIP helps companies and organizations to identify key goals for the year and how to achieve them—"scheduled performance," Teets said.

"I think APIP is the vehicle for achieving, over time, a significant improvement in our operations," Teets said, "and most important, improving the product going out the door." ■

Functional Statement

(Editors note: One of the areas discussed by Astronautics Group President Peter B. Teets at the Dec. 12 meeting was the reorganization, whose objective is outlined in the group's functional statement. The functional statement, reprinted here from the group's command media, also states the organizational concept.)

Objective of the Reorganization:

- To position the Astronautics Group to focus on selected business areas, thereby providing for further growth and expansion, and improved performance on company products. To do this in an effective and efficient manner, and in a way that would provide more opportunities for our people.

Organizational Concept:

- Establish four companies to aggressively pursue business objectives in selected product areas, supported by a strong central functional group. Deploy to the companies as many resources as reasonable to achieve optimum efficiency.
- From time to time, large individual projects such as ALS and Tech Services will be created and report directly to the Astronautics Group. These projects will receive direct support from the Group and will be managed by a project director and a program team as appropriate.

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