ENSURING EVERY CLOUD HAS A CYBER LINING.

THIS IS HOW

SECURE CLOUD COMPUTING SOLUTIONS

Improved services. Lower costs. Less waste. Government agencies are expecting great things from cloud computing. But they’re also asking hard questions. About security. And privacy. At Lockheed Martin, our decades of IT experience across the length and breadth of the federal government have taught us not only how to manage vast amounts of information, but how to protect it as well. Making sure every bit of data in the cloud is secure is all a question of how. And it is the how that Lockheed Martin delivers.

lockheedmartin.com/how
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Connect is a publication highlighting IS&GS business and employee contributions. Readers are invited to share news events with their local Communications contact, including volunteer activities, individual achievements and program accomplishments. Not sure who to contact? Please send your ideas, suggestions and specific news items to the Connect editor-in-chief listed above on this page.

For more articles, visit: https://communications.isgs.lmco.com.
2011: A Year for Growth

Powered by Performance, Affordability, Leadership and Trust

Our solid performance in 2010 has positioned IS&GS for growth this year and beyond. We performed well on programs across our Product Lines, made progress in driving affordability into our operations, expanded our portfolio and celebrated our 16th year as the number one IT provider to the federal government. With this strong foundation, I am confident we can take our business to the next level.

How do we succeed in such a dynamic environment? We execute our strategy and meet or exceed all objectives for the year focusing on growth through performance, affordability, leadership and trust.

Performance

In order to grow in this marketplace, we must perform with excellence and sustain our number one position. This includes always striving for flawless program execution, ensuring we have no red programs across our portfolio, assuring readiness and successful transitions for all new programs, and focusing on talent development and knowledge transfer necessary for program success.

When considering us for opportunities, our customers reference past performance as an indication of our ability to successfully deliver on new and follow-on work. To ensure they understand the quality of our solutions and teams, let’s enhance our customer relevancy. This includes proactively engaging customers in our processes, working to better understand their missions and promoting a culture that encourages innovation through which we leverage new technologies, alliances and partnerships.

Affordability

With shrinking budgets, rapidly changing customer demands and increased competition, it is critical that we play offense and seek opportunities to provide our customers with the best solutions at the best value—clearly distinguishing ourselves from competitors.

To do so, we need to continue optimizing our business framework to ensure we have the right overhead structures and business models in place to meet our customers’ needs and cost constraints.

Beyond organizational structure, it also is important that our teams proactively monitor every program, so that we quickly identify risks in order to keep programs on track—saving time and money for the business and our customers.
Executive Message | First Quarter

It is imperative that we look for ways to increase our own affordability posture through achieving our Target Zero and Go Green goals, developing engineering and technology affordability initiatives that support profitable growth, and effectively managing our global supply chain and enterprise business services.

Leadership and Trust
In 2011, we’ll sharpen our focus on talent management to include further embedding Full Spectrum Leadership across our enterprise and ensuring we have successors identified and ready to fill key leadership positions as they come open.

We will also continue to create a Culture of Excellence, in which openness and transparency are integral. To that end, I encourage all employees to take the upcoming LM Voice survey. Your feedback will help us create the best work environment we can for our workforce.

“I encourage all employees to take the upcoming LM Voice survey. Your feedback will help us create the best work environment we can for our workforce.”

Linda Gooden

Performance
Affordability
Growth
Leadership & Trust

2011 IS&GS Strategy

2011 IS&GS Key Objectives

Perform with Excellence
to deliver on our commitments to customers, employees and shareholders.

Optimize Our Business Framework
to remain agile and affordable in an increasingly dynamic, competitive market.

Enhance Relevance of our offerings to meet customer challenges today and tomorrow.
Cloud Computing as a Service

On-Demand Access to Shared Computer Resources

In this new decade, the demand for instant access to information at our fingertips has reached new heights. Our customers are looking to Lockheed Martin to keep their data securely flowing anywhere, anytime. As the number one provider of IT solutions to the government, IS&GS is embracing this challenge and looking to the sky.

What is Cloud Computing?

Cloud computing is a model for enabling on-demand access to shared computing resources including networks, servers, applications and services via the Internet. Examples include webmail services such as Yahoo! Mail and the Unity and SharePoint applications used across Lockheed Martin.

To our customers, the adoption of cloud computing is critical to their efforts to combat economic constraints and a key enabler for achieving operational efficiency and effective management of their large scale IT programs. In fact, the government has established a “Cloud First” policy through which over 40 agencies are transitioning their network systems to cloud computing models.

“Beyond the IT agility that cloud computing provides, it also promises agency reform in information technology acquisition, development and delivery,” said Melvin Greer, IS&GS chief strategist, SOA/cloud computing. “Cloud solutions promise rapidly provisioned infrastructure released with minimal effort, which saves our customers time and money. Instead of purchasing the infrastructure needed to operate, manage and house their networks and data, our customers acquire all of these aspects as a service... at a fraction of the cost.”

As outlined by the National Institute of Standards and Technology (NIST), cloud computing is defined by five characteristics: on-demand service, broad network access, location independent resource pooling, rapid elasticity and measured service. Beyond these characteristics, cloud also promotes agility and affordability to our customers through three service models including Software as a Service (SaaS), Platform as a Service (PaaS) and Infrastructure as a Service (IaaS). Deployment models include Public, Private, Hybrid and Community. (See diagram)

“As a leader in cyber security, IS&GS adds another characteristic to that list — a secure platform,” said IS&GS Chief Technology Officer Rick Johnson. “When our customers entrust their classified data to us, we must guarantee that it is protected.”

IS&GS Cloud Strategy — SolaSTM

Our customers are rapidly increasing their cloud computing experimentation — creating growth opportunities for Lockheed Martin. Understanding the demand, IS&GS has established a cloud computing strategy that focuses on:

- Building a strong foundation of cloud products and services
• Establishing new business and operating models
• Innovating for business growth

The IS&GS cloud computing strategy leverages our current system integration capabilities and cloud solutions to form a new set of business and operating models called Solutions as a Service (SolaS). Our Product Lines, Chief Information Office (CIO) and Chief Technology Office (CTO) are already utilizing SolaS models to build mission-focused solutions.

For example, the IS&GS-Security team is working to help the National Geospatial Intelligence Agency (NGA) realize its vision for online, on-demand access to Geospatial Intelligence (GEOINT) knowledge by collaborating with the Net-Centric Operations Industry Consortium (NCOIC) to map out a cloud computing architecture that can create a global GEOINT network at an affordable price.

The CTO is leading two cloud programs known as STARFIRE™ Mission Ready Cloud and BlackCloud™. BlackCloud is a turnkey, private cloud offering developed by the NexGen Cyber Innovation & Technology Center in conjunction with several Cyber Security Alliance partners. STARFIRE is a mission-ready, private cloud solution designed to be fully operable in just weeks of arriving at a customer’s location.

IS&GS-Civil is leveraging the power of cloud computing to deliver multiple offerings including a Dedicated Private Cloud used by Jet Propulsion Laboratory scientists and researchers; a Virtual Private Cloud using Amazon’s EC2 Public Cloud Web Service with a cyber security fence that hosts GovernmentExchange.com, our secure, online cloud marketplace; and a recently launched Private Shared Cloud.

As we evolve our solutions, we are also maturing our SolaS cloud strategy by advancing our core capabilities and applying thought leadership in the development of cloud-enabled mission solutions.

**IS&GS Internal Cloud Services**

Recently, the IS&GS CIO implemented numerous advanced technologies into the IS&GS General Computing Infrastructure (GCI) in order to migrate our systems toward cloud computing. In conjunction with the CTO organization, the CIO team will continue to add cloud management tools and functionality as an offering to the Independent Research and Development (IRAD) community — providing a broad spectrum of cloud services. Full capability deployment is scheduled for the end of 2011.

To accelerate IS&GS’ internal cloud movement, the CIO and CTO teams worked together to install BlackCloud in our Colorado Springs data center earlier this year. The team is also evaluating several cloud management commercial off-the-shelf (COTS) products to fully enable and enhance cloud services on the GCI.

“The IS&GS CIO team is positioned to transform the GCI into a more efficient, reliable, cost-effective, internal solution that will provide one-stop shopping for all of our infrastructure needs,” said IS&GS Vice President and Chief Information Officer Monica McManus. “Upgrading our systems to utilize cloud is just another step toward affordability and efficiency for IS&GS.”

For continuous information on IS&GS’ cloud developments, follow the Cloud Computing Eureka Stream (https://eureka.isgs.lmco.com/#groups/cloudcampaign) and watch for additional information in future issues of Connect.
All About Talent

Interview with Craig Weller, Vice President, IS&GS Human Resources

When Connect asked Craig Weller what his number one focus was for IS&GS as our new Vice President of Human Resources (HR), he answered in one word—TALENT.

Weller is a true believer in people and the competitive advantage they bring to our business. “An engaged, energized workforce is the way we are going to win,” said Weller.

“Talent is the discriminator in the marketplace.”

To ensure the talent at IS&GS aligns with the needs of our customers and the demands of the marketplace, the HR team will be looking at the IS&GS talent roster to identify our strengths and talent gaps in order to establish an effective workforce strategy. All areas will be targeted including our entry-level pipeline, critical technical skills development, program management and growth of future leaders.

Other areas of focus for Weller and the IS&GS HR organization include staffing, the Performance Management system, culture and the upcoming employee survey, known as LM Voice, that will be launched in April.

“I urge everyone to participate in this year’s survey because it is every employee’s opportunity to tell those of us in leadership what’s important—what’s important to you and what’s important to this business,” said Weller.

When Connect asked Weller how his past experiences have positioned him to lead the IS&GS HR team, he mentioned that in addition to the depth and breadth of his HR background, he has led organizations through times of transition before. He feels confident that he can help guide IS&GS through our ongoing journey to build a constructive organizational culture.

“An engaged, energized workforce is the way we are going to win.”

Craig Weller

Weller joins IS&GS with more than 30 years of HR experience with Lockheed Martin and its predecessor companies including RCA Aerospace, General Electric and Martin Marietta. His experience spans all disciplines of HR including staffing, labor relations, compensation, benefits and training. Prior to IS&GS, Weller served as the Vice President of HR for Missiles and Fire Control in Electronic Systems.

“I am excited to be at IS&GS,” said Weller in closing. “And to learn a different part of our great Corporation. I am confident that our HR team will have a positive impact on our business both in terms of our support to the workforce and to our customers.” ★
One Story, One Voice

Interview with Nettie R. Johnson, Vice President, IS&GS Communications

Only a few months into her new role, Nettie Johnson, vice president, IS&GS Communications, has established key goals for the IS&GS Communications team to impactfully tell the story of our people and build our business. These goals include: creating an integrated voice across IS&GS, strengthening our customer relationships, enhancing customer-focused strategies, delivering messages through a variety of mediums and empowering employees by regularly providing them straightforward information about the business.

“It is critical to understand that we all play an important part in the success of this business,” said Johnson. “No matter what our role as Lockheed Martin employees, in the end we all have one enviable story, one compelling voice, one distinguishing brand that separates us from the pack.”

Johnson joins our Business Area after 20 years as a Navy public affairs officer and 13 years as a Lockheed Martin Business Unit and Corporate communications leader.

“Beginning my career with Lockheed Martin after many years in the military really enabled me to think of our business, programs and products holistically,” said Johnson. “I’m thrilled to be on the IS&GS team after working at the former Simulation Training and Support and Missiles and Fire Control business units, then at Corporate. This is a good opportunity to broaden my knowledge of the Corporation while making a positive impact where I can.”

Drawing from her “field” experience in Electronic Systems, Johnson understands the need for strong internal and external customer relationships and the role Communications plays in the development of these relationships.

“We have to make sure that everything we do matters to our customers, employees and shareholders, and supports our business growth,” said Johnson. “Internally it is imperative that we work as a team, communicating across Functions and Product Lines to create an environment that builds trust and encourages innovative thinking and action. Externally, we must continue to highlight our competence, customer commitment and character by communicating regularly about the talent and ethical integrity of our workforce and showcasing the discriminating solutions we can and do provide.”

When Connect asked Johnson to provide a few words of wisdom to the IS&GS workforce, she simply stated, “Be true to yourself and be ready for every challenge and opportunity. Run the business like it’s your own...because it really is. And, when asked to take on an assignment that seems too small or too difficult, embrace the opportunity and learn from the experience. The assignment may become a knowledge multiplier in ways that you can’t imagine. Remember to have fun and enjoy the journey!”

Nettie Johnson, Vice President, IS&GS Communications
Partnership Drives Success

DRIS Contract for 2010 U.S. Census

A true partnership between agency and contractor is the “secret sauce” for a successful government project.

Close collaboration and trust between the U.S. Census Bureau Contracting Officer’s Technical Representative, Tracy Wessler, former Lockheed Martin Decennial Response Integration System (DRIS) Program Director, Julie Dunlap, and their teams helped put this nationally-critical, complex, time-sensitive Census project on track for completion under budget, on schedule and at more than 99 percent accuracy.

Along the way, the team applied best practices in communication, team building, and risk identification and mitigation that can benefit any government contract project.

High Volume, Short Time

The DRIS team used disciplined program management to ensure that the Census Bureau could count the nation’s changing population quickly, accurately and securely, while ensuring the submission of results to the President in December 2010 as required by federal law. A DRIS team of 15,000 employees processed more than 165 million forms, handled more than 4.4 million incoming calls and conducted more than 7.4 million outgoing calls within a six-month period.

Keeping the Team Together

From the start, the Census Bureau and DRIS team functioned as one unit, developing key initiatives for enabling continuous improvement:

Team Integration. Through an integrated production team (IPT) structure, the Census Bureau and DRIS staff worked together at all levels. Bureau teams provided feedback to the DRIS team, communicated the Bureau’s perspectives and were empowered to make decisions so that issues could be addressed quickly and effectively.

Joint Program Meetings. For transparency, Wessler and Dunlap led weekly team meetings where DRIS leaders reported the status of work and attendees were encouraged to raise concerns.

Technical Monitoring Reports. Wessler provided monthly reports to each IPT detailing areas where they exceeded or met expectations, as well as areas needing additional attention.

“Clear insight into what the Bureau thought was important helped our team leaders to manage the program more effectively,” said Dunlap, IS&GS-Civil’s new vice president of Operations.

Managing Risks Effectively

Instead of maintaining separate risk databases, the Bureau and DRIS team shared resources. “Instead of viewing risk as a negative, the Bureau understood that regular, proactive risk identification and mitigation would help create a successful outcome,” said Dunlap.

Shared Commitment to Success

Now in its final phase, Wessler and Dunlap agree that a strong partnership made this project a major success. “You can have exceptional program and technical management, but without the buy-in and commitment of the customer, you will struggle and in many cases fail,” said Dunlap. “If you work collaboratively, a program can achieve all of your cost, schedule and quality objectives.”

2010 U.S. Census data delivered on time and under budget by DRIS Team.
People First!
It’s the IS&GS-Civil Way

Employees’ Success Generates Success for Customers and Company

People, Customer, Company — that’s the Civil way. And the anthem being used to promote employee talent, showcase program achievements and highlight customer awards and recognitions, 2011 is all about “You” and helping you understand your value to the Product Line’s success. John Mengucci reinforced that in his 2010 Year in Review video message, http://civil.isgs.lmco.com/video_archive.asp.

It means YOU deliver value when you:
• Capture new opportunities
• Deliver results
• Raise the bar on performance
• Earn recognition from the customer
• Support the community
Throughout the year, Civil leadership will ensure you’re equipped with the tools needed to be successful, deliver on commitments, and help provide the right solutions at the right time, while creating value for the company. It’s up to you — you will create our future. Take action!★

Freedom of Movement

Protecting the Nation’s Transportation System

Since September 1, 2010 Lockheed Martin has used its enterprise IT services expertise to help the Transportation Security Administration (TSA) protect the Nation’s transportation systems in order to ensure freedom of movement for people and commerce.

Lockheed Martin is the largest subcontractor to Computer Sciences Corporation (CSC) on TSA’s IT Infrastructure Program (ITIP). The program, awarded as a task order under the Department of Homeland Security’s (DHS) EAGLE contract, runs for five years, is valued at $150 million and provides a broad range of IT services including support to all TSA desktops, users and associated help desk operations, as well as assistance with data center, hardware and asset management. Led by Program Manager Bruce Konya, Lockheed Martin has 120 employees supporting ITIP primarily in the Washington, D.C. area and Fort Worth, Texas.

“We are honored to partner with CSC to support TSA in such a significant way,” said Konya. “The team strives for program excellence and has been well received since we completed the final transition phase of this new program in November.”★

For more information, contact Emily Simone at 301-519-5442, emily.simone@lmco.com.
As we begin a new year, I am thrilled about the great achievements that are sure to come in 2011, a year that has already gotten off to an excellent start. This year will be an exciting one for us. We have a good strategy and strong plan going forward—one with tremendous growth opportunities. I am excited about the talent we have infused into our business and how we’ve positioned ourselves.

In 2011, our focus is on growth. Each and every one of us has a very important role to play in growing our business. And for Defense to be successful this year, we all need to get engaged and involved—regardless of our role. It will take every one of us contributing with passion and excellence.

Employees should ask themselves, “What am I doing today to contribute to tomorrow’s success?”

With that thought in mind, we have already started a new IS&GS-Defense initiative entitled, “Tomorrow’s Success Begins Today.” Hopefully, you have already heard of it, and are prepared to help the Defense team build and nurture a Product Line environment that focuses on creating and celebrating the successes of our employees across the broad spectrum of our customers’ programs.

In the months to come, I look forward to visiting and talking with you about what you are doing today to create our tomorrow. Throughout the year, we will share stories and celebrate our accomplishments that contribute to the growth of our business. To see the initial stories from our employees, please visit http://defense.isgs.lmco.com/tsbt_videos.asp.

Thank you for what you all are doing today to make tomorrow a brilliant success.★

Gold Performance

IS&GS-Defense Boulder, Colo. Campus Recognized

The IS&GS-Defense Boulder, Colo. campus was recently named a Gold Performance site with employees working more than seven million hours, or six years, without an employee missing a day of work as a result of work-related injury. In honor of this achievement, President and Chief Operating Officer (COO) Chris Kubasik sent a letter to Program Director Richard (Rick) Walker praising the employees and their dedication to safety in all daily activities.

“I’m extremely pleased that our site received this award,” said Walker. “Keeping our team safe and injury-free is of great importance to me, and our track record demonstrates the entire site is firmly behind it as well. I can’t thank everyone enough who helped make this happen, and we’ll continue striving for excellence in this area.”★
MMSOC Satellite System Goes Live

Early in the first quarter, IS&GS-Defense announced the successful fielding of the Multi-Mission Satellite Operations Center (MMSOC) Ground System Architecture (GSA) for the Air Force’s Space and Missile Systems Center Space Development and Test Directorate.

“We were excited to see this satellite command and control system become operational with the launch of the multi-payload experimental Space Test Program STP-S26 mission, STPSat-2,” said Bob Kramer, IS&GS-Defense vice president of Operational Systems & Services. “It is exciting to be a part of this transition to responsive space operations. MMSOC eliminates the ‘single satellite-single ground station’ paradigm and enables the Air Force to fly multiple constellations of spacecraft with various missions from the single ground station.”

Using Lockheed Martin’s HORIZON satellite command and control framework, MMSOC GSA consolidates satellite operations by providing overarching, ground segment architecture for one-of-a-kind technology demonstrations and responsive space operations. A second instance of MMSOC is being deployed at the 50th Space Wing at Schriever Air Force Base in Colorado and will become operational with the launch of the Operationally Responsive Space satellite ORS-1 early next year.

“The launch of STPSat-2 on the MMSOC GSA culminates more than three years of hard work from the EDS 2006 program team, which built MMSOC,” said Peter Robin, EDS-2006 program manager. “I am very proud of how the team focused on building a strong sense of partnership with the customer and rededicated themselves to ensure the launch and operations would be successful. Our team’s hard work positions Lockheed Martin to be an agile space development environment for integration of future missions.”

The Space Development and Test Directorate develops, tests and evaluates Air Force space systems, executes advanced space development and demonstration projects, and rapidly transitions capabilities to the warfighter. Located at Kirtland AFB in Albuquerque, N.M., the Directorate is responsible for providing mission support to the research, development, test and evaluation for the operationally responsive space community.
Ambrose Outlines Strategy and Direction for 2011

Q&A with Rick Ambrose, President, IS&GS-Security

Rick Ambrose, president of IS&GS-Security, joined the team in November 2010. He joins IS&GS from Space Systems Company (SSC) where he was vice president and general manager of Surveillance and Navigation Systems. While at SSC, Ambrose was responsible for strategically important programs including the Global Positioning System III and the Space-Based Infrared System. In his 31-year career, Ambrose has led a variety of IT and space technology programs.

Q: What are your initial impressions of IS&GS-Security?

Ambrose: The first thing that strikes me about IS&GS-Security is the number of great, dedicated people here that are truly serving the needs of the nation. Our employees are motivated, have a strong work ethic and are ready to take on our customers’ toughest challenges.

I was also pleasantly surprised by our growth opportunities and great performance. We have some outstanding new business opportunities, including 18 proposals in the works as we speak.

Our performance has also been stellar. In 2010, we averaged 95 percent award fees. There’s nothing better than getting that kind of feedback from your customers on your performance. Everyone ought to be proud of that accomplishment.

Q: What are your top priorities for your first few months on the job?

Ambrose: My number one priority is to get to know our customers and their challenges. So I’m visiting our customers, asking a lot of questions and finding out about their priorities and their needs.

Number two is to get our leadership team aligned to the right areas of focus, particularly with all of the change we’ve been through. We need to make sure we have the right relationships with customers, teammates and colleagues at other Product Lines and at IS&GS headquarters.

My third priority is to get to know our employees and their challenges. I’m currently planning Town Hall meetings to get out and talk to everyone.

Finally, we’re working to get the right strategy in place for the future. That will take some time, but we have all the right pieces in place for a very successful year.

Q: As you look out at 2011, what goals do you have for the business?

Ambrose: We need to build on our strong performance and establish an appropriate level of growth for the business. We don’t want to overextend ourselves into the wrong areas. We do want to create exciting, challenging jobs for our employees. To do that, we’ll need to reinvigorate our workforce by developing new skills and capabilities that match our customers’ needs.
Ultimately, we want to be recognized as the “go-to” organization for our customers. When they have a tough problem — whether it’s in cyber, critical infrastructure, geospatial or sensor processing — we want them to think of us as the company that can help them solve it. We also want the corporation to recognize the value that our employees bring to our customers and to the business. I think everyone here should take pride in everything they’ve accomplished.

Q: How would you describe your leadership style?
Ambrose: I always strive to be open. I believe in honest, two-way communication. My goal is to create an environment where everyone can be successful, and we can only do that through open communication.

I also believe employees should be free to tackle their own problems at their own level. I’m always here to help and support anyone who needs it, but I’d much rather trust the people closest to the issue to take the lead in solving it.

Lastly, my focus is on our key stakeholders: employees, customers and shareholders. If we keep our employees engaged and energized, we’ll perform well for our customers who in turn will reward us with profitable growth, which will delight our shareholders.

You have to start with people if you want to be successful.

Q: What are the one or two things employees should be focusing on to help drive our strategy forward?
Ambrose: First and foremost, execute on your responsibilities, and do it efficiently. We also need your help to improve. Every day, you see opportunities to make things better. Bring those ideas forward. But don’t just bring problems — anyone can do that — bring solutions. Our customers are counting on us to come up with new ideas that will make them more efficient.

The other simple thing everyone can do is to reach out across the hall to your colleagues. How can you help your coworkers out? How can you make someone else’s job easier? We all have a role to play. If all 7,000 of us in Security made little changes every day, it would add up to a dramatic impact. I’d challenge everyone to find out how they can add more value for more people, and then go out there and make it happen.

“We want to be recognized as the ‘go-to’ organization for our customers. When they have a tough problem... we want them to think of us as the company that can help them solve it.”

— Rick Ambrose

For more information, contact Matthew Kramer at 703-466-2794, matthew.s.kramer@lmco.com.
Business Growth Through Engagement

Promoting Customer and Team Relationships

Today’s dynamic business environment is sparking intense competition in our industry. That competition, combined with economic trends, is driving customer expectations higher than ever before. To meet their expectations, it is imperative that we build, maintain and nurture effective relationships with our customers and workforce at all levels.

ENGAGE, a new learning initiative offered by IS&GS Programs, Business Development (BD) and Human Resources, focuses on both customer and leader-employee engagement in order to build relationships that produce business results and growth opportunities.

Customer Engagement

Led by BD and Programs, the customer engagement segment of ENGAGE incorporates a facilitated course for leaders, as well as a virtual learning environment for employees that affords everyone the opportunity to expand their customer intimacy skills.

“To our customers we are Lockheed Martin, and our relationships are the core of our business growth,” explained Vice President of IS&GS Programs Pamela Blow-Mitchell. “The customer side of ENGAGE is an immersive training environment that will prepare employees to elevate risk and seize opportunities to sustain and advance their relationships.”

Leader-Employee Engagement

The leader-employee engagement segment of ENGAGE is led by the Talent & Organizational Capability (T&OC) team within Human Resources. This portion of the program provides bi-monthly discussion modules to leaders that focus on six topics: Enrich, Nurture, Growth, Accountability, Group and Engagement. Each module is designed to encourage interactive dialogue among teams, and provide leaders the resources needed to take an active role in the development of their employees.

“Building our internal relationships is equally as important as developing those externally with our customers,” said Director of IS&GS T&OC Vernon Ross. “The leader-employee engagement modules will help to establish and solidify our teams’ partnerships by providing leaders and employees the resources they need to develop themselves as a team.”

For more information on ENGAGE, including testimonials, visit http://engage.isgs.lmco.com.
Expectation of Excellence

Run It Right...All the Time

What is excellence? To each person, excellence can mean something different, but most often it refers to those who distinguish themselves in a specific quality or area of expertise.

At Lockheed Martin, we strive for excellence in everything we do; but most importantly we want to distinguish ourselves through our performance. Performance is measured by the execution of our responsibilities, fulfilling our commitments and accomplishing flawless results.

Understanding the importance of performance, the first strategic goal in the IS&GS Programs Strategic Business Plan is the “Expectation of Excellence,” which includes five objectives:

• Collectively grow program leadership talent pipeline (Program Managers, Subcontract Program Managers) to ensure robust bench of “ready now” candidates are available for the complete spectrum of enterprise needs.
• Ensure implementation of effective Program Performance Management/EVMS (Run It Right) across all programs.
• Identify and champion mitigation of enterprise barriers to flawless execution.
• Eradicate root causes of performance escapes at the enterprise-level.
• Ensure effective utilization of trained resources and Six Sigma tools to achieve program operational excellence and efficiency.

Some of the most visible measures of our success include maintaining no red programs throughout the year, adhering to Program Performance Management standards, complying with Earned Value Management requirements and eradicating reoccurring escapes across our program portfolio.

How can you help drive excellence at IS&GS? Consider these actions from our Product Line Performance Excellence Vice Presidents.

Joan Adams, IS&GS-Civil

“Performance excellence is a critical element in meeting our customer and shareholder commitments. Growth begins with performance. Each member of the IS&GS team must strive to excel on a daily basis to build customer confidence, strengthen long-term relationships and promote on-contract growth.”

Ben Dove, IS&GS-Defense

“Performance excellence has become even more imperative as our customers face unprecedented challenges associated with budget limitations, growing user demands and increased compliance criteria. Maintaining the customer intimacy needed to achieve success is predicated on exquisite performance.”

Mark Dow, IS&GS-Security

“Excellence means you are proud of what you are doing, and you are proud to share it with others. In today’s dynamic environment, we need those programs that are excellent to share what they are doing with others so that we can replicate it on other programs.”

For more information on the IS&GS Programs strategy, visit: http://programs.isgs.lmco.com/strategy.asp. If you have a best practice or lesson learned that you would like to share, please send it to your Performance Excellence lead or to programs.fc-isgs@lmco.com.
On February 4, IS&GS employees demonstrated their support for the fight against heart disease in women by proudly wearing red on “Wear Red for Women” day, sponsored by the American Heart Association. Wear Red for Women encourages awareness of heart disease in women, as well as actions to save more lives. Pictured is IS&GS Executive Vice President Linda Gooden (center) with employees in Gaithersburg, Md.

Thanks to our unique multi-offering approach to cloud computing, SolaS, IS&GS’ cloud computing strategy, was selected as a featured case study in the recently released Gartner Executive Programs report “Reimagining IT: The 2011 CIO Agenda.” The report included results from Gartner’s 2011 CIO Agenda survey of more than 2,000 CIOs representing more than $160 billion in corporate and public-sector IT spending across 50 countries and 38 industries. Pictured is Civil VP and CTO Haden Land, who was featured in the report.

Cheryl Marin of IS&GS-Civil, was recognized by Customs and Border Protection (CBP) for her role in delivering a new process improvement tool to the CBP Office of Technology Innovation and Acquisition. The tool provides a web interface to a repository of process assets that helps to standardize processes across an organization. Marin (far left) is pictured with the Process Asset Library team and CBP Office of Technology Innovation and Acquisition Deputy Assistant Commissioner Sharie Bourbeau (center).
The National Institute of Standards and Technology (NIST), selected Melvin Greer, Lockheed Martin Senior Fellow and IS&GS chief strategist, SOA/cloud computing, as lead for the Federal Cloud Computing Roadmap, Business Use Case Working Group. Greer will lead interested U.S. government (USG) agencies and industry to define target USG cloud computing business use cases in order to identify specific risks, concerns and constraints.

IS&GS hosted the third annual Jackson Information Technology (IT) Day on February 17 in Mississippi. The free, day-long event focused on the advancement of IT education and technology in the Jackson community. A STEM challenge provided students with an opportunity to showcase their talents and earn scholarships. www.itdayjackson.org.

Awards and Recognition:

Several IS&GS employees were recognized externally this quarter for their exceptional contributions to our industry, business and community.

2011 Special Recognition,
Black Engineer of the Year Awards:
Darrell Durst, IS&GS-Security
Vice President of Cyber Solutions
Vernon Ross, IS&GS Director of Talent & Organizational Capability

2011 Most Promising Engineer,
Asian American Engineer of the Year Awards:
Quoc Kim Trieu, IS&GS-Security
Systems Administrator

8th Annual SEI Member,
Outstanding Contributor Award:
Mary Lynn Penn, IS&GS Director of Research Engineering

NASA QASAR Award—
NASA Contractor SMA:
John Livacich, IS&GS-Civil Safety Engineer

IS&GS-Defense President Gerry Fasano and VP of Operations Anne Mullins visited with employee volunteers during the opening of the Delaware Valley NOVA Building 100 Book Depot. The Book Depot, which hosts two locations in the Valley Forge area, provides employees the opportunity to swap gently-used books, magazines and DVDs. Each book collected and checked out represents a dollar donation by Lockheed Martin to local non-profit organizations in the Delaware Valley. Surplus items are donated to local veteran’s hospitals, libraries and schools.
Outreach

Heart and Hands — 2010 Community Outreach

IS&GS is a proud global citizen and supporter of those organizations and events that contribute to the quality of life where our employees work and live. We are proud of our employees who volunteer their time, passions and abilities on behalf of Lockheed Martin. In 2010, IS&GS employees spent over 135,000 hours offering their “hearts and hands” through volunteerism to a variety of events and causes throughout the country and the globe.

On November 6, more than 300 Lockheed Martin employees, family members and friends joined EVP Linda Gooden at the Greater Washington Heart Walk at Nationals Park in Washington, D.C. Lockheed Martin was a proud sponsor of this event, which raises awareness of cardiovascular illness and encourages Americans to maintain a healthy lifestyle. On November 5, 2011, Lockheed Martin will once again sponsor this event.
**Outreach | First Quarter**

A group of Arlington, Va. students learned that Lego blocks weren’t just for building models of pirate ships, castles and rockets after joining a FIRST Robotics team called “The Nerd Herd,” led by IS&GS-Security employee Jim Tyson, to participate in the FIRST Lego League (FLL) competition. FIRST inspires young people to become science and technology leaders by engaging them in exciting programs that build science, engineering and technology skills.

Eric Hassett, an IS&GS-Defense project engineer at Vandenberg Air Force Base in California, spends his free time giving back to his community by volunteering with the local Make-A-Wish Foundation as a Wish Granter. Wish Granters interview children facing life-threatening illnesses to determine their wants, desires and dreams. After the interviews, Wish Granters work with Make-A-Wish to hopefully fulfill a sick child’s wishes.

▲ Dale Walker, lead operations supervisor at IS&GS-Civil, pins a young participant at the Challenge Air event in Ft. Worth, TX. Walker regularly volunteers for flight service events. Eighteen pilots volunteered their time and aircraft for plane rides to youngsters and family members.
The Importance of Trust in Business

High Trust Teams Outperform Low Trust Teams

Trust is defined in numerous ways. According to Webster’s dictionary, Trust is “assured reliance on the character, ability, strength, or truth of someone or something.” Stephen Covey, author of bestselling novel, The Speed of Trust, defines it as “confidence.” At IS&GS, we define trust as “good business.”

Studies have shown that organizations with high trust among their teams outperform those with low trust. How is this possible? High-trust teams are confident, team members work together, they understand one another and their abilities, and they rely on one another to consistently perform to standard. High-trust teams also have an open line of communication between coworkers and leadership enabling an inclusive work environment and elimination of boundaries. Most of all, high-trust teams are focused. By eliminating the worry and micromanaging efforts often demonstrated by low-trust teams, a high-trust team can efficiently and accurately complete a task most often on time and on budget.

“In an industry where the only constant is change, it is vital that we, as a team and a business, work to maintain the trust between coworkers and leaders, not only to increase our support for one another, but to keep IS&GS a leader in our industry,” said Thad Coakley, director, IS&GS Ethics and Business Conduct. “By establishing a solid relationship within our teams, we are prepared to take on the hardest of challenges. When we display confidence in one another and operate with integrity, our roles become easier, our teams become stronger and our business continues to thrive.”

Building and maintaining trust among a team is a two-way street. It requires the dedication and willingness of all team members — leaders and individual contributors — to accept risk, have confidence in the actions and decisions of teammates, and communicate when faced with adversity. A team’s first defense against mistrust is knowledge.

Know the warning signs:
- An active grapevine
- Low team initiative
- Defensiveness among coworkers
- High fear factor between leaders and team
- Turf wars

Once a problem is discovered, communicate. Communication is the key to resolution. Teams that talk with one another and work to devise a solution together, inevitably learn to work as a cohesive group and build win/win solutions.

“Trust is fragile,” said Coakley. “Much like any reputation, it is continuously built and maintained. It may be more difficult, but the next time your team is going through a challenging time, have confidence in their actions, ask the right questions, conduct constructive two-way conversations and understand others’ point of view. In the end, your team and our business will be more successful.” ★
January – March
Knowing Your Business

April – July
Building Your Personal Brand Through Engagement

August – November
Delivering Solutions Through Innovation

Inclusion is...
Every One. Every Every Day.

http://inclusion.isgs.lmco.com