

F.M.S. Update 2005

December 2005

Volume 7, Number 3

From the President's Desk



The year 2005 has been a year rife with natural disasters. At the beginning of the year, the world was still recovering from the December 2004 Indian Ocean tsunami, which affected 12 countries and killed more than 225,000 people. Early 2005 saw mudslides in California, fatal snowstorms on the east coast, and a fatal earthquake in Indonesia. The summer ushered in severe flooding in China, deadly monsoon rains in

India, and widespread famine in Niger caused by drought and locusts, affecting more than 3.6 million people. Then, in August, Louisiana, Mississippi, and Florida experienced the third deadliest hurricane in U.S. history, Hurricane Katrina. As a result of Katrina, two New Orleans levees were breached, leaving 80% of the city in water, sometimes up to 20 feet deep. When the Gulf Coast thought it had seen the end of the worst, Hurricane Rita hit in September, causing additional damage and re-flooding parts of New Orleans. With so many major disasters already having occurred, the world was surprised when a 7.6 earthquake hit the Kashmir region of Pakistan, killing more than 80,000 people and leaving at least 4 million homeless.

With the New Year approaching, I encourage all readers to take stock of their own disaster-readiness situations. I hope that if it is our misfortune to meet a natural disaster, we do so with the planning, calm-headedness, and hard work that was demonstrated by the FMS Guyana managers and staff before, during, and after the flood of 2005.

FMS WELCOMES RICHARD SACKETT VP, Business Development Operations

Mr. Sackett comes to FMS with over 30 years of experience in business development, project management, engineering, logistics, and management in a government contracting environment. He has been closely involved in all aspects of business development, including strategic planning, capture management, proposal management, and proposal delivery. He has a MEIE in Industrial Engineering from Texas A&M University, a BSEE in Electrical Engineering from Washington State University, and is a graduate of the Department of Defense Program Management program. Working with Dick Dacey, Bob Weimer, and the rest of the Strategic Planning team in our Alexandria office, Mr. Sackett will help expand FMS into the DOD and other markets.



FMS APPOINTS DYNAMIC NEW BUSINESS DEVELOPMENT TEAM THE BUSINESS DEVELOPMENT TEAM IS COMMITTED TO 20% ANNUAL FMS REVENUE INCREASE!

Rebecca A. Contreras
Senior Consultant



Prior to joining FMS, Ms. Contreras served in President George W. Bush's Administration. She served as the Special Assistant to the President.

Joel B. "JB" Hudson
Senior Consultant



Mr. Hudson garnered numerous accolades during his career, including the highest Career Service Awards by the Secretary of Defense and the Secretaries of the Army, Navy, and Air Force.

George A. Sullivan, CPA, CGAP, CGFM
Senior Consultant



Mr. Sullivan has vast professional experience in leading government programs. He served as Acting Deputy Administrative Assistant to the Secretary of the Army.

Col. Jay R. Snyder (Ret.), CPCM
Vice President of Operations, Huntsville, AL



Mr. Snyder is a graduate of the CIA Intelligence Fellows Program. He is also a Fellow of the National Contract Management Association.

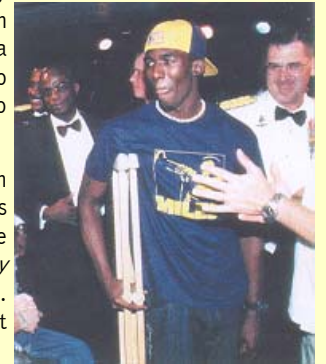
FLASHBACK

FMS AND WOUNDED SOLIERS RETURNING FROM IRAQ



As we go through the 2005 Holiday Season, we are mindful of our men and women serving on the battlefields of Iraq and Afghanistan. Years after his term in the Army Reserves, Mr. Stephenson, continues to demonstrate dedication, commitment to deeply felt patriotism. Mr. Stephenson was the sole sponsor of the 352nd Civil Affairs Command Reunion Gala held on the *Spirit of Washington* cruise ship in July 2004.

Mr. Stephenson's motivation was to honor approximately 60 wounded soldiers who had returned from Iraq and were being treated at the Walter Reed Army Medical Center, many of whom had sustained horrific injuries. The deeply moving event was the first time that these soldiers and their families were publicly recognized since returning from Iraq. Mr. Stephenson was honored that not only could he sponsor the entire gala cruise, but that he and FMS also had the opportunity to provide plaques and trophies for all of the soldiers to acknowledge their sacrifices.



Mr. Stephenson was recognized and given four separate awards: An *Ambassador's Award* "Presented on behalf of the Chief of the United States Army Reserve for the Outstanding Support of the United States Armed Forces and the Global War on Terrorism"; a coin with the insignia, "Presented by U.S. Army Reserve Ambassador for Excellence"; an award giving him the designation of *Honorary Member of the U.S. Army Civil Affairs Corps Regiment*; and a *Buffalo Soldier Award* for his magnanimous support of injured U.S. soldiers. One event attendee, summing up the feelings of all, noted that Mr. Stephenson performed a great patriotic service in giving these wounded soldiers "a night they will not soon forget!"

FACES FROM DOS: STAFF & CLIENTS



FMS MAKES DONATIONS TO DC SCHOOLS

FLETCHER JOHNSON EDUCATIONAL CENTER



PATRICIA R. HARRIS EDUCATION CENTER



BALLOU SENIOR HIGH SCHOOL



FMS recognizes the importance of information technology in today's educational environment; after all, our youngsters need all the technical skills that we can make available to them now to function and excel in tomorrow's job market. FMS donated and delivered to many Washington, DC schools a large number of computers and associated furniture. The images here capture some of the events and ceremonies—some attended by Denise Rolark Barnes, Publisher of the Washington Informer.

MANAGEMENT IN FOCUS:

Workplace Management Before, During, and After Natural Disasters

Most of us witness natural disasters on television from the comfort of our living room armchairs, feeling empathy for those facing such devastating disasters but never really believing that such misfortune could affect us. From late December 2004 through mid-January 2005, however, Federal Management Systems came into direct contact with a devastating natural disaster – heavy



rains resulting in long-lasting and life-threatening floods in Georgetown, the seafront capital of the South American nation of Guyana. The 500+ employees of FMS' security operations in

Guyana, protecting a wide range of U.S. and international diplomatic missions, organizations, and businesses, had to continue to provide critical security services while much of the country remained underwater. While earlier editions of *Update* chronicled the outstanding job the management and staff of FMS Guyana did during and after the flooding, in this issue I would like to share some of the management lessons learned from my first-hand experience with a perilous natural disaster.

The way in which we manage a disaster can be divided into four phases:

1. **Preparedness.** In the preparedness phase, managers plan for a range of potential natural disaster. In Guyana, FMS had extensive emergency plans, procedures, and resources in place before the flooding occurred, leaving managers better able to deal with the unexpected natural disaster effectively.
2. **Response.** In the response phase, managers deal head-on with the natural disaster and its resulting crises by effectively protecting and, if possible, continuing operations, managing resources, and keeping employees safe during the course of the disaster. During the flooding in Guyana, FMS managers responded with immediate and ongoing communication with all of our customers, finding ways to immediately meet their security needs during this national crisis, which included renting boats to get security officers to their flood-locked posts.
3. **Recovery** – In the recovery phase, managers focus on getting the organization and its operations “back to normal” by guiding the employees and resources from a sometimes chaotic and confusing post-disaster environment and into a safe, stable, and functioning workplace. While Guyana was recovering from the

flooding, food and clean drinking water were becoming increasingly difficult to find. FMS Guyana managers and supervisors knew that providing food and water to security officers on duty would help ensure a sense of stability and security in the workplace. Because the office kitchens were still flooded and inoperable, managers and supervisors prepared meals for the company's 500+ workforce in their own kitchens.

4. **Mitigation** – In the mitigation phase, managers use their experience from the disaster's preparedness, response, and recovery phases and work to reduce the effects of future disasters and consider ways to reduce the chances of workplace emergencies occurring as a result of natural disasters. A few months after the floodwaters receded and operations were again “back to normal,” FMS purchased 3 boats and a wide range of water-protective clothing and equipment for Guyana operations. Managers, supervisors, and officers then received boat operations and safety training in case of future flooding.

For most companies and organization, especially those that have not yet experienced a natural disaster, addressing the *preparedness* or planning phase of a disaster is a critical and perhaps life-saving step to take today. In their *Emergency Management Guide for Business and Industry*, the Department of Homeland Security (DHS) outlines the four major steps of the planning process:

1. **Establish a Planning Team.**
2. **Analyze Capabilities and Hazards.**
3. **Develop the Plan.**
4. **Implement the Plan.**

The DHS website for emergency and disaster planning - www.ready.gov - provides many invaluable resources to guide you through these four steps when planning for a natural disaster, including their *Sample Emergency Plan*, a comprehensive template for organizations to use for team planning, hazard analysis, and plan development and implementation.

When planning for a potential natural disaster, I believe that organizations can achieve the greatest ultimate success when they strive to achieve the four goals listed below. Ignoring even just one of these goals may end in disastrous results, fatal to either your organization or its employees.

1. **Protect People.**
2. **Protect Property.**
3. **Safeguard & Maintain Information and Information**

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MANAGEMENT IN FOCUS:

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Systems.

4. Maintain Continuous Operations.

Goal #1: Protecting People

For every organization, its employees are its most valuable assets. They either produce the product or provide the service that keeps the company in business. Therefore, it is the duty of every good manager to protect his/her employees during a natural disaster. Adequate planning is a critical aspect of employee protection. When creating plans for potential natural disasters, managers can help ensure that employees are protected by:

1. Keeping everyone informed.

One of the biggest causes of pandemonium and fear during a natural disaster is lack of information. People's fears are quelled when they know what is happening and feel informed about what to do. When creating a disaster emergency plan, managers can keep employees informed from the outset by involving them in the planning process as members of planning teams. Also, companies can establish disaster information systems via an out-of-town telephone number so that employees at work may leave a recorded message for their family members to let them know that they are OK after a disaster hits. Companies can also keep employees fully informed of disaster plans and procedures and company readiness using frequent internal memos, mailings, and e-mails.

2. Building confidence.

Managers work toward keeping their employees protected before a disaster strikes by raising office confidence levels. Companies with a disaster-confident workforce are typically those that offer regular disaster drills, provide wallet cards with relevant disaster information, and know how to identify and support employees with disabilities and special needs during a disaster.

3. Keeping employee comfort and safety supplies on hand.

To protect employees adequately during a short-term disaster, organizations must establish and maintain an emergency kit of comfort and care supplies. The U.S. Department of Homeland Security recommends that emergency kits contain:

- a NOAA radio and spare batteries
- flashlights and spare batteries
- water (one gallon per employee per day with at least a three-day supply)
- food (a three-day supply of non-perishable foods per employee)
- first-aid kit with a whistle

- blankets (at least one per employee)

Goal #2: Protecting Property

Most companies have significant property investments that they must protect during a natural disaster to prevent devastating capital losses. Managers can plan to protect both facilities and equipment by:

1. Safeguarding facilities.

Companies can take many steps to safeguard their buildings and grounds from natural disasters, the first of which is to identify and comply with all local, state, and national building codes and ordinances, which often include an array of disaster-readiness measures, such as indoor sprinkler system and emergency exit requirements. Managers may take additional measures by ensuring that an adequate supply of fire extinguishers are supplied and maintained throughout the office. Finally, a significant portion of employees should be trained in locating and turning off the building's water, power, and gas lines and any tools required (such as wrenches and pliers) must be maintained in a secure location.

2. Securing equipment.

Within the office, managers can ensure that equipment is secured to mitigate property loss resulting from a natural disaster. For example, tall cabinets and bookshelves may be attached to walls with anchors to keep them from toppling over during a disaster; heavy items may be placed on lower shelves to prevent them from falling during a disaster; workstations may be moved away from windows wherever possible to prevent employees and equipment from being harmed during window-shattering high winds; and electrical equipment can be kept far off the floor on basement and ground levels to prevent flood damage and electrical injuries.



3. Reviewing insurance policies.

While completely preventing property loss during a natural disaster is impossible, companies can minimize their financial losses by maintaining adequate insurance policies. Companies should review their insurance policies annually to ensure that they are covered for a variety of relevant natural disaster losses. In addition, managers should identify which records insurers will need after a disaster and keep these records and at least one

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FMS CONDUCTS MANAGEMENT TRAINING IN GUYANA



Distance and time separate FMS HQ from its international operations. Therefore, special attention is given to ongoing training and development.

FMS dispatched senior trainers Claude Reece and Campbell Adams to Guyana in November to conduct management training and refreshers to supervisors. Both Mr. Reece and Mr. Adams have complementary rich backgrounds in banking, management, economic development and diplomacy.

Topics included the importance of communications, effective supervision, understanding and ensuring job satisfaction among employees, time management in an office environment

with staff dispersed over many sites, motivation of employees working alone at different posts, problem solving in a security environment, and fair performance evaluation for subordinates.

At the conclusion of the training program, certificates were awarded to successful participants who demonstrated qualifying characteristics and insightful traits.

MANAGEMENT IN FOCUS:

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additional set of copies in a fire safe in two different geographic areas.

Goal #3: Safeguarding & Maintaining Information and Information Systems

Almost all businesses today rely heavily on information and information systems, such as computers, servers, and the Internet. For many companies, if their information systems were to be decimated, they could not survive. Managers can curb information systems failure during short-term power outages and pikes by ensuring that all computers have brownout surge protectors. Companies would also suffer significant financial setbacks if they were to lose critical information such as payroll, contracts, and customer information. Managers can mitigate critical information loss by ensuring that all critical records are backed up regularly and that both hard and soft copies are kept at an off-site location. In addition, for companies with multiple locations and servers, managers can ensure that servers are set to keep the company information systems if one server, especially the central server, is down. Multiple servers can also be used to automatically back-up critical files on other servers before they become

compromised by a natural disaster.

Goal #4: Maintaining Continuous Operations

As with our security operations in Guyana, many companies must maintain their operations, even in the face of a crippling natural disaster. Managers can plan for post-disaster continuous operations by:

1. Maintaining a generator.

While not a necessity for all business, those which will need a steady supply of electricity both during and after a disaster, when power may not be available, should consider purchasing a generator. For those companies that do purchase generators, managers must ensure that at least a significant portion of the staff is trained in its use.

2. Identifying critical functions.

For most companies that must remain operational in the face of a natural disaster, not all of their functions are essential. In order to conserve resources, such as limited electrical power and manpower, managers must conduct a business process flow and assess the company's functions in order to identify its most critical functions. These functions may then be

maintained longer when resources are limited if non-critical functions are put on hold.

3. Establishing a succession of management.

In order to best manage a natural disaster, companies must establish and post a succession of management. Smooth operations may continue and chaos may be avoided if employees know who is in charge if the manager is injured or incapacitated as the result of a natural disaster.

4. Selecting alternate worksites.

For companies that must continue to function, even if their work building is lost or uninhabitable as the result of a natural disaster, managers must identify an alternate location to which employees should report or, if possible, an alternate work site.

5. Establishing, implementing, and reviewing plans.

By establishing, implementing, and reviewing plans for a variety of disaster management areas such as payroll continuity and crisis communication, managers can ensure that their offices are ready for post-disaster continuous operations.

FMS HOLIDAY CELEBRATIONS

DoD / DOJ



Department of State



DHS & FMS at K Street



National Cancer Institute



Excellence at FMS

Commendation and Praises for FMS Staff DOS



Mr. Hilton Reddick (left) receiving an award for outstanding performance from his supervisor at DOS, Mr. Pierre R. Prosper, Ambassador-at-Large for War Crimes Issues. Also picture is FMS Project Manager Michelle Johnson.

Comments from the FMO in American Embassy Managua for **Silvia Beiman**: "Silvia is proving to be absolutely terrific. Charleston seems very well served by its excellent contractors." Ms. Beiman was also commended by the Deputy Director of GFS for doing an excellent job and reporting on this travel.

Jennifer Housand received outstanding comments from American Embassy Brasilia and the Deputy Director of GFS: "I can tell you as an FMO who has spent 16 years overseas (8 in Brazil!) that there is nothing more comforting than on the next to last day of the fiscal year to get an e-mail that says 'all vouchers are processed, post has not errors!'"

Shakesha Griffin received the following commendation: "Tony and I want to commend ICD, and, in particular, Shakesha Griffin for an outstanding job in getting these ticket charges and credits processed in such a timely manner - a tremendous benefit for our FY 2005 Financial Reporting."

James Etheredge was commended for going "above and beyond in processing payroll transactions for Lisbon Portugal. During Pay Period 20, 2005 Jim implemented a huge amount of Within Grade Increases for Lisbon..."

Commendation for **Lareshia (Missy) Heyward** of Employee Claims: "I just wanted to comment on the excellent customer service skills of Missy Heyward... At least I know that there are still dedicated and helpful employees out there who will go the extra mile to assist other employees. Thank you Charleston!!"

Commendation for **Angela Goff** from a supervisor in Vendor Claims: "Thank you for providing outstanding customer service... I really appreciate that you always respond promptly to the inquiries and issues that I send you!"

Emily Mills and **Brian Beckett** of the Claims Dept. received the following comments: "Your folks at Charleston do a terrific job! The rest of State should benchmark you guys!"

Ruby Hargrove received a commendation from the Deputy Assistant Secretary of Main State: "I would like to commend Ms. Ruby Hargrove for her relentless research and problem solving in handling my travel vouchers. Ms. Hargrove displayed a sincere commitment of integrity. I wish to thank her personally for a job well done."

Laura Garrison and **Tariq Alvi** of Accounts Receivable were commended for excellent customer service! "Your willingness to examine the validity of even a small claim has done much to enhance the reputation of GFS."

...from the Bahamas

Alert Security Officer Stops Intruder

Ethlyn Ferguson



3rd Anniversary Celebrations



Weddings Bells

