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NNSA honors GEANIE team

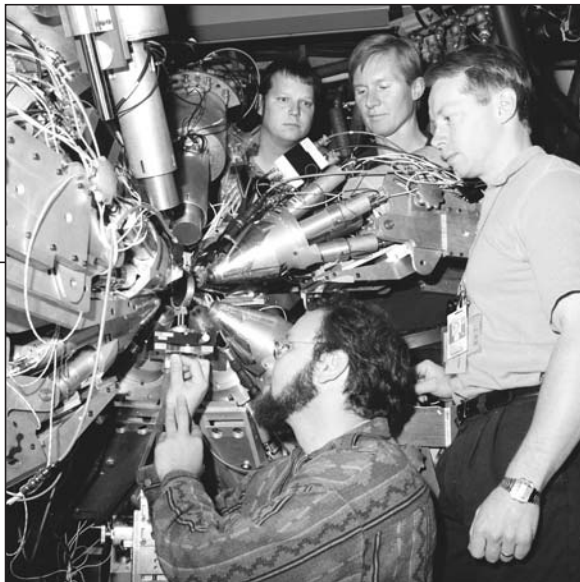
by Jim Danneskiold

Researchers from Los Alamos and Lawrence Livermore national laboratories parlayed precise experimental work with neutrons and theoretical modeling into the solution of a long-standing problem crucial to studies of how nuclear weapons perform.

The National Nuclear Security Administration has honored the GEANIE team with NNSA's Defense Programs Award of Excellence. The award is for the first accurate measurement over a wide energy range of the cross section, or probability of reaction, linking two key isotopes of plutonium: plutonium 239, the isotope used in nuclear weapons, and plutonium 238.

GEANIE, the Germanium Array for Neutron-Induced Excitations, consists of 26 germanium crystals and state-of-the-art electronics and detectors, some of which

Lee Bernstein of Lawrence Livermore National Laboratory (center, bottom) adjusts a sample in the GEANIE detector at the Los Alamos Neutron Science Center, watched by members of the team recently honored for accurately measuring a plutonium cross section vital to analysis of weapon performance. Team



members at top from left to right are Glen Johns, formerly of Neutron and Nuclear Science (LANSCE-3) and now with Accelerator Operations and Support (LANSCE-6); Ron Nelson of LANSCE-3; and Paul Garrett of LLNL. Photo by John Flower, Imaging Services (IM-4)

originally saw service in physics research at the Lawrence Berkeley National Laboratory. The continuous-energy neutron spectrum of the Los Alamos Neutron Science Center (LANSCE) Weapons Neutron Research Facility allowed the team to measure cross sections over a wide range of neutron energies simultaneously.

To understand how nuclear weapons perform, researchers used to drill back into the cavities produced by nuclear weapons explosions at the Nevada Test Site and extract samples of the blast debris. One key to diagnosing performance

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United Way campaign begins Monday

by Shelley Thompson

The Laboratory/Northern New Mexico United Way 2002 giving campaign, "Imagine! Our Work Force United Through Caring," starts Monday.

The Laboratory's United Way campaign officially kicks off with a book fair at Fuller Lodge from 10:30 a.m. to 2 p.m. Monday. A portion of the proceeds will be donated to the United Way. The band Estilo, composed of Lab employees, will play at the event and food will be available for purchase. Those attending the book fair also can make pledges at that time and can get information about United Way agencies.

Started more than a century ago, United Way focuses its efforts on the most important needs in our community, such as education and mentoring for children,

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DIRECTOR'S NEWS

What are IPTS and what is their role?



Laboratory Director John Browne last month discussed IPTs, or integrated product teams, at his all-hands meeting. Part of the Laboratory alignment, IPTs are an integral means of getting the work done.

The term "Integrated Product Team" may be new to many Lab employees, but it describes a concept and process that is widely used in the Department of Defense and other agencies and in industry.

IPTs are cross-functional teams formed for the purpose of delivering a product to an internal or external customer. The team membership represents all of the technical and support functions and organizations critical to developing and delivering the product.

Lab examples of multi-discipline, multi-organizational teams that look and feel like IPTs range from the large, such as pit manufacturing and DARHT, to mid-size projects such as the Stockpile Life Extension Program for W76 and B61, and to relatively small-scale projects such as the Pit Rebuild Product Realization Team. The intent

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United Way ...

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self-sufficiency for adults and seniors and health care for families in need. United Way unites leadership and resources to build a stronger and healthier community and is focused on achieving measurable results, according to the national United Way Web page.

"I want to encourage employees to consider making a contribution," said Laboratory Director John Browne. "The United Way provides critically needed funding to many service agencies in our region and positively affects the lives of thousands of New Mexicans."

Pledge cards will be delivered to Lab mail stops next week. If employees have not received pledge cards by Oct. 1, they can contact Josephine Arellano in the Community Relations Office (CRO) at 7-2194. Employees can designate specific United Way agencies they want to support with their donation.

A change made to this year's campaign is that employees may choose to exclude support to any United Way agency by explicitly instructing the United Way to do so through their pledge form. The Laboratory recognizes that some agencies that receive funding from the United Way have policies or practices that may be at odds with some Laboratory employees' principles. The Lab advised United Way that no funds resulting from payroll deductions or

cash contributions processed by the Laboratory may be directed to agencies that an employee has specified to be excluded on a Lab pledge card.

This new process for choosing or excluding agencies gives employees additional flexibility in making contributions to United Way. Information on the individual agencies employees can contribute to can be found on the local United Way Web pages online at www.losalamos.com/unitedway/ for Los Alamos and Northern New Mexico or www.uwsfc.org for Santa Fe.

Tom Meyer, associate Laboratory director for Strategic and Supporting Research, who is serving as the Laboratory chairman for the 2001 United Way campaign, said, "You — our employees — have a long history of giving back to our local communities through charitable donations and other volunteer efforts. Your donations in the past to the United Way have made a profound difference in the lives of our neighbors and communities. I very much encourage all of you to continue giving to the United Way this year, or, if you have not given in the past, to consider making a donation for the first time."

The campaign runs through Nov. 16. Lab divisions and groups are encouraged to organize their own events to support the fundraising effort. Frequently asked questions and fundraising guidelines will be available both in hard copy and online at www.lanl.gov/orgs/crl/unitedway/index.shtml.

If you have any questions or comments on the Lab's United Way campaign, please direct them to unitedway@lanl.gov or go to the local United Way Web sites at www.losalamos.com/unitedway/ or www.uwsfc.org online.



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Please recycle



Lab reduces potential for contaminant migration

by John Bass

One legacy of the Cerro Grande Fire is the effect summer rains could have on the landscape around Los Alamos. Last year's wet season wasn't nearly as severe as expected, but this year's season brought town residents flooding.

One question asked before the Cerro Grande Fire was out was, "Will flooding flow through contaminated Lab areas and uproot material which will then spill down to the Rio Grande?"

In the summer of 2000, Steve Veenis of Water Quality and Hydrology (ESH-18) released a report that characterized 91 potential release sites out of 315 on Lab property that had been impacted by the fire. The report also outlines work done over the past year to minimize the impact from the fire's damage.

"Until the vegetation grows back, the intensity of work needed to monitor erosion is increased," according to Veenis.

Immediately after the fire, affected technical areas across the Laboratory were evaluated for "best management practices." BMP activities are designed to prevent or inhibit contamination from reaching or migrating down the canyons from erosion. In the affected areas, accelerated action began that includes removal, protection and hardening (protective capping) of sites along with collection of characterization data.

One motivation for immediately concentrating on the fire-damaged areas was the Laboratory's requirement to adhere to a federal, Environmental Protection Agency-driven,



These straw wattles at Technical Area 46 are an example of "best management practices" action to control runoff in the aftermath of the Cerro Grande Fire. Photo by Steve Veenis, Water Quality and Hydrology (ESH-18)

storm-water permit. The regulation sets standards to reduce erosion and minimize the migration of potential pollutants.

Three watersheds, Pueblo, Los Alamos and Pajarito canyons, received the highest priority for evaluation and action. Others included Canada del Buey, Canon de Valle, Guaje, Mortandad, Rendija, Sandia, Potrillo and Water canyons.

BMPs include placing protective jute matting, rock check dams, log silt barriers and straw wattles to control runoff

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GEANIE ...

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has been the measurement of how much plutonium 238 is in the cavity relative to plutonium 239.

Nuclear weapon detonations produce enormous numbers of neutrons. One result is that neutrons strike atoms of the weapon plutonium 239 and knock out another neutron, producing plutonium 238.

The GEANIE team recreated this reaction experimentally at LANSCE. They then combined the results of measurements with detailed theoretical models to determine accurately the reaction cross section over a wide range of energies, which was necessary because nuclear explosions create neutrons from both thermonuclear and fission reactions.

Measuring the number of gamma rays produced from plutonium 238 at precisely known energies was the

key to determining the cross section more accurately. Previous measurements of the plutonium 238 cross section varied widely because they relied on direct observation of the emitted neutrons, a more difficult and less accurate method.

The experiment required an ultra-clean sample of plutonium 239. The purity was crucial because gamma rays from other elements produced as weapon plutonium decays, such as americium, could have thrown off the measurement.

The sample was encapsulated in a specially designed container that could be handled safely but would not interfere with the measurement.

The ultra-pure sample was brought to Los Alamos' WNR facility and placed inside GEANIE, a room-sized array of germanium detectors. The plutonium 239 was exposed to a beam of fast neutrons and the neutron collisions produced plutonium

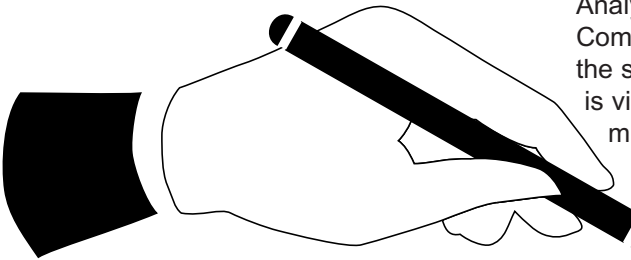
238 in excited states. As these excited states decayed, researchers carefully measured the gamma rays from these decays.

"The question the team managed to answer was: 'How did the plutonium 238 get there?'" Lisowski explained. "We also have to understand other reactions that can create or destroy plutonium 238 to further refine our interpretation of the results."

The team obtained results for the cross section that are accurate to about 10 percent over most of the energy range of interest.

Los Alamos participants in the project are Ron Nelson, Gregg Chaparro, Matt Devlin, Darrell Drake and Glen Johns, all of Neutron and Nuclear Science (LANSCE-3); Scott Wilburn of Neutron Science and Technology (P-23); and Mark Chadwick and Phil Young of Nuclear Physics (T-16).

Laboratory looking at employees' concerns



by Steve Sandoval

Two years ago, a survey identified six major areas of concern, that for Laboratory employees, have an impact on morale. Results from the employee-led Work Environment Survey, conducted in August 1999, identified promotion and hiring practices; mechanisms for resolving employee concerns; the Lab's compensation system; diversity education, professional development; and management training programs as the key areas of concern.

A senior-level manager "action owner" was assigned to each area of concern. Each action owner heads a team responsible for ensuring processes and agreed-upon courses of action are followed. A special committee within the Employee Advisory Council also is advising on possible mechanisms for resolving employee concerns, promotion and hiring practices and the compensation system.

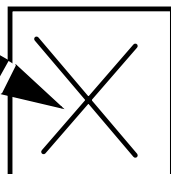
The Human Resources (HR) Division and Diversity Office (DVO) are tracking and responding to concerns raised by employees through the survey.

More than 7,000 University of California Lab employees received the 55-item survey. The Albuquerque-based Research and Polling Inc. received 2,904 responses, a 41 percent response rate.

The survey can be found at http://lanl.gov/orgs/dvol/pdf/wes_summary.pdf online. (Adobe Acrobat Reader required)

"We got a commitment from management that they would follow up on the main issues of concern," said Lorraine Segura of Integrated Risk

Analysis, Management and Communication (ESH-3) who chaired the survey committee. Segura also is vice-chairman of EAC. "The committee, in turn, assured employees



who participated that these results would be communicated to them.

"It took two

years to get through the entire process," Segura continued. "But a lot of internal things have been happening in the past year. Some of the issues are so large that they will take some time to work out, but the employees were heard, and the survey results are being used."

The Diversity Office and the Office of Equal Opportunity (OEO) sponsored the survey committee.

The six areas of concern and what actions have been taken are detailed below:

Mechanisms for resolving employee concerns

Twenty-four percent of respondents to the survey said the Lab's procedures for resolving employee concerns were effective. But 38 percent of the respondents disagreed. While the survey was being conducted, HR Division had begun a review of the Administrative Manual policy, Complaint Resolution (AM 111). In January 2000, HR created a new office in HR, Complaint Resolution Services (CRS). This office oversees a formal conflict resolution process for employment-related concerns and complaints.

Two resolution routes are available to employees through CRS, one leading to a senior management decision and the other offering a formal hearing before an external arbitrator.

In addition to developing Lab policy and managing labor relations, Deployed Services (HR-9) conducts investigations into such concerns as retaliation, discrimination, harassment,

violence in the workplace and mistreatment of co-workers. The Security and Safeguards (S) and Audits and Assessments (AA) divisions funnel the results of their investigations through HR-9 for recommendations about corrective or disciplinary action to help ensure Labwide consistency.

Promotion and hiring

Forty-four percent of the survey respondents said they did feel they had an equal opportunity to be selected for all levels of Laboratory jobs for which they were qualified. However, more than one-third of the survey respondents said they didn't feel they had an equal opportunity to be selected for all level of Laboratory jobs for which they were qualified. About 37 percent of the survey respondents said they experienced fair promotion and reclassification practices from one job level to another.

The Laboratory's policy on job selection requires that the process be conducted in a spirit of competitiveness and result in the selection of the best-qualified person for the job, said Helga Christopherson, HR leader. Employees are encouraged to consult their HR generalist for assistance with job-selection issues, she said. Process improvement efforts are under way to help eliminate some of the perceived complexities and inconsistencies associated with the selection process, according to HR Deputy Division Leader Art Garcia.

Compensation

Nearly 40 percent of survey respondents said the Lab's process is fair for determining salary increases of employees with similar jobs within their group. But nearly the same percentage of respondents said the process isn't fair. And 44 percent of survey respondents perceived that new hires were paid substantially higher salaries than

ns raised in work environment survey

long-term employees in similar jobs.

Since the survey was taken, the Lab has examined starting salaries for Lab employees hired between January 2000 and February 2001. The review found that on average, new employee salaries were within 3 percent of the average salaries of their peers. "Human resource professionals consider this difference to be modest in view of important factors inherent in salary determination such as the marketplace, peer-group salaries, candidate salary demands and competing offers," said Garcia.

"Although as a general rule we would not expect new-hire employees to join the Laboratory at higher salaries than current employees, there are times when this is unavoidable and justified," said Garcia. "We monitor wage equity issues closely."

Diversity education

More than eight in 10 survey respondents said they like working with people from diverse backgrounds, while 71 percent of the survey respondents said the Lab should consider how it can accommodate personal and cultural diversity in the work force.

Nearly one-third of the survey respondents said they weren't sure what DVO does, and 42 percent of the survey respondents weren't familiar with the various diversity working groups or the Lab's Diversity Council. And less than one-fifth of the respondents agree the Lab's EAC, Diversity Council and working groups effectively address employee issues, while about one quarter of the respondents don't feel employee issues are being effectively addressed by these organizations.

DVO is working with the diversity working groups, interest groups and the Diversity Council to brainstorm the potential for a multicultural network that can capitalize on the combined expertise of these groups.

The Diversity Office also unveiled a new Web site at http://www.lanl.gov/orgs/dvo/Welcome_dvo.html earlier this year. The site details diversity strategies, why diversity is important at the Lab, initiatives in place and who is responsible for the initiatives. The new Web site also has links to a diversity library that offers books, speakers and videotapes that managers and employees can use.

DVO also has been instrumental in developing two other Web sites to enhance quality of worklife at the Lab: life@lanl, and Working Family Resources, which can be found at <http://www.lanl.gov/orgs/dvo/dependent> online.

Staff in DVO also have been presenting the Lab's diversity model at local, national and international forums and at schools in the region.

To address employee concerns about diversity education, Evelyn Martinez of DVO is inventorying DVO's current and planned diversity initiatives, as well as other diversity initiatives under way across the Lab. "The survey results confirmed the need for a long-term diversity education initiative," Martinez said. "We used the Department of Energy-mandated diversity stand-down to launch the first part of an overall diversity curriculum."

DVO offered, with Roland West and Associates Inc., 11 diversity training sessions in August and this month. "The training program was designed to help leaders identify and develop positive behaviors in leading and managing people in a diverse work environment," said DVO Director Lisa Gutierrez.

In addition, DVO provides "just-in-time" diversity consulting services to various Lab divisions. These consulting services assist in providing the awareness and skills needed to manage and work in the diverse Lab environment. Lab organizations that need diversity consulting services can contact Gutierrez at 7-5665.

In response to concerns raised in the survey from the Lab's disabled community, Debbi Wersonick of OEO

has been named the Americans with Disabilities Act coordinator in the Office of Equal Opportunity to address these needs. Some of the concerns included not being considered for promotions, fear of retaliation and the lack of educational opportunities, according to Wersonick. She noted the OEO also had several meetings with self-identified disabled employees to solicit input on their concerns. And OEO formed an Americans With Disabilities Act task force to redesign ADA services at the Lab.

Professional development

More than half of the survey respondents indicated that the Lab is interested in employee professional development. Efforts to strengthen its commitment in this area already have begun. Training and Development (HR-6) launched the Lab's work force development program, learning@lanl last year.

HR-6 hopes its integrated programs can be tools to attract and retain the best workers. Learning@lanl offers assessment tools; multiple education programs, including tuition reimbursement; the LANL Mentoring Program; the High Performance Institute; and annual development events for each job series.

In a recent survey of participants in the Career Builders program, 55 percent had successfully changed jobs and 31 percent had returned to school or started a degree or certificate program.

Management training programs

While the overall employee satisfaction working at the Lab is high, according to the survey, only four in 10 respondents said they felt safe in expressing opinions without fear of retaliation by management.

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September service anniversaries

30 years

Theresa Abeyta, NMT-5
Richard Campion, CCN-18
William Feldman, NIS-1
Richard Hodson, NIS-3
Paul Martinez, CCN-5
John Morrison, CCN-DO
Thomas Williams, ESA-WE

25 years

Manuel Baca, NIS-6
Barry Bailey, DX-4
Gary Carlson, ESA-TSE
Esther Catron, HR-6-TD
Richard Elphic, NIS-1
Benny Jacquez, MST-8
Clyde Kain, ESH-5
Robert Karl, C-ADI
Ernest Newman Jr., ESA-DE
George Ortiz, NIS-5
Walter Quintana, DX-4

Gary Read, ESA-EPE
William Reass, SNS-02
Michael Salazar, ESA-MT
A.J. Scannapieco, X-3
Hastings Smith, NIS-5
Philip Thullen, ESH-DO
Alvin Trambley, ESA-DE
Sophie Vigil, NMT-DO
Robert Walker, T-12
David Waters, CCN-4
Donald Willerton, CCN-DO
Jan Wouters, IM-8

20 years

Antonio Andrade, ESH-12
Keith Axler, ESA-WE
Jose Balderas, ESA-DE
Wilbur Birchler, ESA-EA
Joan Boudreau, NIS-8
Thomas Buhl, ESH-DO
Robert Chrien, X-2
Elizabeth Courtney, ALDNW

James Fitzgibbon, DX-5
Herbert Fry, C-PCS
Sharon Gray, NMT-3
Carol Haynes, BUS-2
Vincent Hesch, ESA-WMM
Thomas Hicks, BUS-4
Billy Hogan, ESA-WE
Darrell Holt, ESH-17
David Langley, EES-8
Charlene Martinez, NIS-DO
Jennifer McGuire, DX-5
Marcella Medina, D-7
Arthur Montoya, C-FM
Michelle Olivas, P-24
Gordon Olson, CCS-4
Phyllis Quintana, NMT-4
Dennis Rupp, ESH-IMPT
Orlando Smith, ESA-WMM
Maida Trujillo, C-DO
Douglas Veirs, NMT-11
George Zweig, T-DO

Marcos Trujillo, ESA-WMM
Verna Vanaken, IM-2

10 years

Jon Bridgewater, NMT-16
David Bruce, B-1
Mark Chadwick, T-16
Danny Cook, CCN-7
Stephanie Frankle, X-5
Leslie Geyer, CCN-2
Salman Habib, T-8
Janet Harry, D-4
Peter Goodwin, B-2
Philip Jones, T-3
Sandra Landry, STB-EPO
Jonathan Mace, DX-2
Michael Pannell, ESH-5
Brian Scott, C-SIC
Darrin Stafford, ESH-10
David Swingle, AA-2
David Taylor, NMT-8
Peng-Hsiang Tseng, EES-6
Margaret White, ESA-EPE
John Zumbro, X-5

15 years

Paul Abercrombie, ESH-19
Carolyn Bell, B-2
Roger Byrd, NIS-1
Joseph Carlson, T-16
June Garcia, P-22
Stephen Guillette, ESA-FM-ESH
Bryan Fearey, ALDNW
Edward Freer, FWO-WFM
Alan Harrison, X-3
Tino Lopez, D-2
Bruce MacAllister, OMBUDS
Emil Mottola, T-8
Ronald Nelson, LANSCE-3
Robert Newton, P-22
Kemal Pasamehmetoglu, AAA-TPO
Randall Randolph, MST-7
Gerald Rivera, MST-7
Yvonne Rivera, NMT-15
David Sandoval, MST-7

5 years

Frances Chadwick, BUS-8
Noline Clark, C-SIC
Lloyd Davis, DX-1
Martha Espinosa, CCN-2
Mark Gulley, LANSCE-6
Vicky Kenamond, STB-RL
Dana Knoll, T-3
Alexis Lavine, EES-9
Thomas Lopez, ESA-TSE
Tommy Morris, ESA-WE
Howard Patton, EES-11
Paul Pedersen, CCS-3
Michael Ramos, NMT-16
Clifford Rudy, NIS-5
Carlos Tome, MST-8
Patrick Trujillo, BUS-2
Michael Wyman, NIS-8
Xinxin Zhao, C-INC

Lab reduces ...

continued from Page 3

and erosion. Such controls continue to be done around the Lab as well as in the forest above the Lab and town site. In addition, the areas were hand raked, re-seeded and covered with straw mulch to increase the rate of revegetation.

In all cases the potential for migration of contaminants was reduced or eliminated. In addition, the Lab undertook other major efforts such as

- building a flood-retention structure in Pajarito Canyon;
- rechanneling the stream bed that flows by TA-18 and putting up a steel pier to divert excessive flows away from structures;
- building a stone-wier retention structure at the end of Los Alamos Canyon near the White Rock Y; and
- removing contaminated soil from the bottom of Los Alamos Canyon below the town site.

"There's been considerable attention placed on the fire's after-effects on the town and the Lab. One of the hardest challenges about doing the job is communicating our successes to regulators, the public, the Department of Energy, the pueblos and internally," says Veenis.

Because of the intense post-fire flood/erosion mitigation efforts conducted by the ER Project at potential release sites, the potential for contaminant migration has been minimized dramatically. Revegetation efforts have been particularly successful at these sites.

For more information, contact Veenis at veeniss@lanl.gov or review the recently released report, "Cerro Grande Fire — One Year After, An Update on ER Activities to Reduce the Potential Movement of Contamination at Potential Release Sites" (LA-UR-01-4122), available at <http://erproject.lanl.gov> under Virtual Library, click on the Fire and Flood Data section.

In Memoriam

David Dwight Pierce

Laboratory retiree David Dwight Pierce, 61, died Aug. 8. Pierce served in the U.S. Air Force as a nuclear weapons specialist from 1961 through 1965. His career at the Lab began on May 26, 1976, in the former Laser Isotope Separation Equipment and Process R&D Group, and he retired June 19, 1998, from Design Engineering (ESA-DE).



NEWS FROM UC

UC Davis wins rights to isotope separation technology

A joint effort to make medical isotopes for prostate cancer treatment recently was announced by the Department of Energy. Under a five-year agreement, the department will provide the University of California, Davis, with exclusive rights to a technology used to separate iodine-125 from other isotopes that result during the irradiation process. In addition, DOE will supply the school with source material from the department's stable isotope inventory at Oak Ridge, Tenn. The iodine-125 will be produced by the UC Davis McClellan Nuclear Radiation Center, near Sacramento. "This initiative with UC Davis will make an important medical isotope commercially available here in the United States and help save lives," Energy Secretary Spencer Abraham said in a statement.

IPTs ...

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and purpose of these efforts is exactly that of an IPT.

Industry values IPTs for their ability to generate innovative ideas, solve problems and identify alternative paths to success, make quality decisions and implement effective actions.

IPTs can be "nested" — that is, a high-level IPT can generate subsidiary IPTs to deal with specific aspects of a problem. IPTs, because they are organized to meet a specific

This month in history

September

1690 — First American newspaper, *Publick Occurrences Both Foreign and Domestick*, published by Benjamin Harris in Boston, MA. Authorities considered this paper offensive and ordered immediate suppression

1751 — Pursuant to the British Calendar Act of 1751, Britain, and the American colonies, made the "Gregorian Correction" in 1752. The act proclaimed that the day following Wed., Sept. 2, should become Thursday, Sept. 14, 1752. There was rioting in the streets by those who demanded the 11 days back. The Act also provided that New Year's Day and the change of year number should fall Jan. 1 instead of March 25 in 1752 and every year thereafter. As a result 1751 had only 282 days.

1789 — The U.S. Supreme Court is created by the Federal Judiciary Act.

1810 — Mexico first declares its independence from Spain

1858 — Donati's Comet is the first comet to be photographed

1878 — Lew Wallace, future author of "Ben Hur," is sworn in as territorial governor of New Mexico

1901 — Nuclear physicist and Manhattan Project pioneer Enrico Fermi was born

1942 — Col. Leslie Groves takes over the Manhattan Project; he is promoted to general one week later

1947 — Glenn Seaborg and Albert Ghiorso announce the discovery of element 106, later named Seaborgium, at the University of California, Berkeley

1947 — The United States sets off its first underground nuclear test in a mountain tunnel at the Nevada Test Site

1981 — Construction on the Otowi Building at TA-3 is completed

and clearly defined objective, in general have a limited duration.

Some of the attributes identified for successful IPTs are complementary skills among the team members, commitment to a common purpose and approach, individual and mutual accountability, empowerment and

resources adequate to the job.

The two most important characteristics of IPTs are empowerment and cooperation, according to one IPT proponent. The teams must have open discussions and be empowered to speak for their organizations in the decision-making process.

Survey ...

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Concurrent with the survey, the Senior Executive Team approved required training for new managers. These training sessions have begun, and eventually, existing managers will be incorporated into the management training program, said Dolores Jacobs of HR-6. The Leadership Center in HR-6 is developing the courses. In 1999, HR-6 began providing elective programs designed to improve the effectiveness of Lab leaders. The Management Institute targets relatively new team leaders or managers. The Leadership Institute also targets more experienced managers who have been in their positions at least a year, but who want to improve their personal effectiveness as leaders.

The management training programs eventually will be expanded to include current managers.

Jacobs said many of the issues raised in the survey will be reflected in future Checkpoint and Upward Appraisal surveys.



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Two employees take to 'Higher Ground'

by Leah Gardner

What does the Laboratory and bluegrass music have in common? Most Lab employees would probably say nothing at all, but Fred Bolton, a team leader in Hazardous Materials Response (ESH-10), and David Devlin of Polymers and Coatings (MST-7), two members of a local bluegrass band, Higher Ground, would tell you an entirely different story.

Higher Ground has been in existence in some form or another since 1996. Both Lab employees joined the band in 1999, Devlin in October and Bolton in December. The band has six members including Devlin and Bolton.

The other band members are Diane Lujan, vocals; Ken "Duke" Weddington, banjo and guitar; Jeff Forbes, fiddle; and Mark Smith, bass and guitar. The instrumentation of the band is primarily that of traditional bluegrass: guitar, mandolin, upright bass, fiddle, dobro and banjo. The band also features some not so traditional instruments including the penny whistle and an electric fretless bass. "Higher Ground specializes in an eclectic mixture of traditional, contemporary and original bluegrass music," said Bolton.

Bolton, a Lab employee since 1983, plays guitar and sings lead and harmony vocals for Higher Ground. He began playing the steel-string guitar in a high school rock-and-roll band in his hometown of Oak Ridge, Tenn. Devlin became a major influence in sparking Bolton's interest in bluegrass music. "Dave started me listening to music that I never knew existed," said Bolton. "This is really my creative outlet," said Bolton. "Working at a place like the Lab gives me the freedom to do stuff like this."

Devlin has been working at the Lab since 1986. A materials scientist in MST-7, Devlin began playing music in sixth grade. He also played guitar in a rock-and-roll band throughout high school. In 12th grade Devlin took up the banjo and played in a bluegrass band throughout

college. Devlin joined Higher Ground as the band's mandolinist and also plays the dobro. "I love the music," said Devlin. "They're all great musicians and great people."

The group began production of its first compact disk, "Black and White, Faded and Torn," in early December 2000. "This CD has been an interesting collaborative effort of people involved both directly and indirectly with the Laboratory," said Bolton. Most of the band's music is the result of collaborative efforts, although many of the lyrics are written by the band's banjo player, Weddington. "Weddington is a very prolific writer," said Bolton.

"He's probably written 40 to 50 songs."

"Typically titles of CDs are taken from a line in a song or the name of the song itself," said Bolton. The title track, No. 12, recounts the experiences of Weddington, when he quit flying and retired from the Navy.

Higher Ground plays at a variety of venues throughout the southwest. The band has played at events such as the Durango Meltdown and the Santa Fe Bluegrass Festival. Higher Ground played at the New Mexico State Fair earlier this year. "The main objective of the band is to have fun with our music," said Bolton. "That's what's really important to us."

For more information on Higher Ground or for booking information visit <http://www.highergroundbluegrass.com>.



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