



# NOAA REPORT

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## NOAA's Central Library Is Federal Library of the Year

NOAA's Central Library in Silver Spring, Md., has been named the 1999 Federal Library/Information Center of the Year.

Librarian of Congress James Billington presented the award to NOAA on behalf of the Federal Library and Information Center Committee.

The award cites "the many innovative ways that the library, librarians and technicians fulfill the information demands of government, business, the academic community and the American public."

NOAA Administrator D. James Baker said, "This award recognizes the NOAA Central Library for its initiative and dedication in creating a distinctive combination of products and services." ☺

## NOAA Ships, Facilities Host Earth Day Events



Lt. Ralph Rogers/NOAA

Over 850 people toured the NOAA Ship Ferrel at Gray's Reef marine sanctuary on Earth Day.

## NOAA Celebrates 25th Annual Earth Day

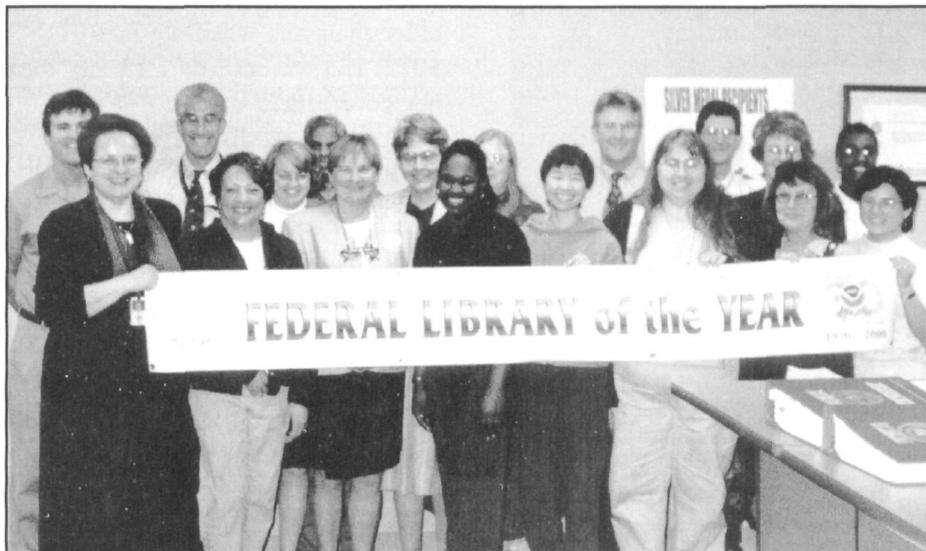
From The Mall in Washington, D.C., to the Humpback Whale National Marine Sanctuary in

Hawaii, NOAA facilities across the country celebrated the 25th annual Earth Day April 22 with open houses, educational displays and special public activities designed to raise environmental awareness.

Many NOAA facilities also took the opportunity of Earth Day to present NOAA Environmental Hero Awards to 72 individuals and four organizations for "their tireless efforts to preserve and protect our nation's environment."

Thousands of visitors were drawn to the nation's capital in Washington, D.C., for Earth Day festivities and displays on The Mall, including a NOAA exhibit featuring information about weather and natural hazards reduction.

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Bernard Olaitan/NOAA

Staff of the NOAA Central Library in Silver Spring, Md., celebrate being named Federal Library of the Year by the Library of Congress.

## A Look Back

# The NOAA Diversity Council Over the Years

—By B. Carzell Cody

What do you call 20,000 lawyers chained together at the bottom of the ocean?

Most people know the punch line to this and many other similar jokes, but I bet few know the answer to the following one. What do you call a multi-racial/cultural, hard working, devoutly committed group of 25 NOAA employees made up of Deputy AAs, union representatives, mid-level managers and support staff? Why, it's the NOAA Diversity Council and, like the answer to the lawyer joke above, it's also a "good start."

I am a charter member of the NOAA Diversity Council and while that doesn't exactly make me a Founding Father at the U.S. Constitutional Convention, in NOAA Diversity Council circles it's close. So, as I now sit in Diversity Council meetings watching this smooth running group that is so knowledgeable and diversity savvy, I can't help but reminisce about the early days of the council (veteran book readers and movie viewers already sense that a flashback is coming).

In May 1994, the late Secretary Brown's diversity message sent shock waves through the agency. So the first meeting of the Diversity Council was pretty heady stuff. With the full support of Dr. Baker, NOAA's Under Secretary, the council began its work. We were 25 people austere seated around a conference table ready to take on this immense task with no idea how to do it. It was immediately apparent that several council

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*Henry Carter*  
In her government career, Pauline Coleman has advanced from typing pool to branch chief.

## Pauline Coleman: People Person

*This is the fifth in a series of profiles of women and men who have been NOAA employees since NOAA was established in 1970.*

—By Dane Konop

The first person I met when I came to interview for a job with NOAA in January 1977 was Pauline Coleman. I was ill at ease.

After Vietnam and Watergate, and a hitch in the Navy for me, like many my age I was leery of the federal government. But I needed that job.

Coleman was secretary to my would-be boss's boss. She rose to greet me when I introduced myself, an unexpected courtesy, and her smile, friendliness and charm immediately put me at ease, dissolving my reservations. She ushered me in to meet the branch chief, then escorted me across the hall to meet the Editorial and Publications Section.

Thanks in large part to the positive first impression she made on me, I'm sure now, I interviewed well and got the job.

Pauline Coleman has that kind of effect on people.

Now, 23 years later, Coleman is

the chief of the Order Services Branch of the NOS Office of Aeronautical Charting and Cartography in Riverdale, Md., supervising a staff of sixteen and responsible for accounting for all payments from the agency's 4,000 independent chart sales agents.

Although she is only three years older than me, when we met in 1977, she was already 14 years into her government career.

Coleman recalls, "I started working at the David Taylor Naval Research and Development Center in Carderock, Md., straight out of high school."

A personnel specialist had come to her small high school to recruit new hires by giving interested students the Civil Service exam and a typing test. Coleman did well on the tests.

In the early 1960s, before the Washington, D.C., area boomed with high technology companies

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## Earth Day

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Earth Day activities at NOAA's national marine sanctuaries were as wide-ranging as the sanctuaries themselves. Many sanctuaries presented NOAA Environmental Hero Awards in events that recognized the role of volunteers at the sanctuaries.

Fagatele Bay marine sanctuary in Pago Pago, American Samoa, sponsored the second annual "Trash'n' Fashion Show." Students and other participants collected beach trash, then fashioned the trash into costumes. The sanctuary also held a dive cleanup.

Monterey Bay marine sanctuary sponsored a "Snapshot Day" to draw public attention to water quality in the watersheds that drain the sanctuary and the role of volunteer monitoring.

At NOAA's Great Lakes Environmental Research Laboratory in Ann Arbor, Mich., visitors picked up maps at the lab's front door to start a self-guided tour through a series of exhibits. GLERL scientists explained lake water levels, plants and animals in the foodweb, fish acoustics, 3-D maps of lake bottom features and the effects of wind, waves, and currents on lake chemistry and biology.

At NOAA's Galveston Laboratory, Commerce Deputy Secretary Robert Mallet said, "In the early 1970s there were those who said that the United States had to choose between a clean environment or a strong economy. Well, we now know they were wrong! Today, twice as many of our rivers and lakes are safe for fishing and swimming as then. Millions more Americans enjoy clean air and safe drinking water. Many of our worst toxic dumps have been cleaned up, and nearly 100 million more acres are permanently protected as wilderness." 🌱

## Coleman

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and assorted other businesses, the federal government was the area's principal employer.

Her options as a young woman living in rural Poolesville, Md., were limited. In high school, she says, "I took all the business courses. It's what I wanted to do. I graduated with a commercial diploma because during that time you either got married and had a family after school, or you went to college or you went to work for the government. That was it. We just didn't have the choices the kids have today."

She started at the Navy's David Taylor test center as a GS-2 clerk-typist on June 24, 1963.

Chance led her to the Coast and Geodetic Survey, predecessor to the National Ocean Service, in Rockville, Md.

Coleman says, "I was looking for

an apartment on Rockville Pike. The only reason I got into C&GS was that the personnel director was Bernie Hall. His wife, Evelyn, and I were taking a stenography class together. She just happened to mention to me, 'Why don't you go to work for C&GS?' I said, 'What is that?'"

Hall couldn't explain exactly, but said, "Well, it's closer to you. It's on Rockville Pike."

Coleman remembers, "Evelyn said, 'Give me your 171.' So she took my 71, and a couple of weeks later, I got a call."

She started in the typing pool, but quickly had an opportunity to move up to a secretary position with the Physical Science Services Branch, headed by William A. Stanley, at NOS headquarters in the old Washington Science Center in Rockville.

"I didn't have to interview. They just sent me. I had worked for the *continued on page 7*



*Justin Kenney/NOAA*

*Elgie Holstein (right), senior advisor to Commerce Secretary William M. Daley, celebrates Earth Day by planting an oak tree at a habitat restoration site at the Elkhorn Slough National Estuarine Research Reserve. Mark Silberstein of the Elkhorn Slough Foundation (left) earlier was honored as a NOAA Environmental Hero by the Monterey Bay National Marine Sanctuary.*

# Focus On...



Sean Lineham/NOAA

A standing-room-only crowd of 400 children, their parents and NOAA officials led by Assistant Secretary Scott Gudes (front center right) turned out for the kick-off of Bring Your Child to Work Day at NOAA's Silver Spring Metro Center April 27.

## Bringing Our Children to Work

NOAA facilities across the country participated in Bring Your Child to Work Day in late April.

Over 400 children visited NOAA facilities in Silver Spring, Md., alone. By all accounts it was a learning experience for all.

Mike Dowgiallo, who brought his three daughters to work at the National Ocean Service in Silver Spring said his daughters' schools were very supportive of their visit to NOAA. "And I was amazed at how NOAA pulled out all the stops for this activity," Dowgiallo said. ☺



Dane Konop/NOAA

(left to right) Megan Davitt, mother Robin, Bernie Denno and daughter Shannon learn external piscatorial anatomy by making fish prints at the Office of Oceanic and Atmospheric Research.



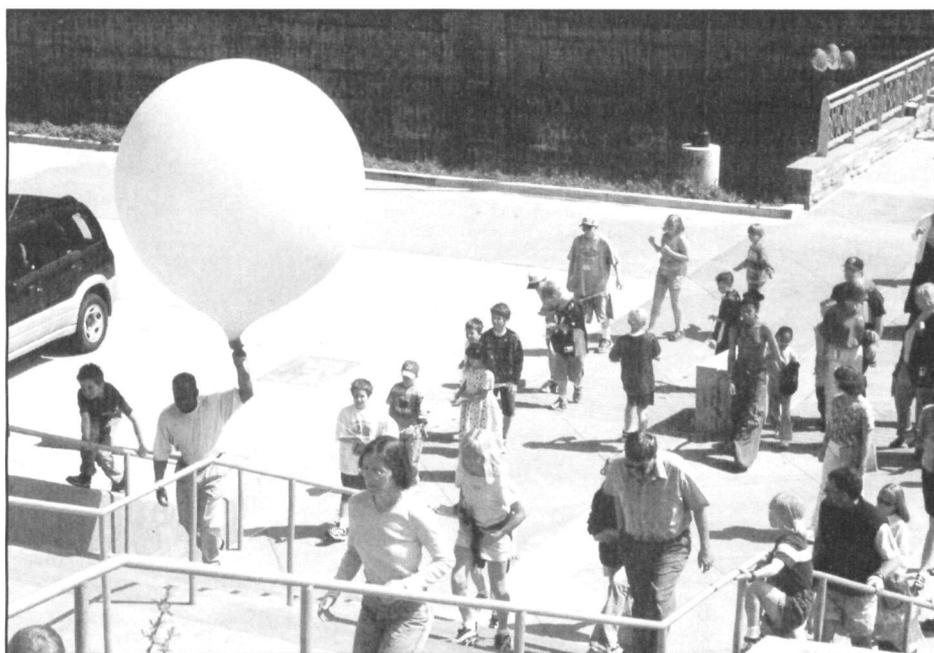
Dane Konop/NOAA

Karen Green and daughter Valerie put the finishing touches on their fish impressions.

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*Kids learn what mom and dad do all day at NOAA.*

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*Wilfred von Dauster/NOAA*  
At NOAA's new Skaggs Building in Boulder, Colo., NOAA kids put their name tags on the string of a weather balloon, which was then released by Byron Louis (with balloon), a forecaster with the National Weather Service in Boulder.



*George Liles/NOAA*  
Children take a break from their visit to NOAA's fisheries research laboratory in Woods Hole, Mass.



*George Liles/NOAA*  
At Woods Hole, research fishery biologist Kathy Lang assists as Andrew Hart examines a cross section of pollock.

## Diversity

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members were stunned by the idea of working on a project of this magnitude with the Deputy Under Secretary as chair and on equal footing with the powerful Deputy AAs, and were too deferential. Early on, the council participated in a series of sensitivity exercises and team-building efforts that really help raised the comfort level and participation level of everyone. Thus, we quickly learned one of the fundamental precepts of diversity—that every employee has value and is entitled to be heard, a concept that was sorely tested when the council set out to draft NOAA's very own diversity plan.

All good things take time, and the writing of the NOAA diversity plan was certainly no exception. (It had a gestation period roughly equal to the birth of an elephant.) We tweaked, tortured and interpreted every word, and one member relentlessly ferreted out each split infinitive so that NOAA might finally have a document of which it could be justifiably proud. Each phrase was so imbued with diversity import that I was disappointed that the document was not on stone tablets or a scroll. The Diversity Council surveyed its work and saw that it was good.

The euphoria of completing our manifesto was tempered by the realization that we now faced the daunting task of figuring out how to get the agency to implement the plan that we had so laboriously drafted. The council brought in a speaker/consultant from another federal agency that was further along the diversity path than was NOAA. This speaker explained to us that the implementation of diversity plans was governed by prescribed techniques and stages and that we should bring in a diversity program manager to assist

with the process. He also told us that, by the way, the beautiful diversity plan that we had written was really an EEO plan. To understand how demoralized the council was you have to understand that the one thing "diversity types" are really smug about is that they understand the difference between EEO and diversity. The devastation was akin to having meticulously completed construction of your dream house only to be told that you had inadvertently built it on someone else's lot.

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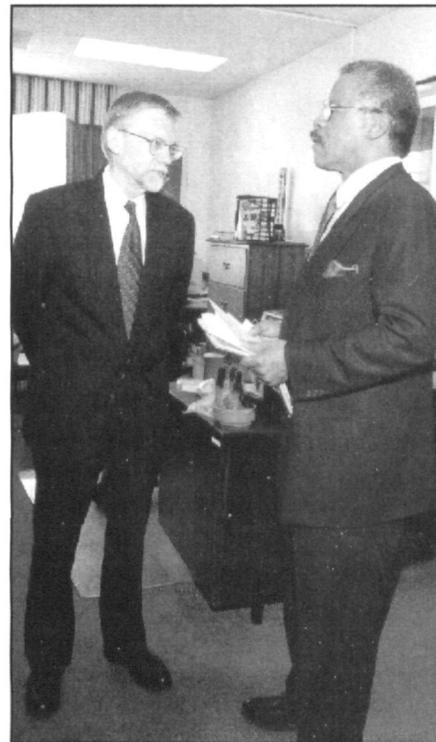
*"I want NOAA to be an agency where all employees are valued and can use their unique perspective to help advance our mission."—NOAA Administrator D. James Baker*

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The NOAA Diversity Council, if anything, is resilient. Dedicated to making an impact in the area of diversity with the full and unwavering support of Dr. Baker and under the leadership of our executive chair and champion, Diana Josephson, NOAA set about to find a diversity program manager. Enter Barbara Marshall Bailey, fresh from that bastion of love and humanity, the IRS, and, at least to the beleaguered council, more welcome than a tax refund.

Barbara was the first diversity professional many of us had encountered; she gently educated the council about the managing diversity process and explained that before you can change an organization you have to look at yourself (council members) and assess the organization, understand its culture and what hidden assumptions support the organizational culture.

Barbara continues to guide the council's never ending diversity education. Barbara also has a sincere preference to shun the



*Iris Harris/DOC*

*NOAA Administrator D. James Baker is interviewed in his Hoover Building office by Cable News Network senior correspondent Bernard Shaw for the CNN/Time global warming program that aired April 2.*

spotlight her incredible efforts deserve.

I have been fortunate to be able to observe the evolution of NOAA's Diversity Council. I have seen it become better-educated about diversity, yet remain humble enough to realize that the education is a lifetime process. Even when passion about issues was highest, council members have disagreed without being disagreeable and it has been a pleasure to witness the varied ways that members have contributed their talents and sublimated their own egos to the diversity effort.

Perhaps Assistant Secretary Scott Gudes said it best. "NOAA's success rests with our greatest asset—our people. I want to make every effort to not turn away a potentially outstanding employee, or lose a current one, because our work environment is not supportive as they work to accomplish NOAA's mission." ☺

## Two NOAA Scientists Receive Presidential Early Career Awards

—By Connie Barclay and  
Jana Goldman

Two NOAA scientists have received Presidential Early Career Awards, the nation's highest award for young scientists.

John G.W. Kelley, a research meteorologist in the National Ocean Service's Coast Survey Development Laboratory, and Nathan Mantua, an atmospheric scientist at NOAA's Joint Institute for the Study of the Atmosphere and Oceans at the University of Washington, were honored at a White House ceremony April 12.

Kelley and Mantua joined 60 other young scientists from around the country in receiving the award for 1999.

Kelley currently leads the efforts to acquire NOAA observations and forecasts to support the development of NOS real-time estuarine forecast systems.

He is also testing a local atmospheric analysis system and a wind wave forecast model for Chesapeake Bay and is working with other National Ocean Service scientists on implementation of the Chesapeake Bay Operational Forecast System for the Center of Operational Oceanographic Products and Services.

Mantua's research has focused on interannual climate variability that is caused by large-scale interactions in the tropical Pacific atmosphere/ocean system.

His contributions include a comparison of observations and model simulations of ENSO and an assessment of the predictability of El Niño using various coupled atmosphere/ocean models. ☺



Brian Ballweg for NOAA

NOAA's new commissioned officers graduated from basic officer training at the U.S. Merchant Marine Academy April 6. Back row (left to right): Ensigns Scott Wingerter, Doug Krause, Andy Hall, Ben Evans, Russell Haner and Jim Cronin. Middle row: Ensigns Jeremy Weirich, Jim Butz, Jon Neuhaus, Jeff Judas and Nick Toth. Front row: Ensigns Cathy Martin, Nicole Cabana, Shawna Bell, Mitzi George and Lisa Cooper.

## Coleman

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government for awhile. It wasn't like I was just beginning.

By then, she and her husband, Lawrence, had two children, Lawrence, Jr., and Tony.

She soon moved up again, this time to a job as a program assistant.

"I always wanted to be a secretary," Coleman says. "I probably would have stayed a secretary if the money had been better. But once you reach a certain level as a secretary, a GS-5 or -6, then you had to move on to move up."

As a program assistant, she recalls, "Mostly I got involved in personnel actions, on time cards, that type of work. Promotions. Ordering supplies. Doing all of the paperwork for the branch."

In 1982, Coleman moved on to a new job working with chart sales and orders and requests for chart-

related information in the Program Services Section of the Scientific Services Division, headed by Henry Carter.

Carter, now retired, remembers Coleman's dedication and way with people, "Pauline was always one who would do whatever it took to get the job done and make the agency look good. She was real easy to talk to. You felt like she was really listening to you and was concerned about you."

Coleman's people skills were particularly important in the early 1980s.

At the time, NOAA was in the midst of a move by the Reagan Administration, called "A-76 studies," to identify government functions that could be "privatized," or turned over to the private sector. Charting was high on the *continued on page 8*

## Coleman

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A-76 list, and employees were on edge, fearing job cuts.

In 1984, NOS reorganized.

"When they broke up that division, we were sent to Riverdale," she says. The move came at a low point in Coleman's life. "That was when I lost my mother," she says.

At the funeral home, she was reading the sympathy card the Riverdale employees had sent with flowers. She was touched. She remembers thinking, "I don't even know these people," because we hadn't been over here that long. And I thought to myself, "When I get back to work I'm going to make it a point to meet everyone that signed the card."

"When we came over to Riverdale, they had just finished that A-76 study and some people here felt that we had taken their jobs. So we thought it might be difficult moving in. But it was not. People were very nice once we got to know them. My mother's death sort of gave me an opening to get to know them."

In 1988, she returned on detail to NOS headquarters in Rockville when Frank Maloney, then chief of the Distribution Division, asked her to join his staff.

"They needed someone in their administrative office because they had lost someone. So I became administrative officer for Carol Beaver in the Program Production Management Group," Coleman says. She got the job permanently, "and things really moved after that," she says.

"Fred Anderson, who's now the deputy director of AC&C, moved over here in '94, I think when Ken Moyer retired," Coleman recalls. "Fred asked me to come over on a detail because he needed help. The person who was doing this job,

head of the Agent Section, was off on sick leave; but they knew she wasn't coming back. I had worked for him in Rockville. And by that time, I had gone through a divorce, I bought a townhouse and had changed everything except my job location.

"So when Fred Anderson called me, I knew I was ready to go. I came over on a detail," she says. Later, her supervisor retired on a disability, "When her position became available, I applied for it," Coleman says. She got the job.

Pauline Coleman, onetime GS-2 clerk-typist, was now chief of the Order Services Branch.

"That was a GS-10. Then I got my 11. Then I got my 12 because they upgraded my position to a 12," she says.

Fred Anderson says, "I always thought that Pauline found a good balance between her work life and her personal life. When she was at work, she focused on her work and worked hard. And when she was at home, she would forget about work and enjoy her family and friends. I think she set a good example for the rest of us."

The building that houses the NOS Distribution Division offices in Riverdale sits in a spacious, almost bucolic industrial park, tucked behind a quiet residential neighborhood.

"All the money that comes into the building, we have to account for," Coleman says. "All the checks. All the subscriptions. Because we handle all the nautical and aero agents that sell charts for us, we maintain their accounts, process their paperwork."

Asked what exactly she does, Coleman replies simply, "Make sure it's done right."

In July, Coleman says, she will be 55 and eligible for retirement. She has 37 years of federal service.

Asked to speculate on life after government service, she says, "I

always said I'd like to do volunteer work. I think working with teenage girls, preventing unwanted pregnancies, something like that. Maybe talk with them and let them know that there are many more choices than pregnancy. I'm even thinking of taking a couple of classes. I'd like to do some kind of social work, helping."

Asked if she would consider herself a "people person," she says, "Oh, yes! I really enjoy people. If it's anything I'm going to miss, it's going to be that—the people."

A few weeks after this interview, she called me. "You got me to reminiscing, thinking about all the years that have gone by. I've been working professionally since I was 17," she told me.

Then she announced, "It's time! It's time to retire."

In October, NOAA's aeronautical charting and distribution functions will be transferred to the Federal Aviation Administration, a move long in the making.

Coleman will stay on to help in the transition, and will go out next year, she says.

She's certain to make a lasting, positive impression on those teenage girls she plans to counsel, just as she's had on those of us who've had the pleasure to work with her. ☺

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# **National Oceanic and Atmospheric Administration**

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