

# DATA SYSTEMS TODAY

June 28, 1996

## Litton Papers and Tutorial Well Received at National SEPG Conference

Outstanding evaluations and requests for additional information were garnered by two papers and a tutorial presented by Data Systems' Software Engineering Process Group (SEPG) at the 8th annual SEPG Conference held in Atlantic City in May. This four day conference, attended by over 1,100 representatives from government, industry and academia, brought together practitioners to share process improvement experiences, discuss current issues and explore models and trends for the future with a truly global perspective. The focus of this conference was exploration of the view of process improvement for the year 2000 and beyond. Litton representatives from PRC, Litton Computer Services, Aero Products and Data Systems were in attendance.

Susan Dixon, Manager of Software Technology and Chair of the SEPG, presented her paper, *The Long Road to Level 3*, providing an overview of the Litton method that has successfully improved quality and productivity and enabled Data Systems to attain Level 3 software process maturity, as measured by the Software Engineering Institutes' Capability Maturity Model. Susan described key elements based on operating experience in developing a standard process, tailoring the standard process, implementing interdisciplinary working groups, establishing a highly effective peer review process and developing a successful training and metrics program. She emphasized the importance of management involvement and oversight in successfully implementing the software process im-



Leo Hoffman, Susan Dixon and Dr. Ray Madachy represented Data Systems with highly regarded presentations at the Software Engineering Process Group Conference in Atlantic City.

provement program. Susan described how the long road to Level 3 has taken six years and over \$4 million in investments.

Leo Hoffman, Senior Engineering Specialist and leader of the Division software training program, presented his paper entitled *A Level 3 Software Process Training Program*, describing how Litton Data Systems implemented a software process training program by developing a corporate training program, its elements, problems encoun-

tered, results of a certified assessment and the lessons learned. Topics included a description of Data Systems and programs as they relate to software development, the status of our training program, the results of an SEI licensed Software Process Assessment (SPA), the steps we took to develop the training in line with the CMM, a matrix of training courses versus job functions and a description of the Division's Software

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## Make Changes to Group Dental Coverage in July

California-based employees opting to change their group dental plan can do so next month during the open enrollment period, July 22, 1996 through July 26, 1996. Changes will become effective on August 1, 1996. This enrollment opportunity is offered just once a year.

Change forms may be obtained from the Group Insurance office in Agoura Hills, Building 1. Questions regarding the dental plans may be directed to Laura Elser, Human Resources, at 707-4327 in Agoura Hills. □

## Litton news briefs

### Litton Teams With Daimler-Benz on Radar Warning Upgrade

Litton's Applied Technology division in San Jose, California and Daimler-Benz Aerospace AG (DASA Airborne Systems (VS), Ulm, Germany, have agreed to team in competition for the development and production of the New Radar Warning Equipment (NRWE) for the German Tornado aircraft mission improvement program. The NRWE system would be an update of the Enhanced Radar Warning Equipment (ERWE) II that was developed and fielded by Litton and DASA in the late 1970s. The initial production contract for the 120 NRWE systems is expected to be awarded in the first quarter of 1997. The Litton-DASA system would include line replaceable units from the Litton ALR-68 radar warning system that was developed for German F-4 and C-160 aircraft.

### Pomata Named President of PRC, Inc.

Leonard Pomata has been named president of PRC Inc., Litton's subsidiary in McLean, Virginia, replacing William Hoover who has resigned to accept another position. Pomata joined PRC in 1982 and served most recently as senior vice president and general manager of its Systems Integration business unit. This operation applies information science and technology to solve complex problems in command, control, communications, computer and intelligence (C4I), imaging, database development, document management and networked multimedia applications, and administers some of PRC's largest contracts such as the U.S. Patent and Trademark Office's Automated Patent System and the National Weather Service's Advanced Weather Interactive Processing System. Pomata holds a bachelor of science degree in electrical engineering from the Polytechnic University of New York, a master of science degree in computer science and electrical engineering from New York

University and a master of business administration from Rider College.

### Litton Completes Purchase of Sperry Marine

Litton Industries, Inc. announced the completion of its acquisition of Sperry Marine on May 15, 1996. Sperry was acquired from an investment partnership led by J.F. Lehman & Company. The value of the cash transaction was approximately \$158 million. Sperry Marine, located in Charlottesville, Virginia, is a worldwide leader in providing advance electronic navigation and guidance systems to commercial and military customers for marine and aircraft applications. Its 1995 sales were approximately \$145 million. The business will continue to be based in Charlottesville.

### Fifth Litton-Built LHD To Be Christened

The fifth vessel in the new Wasp-class of multipurpose amphibious assault ships being built for the U.S. Navy by Litton's Ingalls Shipbuilding division was christened Bataan in ceremonies at Ingalls' production facility in Pascagoula, Mississippi. After final outfitting, the 40,500-ton, 844 foot ship now designated LHD-5 will be commissioned into active service with the Navy next year. LHD-5 is the second Navy ship named Bataan, commemorating the heroic World War II defense of the Bataan Peninsula in the Philippines by U.S. and Filipino forces during the early months of 1942. The first Bataan was an aircraft carrier which was commissioned into service in 1943 and earned 13 battle stars for combat duty. □

## Super Secretary



Phyllis Lewis (seated), Administrative Secretary in the Rapid Deployment Systems (RDS) Contracts group in Moorpark, received a special Secretaries' Week surprise when she learned she had

been chosen as one of five winners of the "Best Secretaries in the Valleys" contest sponsored by KNJO Radio Station 92.7 FM, Thousand Oaks. Dozens of secretaries were nominated by bosses throughout the Conejo/Simi Valleys and the surrounding communities.

In explaining why Phyllis deserved to receive this award, Senior Contracts Administrator, Ellie Amundson, who nominated her, told the station that Phyllis "is a very special lady who must deal with a heavy workload, 'weird personalities,' high levels of stress, mountains of paper and various levels of incompetence. Somehow she keeps it together and is a "Mom" to us." In addition to Ellie, Phyllis supports RDS Contracts and Pricing Manager, Richard Lawrence (not shown), Senior Contracts Administrator Art Schrubb and Pricer, Larry Anderson (seated).

Phyllis' prizes included a dozen long stem roses and brunch for Ellie and herself at Viva La Pasta Restaurant in Westlake Village. KNJO will also provide a temporary replacement so that Phyllis may take a well-deserved day off with pay. □

## Outstanding Performance Brings ICARE Honors to Seven



ICARE Award winners for May 1996 included (left to right) Gary Guttman, Sonny Ramos, Martha Criss, Carl Edstrom, Marvin McGlynn and Marc Maupin. (Winner Frank Wittmann was unable to attend.)

Two individuals and two teams, for a total of seven employees, were honored during May's ICARE Award presentation. Tom Kelly, Director of Human Resources, presented awards to the following.

**Martha Criss** was nominated by Richard MacKenzie for her assistance to the Pricing Department in coordinating the efforts of several departments to create a new report which eliminated on-going problems in identifying the direct inspection changes to shop orders from the beginning of the fiscal year. This is Martha's second ICARE Award.

**Marc Maupin** was nominated by Mike Grotefend for his assistance in developing an IDEF (Integrated Definition) model to improve the entire Metrology lab process. Although not his normal responsibility, he volunteered to facilitate this process review of the lab and was able to successfully implement the recommended changes. The new process will reduce the time needed to calibrate and locate equipment and control inventory.

The team of **Sonny Ramos, Marvin McGlynn** and **Gary Guttman** were nominated by Paul Chandler for their efforts in tracing and fixing a problem in the THAAD System Support CSCI soft-

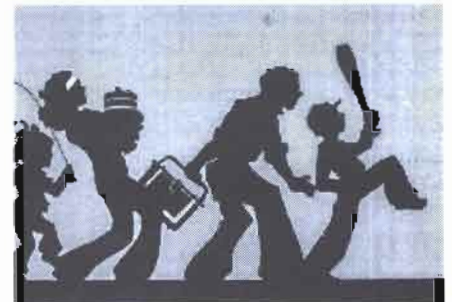
ware. They isolated three different problems that had been in existence for over a year. Without their successful efforts, the Communications CSCI would not be able to meet any of the schedules mandated for the project.

The team of **Carl Edstrom** and **Frank Wittmann** were nominated by Brian Zbydniewski and Scott Younger for the training they received from Carl and Frank on the P31 changes to the TYQ-23 system. Carl and Frank made sure that Brian and Scott were completely informed on all aspects in this area and, as a result, the U.S. Air Force customer has commented on the enhanced usefulness of these field engineers' on-the-job training of Air Force personnel.

Each award recipient receives an ICARE cup, pin, desk pen set, certificate and a gift valued at \$75, good at one of five department stores. Employees selected for a second ICARE award receive a photo cube to add to their desk pen set and employees receiving their third award receive a matching paper clip dispenser. Award winners are also invited to attend the semi-annual Award Winner's Luncheon held at the Radisson Hotel in Agoura.

Since the program began in February 1994, 285 employees have received ICARE awards. □

## Annual Family Picnic Slated for July



Invitations were sent earlier this month to all active employees and retirees for Data Systems' Annual Family Picnic at Calamigos Ranch in Malibu on July 20, 1996 from 10 a.m. to 5 p.m.

Don't miss out on the good, old-fashioned fun in this beautiful setting in the mountains above Malibu. The ranch offers a variety of activities for all ages - swimming, paddle boats, carnival booths, picnic games, pony rides, petting zoo and sporting activities. The popular Great American Foam Machine will once again be part of the fun. New this year are a children's swimming pool and tennis courts in The Grove. Also, be sure to check out the new Bungee Run being held from 10 a.m. to 4 p.m. on the North Forty.

A delicious lunch of barbecue pork ribs and fried chicken, corn cobbets, chuckwagon chili, country potato salad, green salad and fruit salad will be served from 11:30 a.m. to 2:30 p.m. from chuck wagons on the North Forty. Hot dogs will be served from 10 a.m. to 4 p.m. Soft drinks, iced tea and lemonade will be available all day, along with ice cream bars, popsicles, juice bars, popcorn and cotton candy.

Return your RSVP card for tickets to Employee Services at M/S 15-22 by July 3, 1996. Employees are entitled to free tickets for themselves, their spouses and children living at home. Guest tickets (a limit of four per employee) may be purchased at a cost of \$15.00 per ticket. Employee Services expects to mail tickets the week of July 8, 1996. If you have any questions regarding picnic activities, please contact Employee Services at 707-4323. □

## DSD Mississippi Honors Twenty Through ICARE Program

Eight individuals and one team of thirteen were recognized in March and April for their outstanding customer service efforts. Vice President and General Manager Bill Allison is pictured below presenting the ICARE awards.



Donna Howell for providing exemplary customer support in resolving cable drawing and wire list problems for LHD 5 and 6.



Michael Basoco for unselfish performance of operation testing and electrical problem troubleshooting on LHD end item equipment.



Debbie Hickman for team support in solving Korean Naval Tactical Data System (KNTDS) and Combat Simulation Test System (CSTS) problems.



Richard Cannon for providing extra Electronic Warfare Stimulator (EWS) training to a fellow employee.



Tom McNair for providing life saving assistance to a fellow employee.



The Electronic Warfare Stimulator (EWS) Team for completing a major customer delivery ahead of schedule. Pictured are left to right are (back row) Haskell Lee, Richard Cannon, Gary Hall, Keith Howell, Tom McNair and Dennis Fink and (front row) Mike Basoco, Debbie Hickman, Judy Carter, Lisa Chandler and Randy Walker. Not shown are team members Larry Rutherford, Richard Schutte, Lee Dickson, Jerry Storey, Rob George and Ron Harvey.



Haskell Lee for providing leadership during LHD delivery tasks.



Dennis Fink for providing TDC customer support to the U.S. Air Force above and beyond the call of duty.

## Data Systems Mississippi Receives Quality Award

DSD, Mississippi was recognized by the Mississippi Gulf Coast Chapter of the American Society for Quality Control (ASQC) with a 'Commitment to Quality' award. Vice President and General Manager of the Mississippi facility, William Allison, and Robert Wilensky and Linda Little of the Business Process Group were in attendance at the chapter's Awards Banquet and Business Meeting on May 28, 1996

This award was presented to Data Systems in recognition of "a demonstrated commitment to quality through employee involvement in strategic planning to achieve positive business results." Presenting the award was Dr. James Reid, incoming President of ASQC's Mississippi Chapter, who noted the accomplishments of Data Systems in the field of quality, leading to their receipt of the State of Mississippi

Quality Award in 1995

In keeping with the 'spirit of teamwork,' Mr. Allison requested that Ms. Little receive the award for the facility as she was instrumental in the activities preceding the 1995 award. Ms. Little accepted the award on behalf of all DSD Mississippi employees whose outstanding efforts made this recognition possible. □

## Standards of Conduct: Cost or Pricing Data

This month's article is Item 9 in Data Systems' "Standards of Conduct" booklet.

What is "Cost or Pricing Data?"

While the Federal Acquisition Regulations (FAR) provide a "definition" which can summarize the meaning of this phrase, it can best be understood by examining the reasons behind the government's desire to obtain this type of information.

In a competitive marketplace, producers compete against each other for your business. This rivalry keeps one producer from charging an unreasonably high price for their goods and services. In a noncompetitive environment, such as the one in which the government frequently operates, the pressure to maintain fair and reasonable prices may not exist.

The Truth in Negotiations Act, passed in 1962, is a disclosure law. It currently requires Data Systems to furnish the government with certified cost or pricing data in support of any non-competitive proposal over \$500,000. When Data Systems submits this information to the government, it enables them to perform cost or price analysis. This analysis is then used as a basis to negotiate fair and reasonable prices.

So, what is "Cost or Pricing Data?" It is any verifiable fact that a prudent buyer and seller would reasonably expect to significantly affect price negotiations.

Any facts which are reasonably available within Data Systems and would be expected to significantly affect price negotiations must be disclosed during negotiations. This encompasses more than just historical accounting data. Factors such as new vendor quotations or changes in production methods are also included.

Upon concluding price negotiations in which cost or pricing data is required, the contractor must certify that the submitted data was current, complete and accurate as of the date of agreement on price.

Unfortunately, it can sometimes be difficult to determine what is and is not cost or pricing data. For instance, if vendor quotations are used to support material costs, would the Division be required to disclose the current purchase history for these same materials?

Yes, because the purchase history could provide the government with a means for determining the appropriateness of the quotes which were received from the vendors. Without this information, the government would probably contend that the information provided did not represent "complete" disclosure.

All data included in a proposal may be subject to government audit. If certified cost or pricing data is subsequently found to have been inaccurate, incomplete or non-current as of the date of price agreement, the government is entitled to an adjustment of the negotiated price, including profit or fee. This situation is known as defective pricing.

It is of critical importance to Data Systems and the government that each organization involved in the preparation of cost or pricing data be aware of the requirements established by the Truth in Negotiations Act and the implementing regulations.

Additional information regarding cost or pricing data may be found in Division Standard Practice 1000 and 4001-15; Pricing Procedures 1010, 2020, 2040 and 2050. □

## Litton Declares Cash Dividend on Preferred Stock

Series B Cumulative Preferred Stock cash dividend of 50 cents per share has been declared by the Board of Directors of Litton Industries, Inc. This regular quarterly dividend is payable July 1, 1996 to shareholders of record June 14, 1996. □

## PC Training for July 1996

Human Resources is offering the following classes in July. All classes are held in Building 3, Room 540.

**Word 6.0 for Windows Introduction:** Meets five days for one and one half hours each day. Begins, Monday, July 8 at 12 noon. Topics covered include creating, saving, retrieving, closing and printing a document; modifying a document using Insert, Delete and Typeover; formatting documents by setting margins, altering justification, creating and modifying tab settings and utilizing the tools contained in Word.

**Introduction to PowerPoint:** Meets five days for one and one half hours each day. Begins Monday, July 15 at 12 noon. Topics covered include identifying and using PowerPoint icons and terminology; creating, moving and sizing graphics, lines and text; adding color; creating a slide master; adding clip art and graphs; creating note and handout pages and printing hard copies of the presentation.

**Introduction to Excel:** Meets five days for one and one half hours each day. Begins Monday, July 29 at 12 noon. Topics covered include basic spreadsheet functions of creating, saving, opening and printing a worksheet, using the Toolbar; entering text and values; utilizing functions, formulas and the AutoSum tool; editing cells.

Full course descriptions, along with registration forms, may be obtained at the "Learning Opportunities" located in each building. Call 706-4678 for additional information. □



## In the Spotlight

Last month's mystery employee, Andriette (Andi) Ferrari, began working for Litton in 1967 as a machine tester for Monroe Business Machines in Los Angeles. After various promotions over the next several years, she transferred to Data Systems in 1976 when she heard about an opportunity opening up in Property Administration.

After twenty-nine years with Litton, Andi still finds new challenges in her position as Property Processor, Senior. "Litton has changed a lot over the years," Andi said, "but one thing has always remained the same. There has never been a time I haven't been learning something new." The methods of maintaining inventory control and record retention information have changed greatly over the years, especially with the advent of the personal computer. Many tasks that were done manually have become more and more automated, and Andi has enjoyed this learning process. Her most recent challenge came when, due to downsizing in her area, it became necessary for her to learn to operate a forklift. She took on this challenge and won!

If Andi's days at work involve maintaining order and control, her free time involves anything but. To say she has led an adventure-filled life is putting it mildly. She has a pilot's license and at one time owned a Cessna Turbo 182, in which she and her second husband took a flight across the country and into Canada. Not content to merely fly from one point to another, she loves performing aerobatics — says there's no feeling in the world that comes close. Andi also loves to ride motorcycles and had a wonderful experience traveling cross country on a motorcycle trip about three years ago. She's been ballooning and soaring. She likes to skeet shoot and ski. She's also an avid pool player and served for many years as the treasurer of the Ladies Billiards Club at Data Systems.

Andi also found time to raise three children and is now proud grandmother to nine.

Andi is quite a survivor. She's been

struck by a car twice and lived through five automobile accidents and a plane crash. These experiences, and caring for her second husband during his final illness, have made her appreciate how



precious life is and how it should be lived to the fullest.

"People are amazed," she said, "when I tell them I was born and raised in New York City." She loves everything country — music, line dancing, horse back riding and spending time outdoors. She and her husband, Ike, are living their life's dream on a 20 acre ranch in Tehachapi. Ike, who is retired, lives there permanently and Andi spends every weekend and spare moment there. It's a working ranch with cows and chickens and 260 fruit and nut trees that she and Ike have planted. One of Andi's quieter hobbies is cooking and collecting cookbooks, and she has now turned her culinary talents toward canning — she recently made some lemon jelly that she says was out of this world. She is also working on a rose garden that she hopes one day will evolve into an arbor. She and Ike want to become as self-sufficient as possible on the ranch and spend their retirement years enjoying the fruits of their labor.

Congratulations to Anita Perea, Julie Sheerin, Jack Gageby, Mike Grotfend and Chris Cavaliere for correctly identifying Andi as the mystery employee.

This month's mystery employee

joined Data Systems in the early 1980's after college graduation. He's worked in two organizations. His position requires a lot of traveling. He enjoys running and working on his computer during his free time. Do you know who he is?

Please submit all entries to Data Systems Today Spotlight Contest at M/S 15-22 by July 8, 1996. Include your name, employee number, location and extension. A total of ten winners will be chosen at random from all correct entries. Winners will each receive a pair of movie tickets to an Edward's, General, Pacific or United Artist theater. □

## ETC Notes

### Gift Certificate Winners

Walter Makovoz is the most recent winner of the \$100 merchandise gift certificate for the month of April. Lucy Gonzalez won the quarterly drawing for a \$250 gift certificate.

### AVR Commuter Survey Results

Data Systems' Southern California-based employees filled out AVR/Transportation Survey forms the week of March 18 - 22, 1996 reporting their work commute trip travel patterns the preceding week. Division management requested the return of completed survey forms from all employees working in Agoura Hills and Moorpark.

The annual survey helps update the employee transportation data base used for the reporting requirements under the South Coast Air Quality Management District's (SCAQMD) Rule 2202 and Ventura County's Air Pollution Control District's (VCAPCD) Rule 210. Both regulations govern the Division's program aimed at reducing the number of employee vehicle trips being made during peak commuting periods.

This year's update shows Data Systems' ridesharing levels at 1.12 in Agoura Hills and 1.15 in Moorpark, falling short of the 1.5 AVR goals set by the SCAQMD and the VCAPCD. □

## Milestones

Congratulations to the following employees who celebrated their anniversaries during the month of June. Employees with 20, 25, 30 and 35 years of service are invited to be pictured here



**John McFadden**

30 years, Senior Engineering Specialist, Engineering.

35 years. Ronald Kessler, Harold Griffin

20 years Colan Welborn

15 years Jimmie Ford, Bruce Linder, Gregory Houdlette, Margaret Mueller, Richard Bolduc

10 years: Diana Johnson, Lynn Treolar.

5 years: Maria Leal, Melanie Paulsen, John Milewski, William Flowers. □



**Fred Erickson**

30 years, Scientist, Engineering.



**Leonard Thomsen**

25 years, Member, Senior Technical Staff, Engineering.

## On board

Data Systems extends its welcome to the following employees who recently joined the Division.

**Operations** Stanley Szymanski, Isabel Rojas

**Business Development:** Donna Jackman □

## Personals

Notes and cards of thanks sent by fellow employees were received from

Marion Vaughn for the flowers, cards and telephone calls he received during his recent recuperation from surgery.

Sally Guy for the cards, words of support and donations given in memory of her mother. □

## SEPG

(continued from page 1)

and Project Training Plans.

A four hour tutorial entitled Process Modeling with System Dynamics was presented by Dr. Ray Madachy, Senior Engineering Specialist and leader of the Division's software metrics program. This was designed for software engineering professionals interested in understanding the dynamics of software development and assessing process strategies. System dynamics is used to model the interrelated flows of tasks, errors and personnel throughout different development phases. Example dynamics included the effects of experience, work methods such as reviews and quality assurance activities, schedule pressure, task underestimation, bureaucratic delays, other socio-technical phenomena and the feedback therein. Ray described how knowledge of the interrelated technical and social factors coupled with system dynamics simulation tools can provide a means for an organization to improve their processes and test proposed processes before project implementation.

Of interest to the Data Systems attendees were the presentations on attaining Level 4 of the CMM, since senior management has directed the SEPG to make plans for going forward with Levels 4 and 5. In addition to briefing industry at conferences, the SEPG is helping other Litton Divisions in software process improvement by providing software training and consultation services to APD, PRC, Litton Life Support, Guidance and Control Systems, and, most recently, ATD and Sperry Marine.

The full conference proceedings, including copies of all presentation materials and papers for all tutorials and invited paper presentations, are available in the SEPG reference library in Building 2. Copies of the Data Systems presentations and papers are available on the Data Systems private network. □

## Bargainmart

Employees and retirees of Data Systems may use this column free of charge. Ads are limited to one per person each edition and may be extended to another upon request.

Ads must be fewer than 25 words and will include home phone numbers only (except Rideshare). Ads not meeting these requirements will not be published nor will they be returned. Send ads to Employee Services at M/S 15-22.

Deadline for the next issue July 3.

### FOR SALE

**SIMI VALLEY** West side. 3+2, family room, central air, pool, tennis, cul de sac, built-ins, fireplace, attached garage, fruit, roses, fenced yard. \$180,000. Call Mitzi Coffin (818) 769-0888

### FOR RENT

**APARTMENTS** - \$395 total move-in Single - \$315.00 Large studio w/kitchen - \$425.00. One bedroom - \$515.00 Laundry, covered parking, new carpets, paint and blinds. 15938 Vanowen Street. (818) 981-1802

### OTHER

**REALTY:** Call for brochure, "Las Vegas, City of New Beginnings" or let me give you a free tour of the fun capital of the universe. Lorrin Peterson, PPM Realty, 1-800-315-PETE.

**ACOUSTIC CEILINGS.** Furnished/unfurnished homes New/Respray. Interior wall repairs Texture to match. Jim Daniels for free estimate. (805) 584-8747 License #436134

**LEARN TO FLY!** Certified flight instructor available for primary or commercial flight training at Van Nuys or Santa Monica airports. Reasonable rates Phil (818) 883-6536.

**POWER WINDOWS.** Reasonable repair and service. Call Bill evenings and weekends. (818) 340-8421. □

## Hotline

Employees may call the Division "Hotline" with any questions or comments or perceived noncompliance with the "Standards of Conduct."

Moorpark/  
Agoura Hills .....818-706-4669  
Other Ca.....1-800-843-5165  
Outside Ca.....1-800-237-0934 □

## Promotions

Congratulations go to the following employees

**Engineering:** Mengyen Yin to Engineering Specialist. Walter Bahrke to Member-Senior Technical Staff. Eleanor Smith to Senior Engineering Specialist. Vernon Brensing to Engineering Specialist. Henry Jaubert to Technical Manager. Scott Younger to Field Engineering Specialist. Douglas Hall to Field Engineering Specialist. Lance Munemura to Senior Engineering Specialist. Audraine Wiley to Engineering Writer. Barbara Weaver to Engineering Writer. Cindy Huynh to Engineering Specialist.

**Business Development:** Frank Tullis to Division Vice President-Business Development. Paul Mueller to Director-Program Office.

**Administration:** Scott Pickles to Senior Analyst. Samuel Alsgood to Manager, Finance. □

## Holiday Weekend

Employees will enjoy a four day weekend as Data Systems observes the Fourth of July holiday on Thursday, July 4, and Friday, July 5, 1996. Have a safe and enjoyable holiday and remember to drive carefully. □

## DATA SYSTEMS TODAY

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