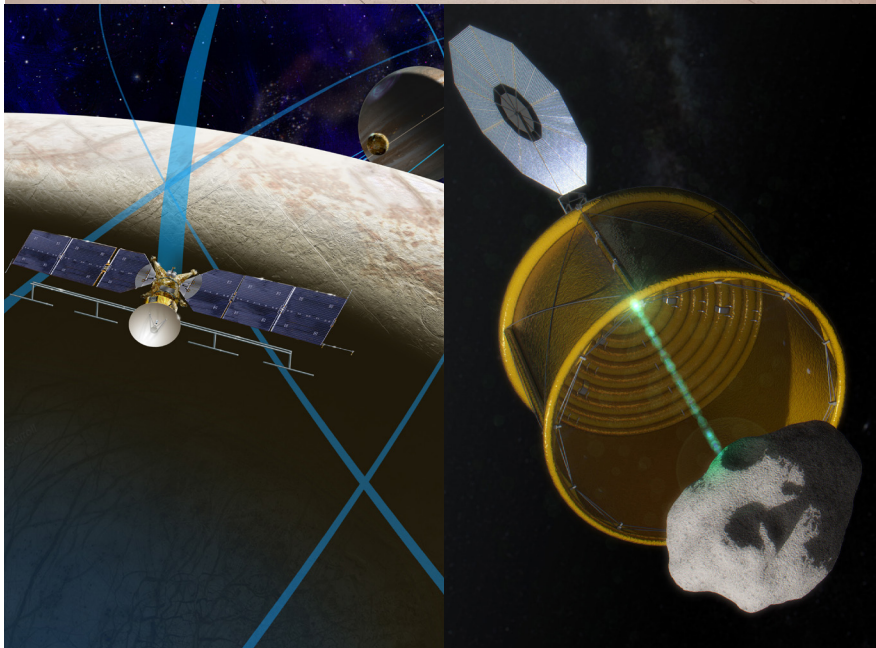
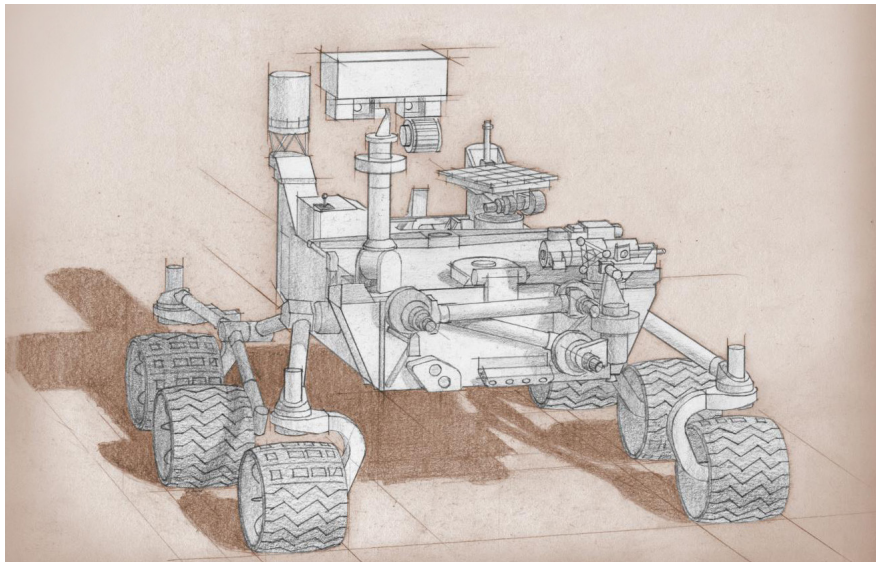


## JPL's future: what it takes

Retreat agenda moves Laboratory forward



What does JPL need to do to ensure that its success in the years ahead matches its past achievements?

That was the question on the minds of Executive Council members as they gathered recently for their annual retreat. The chief message that emerged: How the Lab does its work will be as critical as what it works on.

The leaders combined their own assessment of JPL's opportunities and risks with feedback from staff in a recent employee survey as well as comments received in the ongoing "JPL 2025" initiative.

By the end of the retreat, key topics were assigned to Executive Council members as action items for follow-up.

Those topics included looking at how technology information is shared across JPL; creating a healthy career path for system architects; and consolidating work in robotics.

Among others, coordinating technology development for orbiting, surface and atmosphere missions at Mars; defining roles JPL can play in human

*Continued on page 2*

**RETREAT** *Continued from page 1*

Mars exploration; conceiving ideas for landers and in-situ explorers on icy bodies; and exploring the concept of a single-large Earth orbiting satellite that would host multiple plug-in science instruments.

Those action items “focus our attention in specific thrust areas as a vehicle to realize JPL’s vision,” said Jakob van Zyl, JPL’s associate director for project formulation and strategy, who coordinated the planning discussion. But, he added, the effort is up to all JPLers. “Everyone here should know they are empowered to create the future.”

Another topic of the council’s discussions was small satellites. Such projects are becoming more popular for technology demonstrations as well as for science applications—and private industry is getting onboard. For example, several companies have proposed to fly constellations of many tens, even hundreds, of satellites to provide global broadband Internet service.

JPL will look to capitalize on outside industry’s successes by offering its experience and technical capabilities, helping them achieve more cost-effective measurements. Are there technologies JPL currently has that can enable them to

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**JPL’s system architects are “people who can think of creative ways of getting to other planets or making measurements that others haven’t thought of before—giving us the ideas that buys us the future.”**

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Jakob van Zyl

be successful?

With the potential for multiple flagship missions in the near future, the JPL leadership discussed how to handle workload effectively without increasing staff. In addition to drawing on the abilities of commercial subcontractors, they agreed to investigate such options as sending some technical work to other NASA centers.

JPL’s system architects, said van Zyl, are “people who can think of creative ways of getting to other planets or making measurements that others haven’t thought of before — giving us

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**“Everywhere we’ve looked supports the theory of salty oceans. But how does one get there? We need to find ways to get to the surface and below so we could answer the questions about what is beneath ... and can it support life?”**

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Jakob van Zyl

the ideas that buys us the future.” The Executive Council wants to bolster that cadre by defining a clearer career path to cultivate such talents.

In the realm of future Mars missions, one recent study looked at innovative ways to explore the planet with multiple smaller surface vehicles,

while another suggested balloons to reach multiple locales around that world. “With multiple assets, the risk is lower on each one, and will allow for more representative measurements, since we can explore more places on Mars,” said van Zyl.

Elsewhere in the solar system, JPL will look at the most creative approaches for exploring icy bodies such as the moons of the giant outer planets.

“We learned a tremendous amount about the moons of Jupiter and Saturn over the past five to 10 years,” said van Zyl. “Everywhere we’ve looked supports the theory of salty oceans. But

how does one get there? We need to find ways to get to the surface and below so we could answer the questions about what is beneath ... and can it support life?

“This can be as early as the next decade,” he added. “Is it possible? We want to find ways to make it a reality.”

# WELCOME TO OUR UNIVERSE

## Changes on the way for JPL's new hire onboarding program

By **Richard Roessler**,  
deputy manager of  
human resources



Do you remember the excitement of getting your job offer to become a JPL employee? The anticipation of your first day of work? Maybe a twinge of anxiety?

JPL is working to provide an effective experience that engages new employees and provides a robust platform for learning about the organization, its operations and its culture.

How well an organization is able to meet new employees' expectations determines how quickly they become productive contributors and reinforces their decision to come aboard. The quality of new employees' experiences during the first six months of employment can impact their performance and influence attitudes about the organization.

Human Resources is partnering with a cross-functional team from 1x, 17x, 18x, 2x, 3x and 5x—as well as business administration managers representing all directorates and divisions—to create a comprehensive onboarding program and outstanding employee experience that starts when the job offer is accepted and covers the first 12 months of employment.

JPL's onboarding program is called "Welcome to our Universe." The implementation team has two goals: Provide a plan that enables employees to feel confident they have access to institutional knowledge and the resources to perform their job; and managers' confirmation that by the end of onboarding their new employees are reliable and productive.

Employing interviews, focus groups and employee surveys, the team sought to determine how the process could be improved. New hires who joined JPL within the last several years, as well as long-term JPL employees, contributed to the discussion. Feedback was mixed, ranging from "awesome and informative" to "dull and disappointing."

"The day-one welcome from senior management showed me JPL cares about its employees," noted one new JPLer. But another lamented, "No one on my team was expecting me when I showed up at my workstation."

The team concluded the Laboratory needed a standardized and robust process in place to orient new personnel and

provide an experience that aligns with their expectations. Based upon this input, the team will make improvements in IT provisioning, the badging process and providing new hires access to onboarding information anytime.

"Currently, the team is focusing on streamlining processes to have IT resources such as computers, phones and network access for new employees on their first day," said Sonae Lee, Office of the CIO manager of IT end user and infrastructure support. "The team will also build technology that will provide new employees access to information 24/7," added Human Resources Information Systems Manager Steve Wells. The team is working toward an implementation date of summer fiscal year 2016.

There will be changes to the programmatic content of the onboarding program too. Content will align to JPL's mission, strategic thrusts and culture. New hires will learn about JPL's business and technical operations and priorities, and activities and events will be put in place to socially engage and connect employees to help them build internal networks.

"We want our onboarding and welcoming experience to be the best," said JPL Deputy Director Larry James. "Every new employee should have the resources and knowledge they need to start their career here at JPL with confidence and excitement. And we want it to be a fun experience. We're committed to making that happen!"

For questions or comments, please e-mail [onboarding@jpl.nasa.gov](mailto:onboarding@jpl.nasa.gov). ■



## News Briefs

### Hangtags combined for more parking

Following the closure of the east lot and the opening of the parking structure last fall, JPL is continuing to renovate the parking program.

As part of this process, as of May 18, all holders of tan hangtags will receive green hangtags and all unassigned tan parking spaces will be labeled green, thereby increasing the number of green parking spaces, said Security Operations Section Manager Jim Chaffee.

Tan hangtags were previously assigned to employees in Management Career Level 1. Others in the green category also include Executive Management and Institutional Leadership job families; Management Career Levels 2, 3, and 4 in all job families; Individual Contributor Career Levels 5 and 6 in all job families; and employees with 25 years or more of continuous JPL service as determined by Human Resources and the Protective Services Division.

For more information, please visit <https://psd.jpl.nasa.gov/site/parking>. ■

### Lab voted 'Best of' at Webby Awards

The redesigned JPL website claimed "best-of-the-Web" honors at the 2015 Webby Awards for best government website, along with wins for NASA's Global Climate Change site and the Earth Now app.

The JPL website was a Webby award winner and People's Voice award winner in the "Websites: Government" category. The Global Climate Change site, which is administered by JPL, was a Webby winner and People's Voice award winner in the "Websites: Green" category.

NASA's *Earth Now* mobile app, also administered by JPL, was a Webby winner in the "Mobile Sites & Apps: Education and Reference" category.

The NASA GeneLab site also was a Webby award winner in the "Websites: Best Navigation" category.

For more information, visit <http://www.webby-awards.com/winners>.

### Print your own badge

The forgotten-badge kiosk in the Building 249 visitor center is now in operation.

JPL employees and affiliates who forget their JPL-issued badge should go to the visitor center and, using the new kiosk, print a temporary one-day badge. Users sign in with their JPL username and password. ■



### JPL among top tech organizations

JPL has finished third in the InformationWeek Elite 100, a listing of the top technology organizations in the United States. The publication praised the Lab's efforts in cloud computing in service to JPL missions.

Organizations eligible for the awards must demonstrate a pattern of technological, procedural and organizational innovation. JPL finished behind UPS and Boeing in the voting.

For more information, please see <http://www.informationweek.com/elite100-2015.asp>.

## Passings



Jurrie van der Woude

Jurrie van der Woude, 79, a retired imaging specialist in the Media Relations Office, died March 20.

A native of the Netherlands, van der Woude flew fighter jets for five years for that nation before joining Caltech in 1962 and then transferring to

JPL a year later.

He worked closely with imaging teams of JPL missions to provide up-to-date photographs, video and other products to the news media. Major missions he contributed to include Ranger, Mariner, Voyager and all of JPL's Mars missions through Pathfinder.

Van der Woude retired in 2001. He is survived by daughters Monique, Michelle and Mijanou; son Marc; daughter-in-law Hisayo; and grandchildren Michael, Mikayla and Alec.

A memorial service will be held May 31 at 1 p.m. at Art Center College of Design in Pasadena.

## Letters

I would like to thank JPL and Section 260 for the beautiful plants and kind words of condolence at the loss of my father. Your thoughtfulness was greatly appreciated.

**Marty Scarbrough**

To the kind person who found my prescription glasses on April 14 and turned them into JPL Lost and Found, thank you, thank you, thank you!

**David Berry**

## Classifieds

Ads submitted April 18–27. To submit an ad, e-mail [universe@jpl.nasa.gov](mailto:universe@jpl.nasa.gov).

### For Sale

CAMPING EQUIPMENT: Stove, lantern stand, air-beds, blender, tarps, heater, table, umbrella stand, etc. 818-272-3262.

MISC.: Pedometer, mini steam iron, Rollerblades, head/neck/shoulder massagers, walkie talkies, 120-pc tool set, Blackberry Curve (2). 818-272-3262.

### Vehicles / Accessories

'03 TOYOTA Solara, 4-cylinder, 5-speed manual, ~167K miles, \$2,000/obo. [Erich.R.Lee@gmail.com](mailto:Erich.R.Lee@gmail.com)

### Wanted

MOTORCYCLE, 350-500 CC cruiser style, must run and shift properly, cosmetics/age not that important. 530-415-0362, Ryan.

SPACE INFO/memorabilia from U.S. & other countries, past & present, for personal use (see <http://www.youtube.com/watch?v=S7PvjGp7mCU>). [mrayman@alumni.princeton.edu](mailto:mrayman@alumni.princeton.edu), 818-790-8523, Marc Rayman.

### Lost & Found

LOST: activity notes, April 2006–March 2007. [SOSNotez@riseup.net](mailto:SOSNotez@riseup.net).

### Real Estate for Sale

ALTADENA, lovely single-story home with breathtaking city views from hilltop, 3 bedrooms, 2 baths with 2,175 sq. ft. of living space, in a highly desirable area; move-in ready with many upgrades you must see to appreciate; outstanding kitchen has travertine floors, high-end countertops and gorgeous wood cabinetry; large family room with beautiful hardwood floors throughout; enjoy cool evenings or grill out on the deck and admire the picturesque sunsets all year long; this is an exceptional offer and will not last long; located near JPL and hiking trails; \$865,000. 626-536-5795, [SandieV2@gmail.com](mailto:SandieV2@gmail.com), Sandie.

### For Rent

ALTADENA, furnished room with view for lease; non-smoker to share a 4-bedroom, 3-bath house; close to local colleges and Pasadena schools, walking distance to JPL; utilities are included, cen-

tral air/heat, Internet access; near 210/134/110, bus stop, shopping, banking, entertainment and restaurants; must see; \$710. 818-370-0601.

ALTADENA apt., ground floor, appliances optional, freshly painted, 2 bedrooms, 1 bath, fireplace, good size closets and bedrooms, carpeting, tile in kitchen and bath, mini blinds throughout, carport parking, storage, laundry room on site; very close to Odyssey Charter School, JPL, bus stop, grocery stores, shops, pharmacy, 24 hour fitness and bank, clean; option: \$700 shared rooms or \$1,350 rent entire apartment. 818-370-0601.

ALTADENA, one room in a lovely 3-bd./2-bath house, big backyard, hardwood floor, big closet, furnished or unfurnished, shared bathroom, kitchen and laundry privileges; 5-minute drive to JPL, close to public transportation; short- or long-term lease available; must like dogs and be very clean; \$750 furnished, \$700 not furnished, including utilities + \$650 deposit. 626-712-3451.

SIERRA MADRE, quiet, private detached 1 bdrm. /1 bath old house w/driveway, patio, big storage space; renovated, furnished with new wood floor, new window a/c, washer, dryer, refrigerator, microwave, stove inside; walking distance to downtown, bus to JPL; available viewing after May 20; \$1,350 + deposit. 909-634-0528, Sue.

### Vacation Rentals

BIG BEAR lakefront, luxury townhome, 2 decks, indoor pool/spa, beautiful master bdrm. suite, sleeps 6. 949-786-6548.

JACKSON HOLE, WY: Luxurious bed and breakfast nestled on 3 acres of solitude on the Snake River and down the road from the Jackson Hole Mountain Resort and the south entrance to Grand Teton National Park; see <http://www.bentwoodinn.com/>; mention JPL for employee discount. <<mailto:info@bentwoodinn.com>>, 307-739-1411.

MAMMOTH, Snowcreek, 2 bd., 2 ba. + loft, sleeps 6-8, fully equip'd kitchen incl. microwave, D/W, cable TV, VCR, phone, balcony w/mtn. vw., Jacz., sauna, streams, fishponds, close to Mammoth Creek, JPL discount, no pets. 626-798-9222, 626-794-0455 or [valeriee@caltech.edu](mailto:valeriee@caltech.edu).

MAMMOTH, Snowcreek, beautiful updated condo, 2 bd., 2 ba. + loft (sleeps 6-8), great location by pond and meadow, new appliances, TVs, DVD players, free wireless Internet access and washer/dryer, no pets. 818-952-2696 or [BigMtnPrettySky@gmail.com](mailto:BigMtnPrettySky@gmail.com).

OCEANSIDE condo, on the sand, watch the beautiful sunsets, charming, 1 bedroom, panoramic view, walk to pier or harbor, pool/spa, game room, sleeps 4 max, all amenities. 949-786-6548.

OCEANSIDE whitewater view beach condo; new virtual tour: <http://www.previewfirst.com/mls/33034>; 2 bd., 2 ba., sleeps 6; well decorated and equipped: boogie boards, wet suits, full kitchen, all linens, beach towels; Wi-Fi ready, new flat-screen TVs, daily paper, grocery stores nearby; 2-min. walk to the sand, no roads; JPL and Caltech rates: winter \$1,195/week, summer \$2,150/week; monthly and nightly rates available; see <http://www.warmfocus.com/video/k/1402-999npacific-stc213/video.php>; reserve with \$500 deposit. 760-433-4459, Grace; 831-425-5114, Ginger. ■



READ AND SUBMIT  
CLASSIFIED ADS AT JPL'S  
ONLINE NEWS SOURCE  
<http://jplsace>

E-MAIL US AT  
[universe@jpl.nasa.gov](mailto:universe@jpl.nasa.gov)

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