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Work Force Diversity: A Top FAA Goal



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Special Intercom

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Administrator Busey Reflects on Diversity:

I think it is important for our workforce to reflect the ethnic and cultural makeup of the United States as a whole.

This kaleidoscopic viewpoint will serve us well as we face the enormous challenge of building the national aviation system of the future.

What we must do right now is to begin recruiting and training women and minorities so that when the year 2000 rolls around, FAA will have the technically proficient workforce it will need to do the job.

That won't just happen. It'll happen if we make it happen. And we can't wait. The continued preeminence of the U.S. in world aviation depends on it. It's that simple and that complex.

So, make no mistake, we are not here to do a little social engineering to make people feel better. This is a very serious business with some very sweeping implications for the future of world aviation and FAA's role in that future.



?? Work Force Diversity ??

What is work force diversity?
Diversity starts with a simple premise—to be successful, American employers must create a work environment which fully develops and utilizes the talents and capabilities of all employees. Diversity means inclusion—hiring, developing, promoting, and retaining applicants and employees of all races, ethnic groups, and cultural backgrounds; the old, the young, and the middle-aged; the able-bodied and the disabled; men and women. No one needs to feel left out when it comes to diversity.

Here's a definition from DOT's new Office of Work Force Diversity:

Work force diversity suggests a work environment philosophy that recognizes the value of contributions from all employees.

Work force diversity requires the planned inclusion into full work force participation for employees of different races, national origins, genders, ages, religions, and physical abilities.

EEO Steering Committee

Ted Beckloff is fond of saying that the Alaskan Region needs a "flight plan" for achieving diversity in the work force. When he formed the Equal Employment Opportunity Steering Committee last September it was with that objective in mind.

"Program managers had responsibility for affirmative action, but the Regional Management Team didn't have a focused effort," he says. "We had been riding a plateau and needed something to move us forward."

Thus the Steering Committee consisting of Ted Beckloff, AAL-1; Robie Strickland, AAL-400; Cecelia Hunziker, AAL-40; Jessie Barksdale, AAL-9; Bob Davila, Hispanic program representative;

Bob Stinson, AAL-520; Karen Roan, FWP; Helen Wall, PWC; Lu Rembish, NATCA; Grace Davis-Nerney, AAL-10; Bernadette Queen, AAL-211; Mack Humphrey, PASS; Jessie Lawrence, PASS; and Linda Gentry, AAL-402, developed the goal of identifying actions that would lead to work force comparability with the civilian labor force. To achieve that goal the committee began looking at lots of data on who FAA employees are and what grades and types of positions they hold.

They also reviewed the programs available to improve recruitment and retention such as

upward mobility, cooperative education, and air traffic training schools.

By year's end, the committee had written a problem statement and identified some recommendations for the RMT. These included making upward mobility programs the first priority for moving current FAA employees up in the organization. The Human Resource Management Division is working to get this program activated.

The RMT has reviewed the committee's recommendations, and it is full speed ahead on implementing them.

The next meeting is scheduled for August 13, 1991.



EEO Accomplishments FY91

To date in this fiscal year the region has made some strides in achieving a more diverse work force:

* Civil Aviation Security Division has hired two new female employees and one American Indian male.

* Airway Facilities has hired six women including one of Asian Pacific and one of American Indian heritage and two minority males.

* Logistics has hired four new women. The division has two women in developmental assignments.

* Office of Assistant Chief Counsel hired one new female professional, who is in a developmental position.

* Human Resources Management Division has hired an Alaskan Native female and has selected a black female for a developmental position.

* Flight Standards hired three females and two minorities.

* In the first 8 months of FY 91, 46 percent of the new ATCS hires in the Alaskan Region have been female and/or minority selections, and overall, 58 percent of the personnel entering on duty in the regional AT work force have been female and/or minority selections.

Air Traffic has also provided temporary promotions, details, or reassignments for career development experience to 22 female or minority employees and has permanently promoted 35 females or minorities.

New Members of the RMT



Cecelia Hunziker

The shortest distance between two points may be a straight line, but it may not be the most interesting or provide the best experience for developing one's career. Just ask Cecelia Hunziker, manager of the Resource Management Division, who has spent 20 years with the FAA in a wide variety of positions.

Cecelia has zigzagged across the country and across job series learning every aspect of the agency's operations. Her's is a most unusual career path, but one that has paid off in terms of advancement and responsibility.

Born and raised in Alaska, "Cecil" began her FAA career as a part-time clerk typist while attending college and working another job at a local air taxi operator. "It was a good way to learn the business...from both sides. As a result I have always been able to say I relate to the customer, having been the customer myself," she says.

From the typing pool she moved to personnel, where as a single parent, pay became a driving factor. Soon it became

apparent that "certain job series" had more potential for advancement than others and that by changing series and learning new skills one could move up in the organization, Hunziker says.

The personnel ladder took Hunziker to Denver and the Air Traffic Division as a personnel staffing specialist. Then she returned to Alaska for a series of positions from personnel management specialist to administrative officer, and civil rights officer.

A move to Seattle in 1984 resulted in a management analyst job in the Financial Resources Division. From there she became a branch manager, an appraisal officer, and in 1987 the lead planning specialist on the executive staff.

In 1989 a temporary promotion gave her the opportunity to act as manager of the executive staff for the Northwest Mountain Region. And that in turn led to the position of Management Service Division Manager at the Aeronautical Center the following year.

The composition of the Regional Management Team changed significantly this year with the addition of a new regional administrator, a new manager of the Flight Standards Division, and, most recently, three new female managers for Resource Management Division, Civil Rights, and Public Affairs. Each of these persons has had different career paths. This special issue of Intercom looks at the backgrounds of the three newest members.

Hunziker cites her mobility and her willingness to take risks as key factors in the development of her career. She chose FAA because it held the promise of opportunity and because she identifies with the agency mission.

"Growing up in this state, one values aviation," she says, recalling how she and her brothers would play on the family airplane.

As she steps into her new role in the Alaskan Region, she is developing new goals which will probably include applying for the Senior Executive Service candidate development program and working to continue the positive changes which are occurring in FAA. "I want to see us continue to open the technical areas to those with diverse skills," she says.

Hunziker's advice to others seeking a career is to be flexible enough to see the opportunities various jobs offer for development. She also believes that getting an education is important.

"It took me 13 years to complete my degree due to the many moves I made, but for a woman especially, the degree is still an important asset," she says.



Bobbye Gorden

To teach adults how to be employees is Bobbye Gorden's long-term goal, a set of skills that she says is all too often taken for granted. That's an unusual goal for a math major who entered the Federal Government as a computer programmer, but then Gorden admits she has another side to her personality. That's the side that drew her to counseling.

Hired by the Air Force for an experimental trainee program because of her high math scores, Gorden worked in data processing for a number of years, steadily moving up the ladder and moving to the FAA. Frustrated by what she says is management's reluctance to promote women to

management positions, she found an outlet for her energy as collateral duty EEO counselor.

"Having gotten a taste of counseling, I realized I wanted to interact with people rather than machines," she says. So she went back to school to earn a masters in counseling psychology, all the while maintaining her job and caring for two small children.

When the demands of her part-time counseling began to conflict with the programmer role, Gorden decided to quit and look for other work. She credits one of her mentors, Ben Demps, supervisor at the FAA academy, with steering her to a

job on the EEO staff.

In that position she supervised 22 part-time EEO counselors at the Mike Monroney Aeronautical Center. She also became a charter member of the Oklahoma licensed professional counselor program and was certified as a pastoral/lay counselor.

Bobbye says having mentors at various stages of her career was significant in changing her attitude and style and accepting new challenges. "They helped me see myself and decide if I wanted to change to be more effective."

Gorden assumed her role as Alaskan Region Civil Rights Officer in April.

New Members of the RMT

(continued)

To Move or Not To Move ... the Career Question.

A career in government was not what Joette Storm had in mind when she graduated from the University of Illinois with a journalism degree. The excitement of a big city newsroom drew her to the **Chicago Tribune** to work as a reporter. There she covered inner city happenings, worked as a photo assignment editor, and edited a monthly publication for schools. But as with many folks in the news business, Storm moved on in a couple of years, freelancing with her husband, also a journalist, and eventually coming to Alaska to work for the **Anchorage Times**. The two operated their own photography and public relations business for awhile and then Joette took a part-time job with the Bureau of Land Management.

Opportunities opened up at the BLM. She found a chance to establish a new program, to conduct public involvement programs and environmental education. "BLM offered lots of growth and advancement for me if I was willing to take risks," she says.

As one of the founders of Alaska Outdoor Week, a program for area sixth-graders, she began a long involvement in educational programs.

After almost 15 years with BLM, it became clear that to advance she would have to get some different



Joette Storm

experience or move to Washington, D.C. "I had worked on several details and experienced BLM programs in other states, but each time my husband and I analyzed the opportunities, Alaska won out.

So she took a lateral to the Chugach National Forest and soon found herself in the thick of oil spill cleanup activities in Prince William Sound, the heart of the Chugach. As with many challenges, it brought growth and questions about moving up the career ladder.

Then a rare event happened; the FAA advertised its public affairs job at a dual grade level offering Storm a shot at advancement without having to uproot her family. She applied and the rest is history.

"One doesn't have to go stale staying in one community," says Storm. "There are many ways to add to one's skills such as by volunteering, serving on boards and committees. That helped me to keep looking at my work with a fresh eye."

Effective Recruitment Tools

Historically, the FAA has had difficulties in the recruitment of minority and female applicants for its technical occupations, particularly the Air Traffic Control Specialist (ATCS), Aviation Safety Inspector (ASI), and Electronics Technician (ET) positions. Because of this, innovative ideas and programs were used to target women and minorities in hope of eliminating or reducing the volume of underrepresentation.

Many of the original recruitment methods and efforts consorted to in the past are still effective today. These are effective tools that managers and supervisors can use to support the region's recruitment objectives and assist in our efforts to reach parity with the Civilian Labor Force (CLF) by the year 2000.

The following list is not all inclusive. Managers and supervisors are encouraged to share with the EEO Steering Committee ideas that they have used successfully.

- ✦ Planning of and/or participation in Job Fairs, both in Alaska and the "Lower 48."

- ✦ Participation in Career Days presentations at universities and trade schools.

- ✦ Presentations at high schools during Engineer's Week to convey the FAA's job opportunities, as well as selling the advantages of careers in the engineering profession.

- ✦ Participation in Students in Government Day within the local high schools to give first-hand insight into career opportunities and professions within the FAA.

- ✦ Contact with the University of Alaska to develop a career program for civil engineers.

- ✦ Attendance at the Society for Women Engineers meeting.

- ✦ Newspaper advertising campaigns

- ✦ FAA exhibits at the Fur Rendezvous and Alaska State Fair which are staffed by FAA employees.

- ✦ Outreach efforts by managers, supervisors, and employees to local agencies and organizations having potential candidates.

- ✦ Conducting tours of facilities and talking with persons interested in obtaining employment with the FAA.

- ✦ Promotion of the developmental program for recruiting.

- ✦ General word of mouth as a result of positive attitudes of employees who are happy and fulfilled working for the FAA. As managers and supervisors, taking a personal interest in the commitment to help along the process.

- ✦ The Individual Development Program.

- ✦ Seminar for Prospective Women Managers.



Jessie Barksdale (left), Civil Rights Specialist, AAL-9, receives a Superior Accomplishment Award from Regional Administrator **Ted Beckloff**. **Jessie** performed outstandingly as the Acting Civil Rights Manager for 2 months while doing briefings on Individual Development Plans and actively participated in Career Challenges '91, the Spring Seminar sponsored by the Federal Executive Association Federal Women's Program.

EEO Counselors

David Johnson



"I received my first BA degree from the University of Puget Sound, and the second from Columbia University. I have 22 1/2 years of Federal service with four different agencies: 8 1/2 years with FAA; 2 1/2 in the NWM Region in the 70's; the other 6 years in Alaska. The Alaskan years are split between the Airports Division and Airway Facilities. I am an ardent softball enthusiast and will gladly discuss it anytime, anyplace, with anyone."



Linda Peterson



"I moved to Alaska with my family in 1951, graduating from West Anchorage High School in 1963. I began working for the FAA in 1963, following graduation, and have been with the Alaskan Region for a total of 23 years. Although I have been in my current position for 8 years, I have also worked in the 'Accounting Division' and the old 'Training Branch,' now referred to as the Organizational Effectiveness Branch. I have been an EEO counselor since March 1987. My interests include reading, walking, traveling, and downhill skiing."



Terry Saldana

"I began working for the Federal Aviation Administration in 1987 when military orders brought my husband and family to Anchorage. After traveling in the military for 21 years, the family has decided to retire here in Anchorage. I have been employed by the Federal Government since 1983. I am currently the Accountant-in-Charge in the Travel Unit of Accounts Payable."



EEO Counselors



Susan House

Often I am asked why I volunteer to do the extra job of EEO Counselor and Investigator. The answer is simple: I believe everyone should be treated fairly and equally. I feel the government should lead the way in innovative ways to train and improve our workers. Our work force should reflect the private industry/population diversity. I also feel that the employee's rights are very important (i.e., equality of opportunity and balancing the work force) both to the employee and to the credibility of the employer.

My Background: I have been an EEO Counselor since 1985, and recently qualified as a Complaints Investigator. I have been with this agency since 1978 when I was hired as a GS-4 Clerk-typist at the Anchorage Tower/RAPCON. I was selected for the Air Traffic Control Pre-Developmental Program in 1980. I have worked at the following flight service stations: King Salmon, Cordova, Palmer, Talkeetna, and Anchorage. I have been active in employee participation groups and served as Facility Air Traffic Technical Advisory Committee chair and on the Quality Assurance Staff. I am also a member of the Professional Women Controllers and have been past national vice president and Alaska Area Director. My support of the agency's outreach efforts in recruitment and aviation education has been honored with the Administrator's Award for Excellence in EEO and the Secretary of Transportation Award for Volunteer Service.



Marjorie Adams

In 1966, I moved to Alaska from Colorado. I have lived in Anchorage, Cold Bay, Bettles, Northway, Sitka, Bethel, Cordova, and Juneau — in that order. My children Eddie, 22, and Tracey, 19, grew up on FAA compounds with both parents working shifts. I am now employed as an ATCS/S at JNU AFSS. My hobbies are reading, sewing, walking, and shopping! I enjoy helping people resolve their problems, so if I can be of assistance, call me at 789-7359 (work) or 789-0923 (home).

The Way It Was

Excerpts from "The Controller Is a Lady," *FAA Aviation News*, March 1969

(Emphasis added by editor;
this article is about women,
isn't it?)

- ❖ "Perhaps the most important single ability demanded of an air traffic specialist is **his** attention to small details. **He** must be able to concentrate—in a center the radar controller may be watching 10 or 15 aircraft on **his** scope at once. **He** must be alert to notice any alteration in flight from the notations on **his** flight strips."
- ❖ "Another **girl** at the Honolulu Center ... is a recent graduate of the University of Alabama with a major in mathematics. A **cute five-foot-two**, and one of the five controller trainees and flight data **girls** in the **300-man** center, [she] gets along just fine with the male controllers."
- ❖ "**Young ladies** who are serious about their work, and who **avoid any provocative manner of dress or behavior**, are soon accepted by the men as co-workers. While **the men appreciate a display of attractive legs** or a whiff of imported perfume, they are too keenly aware of the responsibilities they carry for the safeguarding of human life to allow this sort of distraction."
- ❖ "Slacks are forbidden, at all facilities except on midnight to eight shifts...."

DOT Firsts

To commemorate Women's History Month in March, DOT Secretary Sam Skinner told all DOT employees that "we can be proud of the contributions that the women of DOT have made to the transportation industry, to their communities, and to this nation."

Skinner reminded DOT workers of several historical firsts. Some firsts for women include:

- ✈ *Elizabeth Dole*, the first woman DOT Secretary.
- ✈ *Barbara McConnell Barrett*, the first woman FAA Deputy Administrator.
- ✈ *Vina Showers*, the first minority woman in the FAA to attain Senior Executive Service status.
- ✈ *Lt. Sandra Stosz*, the first woman in the Coast Guard to command an icebreaker ship.
- ✈ *Della Anholt*, one of the first women to graduate from the Merchant Marine Academy.
- ✈ *Charlotte LaCourse*, the St. Lawrence Seaway's first woman linehandler.
- ✈ *Eleanor Williams*, the first minority woman air traffic controller.
[Eleanor Williams started out in the Alaskan Region]

"It's not just a matter of recruitment. Recruitment just gets people in the door.

Once we get women and minorities on board, we must provide them training and development opportunities so that they can occupy the full range of positions at FAA."

James Busey
FAA Administrator

Intercom

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Federal Women's Program

Federal Women's Program (FWP) recognized **Jim Burton**, AAL-6, for taping "Career Challenges '91." The Spring Seminar was conducted March 5-7 at Elmendorf Air Force Base. Over 57 Alaskan Region employees participated.



Barbara Wiley of BLM (left), chairperson of the FEA FWP Committee, presents a plaque to ***Jim Burton***.



Ana Dunbar (right) receives the FWP scholarship from ***Barbara Wiley***, chairperson of the FEA FWP Committee.

Congratulations to **Ana Dunbar**, AAL-460, on being the winner of a \$500 scholarship from the Federal Women's Program.

The scholarship program administered by the FEA/FWP committee provides financial assistance to permanent employees in grades GS-1 through GS-7 seeking the education necessary for advancement within the work force. Applicants are encouraged to seek training in high-growth fields with good job prospects and career opportunity.