

World

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U.S. Department
of Transportation

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Administration

Serving FAA Overseas



The Eiffel Tower in Paris
Sugarloaf Mountain in Rio de Janeiro

HRC Brainstorming Begets a Winner

A good place for a Human Relations Committee (HRC) to start is with a tangible improvement that benefits many rather than just a few. That kind of action establishes its credibility, according to the HRC at the Houston, Tex., ARTCC.

As its first project at the beginning of last year, the HRC established a library-reading room stocked with books, magazines and pamphlets. It's a quiet place for employees from all sections of the center to relax and read or from which they can check out materials on the honor system.

Center manager Arnold Price, who is currently on a special assignment in the office of Sen. William Armstrong (Colo.), is very proud of the library and the way it was created.

The HRC members were trained in the "Quality Circle" process by the QC facilitator, assistant manager for plans and programs Harold "Bud" MacLennan. The steps include brainstorming, issue selection, issue analysis, solution generation and presentation to management for implementation.

Simply, the HRC developed a list of feasible projects—ones that management could proceed with and

that the employees at large wanted and had a say in. The HRC specifically solicited input from the workforce on the location of a library, which was the project of choice. Selected was a little-used first aid room.

The employees then responded by donating some 200 books, various editions of more than 20 magazines and a number of educational pamphlets. The HRC obtained book racks, a table and chairs from various sources.

There is seldom a time when there aren't three or four people in the library, and many borrow books. In fact, Price says, if this keeps up, the HRC may have to start looking for a larger room to house the library.

The Houston HRC was composed of ATCS Pat LaVergne, chairman, who is now at the Kansas City ARTCC; ATCS Joe Castles; ATCS Jack Overfield; area supervisor Jim Sullivan; assistant personnel management specialist Virginia Sitton; assistant flight surgeon Dr. Anthony Ziegler; assistant systems engineer Billy Mohon, and systems supervisor Vern Oliver. ■

Corrections

In "A Place of Our Own" in the November-December issue, the woman standing at the left in the top photo on page 6 was incorrectly identified. She is Mary Healy, who as an FAA employee on the Design Advisory Committee was one of the major forces for creation of the headquarters building.

On the cover of the January issue, the DC-10 taking off from Sea-Tac Airport was a Northwest-Orient airliner.

Front cover: Photos courtesy of Pan American World Airways

Back cover: Washington FSS En Route Flight Advisory Service specialist Temetri Suk, here observing a weather radar display, provides weather information to pilots via air/ground frequency.

Photo by Bob Laughlin



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FAA has a few prestigious jobs in foreign capitals. The demands of the job and the cultural shock may not make them everyone's cup of tea, but for those who can adjust, an overseas tour can be very satisfying.

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Communications Div.**
John G. Leyden
Editor
Leonard Samuels
Art Director
Eleanor M. Maginnis

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Equal employment opportunity is growing as attitudes change and people recognize the rightness of being fair, thanks in no small measure in FAA to the efforts of the recipients of the Administrator's EEO Awards.

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In the next two years, the FAA representatives in Paris and Rome are planning to retire from the agency, opening up two prestigious posts for FAA employees interested in overseas service.

In addition, the FAA representative in London will end his tour in the British capital later this year and return stateside, creating yet another job opportunity.

Paris . . . Rome . . . London! It all sound glamorous and exciting, even a bit romantic.

But FAA's Director of the Europe, Africa, and Middle East Office, Phillip M. Swatek, cautions that anyone who approaches these jobs with this idea in mind probably will be disappointed. More importantly, so will FAA.

That's why Swatek is looking for the "right people" to fill these and other international posts as they come open. He believes FAAers overseas can make a positive contribution in helping America retain its world leadership position in international aviation.

"Preserving our preeminence in world aviation means Americans will have to be more effective in a hotly competitive global field that has been ours almost by default for three decades," he says. "FAA will have

an important role in this effort, and one part of it will be having the right people representing the agency in key spots around the world."

Getting the right people and getting them prepared to take over will not be easy, Swatek notes. This is especially true in Paris and Rome where the national culture and language, even the way of doing business, presents a greater challenge to FAAers than they would encounter in, say, London.

Although the Paris and Rome representatives will not retire until 1986, FAA plans to advertise both the jobs this spring, according to Dale McDaniel, who heads the Program Management Staff in the Office of the Associate Administrator for Policy and International Aviation. He notes the long lead time is necessary to ensure that the agency gets the best-possible people and adequately prepares them for their new posts.

McDaniel estimates that it will take



Roger Pierre (right), FAA's Paris representative, who has North Africa in his bailiwick, hosts visiting Donald Segner, Associate Administrator for Policy and International Aviation, at the tomb of Mohammed V in Rabat, Morocco.

Serving FAA Overseas

Not Everyone's Calling, It Can Be Very Satisfying

approximately a year to complete the selection process, obtain the necessary State Department clearances and provide any language training that might be required. Then, the selectees will spend some time in Washington headquarters, familiarizing themselves with the agency's international aviation programs before moving on to the Brussels office for an overview of the workings of the Europe, Africa, and Middle East Office.

"Finally," he added, "the new people will spend a couple of months being indoctrinated in their new jobs by the men they will replace before taking over on their own. The entire process, from start to finish, will take about 18 months."

As for job qualifications, McDaniel says that applicants should have a good working knowledge of FAA and how the agency carries out its mission. A solid technical background also is helpful, although he notes that the incumbents each represent a different FAA discipline: Roger Pierre in Paris has an R&D background, Dave Switzer in Rome is an old Flight Standards hand, and George Brewer was with the headquarter's Office of General Aviation before taking the London job.

Swatek points out that fluency in the language of the base country also is an important consideration but not the only one. All qualifications should be considered, he says.

"In the past, individuals often were selected for overseas service because they could speak the language and other considerations followed that," he adds. "That's not necessarily the optimum method. People can be taught a new language provided FAA

By John G. Leyden
Manager of the Public & Employee Communications Division, Office of Public Affairs, and a former reporter for the *Washington Star*.



George Brewer in front of London's Tower Bridge on the Thames River.

is willing to make the required investment. That hasn't always been true in the past, but there are signs that the agency is adjusting to the idea."

But perhaps the most important qualification for overseas duty is a desire to be there—a desire based on a realistic assessment of the pluses and minuses of foreign service. Both Swatek and McDaniel agree on that.

In the past, some FAA people in overseas posts have gotten there by happenstance, Swatek says. "If luck has it that these individuals turn out to be effective in representing the agency in another country and another culture, and if that luck holds and they and their families also

like a different kind of life, it's a break all the way around. But it shouldn't be left to luck."

Swatek contrasts this with the kind of people attracted to the State Department's Foreign Service. "These are people who are certain they want a different kind of life," he adds. "They know there will be no Monday night football, no current newspapers or magazines and that their parents will be emotionally against the move, fearing the absolute worst."

And there is another important difference as well: Foreign Service officers can boost their careers by



performing effectively in difficult overseas posts. That's not necessarily so at FAA.

"There is little evidence that career-minded FAA employees will help themselves by taking an overseas assignment and, thereby, being out of sight and out of the picture for that period," Swatek points out. "Promotions are very apt to go to those who stayed and did the work on the domestic scene."

But Swatek sees signs that things are changing with the increasing interest in international aviation. He points out that the growth of the European aerospace industry in recent years has emphasized the need for FAA to have its best available people on the scene.

McDaniel agrees, pointing out that the selection process for the London, Paris and Rome jobs represents a new, systematic approach to filling overseas assignments. For example, he says, the object now is to have FAAers spend a tour of from two to four years in one of these posts and then return to the agency's mainstream where they can make an even greater contribution because of their recently acquired knowledge and experience.

"We also want to avoid people 'homesteading' in any posts," he adds. "We've found that the longer



they stay in a position, the harder it is to replace them."

One FAAer who served abroad for the agency and then returned state-side to continue his work in the international area is the Southern Region's Bob Francis. He found his three years as Swatek's special assistant in Brussels a very positive experience. However, he's quick to add that he had two State Department tours in Africa before joining FAA, so he was no novice to overseas duty.

Now manager of the Policy and International Aviation Staff in Atlanta, Francis says he's become something of a "clearinghouse" for FAA people considering overseas assignments. "They call me and want to know what living and working in a foreign country is like. I think it's primarily a matter of attitude," he says. "If you have a positive attitude, you're going to enjoy yourself. If not, you won't."

But Francis cautions against jump-

Rome representative David Switzer tries to talk a Roman Vigile Urbana (a cop) out of a parking ticket on the Via Vittorio Veneto at La Strada della Dolce Vita.

ing into an overseas assignment. His advice is for employees to educate themselves and then make an informed decision on what they want to do.

Francis concedes that a foreign assignment is not necessarily the quickest way up the career ladder, especially in the technical fields like air traffic and airway facilities. But he still thinks many people would be happier in the long run if they took a chance, instead of sitting around the office or facility waiting for a promotion. "I'm inclined to say go for it. You may not get to be regional director that way, but you'll have a lot more fun."

But how is someone supposed to know ahead of time whether he or she is cut out for overseas duty? Swatek has some suggestions:

"First the urge to do something different, to have a different kind of life, must be strong and positive—positive as opposed to some form of romantic escapism. This applies to all members of a family that might be involved in such an adventure.

"And experience shows that children benefit greatly from such adventure if the family is close and positively motivated. If the family structure is not sound, the experience is apt to be worse than staying put because of the many new pressures in a new country and the absence of reassuring friends and routines. Schools can be a problem, too, in



that they are apt to be different, even when they are 'American' schools. On the other hand, local schools can be terrific for youngsters who want to acquire another language.

"For those who really enjoy life, or at least find life interesting in other peoples' countries a long way from home and family and the familiar and comfortable sights and who are qualified to represent FAA in a particular part of the world, it's an unmatched career, a career that can make the domestic routine prosaic. It also frequently pays well, too, with various allowances, such as for housing."

Finally, and perhaps most impor-

tantly, Swatek says there is a great deal of job satisfaction to be had from representing FAA overseas. "It might be hard for a newcomer to believe how highly regarded FAA is in aviation circles around the world, how interested aviation leaders everywhere are in what the FAA is doing and how the agency goes about it. Even our regulations, so often attacked by home-grown critics, are looked upon almost as Gospel. To be FAA's on-the-scene, in person representative out in the world is regarded as a privilege by those who are making it their career, different and difficult as it sometimes is." ■

The View From Europe

An Insider's Glimpse of FAA's Position in the World

Affairs in Europe are not noted for their simplicity, but life is more comfortable these days and the passion level much lower, except among auto drivers in Rome and Brussels. In fact, I'll have to admit I enjoy living in Europe, though having barely mastered English makes me feel a little backward when fairly ordinary people carry on in two, three or four languages.

What has surprised me, though, is how ancient suspicions and prejudices seem to make solving current common problems so difficult. The European Economic Community (EEC) is still on the tracks, but there seems to be a crisis every month or two, charges flashing back and forth across the old frontiers. But, then, the FAA office in Brussels is just down the street from the EEC building, and we get to

see lots of demonstrators—Italian steel mill workers, French farmers or someone.

The greatest disappointment for us in FAA was the failure of Euro-control to work as it was intended. Although all nations agree in principle that it makes no sense to control jet airplanes on a country-to-country basis and that a European system for high altitude, en route traffic does make sense, it all came apart over the sovereignty issue and the unwillingness of the military people to work within any civil system, even their own, much less within an international organization.

The Airbus concept has worked pretty well up to now because it was forced upon the partners. It was either that or yield the field to the Americans, which they don't want to

By Philip M. Swatek
The director of the Europe, Africa, and Middle East Office, he is a former journalist.



do for reasons of business and national pride. But Airbus is having a real tussle getting the 320 launched.

World War II put Americans deeply into the business of building and flying long-range airplanes all over the world, and the flying continued after the shooting stopped. With industrial and commercial skill, foresight on the governmental side, including some of our predecessor agency personnel, and some luck, we Americans came to predominate in civil aviation. For a couple of decades we were the undisputed leaders—the instructors.

It was very satisfying to be in this position. It also was very profitable. When we began importing more automobiles and machine tools then we sold abroad, American aerospace products became our biggest money-



makers and brought in more foreign exchange than any other manufactured products. Only agricultural products earn us more.

The scene, however, is changing. We have new challengers in every field. Our lead has been cut, and the trend is disquieting. Our academy at Oklahoma City is still the mecca for aviation training, but the French, British and Swedes are working hard to establish themselves in the training field and are making progress. The Russians train some 4,000 international students each year. Several of our Western allies are very active in providing technical assistance in-company.

Foreign manufacturers of radar,

radio, navigational systems and all kinds of airport equipment are aggressively on the world market and are making inroads, sometimes with the help of favorable financing made possible by their governments—if, in fact, the government doesn't own the company.

French and Italian helicopter manufacturers are doing very well against the Americans for a variety of reasons, including the fact they are making very good and advanced helicopters. In the field of larger airplanes, Boeing continues to hold its own in the marketplace, but it is clear with the Airbus that the Europeans do not intend to turn this critical industry over to the Ameri-

cans. In their shoes, we wouldn't, and they won't. This fight has just begun.

FAA, and CAA before it, were very much involved in the building of America's pre eminence in civil aviation. The Academy became famous in the aviation world and, at one point, we had 18 civil aviation assistance groups abroad. The prestige of the agency paralleled and was an important part of that pre eminence.

I am delighted to report that now and wherever I have been on our business in the last several years, the letters "FAA" have been almost sacred; Hold up the page where "FAA says . . ." and the argument dwindles. It is a great privilege to ride under that kind of banner.

Even so, the American government, including FAA, must respond to the new conditions; that is, determined and able competition, mostly from Europe. It isn't just our industry that must adjust. We all have gotten used to an aeronautical "easy street." FAA must deliver services quicker, with less fuss legally and somehow for less money, perhaps by bringing our people in only for the time they are really needed and letting them go home as soon as possible. We should avoid, as far as possible, setting up offices, chiefs, staffs and all that.

We are going to have to tailor our courses at the Academy to meet the needs of people who aren't building a NAS. Benjamin Demps has been most receptive to this. We are going to need our "best and brightest," to borrow a phrase, to match our competitors who are always careful to field their best team in the competition to instruct and influence future



A garden in Tokyo

leaders of world aviation.

I hope FAA managers will help in this, even if it hurts sometimes to part with real talent for a while. We must consider what is at stake in the world.

It was nice, of course, when Americans had a lock on global markets, when what we thought and said on aeronautical questions was automatic gospel. Not so anymore, and I am glad. It's fun to compete against tough opponents when you are really good. And that we are, with industry and government pulling closer together than we've ever had to in the past. We are rethinking old ideology, considering new concepts and forging new tools, including the International Aviation Support Act.

For American aviation, the past has been great. The future will be more complicated and harder, but that may be just the challenge we need to make it even greater. ■

This text was excerpted from a recent talk Mr. Swatek gave to the New England Regional Managers Conference.

Our Men of the World: the FAA Reps

London: George Brewer has been FAA's rep in London since May 1980. A commercially rated pilot, he joined the agency in 1974 as a member of the Administrator's staff and then headed the Plans and Programs Division in the Office of General Aviation. Prior to that, he had extensive aviation industry experience.

Paris: French-born and educated Roger Pierre has more than 27 years with the FAA and has been our man in Paris for the past 10. He served with a Civil Aviation Assistance Group in southern Europe and the Middle East from 1959 to 1967. A civil engineer, he was with the Systems Research and Development Service between foreign assignments.

Rome: David Switzer moved to Rome in April 1977 after 17 years as an air carrier operations inspector, including duty in the Frankfurt, Germany, Flight Safety Group. He also served with the headquarters Flight Standards Service and Western Region headquarters.

Dakar: Don Jones replaced William Newell in Senegal last year and will be working with air carrier inspector Ron Montgomery there. He has 21 years of government service and a background in air traffic control. He is also a general aviation pilot.

Rio de Janeiro: FAA's rep in Rio since last year, Raymond Ybarra has responsibilities for Argentina, Chile, Paraguay and Uruguay, as well as for Brazil. His FAA career began in 1970 as a controller at the Albuquerque, N.M., ARTCC, followed by the

Balboa, Panama, CERAP and the Miramar RATCF in San Diego, Calif. He's fluent in both Spanish and Portuguese.

Latin America: Rene Cardone has Part 129 (foreign air carriers) operational responsibilities from his Miami, Fla., office for the entire area and country responsibilities for Bolivia, Colombia, Ecuador and Peru. He was the FAA rep in Lima, Peru, 1976-1980. He became the principal operations inspector for all foreign carriers in the Miami ACDO from 1980-1983. His FAA career from 1969 includes stints in San Juan, Washington and Atlanta.

Latin America: The manager of the Miami, Fla., International Field Office, Thomas T. Martin, has international responsibilities throughout the Caribbean, Central and South America and for the countries of Venezuela, Guyana, Surinam and French Guiana. He began in FAA in 1963 at the San Juan International FSS, then transferred to the San Juan CERAP, where he rose to assistant manager and during which time he also handled international assignments.

Tokyo: Dennis Wilham is international aviation affairs officer at the American Embassy. He served as an avionics advisor in Tokyo from 1962 to 1970 and returned in 1978 as senior FAA rep for all countries from India to the International Date Line. He was an avionics inspector 1960-1962 for the Anchorage, Alaska, GADO and ACDO; Seattle FSDO Maintenance Unit chief 1970-1976; and Anchorage ACDO chief 1976-1978.



L'Arc de Triomphe, Paris

Photo courtesy of Pan American World Airways

A Long Way From Anywhere But Business Is Booming at the Tonopah FSS

In the East, fairly sizable towns are only an hour or an hour-and-a-half drive away from each other. In the West, you'd better have a full tank.

If you say that the Tonopah Flight Service Station at Nye County Airport is located 10 miles east of Tonopah, Nev., which is nestled in the hilltops of about nine peaks at an altitude of 6,200 feet, you still have to place it. It's 117 miles northeast of Bishop, Calif.; 163 miles southwest of Ely, Nev.; 200 miles northwest of Las Vegas; and 250 miles southeast of Reno.

The cardinal points of the compass aren't used because the highways don't run that way.

But Tonopah is being found more and more. Its population jumped from 2,000 to 6,000 in three years and continues to grow thanks to a

new Anaconda molybdenum mine, the renewal of some old gold mines, an oil refinery and new activity at the Nevada Test Site. All this has kept the Tonopah FSS well within the Level II range, according to facility manager Patricia Jones. In fact, she adds, several of the businesses fly their people in on Mondays and out again on Fridays.

One good reason for this is that the town is land-locked by Bureau of Land Management land, which restricts development, thereby causing a serious housing problem. FAA employees, however, have government housing at the officers quarters at an old Air Force base.

Still, the growth is evident, with a large shopping mall, a radio station, additions to the hospital and the post office and the availability of seven TV stations by cable. ■



Bob Sherrard, checking out the weather shack, is one of four journeymen air traffic control specialists at Tonopah FSS. The others are Ben Baker, Bob Fischer and Harold "Joe" Welles.

Photo by Pat Jones



Technician Billy Batts checks some communications units. His supervisor in the Environmental Support Unit is Jim Neals and his coworker is Ken Jose.



Tonopah FSS manager Pat Jones.



Electronics technician Bob Love (left), who has since left the Airway Facilities Sector Field Office, discusses equipment parameters with ATCS Joe Welles. Others in the SFO include manager Jack Olsen and technicians Bill Crawford, Bob Denton, Rob Lawless and Tom Smith.



Flight service specialist Ben Baker mans an inflight position.



ATCSs Bob Thompson (left), who transferred to the Marysville, Calif., FSS last year, and Bob Fischer check weather information coming in on the teletypewriter.



Electronics technician Bob Denton peers from the "shop" at the FSS.

By Fred Farrar
Assistant manager of the
Public & Employee
Communications Division,
he is a former
Washington correspondent
for the
Chicago Tribune.



The Last of a Breed

A Solitary Inspector Type Rates Pilots in a Ford Tri-motor

“It’s so loud up there that you have to holler—and holler loud. Sometimes you have to use hand signals. It’s so hard to communicate, in fact, that it’s a good idea to tell the pilot beforehand just what you want him to do and when.”

That, according to Gerry Widmayer of the Van Nuys, Calif., General Aviation District Office (GADO), is one of the occupational hazards he is glad to accept when he is working at a unique sideline of his job as an FAA inspector.

For as far as I could determine after much checking, Widmayer is the only remaining FAA employee certified to check out pilots who want a type rating in the Ford Tri-motor, the lumbering and unlovely workhorse of the airlines during the late 1920s and early 1930s whose corrugated skin makes it look like it was made out of old garbage cans.

This begs the question: Who would want a type rating in a Ford Tri-motor? There are only three of them still flying in this country, so the prospects of employment as a Tri-motor pilot are dim. And aside from the noise—with one 450-horsepower radial engine on the nose and one hanging from the wing on either side of the cockpit—its cruising speed is a sedate 107 miles an hour.

The answer is that a lot of people want that type rating—even to the extent of paying \$2,500 for the privilege. A lot of these are airline pilots

who normally fly jet aircraft at speeds almost five times that of the Tri-motor.

“I think that for the most part it’s a status symbol,” Widmayer says. “They just like to be able to say they have a type rating in a Ford Tri-motor whether they ever use it or not.” But he wouldn’t disagree with Bernard Godlove, a United Airlines 737 pilot who spends a lot of his off-duty time training the pilots that Widmayer checks out. Godlove says he believes that in addition to being a status symbol, the type rating represents “a certain nostalgia—a desire to have a share of aviation history.”

Regardless of the reason, the demand for Tri-motor ratings has meant that Widmayer has spent a lot of time traveling between Van Nuys and Las Vegas, Nev., and Godlove has spent a lot of time en route between his home in Placerville, Calif., and Las Vegas. That’s because Las Vegas is where the airplane that is used for both the training and the check rides and the airline that owns it are based.

The airline is Scenic Airlines, whose primary business is flying sightseeing flights with a variety of equipment—up to 200 a day—through the Grand Canyon. Scenic bought the Tri-motor in 1977. For a while, it was used for sightseeing flights, but recently it has been used mostly to train aspiring Tri-motor pilots and for promotional purposes.

It was built in 1929 and spent two years as a company demonstrator. Then it was sold to Pan American Airways, which used it to open up

new air routes in Central and South America. In 1941, it was sold to a company in Guatemala that used it to haul freight and some passengers into and out of the Guatemala back country.

Ten years later it was back in the United States, first as a crop duster and then hauling smoke jumpers for the U.S. Forest Service. In the ensuing 20 years before being sold to Scenic Airlines, it was on the airshow circuit in the Midwest.

In addition to all this experience, the Scenic Airline Tri-motor has another attribute. As one of the AT-5 models built by Ford, it weighs 13,500 pounds. This puts it in the large transport aircraft category (12,500 pounds and above) and, therefore, suitable for type rating work. The other extant Tri-motors weigh less than 12,500 pounds and are considered small aircraft for which no type rating is required.

Widmayer first came into contact with the Ford Tri-motor in the 1970s when he was working at the San Jose, Calif., GADO. A restaurant and museum operator there owned a sister ship of the Scenic aircraft—also an AT-5 but one whose airline career had been with TWA—and there were pilots there who wanted to be type-rated in it.

So Widmayer found a Ford-certified FAA inspector—there were



more of them around in those days—and got himself certified. Now the others have either retired, died or gotten out of the Tri-motor business because of lack of local interest or Tri-motors.

“I wasn’t any stranger to old airplanes,” Widmayer says. “Before I joined the FAA, I operated an FBO (fixed-base operation) up in Scapoose, Ore., and I’d flown Stearman and Stinsons and a host of other antique airplanes.

“But the Tri-motor is something else. It has lots of power and lift, and it can take off in less than 800 feet.

The late Ray Stephen (left) gave FAA inspector Gerald Widmayer a tour of the red and white Ford Tri-motor that he flew for the Hill Country aviation museum in Morgan Hill, Calif. Stephen passed a proficiency check ride easily.

“What it doesn’t have, however, are any hydraulics to help you move those big control surfaces. So it’s work, physical work; you are working all the time just to keep those wings level. You can’t relax.” ■

The Idea Is Catching On

Record Awards Show EEO Efforts Growing

One of Administrator J. Lynn Helms' last public appearances was to present the EEO awards. Elida M. Cardenas, manager of the Central Region's Hispanic Employment Program, received her plaque for success in running that program.



The record high of 36 nominees for the Administrator's Award for Superior Achievement in Equal Employment Opportunity last year may be an indicator that more supervisors and other employees are making an added effort to foster the EEO concept.

Eleven FAAers from six regions and Washington headquarters received their plaques from former Administrator J. Lynn Helms on January 19 at the Seventh Annual Administrator's EEO Awards Program in headquarters. ■



Edward V. Curran, director of the Office of Labor Relations at headquarters, gained his award for his efforts at the recruitment and encouragement of minority and women employees.



Her success in promoting an internal self-help training program that boosted the selection of women and handicapped employees for higher positions netted an award for Cathy M. Gruver, manager of Alaska's Word Processing Branch.



Alexander R. Hammond's effectiveness in producing EEO results in his job as manager of the Western-Pacific Region's Airway Facilities Division led to his receiving one of the 11 plaques. (left)

Civil Rights Officer Alvin Ray accepted the award for George W. MacArthur, manager of the Great Lakes Region's Flight Standards Division, given for his exemplary service to EEO. (right)



His success in community education that led to the appointment of minority, women and handicapped employees throughout the Alaskan Region brought Charles W. Muhs, manager of the Anchorage FSS/IFSS, to the headquarters awards ceremonies. (above)

Kenneth C. Patterson's positive and aggressive approach to promoting EEO set an example for others to follow that was recognized with an award. Patterson is the manager of the Great Lakes Region's Air Traffic Division. (above right)



Theodore W. Robinson, assistant manager of the New York Air Carrier District Office, was recognized with an award for his leadership in the development of the National Air and Space Museum's exhibit "Black Wings: The American Blacks in Aviation." (right)

New England Regional Director Robert E. Whittington was cited for his personal involvement in the selection of minorities and women for key positions. (right)



Engineer Freeman Coble accepted the award for John M. Williams, manager of the Air/Ground Communications Program in headquarters, given for his aggressive promotion of EEO that set an example for others. (below left)

Western-Pacific electronics technician Antonio Trevino is congratulated by Mr. Helms for his leadership and service as chairperson of the Oakland ARTCC Civil Rights Committee and manager of the Northern California Hispanic Employment Program and for success in recruiting minorities for FAA. (far right)



The information in this feature is extracted from the Personnel Management Information System (PMIS) computer. Space permitting, all actions of a change of position and/or facility at the first supervisory level and branch managers in offices are published. Other changes cannot be accommodated because there are thousands each month.

Aeronautical Center

- **John Allegra**, manager of the Honolulu, Hawaii, Flight Inspection Field Office.
- **Robert A. Enoch**, supervisor of the Flight Inspection Section of the Frankfurt, Germany, Flight Inspection Field Office.
- **John B. Nix**, unit supervisor in the Airworthiness Section, Flight Standards Branch, FAA Academy, promotion made permanent.
- **Sterling L. Williams**, supervisor of the Technical Support Section, Airmen Certification Branch, Airmen and Aircraft Registry.

Alaskan Region

- **Ronald B. Barnes**, manager of the Merrill Field Tower, Anchorage.
- **Frank E. Berry**, supervisor of the Environmental Section, Establishment Branch, Airway Facilities Division.
- **Leon F. Chesler**, unit supervisor in the Frequency Management/Leased Communications Section, Maintenance Branch, AF Division, promotion made permanent.
- **David B. Epstein**, assistant manager of the Juneau Airway Facilities Sector.
- **Jimmy D. Ford**, supervisor of the South Unit, Anchorage Central Maintenance Facility, Anchorage Sector, AF Division, promotion made permanent.
- **Robert L. Moore**, area manager at the Ketchikan Flight Service Station, from the Anchorage FSS/IFSS.
- **Thomas S. Westall**, manager of the Flight Standards Division, from the Western-Pacific Flight Standards Division.

Central Region

- **Jon D. Ellis**, public affairs officer,

from the Kansas City, Kan., Flight Standards District Office.

- **Laddie E. Kuzela**, area supervisor at the Sioux City, Iowa, Tower.
- **Gary C. Perrin**, area supervisor at the Kansas City ARTCC.
- **Joseph M. Quinn, Jr.**, manager of the Emporia, Kan., Flight Service Station, from the Columbia, Mo., FSS.
- **William P. Sealy**, area supervisor at the Kansas City ARTCC.

Eastern Region

- **Webster S. Ambush**, area manager at the Washington (D.C.) ARTCC.
- **Jerome F. Bator**, area supervisor at the Bradford, Pa., Flight Service Station.
- **Stephen A. Borish**, area supervisor at the Pittsburgh, Pa., FSS, from the Washington (D.C.) FSS.
- **Bruce A. Cameron**, area supervisor at the Atlantic City, N.J., Tower, from the Newark, N.J., Tower.
- **Louis Dentini**, area supervisor at the Watertown, N.Y., FSS, from the FAA Academy.
- **David B. Hill, Jr.**, unit supervisor at the Farmingdale, N.Y., General Aviation District Office.
- **Charles R. Reavis**, area officer at the Washington ARTCC.
- **Joseph T. Taber**, assistant manager for training at the New York ARTCC, from the Salt Lake City, Utah, ARTCC.

Great Lakes Region

- **Anthony Borden**, area manager at the Detroit, Mich., Metro Tower, from the headquarters Air Traffic Service.
- **H. Russell Bracken**, area manager at the Detroit Metro Tower, from the Air Traffic Division.
- **James Cikalo**, area supervisor at the Pontiac, Mich., Tower.
- **Frederic E. Doll**, systems engineer at the Cleveland, Ohio, ARTCC.
- **James R. Friend**, systems engineer at the Minneapolis, Minn., ARTCC.
- **Ryan F. Gove**, programs officer at the Mitchell Field Tower, Milwaukee, Wis., from the Oshkosh, Wis., Tower.
- **Phil R. Holcomb**, systems engineer at the Chicago ARTCC AF Sector, from the Cleveland ARTCC AF Sector.
- **Hortense McGehee**, manager of the Cleveland General Aviation District Office, from the Cincinnati, Ohio, GADO.
- **Michael J. Nowicki**, manager of the West Chicago, Ill., GADO, from the Flight Standards Division.
- **Donald W. Sarkinen**, systems engineer at the Minneapolis ARTCC AF Sector.
- **Russell W. Schneider**, systems engineer at the Chicago ARTCC AF Sector.
- **Beverly D. Scott**, manager of the Springfield, Ill., GADO, from the Frankfurt, Germany, International Field Office.
- **Richard E. Speir**, systems engineer at the Indianapolis, Ind., ARTCC AF Sector.
- **Billy E. Stephens**, systems engineer at the Indianapolis ARTCC AF Sector.
- **Edmund M. Strong**, area supervisor at the Springfield, Ill., Tower.
- **Ronald J. Tishma**, systems engineer at the Chicago ARTCC AF Sector, from the FAA Technical Center.
- **Larry A. Wermager**, manager of the Des Plaines, Ill., Air Carrier District Office, from the Flight Standards Division.

Detroit, Mich., Metro Tower, from the headquarters Air Traffic Service.

- **H. Russell Bracken**, area manager at the Detroit Metro Tower, from the Air Traffic Division.
- **James Cikalo**, area supervisor at the Pontiac, Mich., Tower.
- **Frederic E. Doll**, systems engineer at the Cleveland, Ohio, ARTCC.
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- **Ronald J. Tishma**, systems engineer at the Chicago ARTCC AF Sector, from the FAA Technical Center.
- **Larry A. Wermager**, manager of the Des Plaines, Ill., Air Carrier District Office, from the Flight Standards Division.

- **Robert M. Blackburn**, manager of the Tuscaloosa, Ala., Tower, from the Panama City, Fla., Tower.

Northwest Mountain Region

- **Cynthia J. Brown**, section supervisor in the Procurement Branch, Logistics Division, promotion made permanent.
- **Karl E. Chisholm**, manager of the Aspen, Colo., Tower, from the Edwards Air Force Base RAPCON in California.
- **William L. Gowers**, assistant manager for training at the Seattle, Wash., ARTCC.
- **Robert M. Nakayama**, manager of the Gig Harbor, Wash., AF Sector Field Office of the Seattle AF Sector.
- **Joe I. Segura**, assistant manager for military operations/plans & programs at the Seattle ARTCC, from the AT Div.

Southern Region

- **William T. Avant**, area supervisor at the Memphis, Tenn., ARTCC.
- **Robert B. Blackburn**, manager of the Tuscaloosa, Ala., Tower, from the Panama City, Fla., Tower.
- **Arthur M. Coleman**, area supervisor at the Charlotte, N.C., Tower, from the Pensacola, Fla., Tower.
- **Edward L. Clements**, assistant manager for plans and programs at the Miami, Fla., ARTCC.
- **Stephen J. Dobso, Jr.**, assistant manager for quality assurance at the Miami ARTCC.
- **Darrell D. Dunn**, manager of the Byhalia, Miss., AF Sector Field Office of the Memphis Hub Airway Facilities Sector.
- **Carl S. Everatt**, area supervisor at the Vero Beach, Fla., Flight Service Station, promotion made permanent.
- **Harold R. Gausman**, assistant manager of the Jacksonville, Fla., Tower, from the Orlando, Fla., Tower.
- **James E. Goodale**, assistant manager for plans and programs at the Memphis ARTCC.
- **Robert L. Hankins**, unit supervisor in the Mississippi Valley Flight Standards

District Office in Memphis, from the Mid-South FSDO in Birmingham, Ala.

- **William S. Hensley**, unit supervisor in the Mississippi Valley FSDO, from the Minneapolis-St. Paul, Minn., Air Carrier District Office.
- **Orah F. Howard**, area supervisor at the Miami International Flight Service Station, from the Raleigh, N.C., FSS.
- **James H. Mayne**, assistant manager for traffic management at the Miami ARTCC.
- **John M. Penney**, manager of the Pensacola, Fla., FSS, from the Key West, Fla., FSS.
- **Edwin R. Perry**, manager of the Panama City, Fla., Tower, from the Jacksonville Tower.
- **Cecil L. Vaughan**, unit supervisor in the North Carolina FSDO in Winston-Salem, N.C., promotion made permanent.
- **Fred N. Velez**, area supervisor at the Ft. Lauderdale, Fla., International Airport Tower, promotion made permanent.
- **Robert Wiltuck**, unit supervisor in the

End of Year Produces Bumper Crop of Retirees

- | |
|---|
| <ul style="list-style-type: none"> Chick, William E.—AC Clark, Robert E.—AC Clayton, Theresa J.—AC Cloough, Harry L.—AC Duberty, Eugene L.—AC Dunbar, Arthur J.—AC Dunbar, Joseph C.—AC Fenstermacher, Walter L.—AC Ginsible, Thomas E.—AC Hilnicki, Andre—AC James, Lloyd E.—AC Lackey, Thomas C.—AC Ledbetter, Robert F.—AC Milhus, Betty R.—AC Morris, Norma C.—AC Pahl, Theodore M.—AC Parke, John R.—AC Sadler, Louis—AC Spitzer, George J., Jr.—AC Townser, J.—AC Wall, Edgar C.—AC White, Buster E.—AC Williams, Thomas, Jr.—AC Young, Billy J.—AC Cernick, Clifford—AL Culver, Robert L.—AL King, Clifford R.—AL Knight, Elmer W.—AL Luedke, Henry B.—AL Riebel, Robert A.—AL Thomas, Robert D.—AL Anderson, Kenneth K.—CE Brook, Richard A., Jr.—CE Bruenjen, Leroy J.—CE Call, Robert M.—CE Cargile, Janice F.—CE Cicilia, Joseph—CE Clabaugh, Donald E.—CE Fres, Joseph H.—CE Genrich, Glenn H.—CE Gibson, Richard E.—CE Groswain, Marvin K.—CE Harrison, Lloyd E.—CE Hellwig, Raymond B.—CE Hepting, William C.—CE Hill, Bobbie G.—CE Husk, Lawrence W.—CE Hudson, Donald E.—CE Malick, Roscoe B.—CE McCauley, Donald E.—CE McMurray, Charles D.—CE Murphy, Wesley A., Jr.—CE Reizer, Thomas L.—CE Roe, William C.—CE Rogers, Thomas G.—CE Shangler, Anthony—CE Sims, Lawrence B., Jr.—CE Stickland, Marion C.—CE Swinhart, Chester L.—CE Taviano, Albert C.—CE Vaibel, Vernon L.—CE Volkler, Bert—CE Butterfield, George W.—CT Dowd, Victor F.—CT Greben, George—CT Gustafson, Ernest S.—CT Jasecki, Stephanie—CT Jensen, John E.—CT Johnson, Alma S.—CT Jones, Marion H.—CT Leopold, Louis—CT Maiter, John J.—CT McCullough, Richard J.—CT McFain, Howard L.—CT Mistler, Warren G.—CT Naumchik, Anthony J.—CT O'Malley, Jean M.—CT Paizler, Robert A.—CT Regan, Richard J.—CT Rosati, Frank A.—CT Solomon, Burdette J.—CT Williamson, John H.—CT Baker, Max M.—EA Bellotte, Dominick J.—EA Brennan, Norman F.—EA Briggs, Ivan E.—EA Burtines, Theodore N.—EA Clapp, Edward J.—EA Cohen, Norman—EA Cole, William R.—EA Cooper, Harry A.—EA Culy, Ronald G.—EA Cunning, Joseph P.—EA Ferguson, Robert M.—EA Goldman, Best—EA Haubenstein, Joseph H.—EA Hochberg, Bernard—EA Hollen, Geraldine G.—EA Johannese, Ralph M.—EA Jones, Donald D.—EA Katkohe, Robert J.—EA Kaufman, Belle—EA Konecko, Charles J.—EA Lagonero, Rocco E.—EA Lilly, Marvin E.—EA Lowgreen, William L.—EA Mardola, Joseph—EA McDonough, Hugh H.—EA McPhillips, John H.—EA Mesch, Harold—EA Miller, James F.—EA Moss, Leonard H.—EA Mullins, Raymond M.—EA Nabors, Lee Paul—EA Otenauer, William M.—EA Pal, Louis C.—EA Robinson, Richard H.—EA Rostien, David R.—EA Rowland, James R.—EA Saizer, Frank H.—EA Skibitsky, William—EA Tietz, Edward J.—EA Tratnor, Robert L.—EA Trautner, Rudolph C.—EA Walker, James W.—EA Allen, Richard L.—GL Bezanon, Lawrence R.—GL Blanchette, Benjamin—GL Bloch, Joseph—GL Bohlein, Robert A.—GL Carter, Robert A.—GL Coffman, Garland M.—GL Cosner, Charles A.—GL Czechowski, Richard C.—GL De Moolin, Gerald J.—GL Deadrick, Eugene L.—GL |
|---|

South Florida FSDO in Miami, promotion made permanent.

Southwest Region

■ **Mark E. Blackburn**, area supervisor at the Hobby Field Tower, Houston, Tex., from the Houston Intercontinental Tower.

■ **Martin Cappi, Jr.**, unit supervisor at the Houston ARTCC AF Sector.

■ **David P. Gibson**, operations officer at the Lubbock, Tex., Tower, from the Oklahoma City, Okla., Tower.

■ **Patrick J. Gilday**, area supervisor at the Addison, Tex., Tower, from the Love Field Tower in Dallas, Tex.

■ **Richard O. Gordon**, unit supervisor in the Houston General Aviation District Office.

■ **Roger W. Lindelow**, manager of the Lubbock AF Sector Field Office of the

Paso, Tex., AF Sector, from the AF Division.

■ **James C. Mascone**, unit supervisor in the Albuquerque, N.M., GADO.

■ **Lawrence R. Paschich, Jr.**, area supervisor at the El Paso Tower.

■ **Patrick W. Preston**, assistant manager of the Electronic Engineering Branch, AF Division.

■ **Herbert S. Sellers**, manager of the Amerillo, Tex., Tower, from the headquarters Air Traffic Service.

■ **Jimmy C. Yates**, unit supervisor in the Shreveport, La., AF Sector Field Area Office of the Little Rock, Ark., AF Sector from the Lubbock AF Sector.

Technical Center

■ **Robert A. Bugdon**, printing foreman,

Printing Section, Graphic Arts Branch, Communications Resource Staff, promotion made permanent.

Washington Headquarters

■ **John W. Cormack**, supervisor of the Data System Design Section, National Flight Data Center, Operations Division, Air Traffic Service, promotion made permanent.

■ **Joseph A. Hawkins**, manager of the Systems Planning Branch, Systems Analysis Division, Office of Aviation Policy & Plans, promotion made permanent.

■ **Michael S. Hill**, team leader in the Employment Branch, Personnel Management Operations Division, Office of Personnel & Training.

Western-Pacific Region

■ **Darwin E. Aldous**, manager of the

Stockton, Calif., AF Sector Field Office.

■ **Edward L. Couch**, manager of the Reno, Nev., Tower, from the Air Traffic Div.

■ **Robert V. Ensten**, area supervisor at the Burbank, Calif., Tower, from the Air Traffic Division.

■ **Matthew J. Fletcher**, area supervisor at the Edwards Air Force Base, Calif., RAPCON, from the Bakersfield, Calif., Tower.

■ **Anthony J. Giustra**, assistant manager of the Honolulu, Hawaii, ARTCC, from the Air Traffic Division.

■ **Martin J. Hardy**, area supervisor at the Burbank Tower, from the Phoenix, Ariz., TRACON.

■ **Douglas R. Johnson**, unit supervisor at

the Reno AF Sector Field Office.

■ **Thomas S. Kamman**, planning & procedures officer at the San Diego, Calif., TRACON at the Miramar Naval Air Station.

■ **Robert L. Kingery**, assistant manager of the San Diego Flight Service Station, from the Santa Barbara, Calif., FSS.

■ **Robert A. Kivitt**, unit supervisor in the Navigation/Landing Program Section, Establishment Engineering Branch, Airway Facilities Division.

■ **Eitori P. Milani**, assistant manager for technical support at the Oakland, Calif., AF Sector, from the Concord, Calif., AF Sector Field Office.

■ **Arthur W. L. Moses**, area supervisor at the Fresno, Calif., FSS, from the Stockton, Calif., FSS.

■ **Thomas A. Rea**, assistant manager of the Honolulu Tower, from the AT Division.

■ **Charles A. Register**, area supervisor at the El Monte, Calif., Tower, from the Coast TRACON, El Toro Marine Corps Air Station, Santa Ana, Calif.

■ **Donald W. Roberts**, manager of the Palm Springs, Calif., Tower, from the Air Traffic Division.

■ **August M. Schuette**, assistant manager of the Coast TRACON, from the AT Division.

■ **Lloyd T. Seki**, staff supervisor at the Honolulu ARTCC AF Sector, promotion made permanent.

■ **Robert J. Sinz**, staff engineer at the Oakland, Calif., ARTCC AF Sector.

■ **David A. Smith**, area supervisor at the Edwards AFB RAPCON, from the Napa, Calif., Tower.

Retirees continued from page 17

Dexter, Robert H.—GL
Franklin, Barton J., Jr.—GL
Frey, Kenneth A.—GL
Fuller, Thomas E.—GL
Griner, Donald H.—GL
Harbeck, Donald H.—GL
Hart, Charles E.—GL
Hedrick, Samuel N.—GL
Huey, Dale A.—GL
Jones, Walter T.—GL
Kohl, Rosalie G.—GL
Kozlowski, Joseph J.—GL
Landis, Herbert C.—GL
Link, Herbert H.—GL
Perrin, Donald F.—GL
Privette, Paul H.—GL
Rohlfus, Karl L.—GL
Schaeffer, Wendell O.—GL
Senkowski, Ralph M.—GL
Smith, Herbert Dale, Jr.—GL
Smith, Johnny—GL
Swanson, Rose-Marie R.—GL
Tollerud, Donald A.—GL
Totien, Elmer L.—GL
Tuboski, Stanley—GL
Wesley, Gabriel J.—GL
Whicker, Vincent S.—GL
Wolf, Jack F.—GL
Zawacki, Daniel P.—GL
Zoeller, Edmund C.—GL

Adkins, Norman F.—MA
Burgess, George W.—MA
Newman, Richard A.—MA
Baum, Donald W.—NE
Buckley, Paul P.—NE
Gurney, Austin A.—NE
Healey, William F.—NE
Kilbert, Greta C.—NE
Maer, Howard G.—NE
McCallan, George G.—NE
McCombs, Halsey R.—NE
Otterson, Margaret E.—NE
Park, Edward L.—NE
Rock, Ben B.—NE
Sanford, Harvey F.—NE
Schaffer, Bernard—NE
Schilling, Robert A.—NE
Stesick, Frederick P.—NE
Verville, Raymond A.—NE
Adams, Lloyd A.—NM
Amen, Arthur H.—NM
Appa, Richard E.—NM
Campbell, Don C.—NM
Christianson, Ethan A.—NM
Denham, Clyde L.—NM
Dorroh, Jefferson D.—NM
Downey, Dale F.—NM
Dubry, Leon A.—NM
Ennis, Ralph L.—NM
Fluckiger, Max—NM

Grasser, Robert L.—NM
Hays, John M.—NM
Helmgreen, Dale L.—NM
Hendrix, Lloyd W.—NM
Hink, Joe, Jr.—NM
Hommel, James M.—NM
Huttenmaier, Elmore J.—NM
Johnson, Carroll L.—NM
Lenthan, William E.—NM
Mash, James—NM
Norris, William S.—NM
O'Connor, William F.—NM
Pederson, Mark E.—NM
Philippi, Louis T.—NM
Selles, Jane S.—NM
Sheppard, Marvel L.—NM
Keith, Phillip W.—NM
Snow, Dean B.—NM
Sutherland, Ernest E.—NM
Surguch, Joseph P.—NM
Weil, Ernest A.—NM
Barnett, William R.—SO
Bellina, Frank A.—SO
Black, Charles B., Jr.—SO
Boll, Max E.—SO
Bowman, Charles E.—SO
Brignoni, Julia—SO
Brown, William C.—SO
Fluckiger, Carl S.—SO

Carmack Norman L.—SO
Demina, Don—SO
Derouise, Lloyd—SO
Devon, Edward B.—SO
Hink, Joe, Jr.—SO
Earrest, Margaret L.—SO
Ervin, Jack P.—SO
Foster, Jerry F.—SO
Foster, Patricia M.—SO
Fowler, Carl A.—SO
Fox, Graciela K.—SO
Freund, Edward S.—SO
Gaines, Jackie F.—SO
Grosh, John S., Jr.—SO
Hall, Julian C.—SO
Hartley, Billy J.—SO
Hettlich, John R.—SO
Hubble, Milton—SO
Jackson, Frederick C.—SO
Johnson, Martha H.—SO
Justice, John A.—SO
Keith, Henry T.—SO
Laney, Glen L.—SO
Laster, Arthur H.—SO
Lutz, Arthur A.—SO
Martin, Fred F.—SO
McCarthy, Jerry J.—SO
McCord, William A.—SO
McGinn, John F.—SO
McKinney, Billy—SO
Nowak, Carl S.—SO

Page, Francis B.—SO
Pickett, Ted J.—SO
Polatia, Matthew J., Jr.—SO
Rabon, James S.—SO
Roberts, James G.—SO
Ruckman, Cecil E.—SO
Santo, John A.—SO
Scott, Clyde—SO
Shidder, Robert L.—SO
Silva, Ernest—SO
Smith, Harold E.—SO
Storch, Lyke V.—SO
Summerlin, Donald E.—SO
Thomas, Robert E.—SO
Towery, James M.—SO
Williams, Herman E.—SO
Almond, Virgil J.—SW
Anderson, Philip III—SW
Anderson, Erick—SW
Bandy, Claude A.—SW
Barnes, Bobbie K.—SW
Becher, Myron L.—SW
Belzow, Guy A., Jr.—SW
Berwick, Jesse I.—SW
Bird, Robert L.—SW
Blackmore, George R.—SW
Perry, Ezra L.—SW
Potter, Loy J.—SW
Reyes, Alfred J.—SW
Riccio, Jimmie S.—SW
Russell, Donald L.—SW

Christianson, Robert—SW
Cifaraita, Joseph A.—SW
Delaboussaye, Lynn—SW
Fajardo, Jose P.—SW
Fornier, Charles R.—SW
Galoway, John W.—SW
Garratt, Willis A.—SW
Griembeski, Richard H.—SW
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Hawkins, Roy G., Jr.—SW
Holman, Martha N.—SW
Janway, William A.—SW
Johnson, G. C.—SW
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Pannoni, James E.—SW
Peluso, Victor J.—SW
Perry, Ezra L.—SW
Potter, Loy J.—SW
Reyes, Alfred J.—SW
Riccio, Jimmie S.—SW
Russell, Donald L.—SW

Scally, Paul J.—SW
Sikors, Robert J.—SW
Slage, Adrian W.—SW
Smith, Schuyler G.—SW
Stewart, Sam E.—SW
Sugall, Jake B.—SW
Vance, Edward H.—SW
Vinward, J. V.—SW
Walraven, William L.—SW
Wells, Glen W.—SW
Worthy, Noel L.—SW
Zachary, Cyril T.—SW
Zoller, James T.—SW
Bago, Anne R.—WA
D'urso, Robert C.—WA
Estabrook, Bion R., Jr.—WA
Kemp, Donald E.—WA
Martin, James E.—WA
Nireweg, Elroy L.—WA
Onachilla, Victor J.—WA
Roark, Dewey R., Jr.—WA
Schmidt, Francis R.—WA
Segarra, Carlos O.—WA
Stempelson, Charles E.—WA
Threllman, Lamar—WA
Asato, Seichi—WP
Bishop, Reginald L.—WP
Bowers, John H.—WP
Byrd Elliott F.—WP
Carter, Robert G.—WP

Chaflin, Edwin L.—WP
Christopherson, Eldon E.—WP
Davis, Jose R.—WP
Dickow, Charles R.—WP
Dodge, Loren—WP
Ehinger, Max, Jr.—WP
Fredrick, Gail J.—WP
Freeman, James R.—WP
Fujimori, Hiroshi—WP
Ganetos, Albesse M.—WP
Garland, John J.—WP
Garrett, Leroy G.—WP
Glanville, Jerald S.—WP
Gray, Chester E.—WP
Green, Robert A.—WP
Green, Thomas C.—WP
Gromacki, Raymond F.—WP
Hansen, James E.—WP
Haynie, Max M.—WP
Heil, Beatrice O.—WP
Hong, Henry S. T.—WP
Houston, Marvin E.—WP
Howard, Douglas E.—WP
Jeffries, Ronald E.—WP
Johnson, Frank A.—WP
Kajikawa, Ruth T.—WP
Katsigenis, John R.—WP
Kawagoo, Roy Y.—WP
Kern, Frederick J.—WP

Lawing, Gene P.—WP
Lewis, Theon K.—WP
Lind, Donald A.—WP
Lorelli, Ernest M.—WP
Lusk, Otho E.—WP
Luther, William H.—WP
Macanday, Abran L.—WP
Mace, Gayle—WP
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McCoy, Gilbert E.—WP
McFadden, Paul W.—WP
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Okala, Philip H.—WP
Ostati, Raymond M.—WP
Powers, Donald E.—WP
Kendon, John—WP
Ricciardi, Rodney S.—WP
Rogers, George W.—WP
Satoru, Suamu—WP
Shimano, Hidekayo—WP
Smith, Kenneth L.—WP
Tanada, Shiguo—WP
Thomas, Patricia M.—WP
Wertz, Dale L.—WP
Woodston, Arthur L.—WP
Wright, Rowley H.—WP
Yuen, Kenneth D. R.—WP



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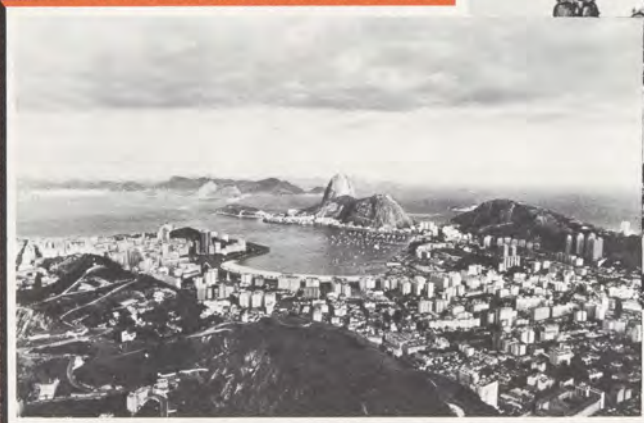
World

March 1984
Volume 14 Number 3



U.S. Department
of Transportation
**Federal Aviation
Administration**

Serving FAA Overseas



The Eiffel Tower in Paris
Sugarloaf Mountain in Rio de Janeiro

HRC Brainstorming Begets a Winner

A good place for a Human Relations Committee (HRC) to start is with a tangible improvement that benefits many rather than just a few. That kind of action establishes its credibility, according to the HRC at the Houston, Tex., ARTCC.

As its first project at the beginning of last year, the HRC established a library-reading room stocked with books, magazines and pamphlets. It's a quiet place for employees from all sections of the center to relax and read or from which they can check out materials on the honor system.

Center manager Arnold Price, who is currently on a special assignment in the office of Sen. William Armstrong (Colo.), is very proud of the library and the way it was created.

The HRC members were trained in the "Quality Circle" process by the QC facilitator, assistant manager for plans and programs Harold "Bud" MacLennan. The steps include brainstorming, issue selection, issue analysis, solution generation and presentation to management for implementation.

Simply, the HRC developed a list of feasible projects—ones that management could proceed with and

that the employees at large wanted and had a say in. The HRC specifically solicited input from the workforce on the location of a library, which was the project of choice. Selected was a little-used first aid room.

The employees then responded by donating some 200 books, various editions of more than 20 magazines and a number of educational pamphlets. The HRC obtained book racks, a table and chairs from various sources.

There is seldom a time when there aren't three or four people in the library, and many borrow books. In fact, Price says, if this keeps up, the HRC may have to start looking for a larger room to house the library.

The Houston HRC was composed of ATCS Pat LaVergne, chairman, who is now at the Kansas City ARTCC; ATCS Joe Castles; ATCS Jack Overfield; area supervisor Jim Sullivan; assistant personnel management specialist Virginia Sitton; assistant flight surgeon Dr. Anthony Ziegler; assistant systems engineer Billy Mohon, and systems supervisor Vern Oliver. ■

Corrections

In "A Place of Our Own" in the November-December issue, the woman standing at the left in the top photo on page 6 was incorrectly identified. She is Mary Healy, who as an FAA employee on the Design Advisory Committee was one of the major forces for creation of the headquarters building.

On the cover of the January issue, the DC-10 taking off from Sea-Tac Airport was a Northwest-Orient airliner.

Front cover: Photos courtesy of Pan American World Airways

Back cover: Washington FSS En Route Flight Advisory Service specialist Temetri Suk, here observing a weather radar display, provides weather information to pilots via air/ground frequency.

Photo by Bob Laughlin



U.S. Department
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March 1984
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4

Serving FAA Overseas

FAA has a few prestigious jobs in foreign capitals. The demands of the job and the cultural shock may not make them everyone's cup of tea, but for those who can adjust, an overseas tour can be very satisfying.

7

The View From Europe

The director of the Europe, Africa, and Middle East Office discusses FAA's overseas role, the challenge to the U.S. and the agency's sterling reputation abroad.

9

Our Men of the World: the FAA Reps

12

The Last of a Breed

You'd have thought that type-rating pilots for the ancient Ford Tri-motor belonged in the dim past. But there's still one inspector doing it for a horde of status-seekers.

14

The Idea Is Catching On

Equal employment opportunity is growing as attitudes change and people recognize the rightness of being fair, thanks in no small measure in FAA to the efforts of the recipients of the Administrator's EEO Awards.

2 HRC Brainstorming

10 On the Job

16 People

17 Retirees

Secretary of Transportation
Elizabeth H. Dole

Acting Administrator, FAA
Michael Fenello

Assistant Administrator—
Public Affairs

Edmund Pinto
Manager—Public & Employee
Communications Div.

John G. Leyden

Editor
Leonard Samuels

Art Director
Eleanor M. Maginnis

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Mark Weaver—Aeronautical Center
Paul Steucke, Sr.—Alaskan Region
Jon Ellis—Central Region
Robert Fulton—Eastern Region
Morton Edelstein—Great Lakes Region
David Hess—Metro Washington Airports
Mike Ciccarelli—New England Region
Vacant—Northwest Mountain Region
Jack Barker—Southern Region
Geraldine Cook—Southwest Region
Vacant—Technical Center
Barbara Abels—Western-Pacific Region



In the next two years, the FAA representatives in Paris and Rome are planning to retire from the agency, opening up two prestigious posts for FAA employees interested in overseas service.

In addition, the FAA representative in London will end his tour in the British capital later this year and return stateside, creating yet another job opportunity.

Paris . . . Rome . . . London! It all sound glamorous and exciting, even a bit romantic.

But FAA's Director of the Europe, Africa, and Middle East Office, Phillip M. Swatek, cautions that anyone who approaches these jobs with this idea in mind probably will be disappointed. More importantly, so will FAA.

That's why Swatek is looking for the "right people" to fill these and other international posts as they come open. He believes FAAers overseas can make a positive contribution in helping America retain its world leadership position in international aviation.

"Preserving our preeminence in world aviation means Americans will have to be more effective in a hotly competitive global field that has been ours almost by default for three decades," he says. "FAA will have

Serving FAA Overseas

Not Everyone's Calling, It Can Be Very Satisfying

an important role in this effort, and one part of it will be having the right people representing the agency in key spots around the world."

Getting the right people and getting them prepared to take over will not be easy, Swatek notes. This is especially true in Paris and Rome where the national culture and language, even the way of doing business, presents a greater challenge to FAAers than they would encounter in, say, London.

Although the Paris and Rome representatives will not retire until 1986, FAA plans to advertise both the jobs this spring, according to Dale McDaniel, who heads the Program Management Staff in the Office of the Associate Administrator for Policy and International Aviation. He notes the long lead time is necessary to ensure that the agency gets the best-possible people and adequately prepares them for their new posts.

McDaniel estimates that it will take



Roger Pierre (right), FAA's Paris representative, who has North Africa in his bailiwick, hosts visiting Donald Segner, Associate Administrator for Policy and International Aviation, at the tomb of Mohammed V in Rabat, Morocco.

approximately a year to complete the selection process, obtain the necessary State Department clearances and provide any language training that might be required. Then, the selectees will spend some time in Washington headquarters, familiarizing themselves with the agency's international aviation programs before moving on to the Brussels office for an overview of the workings of the Europe, Africa, and Middle East Office.

"Finally," he added, "the new people will spend a couple of months being indoctrinated in their new jobs by the men they will replace before taking over on their own. The entire process, from start to finish, will take about 18 months."

As for job qualifications, McDaniel says that applicants should have a good working knowledge of FAA and how the agency carries out its mission. A solid technical background also is helpful, although he notes that the incumbents each represent a different FAA discipline: Roger Pierre in Paris has an R&D background, Dave Switzer in Rome is an old Flight Standards hand, and George Brewer was with the headquarter's Office of General Aviation before taking the London job.

Swatek points out that fluency in the language of the base country also is an important consideration but not the only one. All qualifications should be considered, he says.

"In the past, individuals often were selected for overseas service because they could speak the language and other considerations followed that," he adds. "That's not necessarily the optimum method. People can be taught a new language provided FAA

By John G. Leyden
Manager of the Public & Employee Communications Division, Office of Public Affairs, and a former reporter for the *Washington Star*.



George Brewer in front of London's Tower Bridge on the Thames River.

is willing to make the required investment. That hasn't always been true in the past, but there are signs that the agency is adjusting to the idea."

But perhaps the most important qualification for overseas duty is a desire to be there—a desire based on a realistic assessment of the pluses and minuses of foreign service. Both Swatek and McDaniel agree on that.

In the past, some FAA people in overseas posts have gotten there by happenstance, Swatek says, "If luck has it that these individuals turn out to be effective in representing the agency in another country and another culture, and if that luck holds and they and their families also

like a different kind of life, it's a break all the way around. But it shouldn't be left to luck."

Swatek contrasts this with the kind of people attracted to the State Department's Foreign Service. "These are people who are certain they want a different kind of life," he adds. "They know there will be no Monday night football, no current newspapers or magazines and that their parents will be emotionally against the move, fearing the absolute worst."

And there is another important difference as well: Foreign Service officers can boost their careers by



performing effectively in difficult overseas posts. That's not necessarily so at FAA.

"There is little evidence that career-minded FAA employees will help themselves by taking an overseas assignment and, thereby, being out of sight and out of the picture for that period," Swatek points out. "Promotions are very apt to go to those who stayed and did the work on the domestic scene."

But Swatek sees signs that things are changing with the increasing interest in international aviation. He points out that the growth of the European aerospace industry in recent years has emphasized the need for FAA to have its best available people on the scene.

McDaniel agrees, pointing out that the selection process for the London, Paris and Rome jobs represents a new, systematic approach to filling overseas assignments. For example, he says, the object now is to have FAAers spend a tour of from two to four years in one of these posts and then return to the agency's mainstream where they can make an even greater contribution because of their recently acquired knowledge and experience.

"We also want to avoid people 'homesteading' in any posts," he adds. "We've found that the longer



they stay in a position, the harder it is to replace them."

One FAAer who served abroad for the agency and then returned state-side to continue his work in the international area is the Southern Region's Bob Francis. He found his three years as Swatek's special assistant in Brussels a very positive experience. However, he's quick to add that he had two State Department tours in Africa before joining FAA, so he was no novice to overseas duty.

Now manager of the Policy and International Aviation Staff in Atlanta, Francis says he's become something of a "clearinghouse" for FAA people considering overseas assignments. "They call me and want to know what living and working in a foreign country is like. I think it's primarily a matter of attitude," he says. "If you have a positive attitude, you're going to enjoy yourself. If not, you won't."

But Francis cautions against jump-

Rome representative David Switzer tries to talk a Roman Vigile Urbano (a cop) out of a parking ticket on the Via Vittorio Veneto at La Strada della Dolce Vita.

ing into an overseas assignment. His advice is for employees to educate themselves and then make an informed decision on what they want to do.

Francis concedes that a foreign assignment is not necessarily the quickest way up the career ladder, especially in the technical fields like air traffic and airway facilities. But he still thinks many people would be happier in the long run if they took a chance, instead of sitting around the office or facility waiting for a promotion. "I'm inclined to say go for it. You may not get to be regional director that way, but you'll have a lot more fun."

But how is someone supposed to know ahead of time whether he or she is cut out for overseas duty? Swatek has some suggestions:

"First the urge to do something different, to have a different kind of life, must be strong and positive—positive as opposed to some form of romantic escapism. This applies to all members of a family that might be involved in such an adventure.

"And experience shows that children benefit greatly from such adventure if the family is close and positively motivated. If the family structure is not sound, the experience is apt to be worse than staying put because of the many new pressures in a new country and the absence of reassuring friends and routines.

Schools can be a problem, too, in



that they are apt to be different, even when they are 'American' schools. On the other hand, local schools can be terrific for youngsters who want to acquire another language.

"For those who really enjoy life, or at least find life interesting in other peoples' countries a long way from home and family and the familiar and comfortable sights and who are qualified to represent FAA in a particular part of the world, it's an unmatched career, a career that can make the domestic routine prosaic. It also frequently pays well, too, with various allowances, such as for housing."

Finally, and perhaps most impor-

tantly, Swatek says there is a great deal of job satisfaction to be had from representing FAA overseas. "It might be hard for a newcomer to believe how highly regarded FAA is in aviation circles around the world, how interested aviation leaders everywhere are in what the FAA is doing and how the agency goes about it. Even our regulations, so often attacked by home-grown critics, are looked upon almost as Gospel. To be FAA's on-the-scene, in person representative out in the world is regarded as a privilege by those who are making it their career, different and difficult as it sometimes is." ■

The View From Europe

An Insider's Glimpse of FAA's Position in the World

By Philip M. Swatek

The director of the Europe, Africa, and Middle East Office, he is a former journalist.



Affairs in Europe are not noted for their simplicity, but life is more comfortable these days and the passion level much lower, except among auto drivers in Rome and Brussels. In fact, I'll have to admit I enjoy living in Europe, though having barely mastered English makes me feel a little backward when fairly ordinary people carry on in two, three or four languages.

What has surprised me, though, is how ancient suspicions and prejudices seem to make solving current common problems so difficult. The European Economic Community (EEC) is still on the tracks, but there seems to be a crisis every month or two, charges flashing back and forth across the old frontiers. But, then, the FAA office in Brussels is just down the street from the EEC building, and we get to

see lots of demonstrators—Italian steel mill workers, French farmers or someone.

The greatest disappointment for us in FAA was the failure of Euro-control to work as it was intended. Although all nations agree in principle that it makes no sense to control jet airplanes on a country-to-country basis and that a European system for high altitude, en route traffic does make sense, it all came apart over the sovereignty issue and the unwillingness of the military people to work within any civil system, even their own, much less within an international organization.

The Airbus concept has worked pretty well up to now because it was forced upon the partners. It was either that or yield the field to the Americans, which they don't want to

do for reasons of business and national pride. But Airbus is having a real tussle getting the 320 launched.

World War II put Americans deeply into the business of building and flying long-range airplanes all over the world, and the flying continued after the shooting stopped. With industrial and commercial skill, foresight on the governmental side, including some of our predecessor agency personnel, and some luck, we Americans came to predominate in civil aviation. For a couple of decades we were the undisputed leaders—the instructors.

It was very satisfying to be in this position. It also was very profitable. When we began importing more automobiles and machine tools then we sold abroad, American aerospace products became our biggest money-



makers and brought in more foreign exchange than any other manufactured products. Only agricultural products earn us more.

The scene, however, is changing. We have new challengers in every field. Our lead has been cut, and the trend is disquieting. Our academy at Oklahoma City is still the mecca for aviation training, but the French, British and Swedes are working hard to establish themselves in the training field and are making progress. The Russians train some 4,000 international students each year. Several of our Western allies are very active in providing technical assistance in-country.

Foreign manufacturers of radar,

radio, navigational systems and all kinds of airport equipment are aggressively on the world market and are making inroads, sometimes with the help of favorable financing made possible by their governments—if, in fact, the government doesn't own the company.

French and Italian helicopter manufacturers are doing very well against the Americans for a variety of reasons, including the fact they are making very good and advanced helicopters. In the field of larger airplanes, Boeing continues to hold its own in the marketplace, but it is clear with the Airbus that the Europeans do not intend to turn this critical industry over to the Ameri-

cans. In their shoes, we wouldn't, and they won't. This fight has just begun.

FAA, and CAA before it, were very much involved in the building of America's pre eminence in civil aviation. The Academy became famous in the aviation world and, at one point, we had 18 civil aviation assistance groups abroad. The prestige of the agency paralleled and was an important part of that pre eminence.

I am delighted to report that now and wherever I have been on our business in the last several years, the letters "FAA" have been almost sacred: Hold up the page where "FAA says . . ." and the argument dwindles. It is a great privilege to ride under that kind of banner.

Even so, the American government, including FAA, must respond to the new conditions; that is, determined and able competition, mostly from Europe. It isn't just our industry that must adjust. We all have gotten used to an aeronautical "easy street." FAA must deliver services quicker, with less fuss legally and somehow for less money, perhaps by bringing our people in only for the time they are really needed and letting them go home as soon as possible. We should avoid, as far as possible, setting up offices, chiefs, staffs and all that.

We are going to have to tailor our courses at the Academy to meet the needs of people who aren't building a NAS. Benjamin Demps has been most receptive to this. We are going to need our "best and brightest," to borrow a phrase, to match our competitors who are always careful to field their best team in the competition to instruct and influence future



L'Arc de Triomphe, Paris

Photo courtesy of Pan American World Airways



A garden in Tokyo

leaders of world aviation.

I hope FAA managers will help in this, even if it hurts sometimes to part with real talent for a while. We must consider what is at stake in the world.

It was nice, of course, when Americans had a lock on global markets, when what we thought and said on aeronautical questions was automatic gospel. Not so anymore, and I am glad. It's fun to compete against tough opponents when you are really good. And that we are, with industry and government pulling closer together than we've ever had to in the past. We are rethinking old ideology, considering new concepts and forging new tools, including the International Aviation Support Act.

For American aviation, the past has been great. The future will be more complicated and harder, but that may be just the challenge we need to make it even greater. ■

This text was excerpted from a recent talk Mr. Swatek gave to the New England Regional Managers Conference.

Our Men of the World: the FAA Reps

London: George Brewer has been FAA's rep in London since May 1980. A commercially rated pilot, he joined the agency in 1974 as a member of the Administrator's staff and then headed the Plans and Programs Division in the Office of General Aviation. Prior to that, he had extensive aviation industry experience.

Paris: French-born and educated Roger Pierre has more than 27 years with the FAA and has been our man in Paris for the past 10. He served with a Civil Aviation Assistance Group in southern Europe and the Middle East from 1959 to 1967. A civil engineer, he was with the Systems Research and Development Service between foreign assignments.

Rome: David Switzer moved to Rome in April 1977 after 17 years as an air carrier operations inspector, including duty in the Frankfurt, Germany, Flight Safety Group. He also served with the headquarters Flight Standards Service and Western Region headquarters.

Dakar: Don Jones replaced William Newell in Senegal last year and will be working with air carrier inspector Ron Montgomery there. He has 21 years of government service and a background in air traffic control. He is also a general aviation pilot.

Rio de Janeiro: FAA's rep in Rio since last year, Raymond Ybarra has responsibilities for Argentina, Chile, Paraguay and Uruguay, as well as for Brazil. His FAA career began in 1970 as a controller at the Albuquerque, N.M., ARTCC, followed by the

Balboa, Panama, CERAP and the Miramar RATCF in San Diego, Calif. He's fluent in both Spanish and Portuguese.

Latin America: Rene Cardone has Part 129 (foreign air carriers) operational responsibilities from his Miami, Fla., office for the entire area and country responsibilities for Bolivia, Colombia, Ecuador and Peru. He was the FAA rep in Lima, Peru, 1976-1980. He became the principal operations inspector for all foreign carriers in the Miami ACDO from 1980-1983. His FAA career from 1969 includes stints in San Juan, Washington and Atlanta.

Latin America: The manager of the Miami, Fla., International Field Office, Thomas T. Martin, has international responsibilities throughout the Caribbean, Central and South America and for the countries of Venezuela, Guyana, Surinam and French Guiana. He began in FAA in 1963 at the San Juan International FSS, then transferred to the San Juan CERAP, where he rose to assistant manager and during which time he also handled international assignments.

Tokyo: Dennis Wilham is international aviation affairs officer at the American Embassy. He served as an avionics advisor in Tokyo from 1962 to 1970 and returned in 1978 as senior FAA rep for all countries from India to the International Date Line. He was an avionics inspector 1960-1962 for the Anchorage, Alaska, GADO and ACDO; Seattle FSDO Maintenance Unit chief 1970-1976; and Anchorage ACDO chief 1976-1978.

A Long Way From Anywhere But Business Is Booming at the Tonopah FSS

In the East, fairly sizable towns are only an hour or an hour-and-a-half drive away from each other. In the West, you'd better have a full tank.

If you say that the Tonopah Flight Service Station at Nye County Airport is located 10 miles east of Tonopah, Nev., which is nestled in the hilltops of about nine peaks at an altitude of 6,200 feet, you still have to place it. It's 117 miles northeast of Bishop, Calif.; 163 miles southwest of Ely, Nev.; 200 miles northwest of Las Vegas; and 250 miles southeast of Reno.

The cardinal points of the compass aren't used because the highways don't run that way.

But Tonopah is being found more and more. Its population jumped from 2,000 to 6,000 in three years and continues to grow thanks to a

new Anaconda molybdenum mine, the renewal of some old gold mines, an oil refinery and new activity at the Nevada Test Site. All this has kept the Tonopah FSS well within the Level II range, according to facility manager Patricia Jones. In fact, she adds, several of the businesses fly their people in on Mondays and out again on Fridays.

One good reason for this is that the town is land-locked by Bureau of Land Management land, which restricts development, thereby causing a serious housing problem. FAA employees, however, have government housing at the officers quarters at an old Air Force base.

Still, the growth is evident, with a large shopping mall, a radio station, additions to the hospital and the post office and the availability of seven TV stations by cable. ■



Bob Sherrard, checking out the weather shack, is one of four journeymen air traffic control specialists at Tonopah FSS. The others are Ben Baker, Bob Fischer and Harold "Joe" Welles.

Photo by Pat Jones



Technician Billy Batts checks some communications units. His supervisor in the Environmental Support Unit is Jim Neals and his coworker is Ken Jose.



Tonopah FSS manager Pat Jones.



Electronics technician Bob Love (left), who has since left the Airway Facilities Sector Field Office, discusses equipment parameters with ATCS Joe Welles. Others in the SFO include manager Jack Olsen and technicians Bill Crawford, Bob Denton, Rob Lawless and Tom Smith.



Flight service specialist Ben Baker mans an inflight position.



ATCSs Bob Thompson (left), who transferred to the Marysville, Calif., FSS last year, and Bob Fischer check weather information coming in on the teletypewriter.



Electronics technician Bob Denton peers from the "shop" at the FSS.

By Fred Farrar

Assistant manager of the Public & Employee Communications Division, he is a former Washington correspondent for the *Chicago Tribune*.



The Last of a Breed

A Solitary Inspector Type Rates Pilots in a Ford Tri-motor

“It’s so loud up there that you have to holler—and holler loud. Sometimes you have to use hand signals. It’s so hard to communicate, in fact, that it’s a good idea to tell the pilot beforehand just what you want him to do and when.”

That, according to Gerry Widmayer of the Van Nuys, Calif., General Aviation District Office (GADO), is one of the occupational hazards he is glad to accept when he is working at a unique sideline of his job as an FAA inspector.

For as far as I could determine after much checking, Widmayer is the only remaining FAA employee certified to check out pilots who want a type rating in the Ford Tri-motor, the lumbering and unlovely workhorse of the airlines during the late 1920s and early 1930s whose corrugated skin makes it look like it was made out of old garbage cans.

This begs the question: Who would want a type rating in a Ford Tri-motor? There are only three of them still flying in this country, so the prospects of employment as a Tri-motor pilot are dim. And aside from the noise—with one 450-horsepower radial engine on the nose and one hanging from the wing on either side of the cockpit—its cruising speed is a sedate 107 miles an hour.

The answer is that a lot of people want that type rating—even to the extent of paying \$2,500 for the privilege. A lot of these are airline pilots

who normally fly jet aircraft at speeds almost five times that of the Tri-motor.

“I think that for the most part it’s a status symbol,” Widmayer says. “They just like to be able to say they have a type rating in a Ford Tri-motor whether they ever use it or not.” But he wouldn’t disagree with Bernard Godlove, a United Airlines 737 pilot who spends a lot of his off-duty time training the pilots that Widmayer checks out. Godlove says he believes that in addition to being a status symbol, the type rating represents “a certain nostalgia—a desire to have a share of aviation history.”

Regardless of the reason, the demand for Tri-motor ratings has meant that Widmayer has spent a lot of time traveling between Van Nuys and Las Vegas, Nev., and Godlove has spent a lot of time en route between his home in Placerville, Calif., and Las Vegas. That’s because Las Vegas is where the airplane that is used for both the training and the check rides and the airline that owns it are based.

The airline is Scenic Airlines, whose primary business is flying sightseeing flights with a variety of equipment—up to 200 a day—through the Grand Canyon. Scenic bought the Tri-motor in 1977. For a while, it was used for sightseeing flights, but recently it has been used mostly to train aspiring Tri-motor pilots and for promotional purposes.

It was built in 1929 and spent two years as a company demonstrator. Then it was sold to Pan American Airways, which used it to open up

new air routes in Central and South America. In 1941, it was sold to a company in Guatemala that used it to haul freight and some passengers into and out of the Guatemala back country.

Ten years later it was back in the United States, first as a crop duster and then hauling smoke jumpers for the U.S. Forest Service. In the ensuing 20 years before being sold to Scenic Airlines, it was on the airshow circuit in the Midwest.

In addition to all this experience, the Scenic Airline Tri-motor has another attribute. As one of the AT-5 models built by Ford, it weighs 13,500 pounds. This puts it in the large transport aircraft category (12,500 pounds and above) and, therefore, suitable for type rating work. The other extant Tri-motors weigh less than 12,500 pounds and are considered small aircraft for which no type rating is required.

Widmayer first came into contact with the Ford Tri-motor in the 1970s when he was working at the San Jose, Calif., GADO. A restaurant and museum operator there owned a sister ship of the Scenic aircraft—also an AT-5 but one whose airline career had been with TWA—and there were pilots there who wanted to be type-rated in it.

So Widmayer found a Ford-certified FAA inspector—there were



more of them around in those days—and got himself certified. Now the others have either retired, died or gotten out of the Tri-motor business because of lack of local interest or Tri-motors.

“I wasn’t any stranger to old airplanes,” Widmayer says. “Before I joined the FAA, I operated an FBO (fixed-base operation) up in Scapoose, Ore., and I’d flown Stearman and Stinsons and a host of other antique airplanes.

“But the Tri-motor is something else. It has lots of power and lift, and it can take off in less than 800 feet.

The late Ray Stephen (left) gave FAA inspector Gerald Widmayer a tour of the red and white Ford Tri-motor that he flew for the Hill Country aviation museum in Morgan Hill, Calif. Stephen passed a proficiency check ride easily.

“What it doesn’t have, however, are any hydraulics to help you move those big control surfaces. So it’s work, physical work; you are working all the time just to keep those wings level. You can’t relax.” ■

The Idea Is Catching On

Record Awards Show EEO Efforts Growing

One of Administrator J. Lynn Helms' last public appearances was to present the EEO awards. Elida M. Cardenas, manager of the Central Region's Hispanic Employment Program, received her plaque for success in running that program.



The record high of 36 nominees for the Administrator's Award for Superior Achievement in Equal Employment Opportunity last year may be an indicator that more supervisors and other employees are making an added effort to foster the EEO concept.

Eleven FAAers from six regions and Washington headquarters received their plaques from former Administrator J. Lynn Helms on January 19 at the Seventh Annual Administrator's EEO Awards Program in headquarters. ■



Edward V. Curran, director of the Office of Labor Relations at headquarters, gained his award for his efforts at the recruitment and encouragement of minority and women employees.



Her success in promoting an internal self-help training program that boosted the selection of women and handicapped employees for higher positions netted an award for Cathy M. Gruver, manager of Alaska's Word Processing Branch.



Alexander R. Hammond's effectiveness in producing EEO results in his job as manager of the Western-Pacific Region's Airway Facilities Division led to his receiving one of the 11 plaques. (left)

Civil Rights Officer Alvin Ray accepted the award for George W. MacArthur, manager of the Great Lakes Region's Flight Standards Division, given for his exemplary service to EEO. (right)



His success in community education that led to the appointment of minority, women and handicapped employees throughout the Alaskan Region brought Charles W. Muhs, manager of the Anchorage FSS/IFSS, to the headquarters awards ceremonies. (above)

Kenneth C. Patterson's positive and aggressive approach to promoting EEO set an example for others to follow that was recognized with an award. Patterson is the manager of the Great Lakes Region's Air Traffic Division. (above right)



Theodore W. Robinson, assistant manager of the New York Air Carrier District Office, was recognized with an award for his leadership in the development of the National Air and Space Museum's exhibit "Black Wings: The American Blacks in Aviation." (right)

New England Regional Director Robert E. Whittington was cited for his personal involvement in the selection of minorities and women for key positions. (right)

Engineer Freeman Coble accepted the award for John M. Williams, manager of the Air/Ground Communications Program in headquarters, given for his aggressive promotion of EEO that set an example for others. (below left)



Western-Pacific electronics technician Antonio Trevino is congratulated by Mr. Helms for his leadership and service as chairperson of the Oakland ARTCC Civil Rights Committee and manager of the Northern California Hispanic Employment Program and for success in recruiting minorities for FAA. (far right)



The information in this feature is extracted from the Personnel Management Information System (PMIS) computer. Space permitting, all actions of a change of position and/or facility at the first supervisory level and branch managers in offices are published. Other changes cannot be accommodated because there are thousands each month.

Aeronautical Center

- **John Allegra**, manager of the Honolulu, Hawaii, Flight Inspection Field Office.
- **Robert A. Enoch**, supervisor of the Flight Inspection Section of the Frankfurt, Germany, Flight Inspection Field Office.
- **John B. Nix**, unit supervisor in the Airworthiness Section, Flight Standards Branch, FAA Academy, promotion made permanent.
- **Sterling L. Williams**, supervisor of the Technical Support Section, Airmen Certification Branch, Airmen and Aircraft Registry.

Alaskan Region

- **Ronald B. Barnes**, manager of the Merrill Field Tower, Anchorage.
- **Frank E. Berry**, supervisor of the Environmental Section, Establishment Branch, Airway Facilities Division.
- **Leon F. Chesler**, unit supervisor in the Frequency Management/Leased Communications Section, Maintenance Branch, AF Division, promotion made permanent.
- **David B. Epstein**, assistant manager of the Juneau Airway Facilities Sector.
- **Jimmy D. Ford**, supervisor of the South Unit, Anchorage Central Maintenance Facility, Anchorage Sector, AF Division, promotion made permanent.
- **Robert L. Moore**, area manager at the Ketchikan Flight Service Station, from the Anchorage FSS/IFSS.
- **Thomas S. Westall**, manager of the Flight Standards Division, from the Western-Pacific Flight Standards Division.

Central Region

- **Jon D. Ellis**, public affairs officer,

from the Kansas City, Kan., Flight Standards District Office.

- **Laddie E. Kuzela**, area supervisor at the Sioux City, Iowa, Tower.
- **Gary C. Perrin**, area supervisor at the Kansas City ARTCC.
- **Joseph M. Quinn, Jr.**, manager of the Emporia, Kan., Flight Service Station, from the Columbia, Mo., FSS.
- **William P. Sealy**, area supervisor at the Kansas City ARTCC.

Eastern Region

- **Webster S. Ambush**, area manager at the Washington (D.C.) ARTCC.
- **Jerome F. Bator**, area supervisor at the Bradford, Pa., Flight Service Station.
- **Stephen A. Borish**, area supervisor at the Pittsburgh, Pa., FSS, from the Washington (D.C.) FSS.
- **Bruce A. Cameron**, area supervisor at the Atlantic City, N.J., Tower, from the Newark, N.J., Tower.
- **Louis Dentini**, area supervisor at the Watertown, N.Y., FSS, from the FAA Academy.
- **David B. Hill, Jr.**, unit supervisor at the Farmingdale, N.Y., General Aviation District Office.
- **Charles R. Reavis**, area officer at the Washington ARTCC.
- **Joseph T. Taber**, assistant manager for training at the New York ARTCC, from the Salt Lake City, Utah, ARTCC.

Great Lakes Region

- **Anthony Borden**, area manager at the

Detroit, Mich., Metro Tower, from the headquarters Air Traffic Service.

- **H. Russell Bracken**, area manager at the Detroit Metro Tower, from the Air Traffic Division.
- **James Cikalo**, area supervisor at the Pontiac, Mich., Tower.
- **Frederic E. Doll**, systems engineer at the Cleveland, Ohio, ARTCC.
- **James R. Friend**, systems engineer at the Minneapolis, Minn., ARTCC.
- **Ryan F. Gove**, programs officer at the Mitchell Field Tower, Milwaukee, Wis., from the Oshkosh, Wis., Tower.
- **Phil R. Holcomb**, systems engineer at the Chicago ARTCC AF Sector, from the Cleveland ARTCC AF Sector.
- **Hortense McGehee**, manager of the Cleveland General Aviation District Office, from the Cincinnati, Ohio, GADO.
- **Michael J. Nowicki**, manager of the West Chicago, Ill., GADO, from the Flight Standards Division.
- **Donald W. Sarkinen**, systems engineer at the Minneapolis ARTCC AF Sector.
- **Russell W. Schneider**, systems engineer at the Chicago ARTCC AF Sector.

- **Beverly D. Scott**, manager of the Springfield, Ill., GADO, from the Frankfurt, Germany, International Field Office.
- **Richard E. Speir**, systems engineer at the Indianapolis, Ind., ARTCC AF Sector.
- **Billy E. Stephens**, systems engineer at the Indianapolis ARTCC AF Sector.
- **Edmund M. Strong**, area supervisor at the Springfield, Ill., Tower.
- **Ronald J. Tishma**, systems engineer at the Chicago ARTCC AF Sector, from the FAA Technical Center.
- **Larry A. Wermager**, manager of the Des Plaines, Ill., Air Carrier District Office, from the Flight Standards Division.

Northwest Mountain Region

- **Cynthia J. Brown**, section supervisor in the Procurement Branch, Logistics Division, promotion made permanent.
- **Karl E. Chisholm**, manager of the Aspen, Colo., Tower, from the Edwards Air Force Base RAPCON in California.
- **William L. Gowers**, assistant manager for training at the Seattle, Wash., ARTCC.
- **Robert M. Nakayama**, manager of the Gig Harbor, Wash., AF Sector Field Office of the Seattle AF Sector.
- **Joe I. Segura**, assistant manager for military operations/plans & programs at the Seattle ARTCC, from the AT Div.

Southern Region

- **William T. Avant**, area supervisor at the Memphis, Tenn., ARTCC.
- **Robert B. Blackburn**, manager of the Tuscaloosa, Ala., Tower, from the Panama City, Fla., Tower.

- **Arthur M. Coleman**, area supervisor at the Charlotte, N.C., Tower, from the Pensacola, Fla., Tower.
- **Edward L. Clements**, assistant manager for plans and programs at the Miami, Fla., ARTCC.
- **Stephen J. Dobso, Jr.**, assistant manager for quality assurance at the Miami ARTCC.
- **Darrell D. Dunn**, manager of the Byhalia, Miss., AF Sector Field Office of the Memphis Hub Airway Facilities Sector.
- **Carl S. Everatt**, area supervisor at the Vero Beach, Fla., Flight Service Station, promotion made permanent.
- **Harold R. Gausman**, assistant manager of the Jacksonville, Fla., Tower, from the Orlando, Fla., Tower.
- **James E. Goodale**, assistant manager for plans and programs at the Memphis ARTCC.
- **Robert L. Hankins**, unit supervisor in the Mississippi Valley Flight Standards

District Office in Memphis, from the Mid-South FSDO in Birmingham, Ala.

- **William S. Hensley**, unit supervisor in the Mississippi Valley FSDO, from the Minneapolis-St. Paul, Minn., Air Carrier District Office.
- **Orah F. Howard**, area supervisor at the Miami International Flight Service Station, from the Raleigh, N.C., FSS.
- **James H. Mayne**, assistant manager for traffic management at the Miami ARTCC.
- **John M. Penney**, manager of the Pensacola, Fla., FSS, from the Key West, Fla., FSS.
- **Edwin R. Perry**, manager of the Panama City, Fla., Tower, from the Jacksonville Tower.
- **Cecil L. Vaughan**, unit supervisor in the North Carolina FSDO in Winston-Salem, N.C., promotion made permanent.
- **Fred N. Velez**, area supervisor at the Ft. Lauderdale, Fla., International Airport Tower, promotion made permanent.
- **Robert Wiltuck**, unit supervisor in the

End of Year Produces Bumper Crop of Retirees

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| Chick, William E.—AC | Clark, Robert E.—AC | Clayton, Thera J.—AC | Cough, Harry L.—AC | Doherty, Eugene L.—AC | Doubt, Arthur J.—AC | Duhaar, Joseph C.—AC | Fenstermacher, Walter L.—AC | Gamble, Thomas E.—AC | Hinecky, Andre—AC | James, Lloyd E.—AC | Lackey, Thomas C.—AC | Leibetter, Robert P.—AC | Milias, Betty R.—AC | Morris, Norma C.—AC | Pahl, Theodore M.—AC | Park, John R.—AC | Sailer, Louis—AC | Spolter, George J., Jr.—AC | Towner, Betty, J.—AC | Wall, Edgar C.—AC | White, Buster E.—AC | Williams, Thomas, Jr.—AC | Young, Billy J.—AC | Cernick, Clifford—AL | Culver, Robert L.—AL | King, Clifford R.—AL | Knights, Elmer W.—AL | Luecke, Henry B.—AL | Riedel, Robert A.—AL | Thomas, Robert D.—AL | Anderson, Kenneth K.—CE | Brenk, Richard A., Jr.—CE | Bramble, Leroy J.—CE | Call, Robert M.—CE | Cargile, Janice F.—CE | Cicciola, Joseph—CE | Clabough, Donald E.—CE | Freis, Joseph H.—CE | Genrich, Glenn H.—CE | Gibson, Richard E.—CE | Goodwin, Marvin K.—CE | Harrison, Lloyd E.—CE | Hellwig, Raymond B.—CE | Hepting, William C.—CE | Hill, Bobbie G.—CE | Huck, Lawrence W.—CE | Hudson, Donald E.—CE | Malick, Roscoe B.—CE | McCuichon, Donald E.—CE | McMurray, Charler D.—CE | Murphy, Wesley A., Jr.—CE | Reiner, Thomas L.—CE | Roe, William C.—CE | Rogers, Thomas G.—CE | Shangler, Anthony—CE | Sims, Lawrence B., Jr.—CE | Strickland, Marion C.—CE | Swindart, Chester L.—CE | Taviani, Albert C.—CE | Vaibel, Vernon L.—CE | Volker, Bert—CE | Butterfield, George W.—CT | Dosch, Victor F.—CT | Grenos, George—CT | Gustafson, Ernest S.—CT | Jasiecki, Stephanie—CT | Jensen, John E.—CT | Johnson, Alma S.—CT | Jones, Marion H.—CT | Leopold, Louis—CT | Maurer, John J.—CT | McCullough, Richard J.—CT | McFann, Howard L.—CT | Mistler, Warren G.—CT | Naumchik, Anthony J.—CT | O'Malley, Jean M.—CT | Pajda, Robert A.—CT | Regan, Richard J.—CT | Rosati, Frank A.—CT | Solomon, Burdette J.—CT | Williamson, John H.—CT | Baker, Max M.—EA | Bellotte, Dominick J.—EA | Brennan, Norman F.—EA | Briggs, Ivan E.—EA | Burrows, Theodore N.—EA | Clapp, Edward J.—EA | Cohen, Norman—EA | Cole, William K.—EA | Cooper, Harry A.—EA | Culp, Ronald G.—EA | Cunning, Joseph P.—EA | Ferguson, Robert M.—EA | Goldman, Beis—EA | Haubenstein, Joseph H.—EA | Hoshberg, Bernard—EA | Holben, Geraldine G.—EA | Johannsen, Ralph M.—EA | Jones, Donald D.—EA | Kaboskie, Robert J.—EA | Kaufman, Belle—EA | Konosko, Charles J.—EA | Lagonegro, Rosco E.—EA | Lilly, Marvin E.—EA | Lovegren, William L.—EA | Maroldi, Joseph—EA | McDonough, Hugh H.—EA | McPhillips, John H.—EA | Mesch, Harold—EA | Miller, James J.—EA | Moss, Leonard H.—EA | Mullin, Raymond M.—EA | Nabutz, Lee Paul—EA | O'Brien, William M.—EA | Pol, Louis C.—EA | Robinson, Richard H.—EA | Rostles, David K.—EA | Rowland, James R.—EA | Salzer, Frank H.—EA | Sabitky, William—EA | Tietz, Edward J.—EA | Trotter, James L.—EA | Trautner, Rudolph C.—EA | Walker, James W.—EA | Allen, Richard L.—GL | Johannsen, Lawrence K.—GL | Hansette, Benjamin—GL | Bloch, Joseph—GL | Bolinson, Robert A.—GL | Carter, Robert A.—GL | Coftman, Garland M.—GL | Conner, Charles A.—GL | Czechowski, Richard C.—GL | De Mottin, Gerald J.—GL | Deadrack, Eugene L.—GL |
|----------------------|---------------------|----------------------|--------------------|-----------------------|---------------------|----------------------|-----------------------------|----------------------|-------------------|--------------------|----------------------|-------------------------|---------------------|---------------------|----------------------|------------------|------------------|----------------------------|----------------------|-------------------|---------------------|--------------------------|--------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|-------------------------|---------------------------|----------------------|--------------------|-----------------------|---------------------|------------------------|---------------------|----------------------|-----------------------|-----------------------|-----------------------|------------------------|------------------------|--------------------|----------------------|----------------------|----------------------|-------------------------|-------------------------|---------------------------|----------------------|--------------------|----------------------|----------------------|---------------------------|--------------------------|-------------------------|-----------------------|----------------------|-----------------|---------------------------|---------------------|-------------------|-------------------------|------------------------|--------------------|---------------------|---------------------|-------------------|--------------------|---------------------------|----------------------|-----------------------|-------------------------|----------------------|---------------------|----------------------|---------------------|-------------------------|------------------------|------------------|--------------------------|-----------------------|--------------------|-------------------------|---------------------|------------------|---------------------|---------------------|--------------------|-----------------------|------------------------|------------------|---------------------------|----------------------|-------------------------|------------------------|---------------------|------------------------|-------------------|------------------------|------------------------|---------------------|-------------------------|--------------------|-----------------------|------------------------|------------------|---------------------|---------------------|-----------------------|---------------------|------------------------|------------------|-------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|----------------------|-------------------------|---------------------|----------------------|---------------------------|-----------------------|------------------|------------------------|----------------------|------------------------|-----------------------|---------------------------|-------------------------|------------------------|

South Florida FSDO in Miami, promotion made permanent.

Southwest Region

■ **Mark E. Blackburn**, area supervisor at the Hobby Field Tower, Houston, Tex., from the Houston Intercontinental Tower.

■ **Martin Cappi, Jr.**, unit supervisor at the Houston ARTCC AF Sector.

■ **David P. Gibson**, operations officer at the Lubbock, Tex., Tower, from the Oklahoma City, Okla., Tower.

■ **Patrick J. Gilday**, area supervisor at the Addison, Tex., Tower, from the Love Field Tower in Dallas, Tex.

■ **Richard O. Gordon**, unit supervisor in the Houston General Aviation District Office.

■ **Roger W. Lindelow**, manager of the Lubbock AF Sector Field Office of the El

Paso, Tex., AF Sector, from the AF Division.

■ **James C. Mascone**, unit supervisor in the Albuquerque, N.M., GADO.

■ **Lawrence R. Paschich, Jr.**, area supervisor at the El Paso Tower.

■ **Patrick W. Preston**, assistant manager of the Electronic Engineering Branch, AF Division.

■ **Herbert S. Sellers**, manager of the Amerillo, Tex., Tower, from the headquarters Air Traffic Service.

■ **Jimmy C. Yates**, unit supervisor in the Shreveport, La., AF Sector Field Area Office of the Little Rock, Ark., AF Sector from the Lubbock AF Sector.

Technical Center

■ **Robert A. Bugdon**, printing foreman,

Printing Section, Graphic Arts Branch, Communications Resource Staff, promotion made permanent.

Washington Headquarters

■ **John W. Cormack**, supervisor of the Data System Design Section, National Flight Data Center, Operations Division, Air Traffic Service, promotion made permanent.

■ **Joseph A. Hawkins**, manager of the Systems Planning Branch, Systems Analysis Division, Office of Aviation Policy & Plans, promotion made permanent.

■ **Michael S. Hill**, team leader in the Employment Branch, Personnel Management Operations Division, Office of Personnel & Training.

Western-Pacific Region

■ **Darwin E. Aldous**, manager of the

Stockton, Calif., AF Sector Field Office.

■ **Edward L. Couch**, manager of the Reno, Nev., Tower, from the Air Traffic Div.

■ **Robert V. Ensten**, area supervisor at the Burbank, Calif., Tower, from the Air Traffic Division.

■ **Matthew J. Fletcher**, area supervisor at the Edwards Air Force Base, Calif., RAPCON, from the Bakersfield, Calif., Tower.

■ **Anthony J. Giustra**, assistant manager of the Honolulu, Hawaii, ARTCC, from the Air Traffic Division.

■ **Martin J. Hardy**, area supervisor at the Burbank Tower, from the Phoenix, Ariz., TRACON.

■ **Douglas R. Johnson**, unit supervisor at

the Reno AF Sector Field Office.

■ **Thomas S. Kamman**, planning & procedures officer at the San Diego, Calif., TRACON at the Miramar Naval Air Station.

■ **Robert L. Kingery**, assistant manager of the San Diego Flight Service Station, from the Santa Barbara, Calif., FSS.

■ **Robert A. Kivitt**, unit supervisor in the Navigation/Landing Program Section, Establishment Engineering Branch, Airway Facilities Division.

■ **Ettore P. Milani**, assistant manager for technical support at the Oakland, Calif., AF Sector, from the Concord, Calif., AF Sector Field Office.

■ **Arthur W. L. Moses**, area supervisor at the Fresno, Calif., FSS, from the Stockton, Calif., FSS.

■ **Thomas A. Rea**, assistant manager of the Honolulu Tower, from the AT Division.

■ **Charles A. Register**, area supervisor at the El Monte, Calif., Tower, from the Coast TRACON, El Toro Marine Corps Air Station, Santa Ana, Calif.

■ **Donald W. Roberts**, manager of the Palm Springs, Calif., Tower, from the Air Traffic Division.

■ **August M. Schuette**, assistant manager of the Coast TRACON, from the AT Division.

■ **Lloyd T. Seki**, watch supervisor at the Honolulu ARTCC AF Sector, promotion made permanent.

■ **Robert J. Sinz**, staff engineer at the Oakland, Calif., ARTCC AF Sector.

■ **David A. Smith**, area supervisor at the Edwards AFB RAPCON, from the Napa, Calif., Tower.

Retirees continued from page 17

Dexter, Robert H.—GL
Franklin, Burton J., Jr.—GL
Frey, Kenneth A.—GL
Fuller, Thomas E.—GL
Greiner, Donald H.—GL
Harbeck, Donald H.—GL
Hart, Charles E.—GL
Hedrick, Samuel N.—GL
Huey, Dale A.—GL
Jones, Walter T.—GL
Kubh, Rosalind G.—GL
Kulbowski, Joseph J.—GL
Landis, Herbert C.—GL
Link, Herbert H.—GL
Moyer, Richard D.—GL
Perrin, Donald E.—GL
Prestige, Paul H.—GL
Rehlfuss, Karl L.—GL
Schaeffer, Wendell O.—GL
Senkowsky, Raphael M.—GL
Smith, Herbert Dale, Jr.—GL
Smith, John—GL
Swanson, Rose-Marie R.—GL
Tollerud, Donald A.—GL
Trotter, Elmer L.—GL
Tulowski, Stanley—GL
Westley, Gabriel J.—GL
Whicker, Vincent S.—GL
Wulf, Jack F.—GL
Zawacki, David P.—GL
Zoeller, Edmund P.—GL

Adkins, Norman F.—MA
Burgess, George W.—MA
Newman, Richard A.—MA
Nitin, Donald W.—NE
Buckley, Paul P.—NE
Curney, Austin A.—NE
Healy, William F.—NE
Kilbert, Gertrud C.—NE
Mayer, Howard G.—NE
McCallan, George G.—NE
McCombs, Halsey R.—NE
Onterson, Margaret E.—NE
Park, Edward I.—NE
Rock, Ben B.—NE
Sanford, Harvey F.—NE
Schlafer, Bernard—NE
Schilling, Robert A.—NE
Siesacki, Fredrick P.—NE
Verville, Raymond A.—NI
Adams, Lloyd A.—NM
Amen, Arthur H.—NM
Apps, Richard E.—NM
Campbell, Don C.—NM
Christiansen, Erhan A.—NM
Denham, Clyde L.—NM
Dorral, Jefferson D.—NM
Downey, Dale F.—NM
Dubay, Leon A.—NM
Emms, Ralph J.—NM
Fluckiger, Max—NM

Grauser, Robert L.—NM
Hays, John M.—NM
Hellingreen, Dale L.—NM
Hendrix, Lloyd W.—NM
Hink, Joe, Jr.—NM
Hommel, James M.—NM
Huttenmaier, Elmore J.—NM
Johnson, Carroll E.—NM
Lenehan, William E.—NM
Maib, James—NM
Norris, William S.—NM
O'Connor, William F.—NM
Pederson, Mark E.—NM
Phillippi, Louis T.—NM
Schwenter, Robert P.—NM
Selles, Jane S.—NM
Sierpinski, Marvel L.—NM
Steith, Phillip W.—NM
Snow, Dean B.—NM
Southerland, Ernest E.—NM
Stangail, Joseph P.—NM
Wells, Ernest A.—NM
Harnett, William R.—SO
Bellina, Frank A.—SO
Black, Charles B., Jr.—SO
Bolt, Max E.—SO
Bowman, Charles E.—SO
Brigioni, Julia—SO
Brown, William C.—SO
Bullard, John F.—SO

Carmack Norman L.—SO
Dennis, Don—SO
Drouse, Lloyd—SO
Devon, Edward B.—SO
Diaz, Arthur—SO
Earrest, Margaret L.—SO
Ervin, Jack P.—SO
Foster, Jerry F.—SO
Foster, Patricia M.—SO
Fox, Graciela K.—SO
Freund, Edward S.—SO
Gaines, Jackie F.—SO
Gresh, John S., Jr.—SO
Hall, Julian C.—SO
Hartley, Billy J.—SO
Hottel, John R.—SO
Hubble, Milton—SO
Jackson, Frederick C.—SO
Johnson, Martha H.—SO
Juice, John A.—SO
Keith, Henry L.—SO
Lamy, Glen L.—SO
Laster, Arthur H.—SO
Lutz, Arthur A.—SO
Martin, Fred F.—SO
McCarthy, Jerry J.—SO
McCard, William A.—SO
McGinn, John F.—SO
McKinney, Billy—SO
Nowak, Carl S.—SO

Page, Francis B.—SO
Pickert, Ted J.—SO
Palutia, Matthew J., Jr.—SO
Fajardo, Jose P.—SW
Forner, Charles R.—SW
Galloway, John W.—SW
Garrett, Willis A.—SW
Golembeski, Richard H.—SW
Griffin, Delmar P.—SW
Hawkins, Roy G., Jr.—SW
Holman, Martha N.—SW
Janway, William A.—SW
Johnson, G. C.—SW
Jones, Luther F.—SW
Kirksey, C.L., Jr.—SW
Lindley, Robert W.—SW
Maize, Raymond R., Jr.—SW
Mason, Gerald E.—SW
Mitchell Arthur N.—SW
Moeller, George W.—SW
Murphy, Mary J.—SW
Nelsner, Myron L.—SW
Obannon, Kenneth E.—SW
Parsons, James E.—SW
Peluso, Victor J.—SW
Perry, Ezra E.—SW
Potter, Loy J.—SW
Reyes, Alfred J.—SW
Cascio, Peter J.—SW
Chivario, Richard A.—SW

Christianson, Robert—SW
Cifarata, Joseph A.—SW
Delaboussaye, Lynn—SW
Fajardo, Jose P.—SW
Forner, Charles R.—SW
Galloway, John W.—SW
Garrett, Willis A.—SW
Golembeski, Richard H.—SW
Griffin, Delmar P.—SW
Hawkins, Roy G., Jr.—SW
Holman, Martha N.—SW
Janway, William A.—SW
Johnson, G. C.—SW
Jones, Luther F.—SW
Kirksey, C.L., Jr.—SW
Lindley, Robert W.—SW
Maize, Raymond R., Jr.—SW
Mason, Gerald E.—SW
Mitchell Arthur N.—SW
Moeller, George W.—SW
Murphy, Mary J.—SW
Nelsner, Myron L.—SW
Obannon, Kenneth E.—SW
Parsons, James E.—SW
Peluso, Victor J.—SW
Perry, Ezra E.—SW
Potter, Loy J.—SW
Reyes, Alfred J.—SW
Cascio, Peter J.—SW
Chivario, Richard A.—SW

Scally, Paul J.—SW
Sikors, Robert J.—SW
Slape, Adrian W.—SW
Smith, Schuyler G.—SW
Stewart, Sam E.—SW
Stigall, Jake B.—SW
Vance, Edward H.—SW
Vivard, J. V.—SW
Watraves, William L.—SW
Worsh, Noel L.—SW
Zachary, Cyril T.—SW
Zoller, James T.—SW
Bages, Anne R.—WA
D'Arno, Robert C.—WA
Estabrook, Ron R., Jr.—WA
Kemp, Donald E.—WA
Martin James E.—WA
Nieweg, Elroy L.—WA
Onachilla, Victor J.—WA
Roark, Dewey R., Jr.—WA
Schmidt, Francis R.—WA
Segarra, Carlos O.—WA
Stephenson, Charles E.—WA
Trammell, Lamar—WA
Asato, Seichiro—WP
Bishop, Reginald J.—WP
Bowers, John H.—WP
Byrd Edhell F.—WP
Carter, Robert G.—WP

Chaffin, Edwin L.—WP
Christopherson, Eldon E.—WP
Davis, Jesse R.—WP
Dickow, Charles E.—WP
Dodger, Loren—WP
Ehinger, Max, Jr.—WP
Friedrick, Gail J.—WP
Freeman, James R.—WP
Fujimori, Hiroshi—WP
Ganetson, Athene M.—WP
Garland, John L.—WP
Garrett, Leroy G., Jr.—WP
Glanville, Jerold S.—WP
Gray, Chester E.—WP
Green, Robert A.—WP
Green, Thomas C.—WP
Gromacki, Raymond F.—WP
Hansen, James E.—WP
Haynie, Max M.—WP
Heil, Beatrice G.—WP
Hoag, Henry S. T.—WP
Houston, Marvin E.—WP
Howard, Douglas E.—WP
Jeffries, Ronald E.—WP
Johnas, Frank A.—WP
Kajikawa, Ruth T.—WP
Krisigenis, John R.—WP
Kawagoe, Roy Y.—WP
Kern, Frederick J.—WP

Lawing, Gene P.—WP
Lewis, Theron K.—WP
Lind, Donald A.—WP
Lorelli, Ernest M.—WP
Lusk, Ohio E.—WP
Lutler, William H.—WP
Macaulay, Alvan L.—WP
Mace, Gayle—WP
Marino, Frank T.—WP
McCoy, Gilbert E.—WP
McFadden, Paul W.—WP
Muade, William G., Jr.—WP
Nakamura, Fred R.—WP
Nakano, Roy Y.—WP
Natarcio, Simon—WP
Nishimura, Gerrick S.—WP
Okada, Philip H.—WP
Ovatt, Raymond M.—WP
Powers, Donald E.—WP
Rendon, John—WP
Ricciarelli, Rodney S.—WP
Rogers, George W.—WP
Sadow, Susumu—WP
Shimato, Hidekiyo—WP
Smith, Kenneth L.—WP
Tanada, Shigeru—WP
Thomas, Patricia M.—WP
Wertz, Dale J.—WP
Woolston, Arthur L.—WP
Wright, Rawley H.—WP
Yuen, Kenneth D. R.—WP



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