

# World

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US Department  
of Transportation  
**Federal Aviation  
Administration**





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#### Research Highlights

The FAA Technical Center has completed 40 tests over the past two years to determine the fire resistance of liner materials for aircraft cargo compartments.

Conducted by the Fire Safety Branch in a DC-10 fuselage inside the center's Fire Test Facility, the government's largest, the tests were a consequence of the fire that started in the hold of a Saudi Arabian airliner in August 1980. The aircraft landed safely at Riyadh Airport, but before

its doors could be opened, all 301 aboard died from the spreading flames and toxic fumes.

The test demonstrated that of the three liner materials tested—fiberglass, Nomex and Kevlar, all manmade fibers—only fiberglass would not burn through, regardless of thickness. It took 18 to 40 seconds to burn through the Nomex and Kevlar, depending on thickness.

Here, technician David Blake loads cardboard boxes into the hold of the DC-10 to simulate a full cargo.

Front cover: *Display channel technician Lauren M. Shelton checks the high-voltage section on the computer readout terminal in the plan view display console at the Washington ARTCC.* Photo by Robert Laughlin

Back cover: *VFR on Top—fog swallows the tower at Greater Pittsburgh (Pa.) Airport.*

Photo by Sandy Hribal  
Pittsburgh AF Sector

# An Administrator's Philosophy

## A Preview of Donald Engen's Thoughts on Major Issues

**"I** believe in communicating" is the way FAA Administrator Donald D. Engen describes his management style.

That's why he agreed to an interview with FAA WORLD immediately after he was confirmed by the Senate in early April.

In the months ahead, Engen indicated he will be exploring ways to open additional lines of communications with FAA employees, including the opportunity for feedback, because he believes successful communications is a two-way street.

But the new Administrator added

that he looks forward especially to dealing with FAAers on a person-to-person basis. "I don't want anyone ever to become just an unknown entity or a number."

Engen brings to FAA an extensive background in managing large organizations. When he retired from the Navy with the rank of Vice Admiral in 1978, he was deputy commander-in-chief of the U.S. Atlantic Command and U.S. Atlantic Fleet. He then went to work for Piper Aircraft as the general manager of its Lakeland, Fla., division and corporate director for government operations.

His flying credentials also are impeccable. A former Naval aviator, he has flown more than 200 different aircraft models, including the Navy's first jets.

As an engineering test pilot in the U.S. and the United Kingdom, his work included not only the evaluation of aircraft flying capabilities but also the assessment of new equipment designed to improve air traffic control in instrument conditions. His log book shows more than 6,000 hours, and he remains an active pilot holding a commercial license and instrument rating.

The interview with Mr. Engen follows:

**Q** I think a question that's on the minds of all FAA employees is what happens to the human relations program now? It had a very high priority under Mr. Helms, and they are wondering if it is going to have the same priority in your administration.

**A** I think that human relations is the key to any management function. You have to have good communications. You have to hear what's going on in order that one person can relate to another. I think that the human relations program that we've structured within the FAA is a very good initial step. But I really see us going further. We have taken

Subsequently, he was senior associate of an Arlington, Va., analytic consulting firm and spent two years as a member of the National Transportation Safety Board.



"People fly because they believe it is safe to fly. And they believe that because decades ago the airline industry and the government convinced them of that fact by the way they set tough safety standards. In effect, safety became the industry's 'strong heart.'"

"Nothing has changed that philosophy—we simply are not going to permit a degradation of air safety. We have not in the past, and we won't today or tomorrow.

"We—the government and the industry—must do what we have always done. We must stay alert to safety threats . . . we must search for the dangerous trends . . . we must educate our flight crews . . . and in doing so we will keep what we have now: the safest aviation system in the world."

**A** We are on a roll, but I view it sometimes as a tenuous roll. The key to the implementation of the

step one—a very graphic step toward an improved human relations environment—but I see areas in which we can improve even further. But many of these improvements are going to be long term. And they are going to take years to implement.

But I would like to be sure that each of us in the FAA understands this need for human relations, that each person respects his or her fellow worker and that our nonsupervisory personnel receive the training and experience that will enable them to grow individually so that eventually they become our middle management and then our upper management. I don't want to say that middle and upper management is deficient now. It's just that people are going to grow with this human relations program. The short answer to your question, then, is that the human relations effort in FAA is going to get even stronger.

**Q** Another up-front question is the implementation of the National Airspace System Plan. We seem to be on kind of a roll right now with Congress supporting the program and all. Do you think we can keep this momentum going? Do you see any problems down the road—technical or political, or otherwise?

National Airspace System Plan is the budget and getting the authority to spend those monies at the time when we feel it's important. If at any time we have a hiccup in financing this plan—which is a super plan and, I think, one of the greatest things that's ever happened to aviation in the United States—this is going to have great ramifications with respect to the movement of this plan toward timely completion. So our biggest challenge at this point in time is to continue to articulate well the need to implement that plan in phase. We don't want to lose a single day's time, if we can help it. So, in my view, our biggest problem, or responsibility, if you will, is to continue to keep the Congress aware of the need to phase in the monies on schedule so we can buy the equipment and make the changes to the facilities according to the time schedule set forth in the plan.

**Q** Here's a question you probably have answered a dozen times already and you'll be answering a couple dozen times more. It has to do with the striking controllers who

were fired. Do you see any possible change in the Administration position? And what's your own personal feeling about this?

**A** The President made that decision almost three years ago, and I support his position. I see no way that the Administration will turn that around. It's all in the past now. I have great feelings for the people on both sides of that issue. But the decision has been made and I cannot alter that.



Engen pilots a Lear 35.

**Q** Since we're talking about the strike, let me ask this kind of a general question: What are your feelings about the role of labor unions in the Federal Government? And do you think they can make a positive contribution?

**A** I think first of all that a manager has to deal with his or her employees. Now, if those



Administrator Engen flying the Christen Eagle II in Seattle, Wash., last July.



employees are represented by a union, so be it. And I will be dealing with those unions that exist. I want to talk to them, and I will be interested in what they have to say. At the same time, I will be dealing on a person-to-person basis with all people in the FAA. I want to give each individual the attention that he or she merits. I don't want anyone ever to become just an unknown entity or a number. I believe in dealing on a person-to-person basis to the maximum extent possible.

**Q** As a pilot, an air traveler and an NTSB member, what is your view of how well the post-strike system has worked up to this point?

**A** I think that it's worked amazingly well, considering the circumstances. I think that it's worked that way because a lot of FAA people out there are giving a thousand percent of their time and effort to make it work. And I think that it's safe and that it has been made safe by flow control and the procedures that have been estab-

lished by FAA. I have heard nothing but praise for the system from everyone I have talked to about it. And as I have traveled about these United States, I have been very impressed with the quality of control and the responsiveness of the system. It's been very good in my experience.

The safety that I see out there is due to all that extra effort by loyal FAA employees. I would hope that in the long-term scheme of things, as we come back up to the proper numbers of people that ideally we would like to have working in the system, it will get easier for the FAA people that now are doing such a fine job.

**Q** Viewing FAA as an NTSB member for the past two years, what was your major criticism or criticisms of the agency? And, what do you think you can do about it now that you are FAA Administrator?

**A** First of all—and I said this in my testimony before Congress during my confirmation hearing—the FAA is very responsive to the NTSB. According to the records, over the last two or three years, the FAA has implemented fully 80 percent of the recommendations that the NTSB has made to it. And I think only about 16 or 17 percent have become contentious issues.

One thing that I do believe—and I think this applies particularly with respect to safety and the relationship between NTSB and FAA—is that the FAA should be responsive to requests and recommendations. If I had to identify anything that has bothered me, it is perhaps the length of time it takes to get things done here. I would hope that in everything we do in FAA we can continue to be as responsive as possible. I do not believe in taking a long time to do anything. I believe in being as responsive as possible to those who deal with us. Problems should be solved and questions should be answered with dispatch.

**Q** In that same vein, FAA and NTSB have been at odds on certain issues over the years. Because you come directly off the Board to

FAA, do you think that you are going to be able to improve the relationship between the two agencies?

**A** Yes.

**Q** That's a short answer, but I think it says it all. Let me try another one. FAA often is criticized by some people as having a conflicting dual mandate—that is, we're supposed to regulate safety and promote aviation at the same time. Do you see this as a real problem?

**A** I really don't see this as a problem because I think that you can promote aviation and at the same time maintain safety. In fact, one really could be said to depend on the other. They are, or should be, mutually supportive.

**Q** Much has been said and written about the impact of deregulation on aviation safety. Are you satisfied with the record to date? Do you see the need for any specific improvements?

**A** I think the FAA has done a grand job in this regard. Secretary Dole just recently increased the number of airline inspectors and that will help us do an even better job of monitoring the situation. I see a need for us to look now at our general aviation inspectors to be sure that we have not cut their numbers down to the point where they are really too few in number. I'll be



Engen interviewed as a member of the National Transportation Safety Board.

giving this matter my personal attention.

But to get back to the subject, I don't think that deregulation as such has brought about unsafe conditions. While I was on the Safety Board, we did not see any accident that could be specifically tied to deregulation. However, when a new airline starts up, there is a need for monitoring, very close monitoring. There are a lot of airlines starting up out there now, and obviously they don't have the depth of operational experience that the established carriers have. This is an area in which I think the FAA has to play a very significant role. It has to make sure that the new entrants follow the rules and regulations.

**Q** One final question. Management is often a matter of personal style and individual perspective. Could you characterize your management style for us?

**A** That's a difficult one. But, you're right; management is a matter of personal style that depends greatly upon the individual manager.

I believe very much in one person relating meaningfully to and respecting another. I believe in communicating; I believe in respecting the

individual. My style is one of trying to clearly state what my goals are so that those who work with me will understand what it is I am driving at and what I expect of them. I want to lay out a road map on where I intend for us to go and for us to get there.

Once that is done, I will expect people to look to that as their primary source of management guidance as to how to respond in particular situations, always with an eye toward all FAA employees pulling together to work for our common goals.

I believe in cooperative management, although there has to be somebody who stands at the top and says, "I'm the leader, follow me." I also firmly believe that you have got to have everybody on board and that you cannot do this by acting autocratically. You have got to be cooperative; you have got to have your ears open to pick up vibrations; you have to listen to what's going on; and you have to groom people that you have confidence in.

Successful cooperative management depends upon good human relations, and this is why I am going to be pressing so hard on improving even further that excellent human relations program.

In order to make that program work, I will need to know what is going on with respect to employee relations throughout the FAA. I hope and expect that employees will let me know both the good and the bad. When they do, I promise to listen. ■



## Federal Employees: Know the Rules on Political Activity

**You may** register and vote as you choose

**You may** assist in voter registration drives

**You may** express your opinion about candidates and issues

**You may** participate in campaigns where none of the candidates represents a political party

**You may** contribute money to a political organization or attend a political fundraising function

**You may** wear or display political badges, buttons, or stickers

**You may** attend political rallies and meetings

**You may** join a political club or party

**You may** sign nominating petitions

**You may** campaign for or against referendum questions, constitutional amendments, municipal ordinances, etc.

**You may not** campaign for partisan candidates or political parties

**You may not** work to register voters for one party only

**You may not** make campaign speeches or engage in other activity to elect a partisan candidate

**You may not** be a candidate or work in a campaign if any candidate represents a national or state political party

**You may not** collect contributions or sell tickets to political fundraising functions

**You may not** distribute campaign material in a partisan election

**You may not** organize or manage political rallies or meetings

**You may not** hold office in a political club or party

**You may not** circulate nominating petitions

**You may not** campaign for or against a candidate or slate of candidates in a partisan election

## A Fireman's Infiltration Course

### Training Device Simulates Rescue in a Downed Aircraft

By Capt. Steven Cooper

The supervisor of the Fire Branch Training Sec., Aircraft Rescue and Firefighting Branch, Public Safety Div., Metro Wash. Airports.



The door closes behind you and you are cast in total darkness. There is only one way to go—forward. After groping around the darkened room, you find an opening through which you must crawl on your hands and knees to proceed. The passageway becomes smaller. At one point, you must worm along on your stomach. Turning around is impossible.

You are a fireman, caught in "The Maze," a novel training environment.

The only sounds you hear are your breathing and the beating of your heart. The darkness, so black you can't see your hand pressed against your nose, begins to play tricks on your mind. The heat seems to increase with every inch. Seconds become minutes. More obstacles are encountered: turns, steps and drop-offs. Finally, in the distance, you see sunlight shining through a small opening. You squeeze through one last portal and you are free at last from the confinement and the darkness.

This isn't a scene from a "Twilight Zone" episode but a description of The Maze—an apt designation for the specialized training that firefighters from the Metropolitan Washington

Airports Public Safety Division recently completed. Maze training is one part of the total training program for the Crash-Fire-Rescue personnel at Dulles and Washington National airports, implemented by William D. Killen, fire chief in the Public Safety Division.

*FAA fire crews from Washington National and Dulles airports have received training in the labyrinth built into this van by the Fairfax, Va., Fire Department.*



*A fully outfitted FAA fireman emerges from The Maze, a simulation perhaps more intense than in a real airliner.*

The Maze was constructed in a furniture trailer by the Fairfax, Va., Fire Department in cooperation with the Virginia Department of Fire Programs. The trailer can be towed to the site of any fire department that requests its use.

The tunnels the student travel through run along the sides of the trailer, with an upper and lower level. A walkway runs through the center of the trailer, where instructors can

monitor the progress of students and can remove them by way of safety doors along the route if they run into trouble.

"The Maze" serves many training functions. As the firefighter goes through the passages, he or she is wearing full protective clothing (coat, helmet, boots, bunker

pants and gloves), in addition to a self-contained breathing apparatus.

"The Maze" simulates the darkness and obstacles encountered in interior firefighting and search and rescue operations in wide-bodied aircraft during on-board aircraft fires or heavy smoke conditions. It helps each firefighter recognize his or her limitations under these simulated conditions and helps build the confidence needed to face the dangers of an actual fire environment. ■

# FAAers Hit the Ski Trails

First National Fun Get-Together Takes the Gold



Looking uphill while skiing is a good way to fall, but all but one of these Ski Fest participants are standing still, making like "gates" in a Human Slalom event on Schoolmarm Slope.



Holding down the Ski Fest registration desk are (left to right) Jim Platz, Wayne Tobey and Marcie Cropp of Denver.

Unlike in the nearly subtropical climate of the mountains in the eastern United States, the days at the end of February in Keystone, Colo., dawned clear and crisp for the First Annual FAA Ski Fest.

The alpine gods were kind, for the sun shone, the weather never turned bitter and never rose above the low thirties, as 31 FAAers plus 13 guests and family members gathered at the Keystone Ski Resort February 27 to March 2.

Sponsored by the Denver ARTCC Ski Club, participants from nine facilities around the country had a ball, and, says John Ohman of the Washington Headquarters Executive Staff, everyone—from clerks and waiters to resort officials—was as nice as could be, making it even more enjoyable.

Arrival on Monday, February 27, was capped with a welcoming party in the evening. Tuesday was mostly open skiing, except for a short semi-obstacle course race, which Ohman won.

Wednesday morning, 30 of the participants joined the racing clinic with experienced instructors in preparation for the afternoon NASTAR (National Standard Race) races. Of the 28 entrants, one was disqualified, two did not finish, eight won silver medals and 15 won bronze medals. It was a good showing, although no gold medals were won, thanks to Keystone's pacesetter for the races skiing much better than his handicap. One skier who netted a silver at Keystone won a gold at another resort that same week.

The team trophy went to the Denver ARTCC #1 team with a combined four-person time of 99.5 seconds. Second was the Salt Lake City ARTCC team with 102.1 seconds; third was the East Coast Eagles team, comprised of headquarters and

Newark Tower people, with 103.6; the Byrd team—a family affair—with 104.6; the Albuquerque ARTCC/Eagle County Airport (Colo.) FSS team in fifth with 106.5; and the Denver ARTCC #2 team with 112.6.

After viewing videotapes of the races, always good for a laugh, the group met at the Last Chance Saloon for beer, pizza, entertainment and dancing. The night before, the festivities centered on the Cadillac Bar.

Thursday found many of the participants trying out the slopes at Arapahoe Basin, Breckenridge, Copper Mountain and Vail.

Co-chairman Jim Platz of the Denver Center is already planning for next year, hoping to hear of facilities staging their own NASTAR races early next season, culminating in NASTAR Finals at the Ski Fest. Among the projected sites are Steamboat Springs, Crested Butte, Vail or Aspen. ■



Keystone Village, Colo., looking down from the steep Go Devil ski trail.

Photos by John Ohman, Jim Platz and Roger Peters



Representing the Newark, N.J., Tower were Dave Parker and Pam Sheeler.

## FAA NASTAR Winners

The medal winners in the FAA Ski Fest NASTAR races are shown with their times according to their age handicap groups.

<b>MEN—20-29</b>		
Rich Belmonte, SLC ARTCC .....	25.0	Bronze
<b>WOMEN—20-29</b>		
Barbara DuBrul, SLC ARTCC .....	27.3	Bronze
Cheryl Knapp, Eagle County FSS .....	27.6	Bronze
<b>MEN—30-39</b>		
Steve Weed, Albuquerque ARTCC .....	24.8	Silver
Terry McRae, Denver ARTCC .....	24.9	Silver
Gene Sakrison, Denver ARTCC .....	25.0	Silver
Dave Parker, Newark Tower .....	25.2	Bronze
Don Eddy, Denver ARTCC .....	25.3	Bronze
John Byrd, Denver ARTCC .....	25.5	Bronze
<b>WOMEN—30-39</b>		
Pam Sheeler, Newark Tower .....	24.7	Silver
Pat McRae, Denver ARTCC .....	26.6	Bronze
<b>MEN—40-49</b>		
Jim Platz, Denver ARTCC .....	24.3	Silver
Jim Kastner, SLC ARTCC .....	24.8	Silver
John Smith, SLC ARTCC .....	25.0	Silver
Al Dunn, Denver ARTCC .....	26.8	Bronze
Dave Smith, Denver ARTCC .....	27.2	Bronze
Dean Eicher .....	27.3	Bronze
R. J. Peters, Denver ARTCC .....	28.5	Bronze
<b>MEN—50 AND OVER</b>		
John Ohman, Washington HQ .....	24.6	Silver
Jim Driver, Eagle County FSS .....	26.9	Bronze
Mickey Michaud, Fort Worth ARTCC .....	28.8	Bronze
<b>MEN UNDER 20</b>		
Mike Byrd .....	25.8	Bronze
<b>WOMEN UNDER 20</b>		
Tracy Byrd .....	26.7	Bronze

Others attending the Ski Fest were Terry Perez of the Albuquerque ARTCC; Marcie Cropp, Pat Eicher, Merrick Marshall, Wayne Tobey and Kevin Wrigth of the Denver ARTCC; Jim Karanian of the Fort Worth ARTCC; Terry Bynum and George Garbett of Washington Headquarters; Phil Griswold of the Memphis ARTCC; Suzi McManus of the New York ARTCC; and non-FAAers Pat Alston, Linda Byrd, Lisa Byrd, Jo Michaud, Ann Murray, Bud Murray, Alice Platz, Cheryl Riney, Rebecca Smith and Sally Weed.



The NASTAR winning team-plus-one celebrates at the Last Chance Saloon. From the left: Don Eddy, Gene Sakrison, Terry McRae, Jim Platz and Phil Griswold. Platz holds the traveling trophy.



John Ohman and Pam Sheeler won silver NASTAR medals at the Ski Fest and gold medals at other slopes.



Pat Alston and Terry Bynum unwind in the Cadillac Bar after Tuesday skiing.



Marcie Cropp of the Denver Center balances two tennis balls on a paper plate in a semi-obstacle course race. Is this required training for a controller?

# Two Weeks at Lawton

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



## MTS 'Core' Courses Emphasize Human Relations

The boss comes to you with a solemn face and announces that FAA is realigning operations in your particular corner of the agency, with the result that three operating branches are being abolished. You can almost guess what's coming next.

Yes, one of the branches slated for oblivion is the one you manage. Worse yet, you're being transferred to Washington Headquarters.

And there's more, too. The boss says he needs an "energetic and decisive individual" to head up a special task group to develop and oversee the reorganization. He thinks you're the perfect person for the job. (Thanks a lot!)

Now, the boss isn't ordering you to do this, you understand. It's more like a request. You can tell him to go fly a kite, if you're so inclined. But would you . . . should you? What is really best for you . . . your career . . . the people who work for you . . . the organization? Think about it.

That's what the 18 students attending the Manager's Course at the FAA Management Training School (MTS) in Lawton, Okla., did when the problem was presented to them earlier this year. And, interestingly enough, most of them viewed it as more than just a classroom exercise. They had been involved in similar situations in the past and might realistically expect to be faced with the same problem again in the future, as the agency proceeds with its long-range plans for consolidating and co-locating offices

*The Shepler Center at the Management Training School. The FAA dormitory is on the left, the cafeteria in the center.*



and facilities in the interest of economy and efficiency.

What these members of Class 84-MA-12 decided in this case isn't as important as the way they went about reaching their decisions. They used the standard MTS team action approach, splitting into three equal groups in order to pool their knowledge and experience.

That experience was considerable. For example, a flight service station manager from the Southern Region had packed his bags and moved 19 times in 22 years during one period of his FAA career, so his thoughts on mobility carried considerable weight. Another manager from the Seattle office recalled the recent merger that produced the Northwest Mountain Region and pointed out—with the aid of hindsight—how things might have gone a bit smoother in some areas.



*Students in the Manager's Course study case histories in "team action" seminars. The equipment on the edge of the desk is for student responses during quizzes.*

In the end, all three teams came out on the side of the organization, which is not surprising, given the make up and experience level of the



*John Glenn, an instructor from the University of Oklahoma, passes out course materials to the class, which is broken into small groups.*

class. Their FAA allegiances perhaps were voiced best by a tower manager from Tennessee who said, "None of us would have put in as many years with FAA as we have if we didn't care what happened to it."

The two-week Manager's Course is one of the three "core" courses at the Management Training School. The others are the two-and-a-half-week initial Supervisor's Course, which all newly appointed supervisors now must successfully complete before they can be confirmed in their new assignments, and a one-and-a-half-week follow-on course for supervisors.

In addition, MTS offers a variety of other courses aimed at meeting specific individual and organizational needs, such as EEO Counseling, Facilitator Training, Labor Management Relations, Resource Management and Staff Work—more than a dozen in all. It also administers a wide range of correspondence courses in management and general training fields.

Moreover, MTS Superintendent Cleo Cox points out that the school has begun taking its resident courses on the road and plans to expand the on-site field training program to include everything but the manager's and supervisor's courses. He credits former Deputy Administrator Michael Fenello with this innovation, noting that he wanted MTS to expand its role so it would have an even greater impact on the FAA organization.

Both Fenello and former Administrator Helms took a strong interest in the management school, Cox adds. They saw it as a primary means of conveying the agency's new human relations policies to the agency's supervisors and middle managers.

"We've always been in the business of human relations here," he says, "but after the strike, we were directed by top management to increase the emphasis in this area. Accordingly, both the supervisor's and manager's courses—but especially the Supervisor's Course—was revised to stress that human relations is an integral part of good management."

This new human relations orientation was quickly apparent to the 18 students in Class 84-MA-12 of the Manger's Course when it convened on January 23. The very first block of instruction dealt with "Quality of Worklife" and provided a convenient vehicle for the class to discuss the impending departure of J. Lynn Helms as FAA Administrator and its

The class, which lines three sides of the room, is served by three monitors for viewing training videotapes and films.



possible impact on the future of the human relations initiatives. The big question was would Helms' still unnamed successor have the same commitment to human relations and give the effort the same top priority?

The class consensus was that Helms had institutionalized the human relations process to such an extent that it would carry on long after he was gone. The MTS itself was cited as a good example of how the process had become part of the FAA working culture.

But one air traffic manager from Georgia summarized the general feelings of the class when he said his own personal commitment to creating a more positive human relations culture was independent of whatever the agency did in the future.

"I don't care if FAA abandons human relations altogether," he added with a bit of hyperbole. "We're going to continue in my facility. We believe in it completely; we're committed 100 percent."

But positive human relations considerations aren't limited to the opening instructional block in the Manager's Course. They are consistent throughout the curriculum as the students look at their leadership styles, problem-solving abilities, responses to the changing work environment and ways of doing business. A typical exercise in the "Managing Problems" section, for example, asks the students to mesh the "people" concerns in the Jones report on FAA-management-employee relationships with the technical objectives of the National Airspace System Plan.



The increased human relations awareness is paralleled by a new and more positive attitude toward Equal Employment Opportunity (EEO) goals on the part of the MTS students. Indeed, the manager's responsibilities for promoting EEO were taken almost for granted by the members of Class 84-MA-12, and the remark by one woman manager, "Are we really going to spend a whole day on EEO?" was not a complaint as such but more a simple recognition of this fact.

But it wasn't always so. For example, MTS instructor Maris Lynne Long remembered encountering complaints and open hostility from male students when she first taught the EEO instructional block in the Supervisor's Course just a half dozen years ago. "They were very upset that a woman would be teaching EEO," she said.

Clearly this was not the situation with Class 84-MA-12. However, one of the male members commented good naturedly on hearing Maris Long's story, "Maybe we men have just learned to keep our mouths shut."

University of Oklahoma instructor Frank Nadeau lectures to a class in the Manager's Course at the Management Training School in Lawton, Okla.

That produced a laugh and general agreement that modifying behavior on emotional subjects like EEO was, at the very least, a step in the right direction. Changing attitudes is much more difficult and takes more time.

MTS Superintendent Cle Cox believes that a more positive human relations effort will produce a similar shift in attitudes. "If we do this job right," he says, "the Human Relations Committees will work themselves out of a job, and there will be no need for the other special-emphasis programs. Human relations will become an accepted part of the FAA work culture and an integral part of the way we do business."

Not surprising, the students in Class 84-MA-12 rated themselves as good managers overall in the various leadership surveys, indicating a high concern for both people and production. But they quickly conceded the difficulty of being completely honest and objective in assessing their own managerial capabilities. This view was

expressed best by a woman manager from Puerto Rico who said, "If you want to know about my leadership style, you should ask my subordinates—not me."

During the two-week Manager's Course, students also wrestled with such issues as managing change ("Change is the real security"), managing problems ("The statement of the problem is incorrect 60 percent of the time"), managing time ("Most managers control only 25 percent of their time"), managing information ("The agency's Information Resources Management Plan is the hope of the future") and even managing the boss ("But remember your subordinates also are trying to manage you"). Other instructional blocks dealt with more traditional managerial topics, such as budgets, personnel actions and labor-management relations.

Just as important as classroom instruction are the bull sessions and other extracurricular activities at MTS that bring together FAAers from all disciplines and geographic areas. For example, one MTS student from Washington who spent considerable time in the laundry room (He claimed his valet only packed three sets of underwear) said with a smile that he learned more about what was going on in FAA in two weeks around the washing machines than he had in the last five years with the agency.

And an air traffic manager from New York observed over the breakfast table one morning that his MTS

experience always made him feel good about FAA. "I see the caliber of people we have in the agency, and I think we're in a lot better shape than anyone gives us credit for."

Moreover, the friendships and contacts made at MTS can be very useful to graduates after they have returned to their regular jobs. Having friends in the right places often can help cut red tape and get a job done faster and more efficiently. And these personal "networks" grow with each succeeding trip to MTS.

Since opening in 1971, MTS has graduated more than 43,000 students from its various courses. Included in this total, of course, are many repeaters. By the time a student makes it to the Manager's Course, for example, he or she typically has been through the supervisor's courses

southwest of Oklahoma City. But that could change at the end of FY 1985 when the current contract with the school expires.

In the face of increased on-campus enrollments and expanding programs, university officials have advised FAA of their intention to reclaim the space now leased to MTS. Cameron, however, will have an opportunity to continue as the MTS location when the agency puts the contract out on bid later this year.

But whether MTS goes or stays at Lawton, Cle Cox sees the mission of the school remaining essentially unchanged. He notes that MTS is busier than ever these days playing catch up as the air traffic control system returns to normalcy. For example, originally, the Manager's

Course was scheduled for 10 classes in FY 1984, but that now has been increased to 15.

And with its expanded role, Cox expects MTS will continue to grow and evolve to meet the agency's changing needs and priorities. "Our courses are considerably different than they were just five or six years ago," he

says, "and I imagine you'll probably find the same thing true five or six years further down the road. ■"



The handsomely decorated dining room in the Management Training School's cafeteria.

and two or three others, like LMR and EEO.

For all of its 13 years in business, MTS has been located at Cameron University in Lawton, about 100 miles

## Aeronautical Center

- **Bernard M. Batchelder**, manager of the Aircraft Management Staff, Aviation Standards National Field Office, from the headquarters Office of Flight Operations.
- **Gary M. Bean**, unit supervisor in the Line Maintenance Section, Battle Creek, Mich., Flight Inspection Field Office, promotion made permanent.
- **Helen L. Dare**, supervisor of the Eastern and New England Payroll Section, Payroll Branch, Accounting Division.
- **Thomas J. Kucera**, unit supervisor in the Line Maintenance Section of the Anchorage, Alaska, Flight Inspection Field Office, promotion made permanent.
- **Carol A. Manning**, unit supervisor in the Aviation Psychology Laboratory, Aeromedical Research Branch, Civil Aeromedical Institute.
- **Keith D. McKenzie**, unit supervisor in the Training Systems Section, Logistics and Training Systems Branch, Data Services Division, promotion made permanent.
- **Glenn D. Morefield**, unit supervisor in the Electro-Mechanical Production Section, Engineering and Production Branch, FAA Depot.

## Alaskan Region

- **John R. Carl**, maintenance mechanic foreman in the Central Maintenance Facility, King Salmon Airway Facilities Sector, from the Fairbanks AF Sector.
- **Ann N. Carswell**, area supervisor at the Fairbanks Flight Service Station, from the Bettles FSS.
- **James H. Titus**, manager of the Fairbanks TRACON, promotion made permanent.

## Central Region

- **Jerry L. Cearley**, area supervisor at the Kansas City ARTCC.
- **Maurice J. Condon**, manager of the Springfield, Mo., Airway Facilities Sector Field Office, St. Louis AF Sector.
- **Patrick H. Lavergne**, area supervisor at the Kansas City ARTCC, from the Houston, Tex., ARTCC.
- **John A. Lewis, Jr.**, area supervisor at the Kansas City ARTCC.
- **Robert S. West**, area supervisor at the Kansas City ARTCC.

## Eastern Region

- **Paul A. Arnholt**, assistant manager for training at the Greater Pittsburgh, Pa., Tower.
- **Frank J. Dougherty, Jr.**, area supervisor at the Atlantic City, N.J., Tower.
- **John D. Hinkle**, area supervisor at the Allentown, Pa., Tower, from the Philadelphia Tower.
- **Willie A. Hunter**, supervisor of the Electronic Installation Section, Electronic Engineering Branch, Airway Facilities Div.
- **Michael J. Lemon**, manager of the Utica, N.Y., Tower, from the Griffiss Air Force Base, N.Y., RAPCON.
- **Sue J. Mostert**, area supervisor at the Binghamton, N.Y., Tower, from the New York TRACON.
- **Thomas T. Newman**, manager of the Buffalo, N.Y., Airway Facilities Sector Field Office, Buffalo AF Sector.

- **Joseph L. Nottage, Jr.**, assistant manager for program support in the Norfolk, Va., AF Sector.
- **Sankey E. Parsons**, unit supervisor in the Martinsburg, W. Va., AF Sector Field Office, Charleston, W. Va., AF Sector.
- **Neil R. Planzer**, manager of the Newport News, Va., Tower, from the Allentown, Pa., Tower.
- **Ronald X. Ruggeri**, area supervisor at the Farmingdale, N.Y., Tower, promotion made permanent.
- **Thomas W. Shaw**, area supervisor at the Teterboro, N.J., Flight Service Station.
- **Edward A. Stansbury**, area manager at the Washington (D.C.) FSS, from the Bridgeport, Conn., FSS.
- **Robert J. Tiffany**, unit supervisor in the Buffalo AF Sector Field Office.

## Great Lakes Region

- **Pamela J. Batson**, area supervisor at the Minneapolis, Minn., Flight Service Station, from the Saginaw, Mich., FSS.
- **Franklin D. Benson**, manager of the Minneapolis Airports District Office, from the Special Projects Section, Airports Division.
- **Merrill W. Devenport**, area supervisor at the Kalamazoo, Mich., Tower, from the South Bend, Ind., Tower.
- **Delbert L. Garner**, supervisor of the Sector Programs Section, Maintenance Operations Branch, Airway Facilities Div.
- **Darrel W. Glaze**, maintenance mechanic foreman in the Illinois AF Sector.
- **Martin L. Hart**, area supervisor at the Detroit, Mich., FSS, from the Indianapolis, Ind., FSS.
- **Albert R. Kennedy**, assistant manager for program support in the Aurora, Ill.,



*When John Hettish hung up his headset at the Nashville, Tenn., Tower at the end of the year, he had been at 64 years FAA's oldest working controller. He rode a motorcycle to work in all but the coldest weather for his entire 24-year FAA career. Former Administrator Helms often cited him as an example of "can do" spirit. Here he is with Nashville Tower manager Joe Mayes (right).*

- AF sector, from the Maintenance Operations Branch, AF Division.
- **Dale W. Kunkel**, unit supervisor in the Sioux Falls, S.D., AF Field Office, Dakota AF Sector, from the Maintenance Operations Branch, AF Division.
- **James T. Lake**, manager of the Bloomington, Ill., Tower.
- **Ronald L. La Marche**, area supervisor at the Lansing, Mich., Tower, from the Programs Coordination Branch, Operations Division of the headquarters Air Traffic Service.
- **James J. Liss, Jr.**, unit supervisor in the F&E Nav aids Engineering Section, Establishment Engineering Branch, AF Division, promotion made permanent.
- **Richard J. McNeal**, manager of the Chicago Meigs Field Tower, from the Mitchell Field Tower, Milwaukee, Wis.
- **David S. Mezurashi**, supervisor of the Resource Management Section, Maintenance Operations Branch, AF Division, from the Chicago AF Sector.

- **A. Vanita Mountain**, area supervisor at the Indianapolis FSS, from the FAA Academy.
- **Donald R. Powell**, systems engineer at the Cleveland, Ohio, ARTCC AF Sector, from the Indianapolis ARTCC.
- **Gregory M. Sanchez**, systems engineer at the Minneapolis ARTCC AF Sector, from the FAA Academy.
- **Bernard E. Self**, systems engineer at the Indianapolis ARTCC AF Sector.
- **George W. Terrell**, supervisor of the Communication & Frequency Engineering Section, Operations Engineering Branch, AF Division, from the Policy & Standards Division, headquarters Systems Engineering Service.

- **Charles L. Williams**, area supervisor at the Minneapolis ARTCC.
- **James T. Wolf**, systems engineer in the Indianapolis ARTCC AF Sector.
- **Francis J. Zawacki**, watch supervisor in the Michigan AF Sector.

## New England Region

- **Ronald L. Ellis**, manager of the Augusta, Maine, Flight Service Station, from the Windsor Locks, Conn., FSS.
- **Wayne A. Kenny**, manager of the Houlton, Maine, FSS.
- **Ralph D. McDonald**, manager of the Bridgeport, Conn., FSS, from the Evaluation Branch, Air Traffic Division.
- **Richard J. Roach**, area manager at the Bridgeport FSS, from the Poughkeepsie, N.Y., FSS.

## Northwest Mountain Region

- **John S. Bannister**, area supervisor at the Colorado Springs, Colo., Tower, from the Spokane, Wash., International Airport Tower.

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.

- **Donnie J. Barr**, manager of the Lewiston, Idaho, Tower, from the Denver, Colo., Tower.
- **Donald R. Hughes**, area supervisor at the Denver Flight Service Station, from the Baker, Ore., FSS.
- **Jerry R. Jensen**, manager of the Lusk, Wyo., Airway Facilities Sector Field Office, Billings, Mont., AF Sector, from the Dakota AF Sector.
- **Darrell M. Pederson**, assistant manager of the Aircraft Certification Division, from the Seattle, Wash., Aircraft Certification Office.
- **Homer E. Wilburn**, area manager at the Denver Tower.

## Southern Region

- **George D. Brownlie, Jr.**, unit supervisor at the Jacksonville, Fla., ARTCC Airway Facilities Sector.
- **John E. Carder**, area supervisor at the Memphis, Tenn., ARTCC, promotion made permanent.
- **Paul F. Erekson**, area supervisor at the St. Thomas, Virgin Islands, Tower, promotion made permanent.
- **William H. Jordan**, manager of the Albert Whitted Tower in St. Petersburg, Fla., from the Daytona Beach, Fla., Tower.
- **Robert J. McElhenney**, assistant manager, airspace and procedures, at the Jacksonville ARTCC.
- **James R. McNamara**, area supervisor at the Memphis ARTCC.

■ **Phillip D. Morris**, area supervisor at the Charlotte, N.C., Tower, from the Miami, Fla., International Airport Tower.

■ **James L. Morrow**, supervisor of the Environmental Support Staff at the Memphis Hub AF Sector, promotion made permanent.

■ **Henry C. Odenwald, Jr.**, area supervisor at the Gulfport, Miss., Tower, promotion made permanent.

■ **Thomas D. Sammons**, area supervisor at the Memphis ARTCC, promotion made permanent.

■ **Clyde D. Sprouse**, unit supervisor in the Memphis ARTCC AF Sector, from the Jackson, Miss., AF Sector.

■ **Charles W. Stallworth**, supervisor of the Technical Inspection Field Office, Evaluation Staff, AF Division.

■ **James W. Stephenson III**, manager of the San Juan, Puerto Rico, Center/RAPCON, promotion made permanent.

■ **Richard A. Thoma**, unit supervisor in the Radar Section, Electronic Establishment Engineering Branch, AF Division, from the FAA Technical Center.

### Southwest Region

■ **Dean V. Falcicchio**, unit supervisor in the Little Rock, Ark., Airway Facilities Sector.

■ **Terry J. Jacob**, assistant manager for program support in the New Orleans, La., AF Sector.

■ **Phillip L. Latta**, assistant manager for program support in the Little Rock AF Sector.

■ **James C. Nocker**, assistant manager of the New Orleans AF Sector, from the Maintenance Operations Branch, AF Division.



Retired U.S. Air Force Col. James H. Darque (center) receives congratulations from Willard H. Reazin, manager of headquarters' Air Traffic Procedures Div., after then Acting Administrator Michael Fenello (left) presented the DOD Meritorious Service Medal on behalf of Defense Secretary Casper Weinberger. Col. Darque, who served at FAA from July 1981 to November 1983, was cited for procedural, technical and regulatory improvements in terminal procedures.

■ **Edwin L. Patterson**, unit supervisor in the Albuquerque, N.M., ARTCC AF Sector, from the Fort Worth, Tex., ARTCC AF Sector.

■ **David D. Potts**, systems engineer at the Houston, Tex., ARTCC AF Sector.

■ **Gary W. Ray**, supervisor of the Environmental Support Unit in the Fort Worth ARTCC AF Sector, from the Environmental Engineering Branch, AF Division.

■ **Donald R. Schlickau**, supervisor of the Environmental Support Unit in the Albuquerque ARTCC AF Sector, from the Program Engineering and Maintenance Service at the Aeronautical Center.

■ **Roger Schlotterback**, area supervisor at the Albuquerque ARTCC.

■ **Marvin D. Spiller**, area manager at the Fort Worth ARTCC.

■ **J.T. Stubbs**, assistant manager of the Lubbock, Tex., Tower, from the Lawton, Okla., Tower.

■ **Roy R. Thomas**, systems engineer in the Houston ARTCC AF Sector.

### Technical Center

■ **Patricia H. Burns**, telephone supervisor in the Building Management Section, Plant Operations & Maintenance Branch, Facilities Division, from the Supporting Services Section.

■ **Carl M. Schmelz**, supervisor of the Airborne Simulation Section, ATC Facilities Operations Branch, Facilities Div., from the Software Engineering Section.

■ **Ivan N. Zoltan**, section supervisor in the Flight Information Systems Branch, Engineering Division, from the Surveillance Systems Branch.

### Washington Headquarters

■ **James H. Farrell III**, manager of the Manpower Management & Support Services Branch, Program Management Staff, Office of the Associate Administrator for Policy and International Aviation, from the Financial Management Branch.

■ **James E. Parker**, manager of the Program Operations Division, Office of Aviation Medicine, from the Office of Civil Aviation Security.

■ **John W. Sewell**, assistant manager of the General Aviation & Commercial Division, Office of Flight Operations, from the Aviation Standards National Field Office at the Aeronautical Center.

### Western-Pacific Region

■ **Fred T. Berry, Jr.**, manager of the El Monte, Calif., Tower, from the Riverside, Calif., Tower.

■ **Duane R. Bullard**, manager of the Public Affairs, Planning & International Aviation Staff, from Washington Headquarters.



The Minneapolis-St. Paul, Minn., Civil Aviation Security Field Office was named the best of 26 CASFOs for 1982. At the plaque presentation ceremony were (left to right) Billie Vincent, Director of Civil Aviation Security; special agent James King; Walt Luffsey, Associate Administrator for Aviation Standards; special agent Arlene Barnard; Bruce Milton, CASFO manager; Paula Kopp,

secretary; special agent Travis Bailey; Monte Belger, Great Lakes Security Division manager and acting deputy director; and Joe Meehan, principal security inspector for Northwest/Republic. Citations for the award included on-time inspections, increased workload, supported cross-training and promoted flexible enforcement initiatives.

■ **William L. Covington**, supervisor of the Environmental Engineering Section, Maintenance Operations Branch, Airway Facilities Division.

■ **Dennis W. Dodson**, area supervisor at the Monterey, Calif., Tower, from the Edwards Air Force Base, Calif., RAPCON.

■ **William T. Doyal**, area supervisor at the Santa Barbara, Calif., Tower, from

the Oakland, Calif., TRACON.

■ **Armin Dreier**, unit supervisor in the Los Angeles ARTCC AF Sector, promotion made permanent.

■ **James W. Dunklin**, area supervisor at the Palm Springs, Calif., Tower, from the Santa Barbara Tower.

■ **Eugene M. Enstad**, area supervisor at the Los Angeles ARTCC, promotion made permanent.

### Retirees

Billings, Samuel M.—AC  
Churchman, William A., Jr.—AC  
Ermatinger, James G.—AC  
Fournier, Richard A.—AC  
Kirkham, William R.—AC  
Love, William M., Jr.—AC  
Myers, Jack G.—AC  
Rauen, Lawrence K.—AC  
Rose, Willie E.—AC

Haldane, Francis B.—AL  
Jensen, James I.—AL  
Kurosaki, Katsuki—AL  
Malenowski, Charles A.—AL

Fearing, Rosanna L.—CE  
Hill, Billy L.—CE  
Johnson, Robert D.—CE  
Johnson, Wallace L.—CE  
Lynn, Russell K.—CE  
Ogburn, Donald L.—CE  
Prochaska, William T.—CE

Mangold, Vira H.—CT

Olsen, Mildred W.—CT

Bostic, James F.—EA  
Cherry, James O.—EA  
Craft, Joseph L.—EA  
Jarrett, Dilmus L., Jr.—EA  
Novesky, Rudolph B.—EA  
Wilkie, James E.—EA  
Williams, Irene T.—EA

Birchler, Ronald A.—GL  
Burton, Robert E.—GL  
Gillum, William E.—GL  
Jackson, Dale E.—GL  
Porter, William J.—GL  
Van Handel, Sylvester J.—GL  
Williams, George W.—GL

Dennison, Douglas, Jr.—MA

Evans, George R., Jr.—NE

Hosking, Elmer E.—NE  
Mauro, Ralph J., Jr.—NE  
Nascimbeni, Frank P., Jr.—NE  
Wright, Jesse H.—NE

Arata, Jeanne S.—NM  
Brown, Robert O.—NM  
Carter, Clyde R.—NM  
Helsten, Harvey B.—NM  
Herron, Harold W.—NM  
Hicks, Roger L.—NM  
Hindman, Robert—NM  
Hottenstein, Merle—NM  
Nelson, Emery E.—NM  
Presba, Jerry J.—NM  
Stark, Robert S.—NM

Dunbar, Chauncey L.—SO  
Guthrie, Bert A.—SO  
Reynolds, Norman—SO  
Sheppard, Daisy J.—SO

Adams, John C.—SW  
Clark, Thurman D.—SW  
Ellis, Calvin C.—SW  
Herrell, Rose M.—SW  
Mialaret, Gerard J.—SW  
Moyle, Steve A.—SW  
Phillips, Harold W.—SW  
Pyle, Raygen A., Jr.—SW  
Schwab, John W.—SW  
Venable, James E.—SW

Hilsenrod, Arthur—WA  
Mahler, Victor E.—WA  
Martin, Jeanne—WA  
Sutton, Cager W.—WA

Deveny, Cecil C.—WP  
Hjalmer, Glenn C.—WP  
Lawrence, Mary E.—WP  
Nelson, Kris A.—WP  
Nishimoto, Wallace T.—WP  
Orr, Charles R.—WP

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