World

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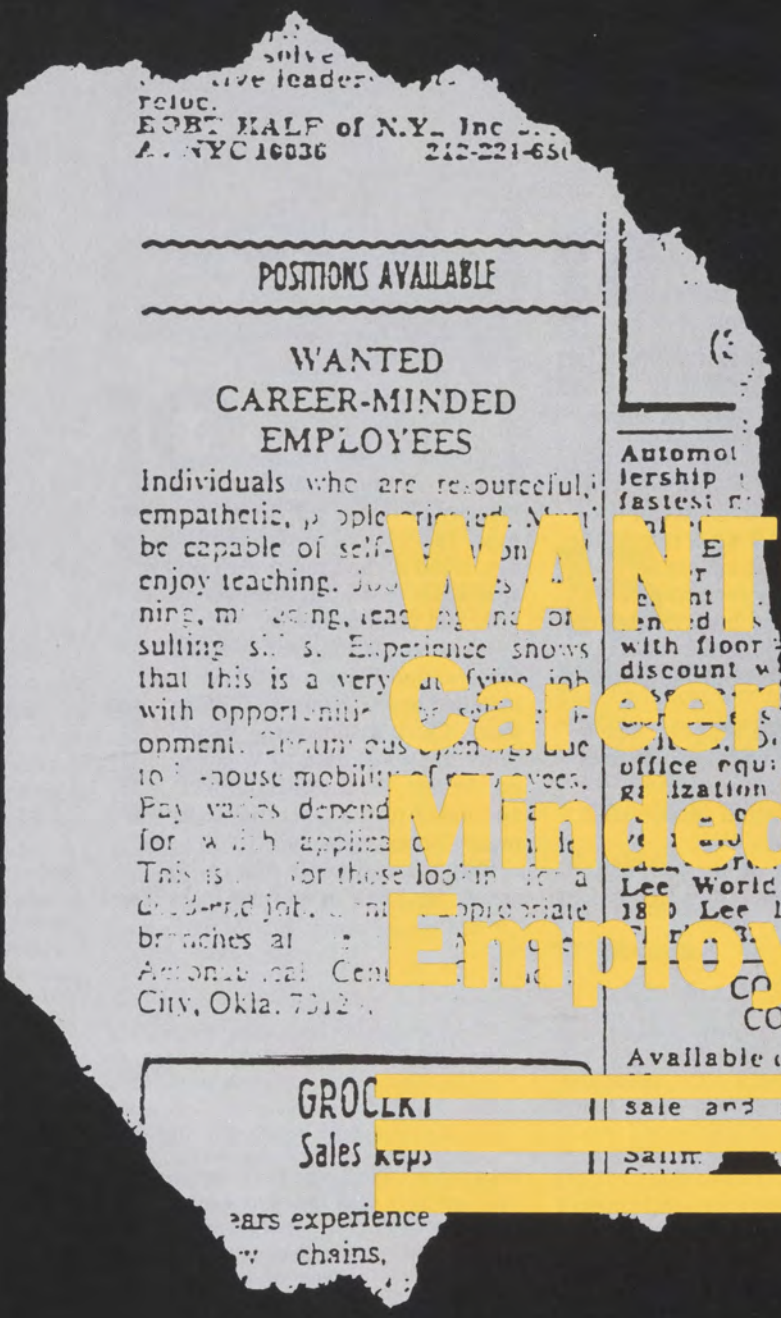

WANTED Career Minded Employees

All a Matter of Attitude

Billy Clark is an organizer, so it follows that his approach to anything he touches is "Let's get the job done." Since the plans and programs specialist came to the Houston, Texas, Flight Service Station in 1979, he's been getting all kinds of jobs done.

During the first years when working as a journeyman, he became involved in recruitment at local colleges. Today, he does most of the recruiting at the facility, and then some. During the last recruitment drive, Clark visited four colleges several times and set up a telephone recorder so potential candidates could request materials.

Along with some other FAA employees, Clark has set up aviation education classes at community centers to help the public better understand aviation and FAA's role in the industry. Part of the classes is devoted to minority recruitment. His efforts have boosted both the number of people applying for the ATCS exam and the number of minorities passing it.

With the agency's support, Clark volunteered to be a resource person and career counselor for the 95 schools in the Houston Independent School District Area IV.

He's a go-getter on the job, too. When he was promoted to his present position in 1983, it was a new one for Flight Service, and there were no guidelines or job descriptions to follow. He immediately set up a priority of duties for the job and, as more facilities filled like positions, he organized a conference with other specialists to discuss position standards and responsibilities.

When an Automated Weather Observation Station (AWOS) was installed at the Houston FSS on a test basis, Clark assumed the responsibility to funnel data to Washington on the test. As a result, he was appointed to the Operational Requirements Team.

Billy Clark doesn't wait to be asked. He does it. ■

We must never forget that the work of aviation safety is not merely a federal responsibility. Every passenger on an aircraft is part of the aviation safety system. Each passenger must pay attention to the predeparture briefing as the flight attendant alerts passengers to the specific safety characteristics of the aircraft. Every mechanic is part of the safety system as aircraft are prepared for operation. Every pilot is part of the aviation safety system as the aircraft is checked before, during and after the flight to discover any discrepancies and to direct remedial attention to problems. Safety, stated simply, involves everyone.

—Donald D. Engen

Back cover: *San Francisco's new tower, built last year atop the central terminal, boasts twice the floor space and 40 feet more height than the previous one, a complete internal communications system and a fast-acting backup to its primary communications. The cab rises 181 feet above the tarmac of the world's sixth busiest airport.*

San Francisco Chronicle photo by Chris Stewart

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Jack Barker—Southern Region
Geraldine Cook—Southwest Region
Vacant—Technical Center
Barbara Abels—Western Pacific Region

By Kate Beebe
A terminal nonradar instructor at the FAA Academy, she also edits the Professional Women Controllers' newsletter.

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Academy Instructor's Job Develops Many Management Skills

How do you see yourself as an employee? Are you up to date with what is happening in your field? Are you looking for something a little more challenging than your current job? Would you like to enlarge your base of knowledge about the FAA? If you answered "yes" to these questions, being an instructor at the FAA Academy may be for you.

The job of instructor, open to some employees in Airway Facilities, Flight Standards, Airports, Logistics and Air Traffic, offers challenges, opportunities for growth and educational benefits that may not be available in the field.

As part of the Aeronautical Center, the FAA Academy employs about 645 employees, 450 of whom are instructors. Most instructors are selected from among field journeymen to teach classes in their specialty. Only 11 will not teach technical classes, for these are educators hired to teach new instructors and training specialists on how to teach effectively.

Instructor jobs, while usually available, are not always easy to get. In addition to the normal paperwork needed in a bid package, an applicant is required to provide recommendations from both the facility manager and division manager, along with either a statement of supervisory potential or a copy of a supervisory appraisal.

Says Acting Assistant Superintendent J. William Newman, "The potential instructor—having the pertinent aviation knowledge—should demonstrate enough interpersonal and communication skill to become a skilled teacher after completing instructor training."

Selection for the job is usually conditioned on satisfactory completion of Basic Instructor Training (BIT). During BIT, aspiring instructors are taught the basics of classroom management, lesson plan preparation, classroom presentation and testing.

Following BIT and after the employee has moved to the Oklahoma City area, each branch provides orientation for its instructors. Some orientations are more structured than others, particularly in Air Traffic.

Air Traffic Instructor Orientation (IO) involves two to six weeks of classroom training, plus time in on-the-job training (OJT) for grading proficiency. The classroom work is designed to teach the new instructor classroom procedures peculiar to that branch. OJT is given until the new instructor can be certified by his or her supervisor. Failure to satisfactorily complete IO is similar to failing to check out in a facility, and the consequences are the same.

Jim Webster, an engineering instructor in the Academy's Flight Standards Airworthiness Section, uses a smoke tunnel in teaching about aircraft structures.

In the real world, the real learning begins, as instructors teach and evaluate students. More than one instructor has gone into the classroom certain of the subject matter, only to come out wondering why he or she was not prepared for the questions that the students asked.

Curriculum Development, Interpersonal Behavior and Advanced Instructor Training are only a few of the courses available to instructors designed to support them in duties beyond the primary job of teaching.

In the Flight Standards and Airports and Logistics branches, revision and development of course material is an integral part of the instructor's basic job description. In Air Traffic and Airway Facilities, on the other hand, this phase of work is done by a separate unit. However, instructors have the opportunity to move over during their tours to get the staff experience in this area. Other areas in which instructors can get experience include evaluations, computer-based instruction and data systems.

During on-the-job training, Diane Weidmeier administers a problem to Houston FSS student Gary Rizer under the eyes of a certified instructor, Hollis Fowler.

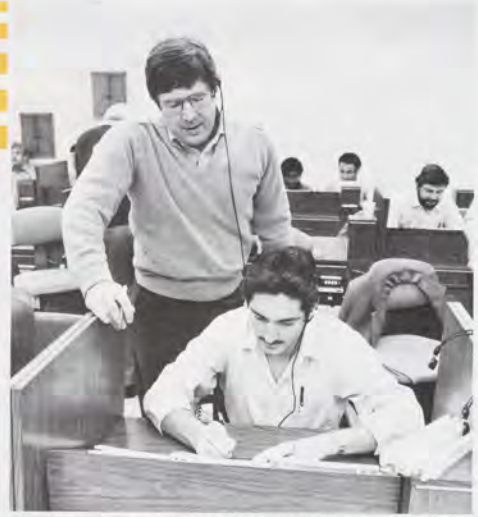
Working in the instructor corps gives these employees a broader perspective of agency operations, because agency training programs are frequently held in the Oklahoma City area, national conferences and work group meetings held there are often open to interested employees and the Academy serves as the center of training.

Special projects may also become a part of the employee's job, as programs and publications are reviewed, revised or developed for use by the agency. All of these activities

Under a team-teaching concept, Mary Jones and Dennis Behrens develop their lesson plans prior to the start of their procurement classes.

Photos by Ellis Young

As an education specialist, Vivian Clemmons works with technical instructors on developing courses, here with Harley Spencer of Airway Facilities on a new course on the VORTAC.



Working one-on-one, Air Traffic terminal instructor Ron Crabill (standing) monitors student Don Dunivant in the lab.

can provide valuable staff experience for the instructor planning for a move into the field in either a management or staff position.

In fact, time spent as an instructor may be just the ticket to career mobility. The contacts made at the Academy may bring to light many career avenues that might not have been recognized otherwise.

Then, too, the candidate for a job who has served as an instructor at the academy can be evaluated better on the Appraisal of Potential form. On this form, the individual is evaluated by supervisors in several different areas, including initiative, responsibility, organizing and planning, human relations and interpersonal skills. Other optional rating factors that can be effectively observed and evaluated are leadership, flexibility, fairness and objectivity.

In addition to class and lab duties, Leroy Richardson serves as course manager for Airway Facilities' Computer-Based Instruction Unit. He also assists in developing a course for the Integrated Communications Switching System.

Today's human relations emphasis in the agency places great importance on the need and ability to relate to others. Identifying problem areas, counseling and recognizing skills and potential and encouraging others in these areas are all important skills of the "new" manager. These also are skills that can be developed and honed by the instructor.

Many facility managers and high-level staff and management personnel in FAA have experience as instructors. It represents a chance for an employee to enhance his or her career potential while providing a positive role model for others in the agency.

The Airway Facilities Branch alone offers 223 courses. In one of these on the solid-state direction finder, instructor Wally Watson reviews his classroom equipment.

One of the benefits of the job is the opportunity for occasional travel to the field, and teaching classes at field facilities helps to maintain proficiency. Many instructors also comment on the not-so-visible benefits, such as meeting a new challenge and the sense of satisfaction and pride in helping others advance their careers. Says Bob Finley, Airports instructor, "The times in front of a class have been the most rewarding times of my life."

If you think you would like to teach and are looking for a challenging job, why not check into being an FAA Academy instructor? Watch your local bid binder for vacancy announcements, or check with representatives of your branch at the academy for information on openings:

Air Traffic Branch, FTS 749-4791
Airway Facilities Branch, FTS 749-2701
Flight Standards Branch, FTS 749-2531
Airports and Logistics Branch, FTS 749-2169
Training Methods & Operations Branch, FTS 749-4310 ■

In the enroute lab, instructors Bob Davis (left) and Charles Mailand (back to camera) observe students Ken Wisner (foreground) and John Talley working flight data.

Lee Jarvis (left) and Larry Eversmeyer do a walkaround preflight of Flight Standards' Cessna 180 in preparation for a familiarization flight. Eversmeyer will teach courses on general operations.

Q&A

You've tried the normal channels—your supervisor, the personnel management specialist, the regional office—and can't resolve a problem or understand the answers you've gotten. Then ask FAA WORLD's Q&A column. We don't want your name unless you want to give it or it's needed for a personal problem, but we do need to know your region. All will be answered here and/or by mail if you provide a name and address, which will be kept confidential.

The following is a corrected answer to a query that appeared in this column in the January issue.

I was scheduled to work overtime on a weekday shift at my tower. The day before, at 1:20 in the afternoon, I was told that my overtime for the next morning was cancelled by the tower manager. Isn't there something to protect the employee from a last-minute cancellation of overtime?

. . . When it is determined that the situation for which overtime has been assigned will not materialize, it is the manager's obligation to cancel the assignment to avoid unnecessary expenses, even though this may inconvenience an employee who has made plans.

In some cases, however, there are governing regulations that a manager must follow. For example, Order 7210.45, "Handbook for Air Traffic Employees in En Route, Terminal and Flight Service Station Facilities," requires the consent of the employee to cancel assigned overtime with less than 24-hours' notice.

In selecting the runway and approach to be advertised on ATIS during IFR conditions, there seems to be a difference of opinion on which approach. According to Handbook 7110.65, Para. 400—Note, it is the pilot's responsibility to determine adequate weather and visibility for approach and landing. Also in Para. 960 is that the runway most nearly aligned with the wind when five knots or more shall be used unless another runway will be operationally advantageous.

When the weather is below circling minimums, should the advertised approach be straight in to the wind runway, even if the reported weather is less than the minimums shown on instrument approach plates? Or should the advertised approach be the one with approach plate minimums lower than the reported weather, regardless of the wind factor?

Handbook 7210.3, Para. 1204, requires that consideration be given to all known factors that in any way affect the safety of takeoff or landing operations. In either case stated above, the pilot remains the final authority. But is it operationally advantageous to the ATC system to advertise an approach/runway that may be more successfully completed or one that is more aligned with the wind?

Runway selection, in IFR or VFR, is subject to many variables, the most common of which are wind direction and velocity. Runway selection using wind as the only criterion is, as in Para. 960, the "runway most nearly aligned with the wind when five knots or more or the 'calm wind' runway when less than five knots."

The most probable reason that runway selection would vary from that would be if a "runway use" program were in effect—formal or informal. In either case, the programs are for noise abatement and allow for various crosswind criteria, as contained in FAA Order 8400.9. Informal programs are voluntary; formal are mandatory.

Another factor might be the availability of instrument landing aids. If an airport has an instrument approach to only one runway, the approach might be straight in or circling.

Many other variables can affect runway selection. As you stated, the pilot has final authority and can request another runway or approach, if necessary.

Update Your Mailing Address

A facility reassignment often means that you have to move your home. Have you made sure that FAA WORLD moves with you?

The home address used by the agency to mail FAA WORLD is the same one used for mailing W-2 income tax forms every December. The list normally is canvassed each November, but if you want your address corrected sooner to ensure that FAA WORLD keeps coming, you will have to initiate the change yourself.

Ask your time-and-attendance clerk for FAA Form 2730-18, "Payroll Address Information," and complete items 1 and 2 only. (Items 3 and 4 are for changing the mailing address of paychecks.) The T&A clerk will forward the form to payroll for processing. In the case of the Southern and Southwest Regions, the Technical Center, Metropolitan Airports and Headquarters, payroll is ASO-26.

By Dint of Hard Work

Dead-Ends Were Merely Pauses for Minnie Brown

Picking cotton is not considered a useful prerequisite to managing FAA training programs, but it served Minnie Brown well in her quest of a professional career.

Being no stranger to hard work as a North Carolina field hand, she took her ambition to Washington where she worked her way through secretarial school as a domestic. She landed a federal job as a GS-3 clerk-typist and rose to a GS-7 secretary.

Not content to "dead-end" at that level, she started night school at suburban Bowie State College. And she was undertaking this while raising a family. It helped that she was reassured by the support of her family, supervisors and colleagues, but her own determination was moving the mountains.

In 1981, she decided to take a step backward so she could move ahead. She asked to be down-graded to an available non-secretarial position and sought a part-time schedule that would permit her to accelerate her education.

With the investment of time and sacrificing of income, she reached her goal, graduating from Bowie State last spring with a 3.5 grade point average, a degree in public administration and an award from the Business Department of the college for academic excellence. She is now a training program specialist.

It would have been a terrible waste of a mind if Minnie Brown had stayed in that cotton field. ■

Cold-Sweat Flying to Nowhere

Advanced Simulator Exhibits Computer-Generated Realism

By James Johnson
Aviation writer for *The Daily Oklahoman* and *The Oklahoma City Times*, his articles have previously appeared in FAA WORLD.

The airport terminal wall suddenly loomed just beyond the windshield, too late for the pilot to do anything but gasp. The wall dissolved, movement stopped and the windshield was full of starry Oklahoma night sky.

So went the humiliating climax of an informal flight in the new Boeing 727-200 airliner simulator at the Federal Aviation Administration's Mike Monroney Aeronautical Center.

The 11-ton, $8 million Canadian-built machine and the new three-story building constructed to house it were dedicated January 30.

The simulator is being used to refresh inspectors who fly proficiency check rides with airline crews of the widely used three-jet-engine 727 airliners.

It also will be used as a laboratory tool to test theories about windshear and other hazards encountered by commercial aviation, said Lester K. Groves, supervisor of the Flight Simulation Technical Unit.

Windshear, the strong gusts from unexpected directions which have caused crashes among low-flying planes, can be reproduced in the simulator with cold-sweat realism, Groves says.

Depending on simulated speed and altitude, the simulator can give the student pilot a taste of the agonizing second when he realizes that a crash is inevitable. Or it can give him practice in quick recognition of a crisis and in doing what it takes to bring plane and passengers through safely.

Operations inspector Ken Kantola (left) takes the controls of the intimidatingly realistic 727 simulator as a student, while fellow inspector Bill Klark acts as his instructor.

The possibilities are limited only by the imagination of the developer of the simulator curriculum.

Students and instructors enter the simulator via drawbridge. After they board, the drawbridge withdraws and the simulator rises 20 feet off the floor.

This gives the machine plenty of room to move on its hydraulic stilt legs, imparting the realistic feeling of flying to occupants.

However, the simulator regularly fools the senses and is a vivid reminder of the fallacy of flying by the seat of your pants.

You feel the motion but may perceive it as something opposite to what is truly happening.

"You can't feel motion of less than .05 G (five-hundredths the force of the pull of gravity)," Groves said.

The simulator moves at the perceptible level to suggest flying motion and then returns imperceptibly to the neutral position.

The illusion is reinforced with noises and the view through the windshield.

The interior of the simulator is a replica of a 727's flight deck, down to the carpet on the floor. No phony instruments mar the effect.

The three-megabyte computer controlling the machine's movements is the equivalent of 60 Apple II home computers.

The simulator also has 160 megabytes of temporary disk storage for problem scenarios.

A visitor commented to aviation safety inspector Jim McDonald, the operations instructor on this demonstration, about the great respect with which the crew treats the simulator.

Flight deck formalities such as check list calls and radio reports are observed just as if the simulator were a real 727.

"You have to treat this like the real thing," McDonald said. "If you don't, you pick up bad flying habits."

McDonald advanced the throttles and the simulator made a night takeoff from Will Rogers World Airport.

The feel of acceleration on the runway was produced by the sight through the windshield of the rushing runway lights and centerline and a feeling that the seat was pushing against the passenger.

Actually, the simulator made a brisk movement forward of about five feet, slowing to an unfelt motion before returning to the neutral position.

But the view, accompanied by the sound and jiggles of tires bumping over the runway expansion joints, made the feeling of acceleration persist.

Liftoff was marked by an upbound elevator sensation and a feeling of tilting of the nose upward. No mystery. The simulator had risen on its legs, front end high as in a plane's noseup attitude.

Through the windshield, moving traffic lights marked I-40 in the darkness. The lights of the "antenna tower farm" in northeast Oklahoma City were well defined as were the lights of major downtown buildings.

Flight Simulation Technical Unit supervisor Lester Groves stands aboard FAA's new Boeing 727 simulator in the three-story building housing it.

The shape of Lake Hefner—discernable by the absence of lights within its shoreline—passed across the windshield. Then the shape of an airplane suddenly came boring in, nose to nose.

McDonald hauled back into a 60-degree climb, a violent turn for a ponderous airliner. That's about as gross a maneuver as the simulator can make, he said.

Bringing the control wheel over, McDonald went through the motions of a turn. The cabin rolled to the left as it would in a plane with the right wing high. The cabin felt canted but the machine had slowly rolled back to level.

Then the pilot turned the control wheel to level off and the cabin seemed to level to the right.

"Actually, though you feel vertical again, we are tilted to the right," he said.

Through the magic of electronics, the simulator made an instant switch from a position above the north end of the Will Rogers runway to the approach at the south end of the field.

"You've got the wheel," McDonald said, "Try to maintain a slow rate of descent down the glide slope."

The controls felt much heavier than they seemed to be when McDonald was flying it. It was physical work to pull back on the yoke to retard the spinning gauge marking our descent.

A glance up at the windshield to line up on the runway and then back to the instrument panel, and the altimeter was spinning too fast again.

McDonald took the wheel to rescue the landing effort. With simulated bumps and landing sounds the simulator came to a halt at the simulated taxiway.

How far could it taxi?

"Let's see," McDonald said. Soon the outline of the Will Rogers terminal showed up through the darkness and then the sickening crash through the terminal's wall.

"Welcome to Oklahoma City," McDonald grinned. ■

Photos by Joe Miller

FAA Ski Fest at Steamboat®

Gil Micelli, John Byrd and R. J. Peters (left to right), all of the Denver ARTCC, prepare to slide downhill after enjoying a barbecue lunch and a photographic session on the mountain.

Jim Platz of the Denver Center pauses near the bottom of a slope to wait for some of his skiing companions.

Former Denver Center controller Gene Sakrisson was the fastest skier in the Ski Fest slalom competition.

Mike Fellows, another Denver Center controller, and his wife, Lynette, ride a chair lift in comfortable weather up the powder-covered mountain.

Enjoying a beverage at a luncheon barbecue on the mountain are (from the left) Lynn Eddy, Janie Houde, Jim Houde and Don Eddy, Jim is from the Washington ARTCC; Don, from the Denver ARTCC.

It may be only for the few who are interested in skiing and can afford the tariff, but the Second Annual FAA Ski Fest is a national get-together that is growing in popularity, introducing FAAers to each other from as far away as Alaska and Puerto Rico.

Seventy-four people—of whom 55 were FAA employees—gathered on the slopes of Steamboat Springs Ski Area in Colorado February 25-March 1, compared with a total of 46 last year.

Conditions were ideal. On the day of arrival, the skiers were greeted with 11 inches of fresh powder snow, and the three following days were sunny and mild.

A Denver ARTCC team, inappropriately called the "Over the Hill Gang," took the new FAA Ski Fest trophy home for the year with the best overall racing times. Not over the hill were John Byrd, Don Eddy, Jim Platz and Gene Sakrisson.

Taking second honors was a team named the "Headshed," comprised of Terry Bynum, headquarters Central Flow Control Facility; Jim Houde, Washington ARTCC; John Ohman, headquarters Personnel; and John Smith, Atlanta ARTCC.

The slope's pacesetter was very swift, resulting in only silver and bronze medal winners in the NASTAR races.

Each night, most of the participants retired to nearby luxury condominiums, which included a hot tub, sauna and heated swimming pool. ■

The Ski Fest trip organizers pose in front of the large, comfortable Timber Run condominiums the group used. From the left are Al Dunn, Pat Eicher, Wayne Tobey and Jim Platz, all of the Denver Center.

Ted Williams of the Anchorage, Alaska, TRACON takes a jump in fine form as Jim Platz watches from below.

Eleven inches of fresh snow and perfect skiing weather gave John Ohman of headquarters Personnel a suntan and a big smile.

Denver ARTCC's John Byrd shows racing form that won him second place during NASTAR races.

Photos by J. Ross Dolan

By Ron Billib
A veteran controller at the Sarasota Tower, he is a free-lance writer/photographer published in *Southern Wings* and Southern *Intercom*.

The Shadow Knows . . . a Winner

Touch-and-See Program Captivates Tomorrow's FAAers and Pilots

No, this isn't a throwback to a 40s radio mystery. The Shadow Program is a bit more prosaic and up to date in intriguing our youth.

The idea of the program is for high school students to "shadow" for a day an occupation he or she may be interested in for a career and permit the student to determine the necessary and relevant courses in school.

Conceived by Nunzie Marinelli, Manatee County school board coordinator in Bradenton, Fla., the program was launched in the Sarasota Tower with tower manager Dave Vergason. Two of Marinelli's students were given a day at the facility to wear headsets and monitor controller action throughout a normal eight-hour watch.

Since FAA encourages interaction between its facilities and the communities they serve, Vergason welcomed the opportunity to show off the tower to these youngsters. "If a kid wants to be a fireman," Vergason said, "you bring him down to the firehouse and let him touch the fire engine. The same holds true for those interested in aviation and air traffic control in particular."

Participating "shadow" students learn what air traffic control is really all about, what happens on the job, what skills, talents and qualifications are needed to handle everything from J-3s to jets and, most important of all, the responsibilities involved in being an air traffic controller.

These two students were especially interested in what jobs are available in ATC, the opportunities for advancement, what special training is required, the pay scales and the outlook for a career in FAA. They really knew what to ask.

After their one-day stint in the tower, the "shadows" commented, "Wow—that was great!" One said he was coming back on his own, adding that his visit and being right there with the controllers made him something akin to "The Great American Hero" to his peers.

Coordinator Marinelli gave FAA an "attaboy" for its unselfish efforts in support of the Career Shadow Program, remarking how the agency's cooperation has helped form a good relationship among FAA, the community, its students and educators.

Sarasota controller Gerald Gordon points out radar traffic on the Brite scope to Shadow Program student James Bon Ami.

Tower manager Dave Vergason discusses FAA employment opportunities with Chris Burtless (left) and James Bon Ami.

But Vergason knows a good thing when he sees it. "I believe this is a unique and effective way to share aviation knowledge and experience with young America. We're proud to be involved in this and other aviation education efforts." ■

Photos by Ron Billib

By Jeffrey Thal
A Tech Center public information specialist, he has taught organizational development and worked as a radio and TV journalist and producer.

Self-Expression Is the Key

Knowing Thyself Is First Step to Relating to Others

The first thing you notice is the eye contact—the way they look at you when speaking. "They" are the graduates of the Technical Center's Human Relations Training Courses. There is a directness, an openness, an ease of expression that stays with them long after returning to their jobs.

"And that is a primary goal of the program," says Darrell Ellington, organizational development manager, "—to give every employee at the Tech Center exposure to a set of skills that will allow them to become more effective communicators.

"We're trying to affect the way people communicate. That's the key," Ellington explains. "Once people learn to express their own feelings about a problem, instead of looking for someone or something to blame, they find that they accomplish more, because they better understand the nature of the problem."

Under the management of Ellington and his assistant, Sue Spurgeon, the program includes a series of courses in interpersonal relationships and group development, which includes personal effectiveness, creative problem solving, communication skills, conflict management, team building and managing meetings.

The week-long workships include people from all areas of the Center in the same class, typically including secretaries, specialists, technicians and managers. And the class will have representation from the different technical, functional and staff divisions.

According to Ellington, it's important that the training be held in a setting far removed from the workplace. So, this training is held in Temple University's Conference Center in Philadelphia—some 50 miles away.

"We have found that the relaxed atmosphere promotes better learning," he said. "There are no distractions; the focus is entirely on the training. We want the participants to leave their work behind for a week and concentrate on themselves. People don't often take the time to do that, and we are providing the time."

Dina DeAnnuntis, administrative officer for the Aircraft and Airport Systems Technology Division, found it a valuable experience. "It helped me to get in touch with my own feelings—probably for the first time in my life. It gave me a whole new perspective on my relationships with others."

The Tech Center's human relations training takes the form of self-directed task groups and classroom sessions. Listening to a lecture are (from the left) Wes Walker and Andre Noster from the Great Lakes Region and Rod Guishard, Bill Hoffman and Pat Champagne of the Tech Center. Photo by Michelle Cohen

It's a feeling shared by many. "The training helped me to be more comfortable expressing my feelings," says Jack Sackett, an electronics technician in Guidance and Airborne Systems. "My tendency had always been to keep my feelings to myself, and that causes stress. Reducing my own stress level makes my work easier. I am much more relaxed now."

Recognizing the value of the program, Technical Center Director Larry Williams has made a commitment to the training. In fact, he has visited every class to listen and share thoughts and feelings.

"This is an important program," he says, "and its contribution will be felt for years to come. We've seen to it that there's enough money so that the training will be available to everyone who wants it."

Ellington is pleased with the accomplishments. "I've received so much positive feedback about the program that I know it's working." ■

People

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

■ **Gwenetta M. W. Bennett,** unit supervisor in the Records Update Section, Aircraft Registration Branch, Airmen and Aircraft Registry.

■ **Jerome P. Bushnell,** manager of the Flight Inspection Branch, Flight Programs Division, Aviation Standards National Field Office.

■ **Robert C. Hanlin,** supervisor of the Aircraft Systems Section, Aviation Systems Branch, Data Services Division.

■ **Martin J. Lilly,** unit supervisor in the Nonradar Section, Air Traffic Branch, FAA Academy, from the New York TRACON.

■ **Richard J. McCarthy,** manager of the Airway Facilities Branch, FAA Academy.

■ **William M. Newman,** unit supervisor in the Nav/Comm Section, Airway Facilities Branch, FAA Academy.

■ **John D. Pearsall, Jr.,** supervisor in the Standards and Operations Section, Flight Inspection Branch.

■ **Patrick N. Poe,** program manager, Logistics and Inventory Staff, FAA Depot.

■ **Leroy Powell,** supervisor of the Engineering Section, Engineering and Production Branch, FAA Depot.

■ **Herbert Whitener,** supervisor of the Aircraft & Avionics Maintenance Section, Atlantic City, N.J., Aircraft Services Branch, Aircraft Maintenance & Engineering Division, Aviation Standards National Field Office, promotion made permanent.

■ **Carol A. Young,** supervisor of the Eastern and New England Region Payroll Section, Payroll Branch, Accounting Div.

Alaskan Region

■ **Ronald C. Hoffman,** maintenance mechanic foreman in the Nome Central Maintenance Facility—Plant Unit, Fairbanks Airway Facilities Sector.

■ **Alvis B. King,** maintenance mechanic foreman, Central Maintenance Facility—Environmental Unit 2, Fairbanks AF Sector.

■ **John W. Williford,** unit supervisor in the Bethel Central Maintenance Facility, King Salmon AF Sector.

Central Region

■ **Terry L. Dobson,** manager of the Sioux City, Iowa, Tower, from the Des Moines, Iowa, Tower.

■ **Patrick Henry,** watch supervisor at the National Communications Center, Kansas City, Mo.

■ **Ivan F. Hunt,** manager of the Kansas City International Airport Tower, from the Air Traffic Division.

■ **John R. Jurgensen,** area supervisor at the Eppley Field Tower, Omaha, Neb., from the Offutt Air Force Base RAPCON, Bellevue, Neb.

■ **Paul E. Marchbanks,** manager of the Plans and Programs Branch, Air Traffic Division, from the Des Moines Tower.

■ **David F. Stutler,** area supervisor at the Kansas City ARTCC, from the FAA Academy.

■ **Danniel S. Washburn,** unit supervisor in the SP Projects Section—Staging Area, Establishment Engineering Branch, Airway Facilities Division, promotion made permanent.

Eastern Region

■ **Paul A. Alexander,** assistant manager for technical support in the Tri-State Airway Facilities Sector, Trenton, N.J.

■ **Theodore Cavooris,** unit supervisor in the Farmingdale, N.Y., General Aviation District Office, promotion made permanent.

■ **Edward J. Dietz, Jr.,** manager of the Leesburg, Va., Automated Flight Service Station, from the Albany, N.Y., FSS.

■ **James H. Fallace,** manager of the Operations Branch, Flight Standards Division, promotion made permanent.

■ **Dennis L. Freeman,** unit supervisor in the Washington ARTCC AF Sector, promotion made permanent.

■ **Ronald R. Haggerty,** area supervisor at the Washington ARTCC, promotion made permanent.

■ **Marilyn T. Jackson,** area supervisor at the Washington FSS.

■ **Roland H. Jenkins,** manager of the Metro New York AF Sector, from the Airway Facilities Division.

■ **Thomas E. Jones,** manager of the Lancaster, Pa., Tower, from the Syracuse, N.Y., Tower.

■ **Arthur G. Lambert,** area manager at the New York ARTCC.

■ **Robert W. Luecht,** manager of the Allentown, Pa., AF Sector Field Office, Harrisburg, Pa., AF Sector.

■ **Joseph D. Perry,** manager of the Huntington, W. Va., AF Sector Field Office, Charleston, W. Va., AF Sector, promotion made permanent.

■ **Harold H. Purowitz,** manager of the Islip, N.Y., AFSS, from the New York FSS/IFSS.

Administrator Donald Engen presents the FAA Award for Extraordinary Service to Air Marshal Sir Ian Pedder for his distinguished service as head of the United Kingdom's National Air Traffic Service and for "the profoundly beneficial effect of his stewardship on international civil aviation." A staunch friend of the FAA, Sir Ian recently retired from both NATS and the Royal Air Force. Photo by Lance Strozier

■ **Edward D. Sabol,** manager of the Albany, N.Y., AF Sector Field Office, Empire AF Sector, from the Elmira, N.Y., AF Sector Field Office.

■ **Donald W. Schultz,** manager of the Binghamton, N.Y., Tower, from the Albany Tower.

■ **Vincent J. Torcivia,** supervisor of the Contracts & Payables Section, Examination, Classification and Disbursement Branch, Accounting Division.

Great Lakes Region

■ **Harry A. Christman,** manager of the Carbondale, Ill., Tower, from the Mitchell Field Tower, Milwaukee, Wis.

■ **Thomas E. Cummings,** manager of the Dayton, Ohio, Flight Service Station, from the Air Traffic Division.

■ **Herman W. Hullum,** watch supervisor in the Michigan Airway Facilities Sector, Romulus, Mich., promotion made permanent.

■ **Robert B. Johnson,** program development engineer, Program Management & Evaluation Staff, AF Division, from Northwest Mountain Region AF Division.

■ **Wesley R. Johnson,** area supervisor at the Minneapolis, Minn., FSS, from the Minot, N.D., FSS.

■ **Wanda F. Loncar,** manager of the Zanesville, Ohio, FSS, from the West Chicago, Ill., FSS.

■ **Donald R. Luxon,** area supervisor at the Lunken Field Tower, Cincinnati, Ohio.

■ **Harold J. Ohare,** unit supervisor in the Ohio AF Sector, Cleveland.

■ **Melody C. Rankin,** supervisor of the Purchasing Section, Acquisition Management Branch, Logistics Division, promotion made permanent.

■ **Peter H. Salmon,** manager of the Operations Branch, Air Traffic Division.

■ **Adele L. Tate,** area supervisor at the Rockford, Ill., Tower.

■ **Wesley W. Walker,** chief of the Evaluation Staff, Air Traffic Division.

■ **Robert J. Woodford,** manager of the Grand Rapids, Mich., Tower, from the Air Traffic Division.

Metro Washington Airports

■ **Mary Ann Carman,** administrative officer, Public Safety Division.

■ **William D. Schlegel,** general foreman, Equipment Maintenance Branch, Engineering and Maintenance Division.

New England Region

■ **Victor Beauregard,** unit supervisor in the Boston ARTCC Airway Facilities Sector.

■ **Carl P. Dean,** assistant manager of the Boston ARTCC, from the Europe, Africa & Middle East Office.

■ **Joseph B. Fredette,** supervisor of the Surveillance/Weather Radar Section, Facilities Establishment Branch, AF Div.

■ **Lloyd P. Hughey, Jr.,** assistant systems engineer in the Boston ARTCC AF Sector.

■ **David J. Hurley,** manager of the Plans and Programs Branch, Air Traffic Div.

■ **William C. Maggi,** area supervisor at the Beverly, Mass., Tower, from the Bangor, Maine, Tower.

■ **William F. Mann,** assistant manager for technical support in the Boston ARTCC AF Sector.

■ **Robert A. Martin, Sr.,** unit supervisor in the Westfield, Mass., Flight Standards District Office, promotion made permanent.

■ **Donald W. McKeen,** unit supervisor in the Boston ARTCC AF Sector.

■ **Kenneth J. Melotte,** manager of the Logan International Airport AF Sector, Boston, Mass., from the Michigan AF Sector.

■ **Edward E. Pinelle,** unit supervisor in the Boston ARTCC AF Sector.

■ **Robert S. Pinnock,** manager of the Evaluation Branch, Air Traffic Division.

■ **Robert E. Rice,** assistant manager for program support, Boston ARTCC AF Sector.

■ **Carl H. Roebuck,** assistant systems engineer in the Boston ARTCC AF Sector.

■ **John A. Sirvydas,** unit supervisor in the Boston ARTCC AF Sector.

■ **Robert F. Sullivan,** unit supervisor in the Westfield FSDO.

Northwest Mountain Region

■ **Robert L. Andrews,** area supervisor at the Seattle, Wash., ARTCC.

■ **John M. Coppinger,** manager of the Boeing Field Tower, Seattle, from the Henry Jackson Airport (Sea-Tac) Tower.

■ **Michael J. Douglas,** area supervisor at the Seattle Flight Service Station, from the Air Traffic Division.

■ **Carl E. Fullner,** area supervisor at the Seattle ARTCC.

■ **Samuel J. Gill, Jr.,** manager of the Moses Lake, Wash., Tower, from the Air Traffic Division.

■ **Mark W. Higbee,** area supervisor at the Spokane (Wash.) International Airport Tower, from the Portland, Ore., Tower.

■ **Richard R. Koch,** area supervisor at the Denver, Colo., ARTCC.

■ **Richard F. Martin,** section supervisor in the Plans and Programs Branch, Air Traffic Division, from the Salt Lake City, Utah, ARTCC.

■ **Thomas D. Moreland,** manager of the Propulsion Branch, Seattle Aircraft Certification Office, Aircraft Certification Division.

■ **Lawrence J. Ryan,** principal maintenance inspector at the Denver Flight Standards District Office, from the Minneapolis-St. Paul, Minn., Air Carrier District Office.

Southern Region

■ **Robert F. Ashauer,** assistant manager of the Raleigh, N.C., Airway Facilities Sector, from the Covington, Ky., AF Sector.

■ **Kenneth M. Berkey, Jr.,** area supervisor at the Birmingham, Ala., Flight Service Station, from the FAA Academy.

■ **Charles G. Booker,** area supervisor at the Memphis, Tenn., ARTCC, promotion made permanent.

■ **Joy J. Boyden,** supervisor of the Systems & Programming Section, Data Processing Branch, Management Systems Div.

■ **Randall L. Breedlove,** manager of the Fayetteville, N.C., Tower, from Shaw Air Force Base, Sumter, S.C.

■ **Marvin R. Cobb,** manager of the Greer, S.C., AF Sector Field Office, Charlotte AF Sector, from the AF Div.

■ **Marvin R. Griffin,** assistant manager, plans and programs, at the Atlanta, Ga., ARTCC.

■ **Tommy L. Guillebeau,** manager of the Lincolnton, Ga., AF Sector Field Office, Columbia, S.C., AF Sector.

■ **Herbert J. Harness,** unit supervisor in the Fayetteville, N.C., AF Sector Field Office, Raleigh AF Sector, promotion made permanent.

■ **William J. Harris, Jr.,** assistant manager, traffic management, at the Atlanta ARTCC.

■ **William D. Helm,** assistant manager of the Columbia AF Sector, from the Charlotte AF Sector.

■ **Elvin E. Haynes, Jr.,** manager of the Macon, Ga., AF Sector Field Office, Columbia AF Sector.

■ **Robert J. Owen,** assistant manager for training at the Atlanta ARTCC.

■ **Roy C. Pace,** manager of the Albany, Ga., FSS, from the Alma, Ga., FSS.

■ **Dennis S. Poore,** area supervisor at the Atlanta ARTCC.

■ **Nelson V. Pritchett,** manager of the Gainesville, Fla., FSS, from the McComb, Miss., FSS.

■ **Daniel W. Rice,** area supervisor at the Fayetteville Tower, from the Jacksonville, Fla., Tower.

■ **Stanley W. Shaws,** assistant manager, airspace and procedures, at the Atlanta ARTCC.

■ **James P. Walsh,** unit supervisor in the South Florida Flight Standards District Office, Miami, promotion made permanent.

■ **Robert C. Young,** area supervisor at the Atlanta ARTCC.

Southwest Region

■ **James D. Brannon,** assistant systems engineer in the Albuquerque, N.M., ARTCC Airway Facilities Sector.

■ **Wilburn P. Brown,** area supervisor at the Lafayette, La., Tower.

■ **John W. Clark, Jr.,** manager of the El Paso, Texas, AF Sector, promotion made permanent.

■ **John B. Fauntleroy,** manager of the Manufacturing Inspection Branch, Aircraft Certification Division, from the San Antonio, Texas, Manufacturing Inspection District Office.

■ **Charles K. Huddleston,** area supervisor at the Houston (Texas) Intercontinental Airport Tower, promotion made permanent.

■ **James A. Jones,** area supervisor at the Houston Intercontinental Airport Tower.

■ **Patrick W. Marable,** manager of the Houston AF Sector, promotion made permanent.

■ **Robert E. Pate,** area supervisor at the Fort Worth, Texas, ARTCC.

■ **Richard C. Pippin,** manager of the New Orleans, La., AF Sector Field Office, promotion made permanent.

■ **Larry L. Taylor,** chief of the Planning & Evaluation Staff, Human Resource Management Division.

Technical Center

■ **Constantine P. Sarkos,** manager of the Fire Safety Branch, Aircraft & Airport Systems Technology Division.

■ **William C. Swanseen,** technical program manager in the Surveillance Systems Branch, Engineering Division.

Washington Headquarters

■ **Rodman D. Bourne,** manager of the Plans Branch, System Plans & Programs Division, Air Traffic Service.

■ **Kenneth V. Byram,** manager of the Secondary Radar/Data Link Program, Communications/Surveillance Div., Program Engineering & Maintenance Service.

Western-Pacific Region

■ **James C. Brantley,** area supervisor at the Los Angeles Tower, from the Orange County Airport Tower, Santa Ana, Calif.

■ **Robert G. Brekke,** assistant manager of the Coast TRACON at the El Toro MCAS, Santa Ana, Calif., from the Air Traffic Division.

■ **Thomas E. Carman,** area supervisor at the San Francisco Tower, from the Hayward, Calif., Tower.

■ **Gerald R. Clarett,** manager of the Technical Support Branch, Management Systems Division, promotion made permanent.

■ **Larry E. Dixon,** area supervisor at the Santa Barbara, Calif., Tower, from the Coast TRACON.

■ **Clifford D. Gibbons,** aviation safety inspector at the Fresno, Calif., Flight Standards District Office, from the Oakland, Calif., FSDO.

■ **Joseph G. Green,** unit supervisor in the San Francisco FSDO, promotion made permanent.

■ **Edward Hammonds,** manager of the Fresno, Calif., FSDO, from the headquarters Office of Flight Operations.

■ **Richard P. Harrington,** manager of the Edwards Air Force Base Airway Facilities Sector Field Office, from the Boron, Calif., AF Sector Field Office (ARSR).

■ **Michael Jengo, Jr.,** area manager at the Oakland ARTCC, from the Oakland TRACON.

■ **Daniel I. Kerr,** area manager at the Oakland ARTCC, from the Denver ARTCC.

■ **William D. Marino,** assistant manager of the Las Vegas, Nev., Tower, from the Great Lakes Air Traffic Division.

■ **Alfonso Meza,** systems engineer in the Oakland ARTCC AF Sector, promotion made permanent.

■ **Francis F. Murphy,** unit supervisor in the Long Beach, Calif., FSDO, from the Los Angeles FSDO.

■ **Elmer R. Nelson,** manager of the Palomar Airport Tower, Carlsbad, Calif., from the Brackett Field Tower, La Verne, Calif.

■ **Mateo M. Palenzuela,** manager of the Brackett Field Tower, from the Air Traffic Division.

■ **Roy A. Robison,** assistant manager of the Los Angeles TRACON, from the Air Traffic Division.

■ **Jerry D. Rowland,** area supervisor at the Santa Barbara Flight Service Station, from the Los Angeles FSS.

■ **Edward J. Smith,** area supervisor at the Los Angeles ARTCC.

Retirees

Akins, Jack W.—AC
Chambers, Louie D.—AC
Grape, Paula M.—AC
Jay, Ruby N.—AC
Lismore, Jerry L.—AC
Mason, George L.—AC
McPherson, Neil L.—AC
Withers, Johnie L.—AC

Bayeur, Henry A., Jr.—AL

Hedgecock, James W.—CE
Ohnstad, John B.—CE
Perdue, Ira B., III—CE
Playter, George H.—CE
Salmons, Luther C.—CE
Schroeder, Russell C.—CE
Southwick, Robert L.—CE
Vanloo, Vincent J.—CE
Waltz, James C.—CE

Castle, Bret B.—CT
Powell, Robert H.—CT
Stefan, David J.—CT

Bowmaster, Charles R.—EA
Fontana, Lawrence F., Jr.—EA
Kelley, John V.—EA
Pipia, Dennis A.—EA
Roseborough, Jack C.—EA
Winegar, John S.—EA

Bailey, Travis C.—GL
Cartledge, Duane R.—GL
Ellis, Edwin M.—GL
Grant, Mason—GL
Hackett, Weldon W., Jr.—GL
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Masters, William G.—GL
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Noyes, Thomas D.—GL
Nunn, Leonard F.—GL
Schmidt, Danford D.—GL
Shaw, Elmer E.—GL
Stainbrook, Paul A.—GL
Stout, Billy L.—GL
Thornton, George L.—GL
Williams, Manley H.—GL

Fincham, John W.—MA
Goree, Steven J.—MA
Lumpkin, Albert M.—MA
Neff, Roy R.—MA
Henderson, William S.—NE
McCarthy, Thomas—NE
Young, Willard N.—NE

Cornwell, Leonard F.—NM
Foltz, Annabelle K.—NM
Gutenberg, Richard M.—NM
Mallory, Edwin R.—NM
Napoli, Carmela L.—NM
Parker, Harry A.—NM
Schriever, Albert B.—NM
Stevenson, James H.—NM
Thiel, Gilbert J.—NM

Bennett, Reuben W.—SO
Camp, Otha M.—SO
Chappell, Ronald N.—SO
Coleman, Calvin D.—SO
Gresham, Betty A.—SO
Hauck, Carl F.—SO
Havill, Charles E.—SO
Houghtby, Raymond C.—SO
McKinney, John A.—SO
Trachsler, Walter D.—SO
Willis, James D.—SO

Coffman, Glenn D.—SW
Compton, Cecil L.—SW
Dydek, Joseph C.—SW
Ford, Hezekiah T.—SW
Franklin, Oliver T.—SW
Kay, Kendall K.—SW
Lambert, Robert F.—SW
Merchant, Guy P.—SW
Quanz, Gail L.—SW
Short, William H.—SW
Spires, Joyce M.—SW
Stackhouse, Clinton D.—SW
Waldrep, Lloyd A.—SW

Beaven, William M.—WA
Bevilacqua, Martin F.—WA
Geier, Bernard A.—WA
Harris, Parker E., Jr.—WA
Hutson, Herbert A.—WA
Laufer, Joseph F.—WA
Peck, Melvin H.—WA

Baker, Frances M.—WP
Davenport, Mervyn A.—WP
Davis, Myrtle—WP
Dodd, Omer W.—WP
Haraki, Charlene Y.—WP
Hiraoka, Robert Y.—WP
Kowolik, George L.—WP
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