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New Airport Initiatives Promise Relief

By John G. Leyden



The FAA's leaders for moving the Administrator's airport development initiatives are (left to right) Paul Galis, director of the Office of Airport Planning and Programming; Robert Donahue, Associate Administrator for Airports; and James Mottley, manager of the National Planning Division in Airport Planning and Programming.

FAA's Associate Administrator Robert Donahue is "bullish" on the subject of airport development in the United States.

Although not discounting the problems inherent in building new airports and expanding existing facilities, he sees increased recognition at all levels that the airport system represents a vital national resource that can not be ignored without severe economic consequences.

Still, not without reason, the conventional wisdom of the moment is that a number of major airports comprising the airport system in this country are on a collision course with gridlock. FAA's own National Plan of Integrated Airport Systems (NPIAS) would seem to substantiate this view.

The just-published second edition of the NPIAS says that 16 major airports, which account for 42 percent of all airline passengers, currently are considered "seriously congested." Moreover, the plan warns that the number of airports in this category could go up to 58 by

(Continued on Page 2)

A 25-year FAA veteran, Mr. Leyden is manager of the Public & Employee Communications Division, Office of Public Affairs.

Feeling Fit

Not Only for the Birds

Sunflowers do more than just look pretty or supply seeds for a crunchy item on restaurant salad bars. The birds around winter feeders filled with the seeds are a testament to their food and taste values.

Sunflowers net more oil per acre than any other crop, including soybeans and peanuts—a healthier fuel for the animal furnace than many other foods.

Two major types of sunflowers have

evolved for the market—confectionary and oil. The former are roasted seeds for snacking and salads, which some ballplayers use as a "chew" instead of tobacco. Oil seeds are black and are almost 40 percent polyunsaturated oil. They are used to produce cooking oil, margarine and mayonnaise and are the preferred ones for the bird feeder.

Although members of the medical community are not unanimous on the link between heart disease or cancer and dietary cholesterol from saturated fats, most agree that eating unsaturated fats reduces the risk of getting these dis-

eases. It's worth noting that sunflower oil has about 90 percent unsaturated fatty acids, making it one of the food substances lowest in saturated fats.

As you become increasingly nutrition and health conscious, take a tip from the birds and stoke up on sunflower products instead of candies and heavier-fat snacks.

In This Issue

- 1 New Airport Initiatives
- 4 A Valentine Tale
- 5 Better Mgmt Boosts Morale
- 6 Seems Like Yesterday
- 8 Weithoner's Perspective

- 1 Feeling Fit
- 4 Q&A
- 10 People
- 11 Retirees
- 12 Federal Notebook

FAA World

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Airport Initiatives

continued from page 1



An idea of how airports can become hemmed in by unplanned surrounding development can be gained from these two views of Los Angeles Airport in 1939 and 1983 (below), as homes and commercial development marched right up to the airport's fences.

the year 2000 "unless remedial action is taken." Those 58 airports handle 76 percent of the nation's passenger traffic.

Donahue, however, points out that the NPIAS is not a prediction of what will happen but only a projection of what could happen if nothing is done. "We are close enough to gridlock right now at many locations that no one can afford to be complacent about the prospect any longer."

Administrator Allan McArthur has made the expansion of airport capacity one of his IMPACT 88 goals. Preliminary details of McArthur's "Airport System Capacity Expansion Program" were announced by the Administrator himself in a Dec. 17 speech in St. Louis. Essentially, it calls for a more aggressive approach to airport development and includes a broad range of educational, planning and funding initiatives in support of the program's objective.

"Although the initiative for airport development still resides with state and local agencies," McArthur told his audience of St. Louis businessmen, "the Federal Government no longer can afford to remain in a purely reactive



The Secretary of Transportation's office also has recognized the need for a stronger federal leadership role in airport planning and development, he says.

However, despite the supportive attitudes and the higher authorization levels for the Airport Improvement Program (AIP), there will continue to be more projects than money to go around. That means that state and local agencies still will be expected to pick up the lion's share of development costs in coming years. For example, the NPIAS points out that federal aid is not likely to pay more than 20 percent of the total cost of a major new airport.

In all, the NPIAS lists development projects at approximately 3,700 airports and estimates the total cost of implementing these projects at \$24 billion over the next 10 years. Approximately 72 percent of the total—or \$17.4 billion—would go to projects that would increase capacity and expand the system, including 466 new or replacement airports, most of them to serve general aviation.

The big ticket item in the NPIAS is a proposed new airport for Denver. Its



mode. We must and will take a more active leadership role and become the catalyst in a national campaign to expand airport capacity."

Donahue thinks the climate now is right for such an activist stance: "More and more communities are coming forward and saying we would like to do something with our airport. They tell us they want relief from congestion and that they would like to develop their airport as a hub. Underlying it all is a positive recognition by community leaders of the

positive economic impact of airports."

Another encouraging sign, he adds, is the "continued and even expanded support of Congress for airport development." He cites the recent passage of the Airport and Airway Safety and Capacity Expansion Act of 1987, which authorizes a total of \$8.7 billion over the next five years (FY 1988-92) for airport planning and construction.

\$2.8 billion price tag accounts for approximately 11 percent of the total NPIAS cost.

In addition to Denver, the NPIAS says major new airports also could come on line over the next decade at Los Angeles; Austin, Texas; and Farmington, N.M. However, it adds that "a considerable amount of doubt is involved in these projections" because of high capital costs, scarcity of acceptable sites, environmental considerations and local resistance to large-scale construction in metropolitan areas.

Donahue concurs with this assessment but remains optimistic that we will see new airports at these locations by the end of the century. He also thinks Chicago could bring a new airport on line early in the next century along with St. Louis, Mo., and New Orleans, La. San Diego and Atlanta are other possibilities. (In fact, the NPIAS identifies the need for funding for land acquisition and development of future airport sites at Chicago, St. Louis, San Diego and Atlanta.)

Donahue adds that the agency also needs to do "much more" with reliever airports, especially those in large metropolitan areas. He notes that the NPIAS identifies 64 locations where new reliever airports are needed to siphon off general aviation traffic from the large commercial fields. Among other things, he says, "we need to get out and look very, very seriously at acquiring privately owned airports to serve as relievers."

One measure of the importance of reliever airports is that the existing 244 facilities accommodate 51,784 based aircraft, which is almost a quarter of the nation's civil aviation fleet. Moreover, relievers already account for the majority of takeoffs and landings in major metropolitan areas. For example, in FY 1984, the 10 designated reliever airports in the Atlanta area had a total of 869,000 operations, compared to 666,000 for Atlanta Hartsfield International Airport. Similarly, the three Denver relievers handled 564,000 operations, or 13 percent more than Stapleton International.

Donahue currently is involved in the development of a leadership strategy that will help guide the implementation of McArthur's Airport System Capacity Expansion Program. For example, he points out, there currently is no federally defined national strategy for expanding airport capacity. Although the NPIAS identifies needed airport development, it does not prioritize proj-



ects to achieve national objectives. Moreover, there is no tie-in between grants and planning.

One of Donahue's first objectives—already well underway—is the development of a five-year airport capacity and investment plan that will start where the

NPIAS leaves off. It will target airports where the capacity issue is most acute and, then, prioritize those projects that could yield the greatest systemwide benefits. The results would serve as a guide to the agency in deciding how to spend discretionary AIP dollars.

"In short," he says, "we want to pro-

duce a document that will do for airports what the NAS Plan has done for the facilities and equipment program."

Other initiatives are aimed at streamlining noise program procedures, restructuring airport safety programs and protecting the federal airport investment.

These efforts will complement and mesh with the Administrator's broader-capacity expansion program, which also calls for completion of an airport access/environmental policy, establishment of task forces to assure the compatibility of future airspace and airport enhancements, completion of a computer model which will allow planners to predict and demonstrate a network of airspace and airport capacity needs and creation of a study group on advanced aircraft technology in order to determine the airport design characteristics needed to accommodate those technologies, among other things.

Donahue says implementation of these initiatives will significantly change the way FAA does business in the airports area, but points out that there is a noteworthy precedent for a more aggressive federal posture. He cites the strong leadership role exercised by FAA's Southwest Region in development of the Dallas-Ft. Worth Regional Airport some 20 years ago.

As matters turned out, that was the last major air carrier airport built in the United States, but Donahue doesn't think it has to be—or will be—the end of the line. ■

The Administrator's Airports Program

In introducing the Airport System Capacity Expansion Program, Administrator McArthur said he was encouraged by the increased recognition of communities around the country of the need to improve their airport facilities to meet projected traffic loads. He cited 10 "success stories" as outstanding examples of local planning initiatives.

■ **Denver**—Final planning is underway for the first major new airport in the United States since 1974. It will replace the seriously congested Stapleton International Airport.

■ **New York**—Stewart Airport, Newburgh, a former military base, is being developed into a regional commercial airport. It will serve up to 12 percent of the passengers now using JFK, LaGuardia and Newark and help relieve congestion at those airports.

■ **Austin, Texas**—A relocation of the airport, approved by local referendum, is planned to be in operation by 1995. This will allow a 92 percent increase in IFR capacity over the present airport.

■ **Fort Worth**—A new airport north of the city is in the planning stage. It will be the centerpiece of a new industrial park and will relieve congestion in the Dallas-Fort Worth area.

■ **Houston**—A new runway was recently opened, increasing IFR capacity by 60 percent. A third commercial airport to serve the Houston area is being planned.

■ **Miami**—A newly opened major helipad at Miami International eventually will serve as a downtown link. In addition, planners are seriously looking at a major new commercial airport for the area.

■ **Orlando**—A third parallel runway is under construction and a fourth is in the planning stages.

■ **North Carolina**—An entirely new reliever airport for Raleigh has just opened at Roxboro, and Charlotte is planning a third parallel runway.

■ **California**—Los Angeles is planning a new terminal at Ontario Airport to take some of the burden off the heavily congested Los Angeles International Airport, and Sacramento dedicated a new runway in October of last year.

■ **Nevada**—The state was about to lose a privately owned airport when Clark County stepped in to purchase the field. It will remain an important reliever for McCarran International Airport in Las Vegas.

A Valentine Tale for Today

By Norma Lavinder



Since February is officially the month of hearts and flowers, we've got a Valentine story for you.

Women of the '80s, in particular, will

like this story because it's about a couple of the '80s, where the husband makes a career move and takes a cut in pay to help the wife continue her education. The couple in question are Stephanie and Richard Valentine, who used to work side-by-side as controllers at the Phoenix, Ariz., Sky Harbor Tower.

Stephanie, who was an honors graduate in chemistry from Pomona College in California, had dreams of earning her MBA and, perhaps, even a doctorate in business finance.

Not wanting to lose a good employee and realizing the value of continued education, the agency discussed various ways she might be able to pursue these

goals and still remain on the FAA team, even if it were in a leave-without-pay status. However, when she received a full tuition waiver from California Polytechnic State University in San Luis Obispo, it proved to be one of those offers you can't refuse.

Now it was Dick Valentine's turn to make a move. Knowing that FAA was opening a new tower at San Luis Obispo, he applied for a controller's slot at the airport, even though it meant a two-step downgrade. Given his credentials, his selection was almost a foregone conclusion.

Still the course of true love never runs entirely smoothly, so a temporary separation was involved when Dick had to report to his new post while Stephanie remained behind for a month or so to wrap things up in Phoenix.

Now they are together again in California, so what we have here is what every Valentine story should have: A happy ending. ■

Also a woman of the '80s, Ms. Lavinder was recently promoted from technical assistant to secretary at Phoenix Sky Harbor Tower. She has 19 years with FAA.

Q & A

I am a full-performance-level controller at a center in the Southwest Region where I've spent all my time. For personal reasons, I have been trying to transfer to tower approach controls but have run into some problems.

My center agreed to release me six months later, but one of the tower managers said I probably would not be selected because they have a lot of bidders and the policy was to accept candidates who have terminal experience over those without. Another terminal manager told me the same thing.

Is this a regionwide policy to restrict terminal positions to terminal controllers, even though terminal experience is not a requirement for the job? Is there anything I can do?

It is the Office of Personnel and Training's understanding that your region has no such policy. In fact, one of the terminal managers you contacted had a

center background himself.

However, the region does encourage selections to be made as a result of vacancies announced under the merit promotion program, which requires that an individual compete with other qualified specialists for the positions.

Frequently, specialists already in the terminal option will be the best-qualified in the evaluation process and will be selected to fill the vacancies, particularly at the busier, more-complex facilities. The region also has to be concerned with providing career-progression opportunities for its terminal employees, which, of course, can make it difficult to compete and move from one option to the other. But it is not impossible.

If certain radials of XYZ VOR have been NOTAMed as unusable—and no restrictions have been included, such as distance, altitude, etc., regarding those radials—can an IFR clearance be issued to a pilot to proceed from ABC airport direct to XYZ VOR, if the route of flight from ABC airport to XYZ VOR falls within those affected radials?

One opinion here is that as long as the affected radials are not stated in the clearance and the word "direct" is substituted for the radials, it is acceptable. Another holds that the

word "direct" does not make a difference, that the radials are unusable.

Those radials NOTAMed as unusable are not to be used for IFR operations. The pilot is responsible for reviewing NOTAMs and being aware of the limitations of the VOR over which he or she has filed. Circumstances will vary, depending upon controlled or uncontrolled airports and with or without radar service. For where no radar service is available, FAA Handbook 7110.65, paragraph 4-33, Alternative Routes, states, in part, regarding an unusable route because of navaid status, clear aircraft via: c, "A route defined as direct to or between nav aids." Though not required, we might restate the NOTAM information.

Paragraph 4-88, Note 1, in Handbook 7110.65 states that alternate missed approach procedures are published on the appropriate FAA Form 8260 only. Does this note mean that this is the only place that it is available and that the pilot does not have access to this information, and that is why it has to be spelled out, or does it mean that a controller in a nonradar environment shall not issue an alternate missed approach unless it is published on Form 8260?

Opinions are divided in my facility. One is that a controller in a nonradar

environment can issue an alternate missed approach as long as conditions—such as terrain clearance, navaid requirements and departure restrictions—can be met, even if it is not published on Form 8260. The other side says the alternate missed approach can be issued only if it is a published missed approach and has been flight checked.

Another point: In paragraphs 6-61b and 6-66, the phrase alternate missed approach procedures is used. Does this mean the same as an alternate missed approach procedure?

The pilot does not have access to alternate missed approach procedure information, and it must be spelled out by air traffic control. As stated in paragraph 4-88, "an alternate missed approach procedure may be assigned when necessary" or if advantageous to ATC.

The word "alternative" means the alternate missed approach procedure published on FAA Form 8260 or any other procedure assigned by ATC, provided the Form 8260 states, "or as assigned by ATC." The latter would apply in those areas authorized for "diverse departures" as determined in TERPs, FAA Order 8260.3—United States Standard for Terminal Instrument Procedures.



ILS Unit supervisor Frank Salviolo (right) and ILS technician Willie Flowers test the Runway 4R distance measuring equipment.



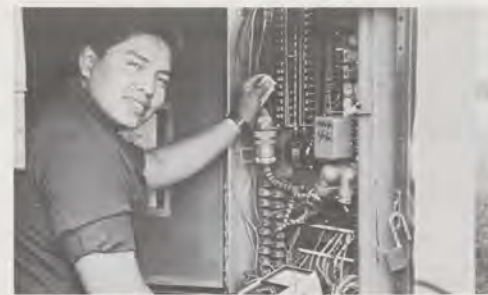
Gene McCarthy checks the level of the Runway 13L VASI (Visual Approach Slope Indicator) Box.



Checking transformers for the Runway 13L VASI Box is Environmental Support technician Bob Mazzara.

Better Management Boosts Morale

By Duncan B. Pardue



Checking the Lefferts lead-in control unit is Environmental Support Unit technician Manny Avilla. The control unit is located three miles from the runway.

Last May, the number of poor performers was down to four. Although employees can now transfer if they wish, only one has chosen to do so. Talks with a cross-section of employees indicate that morale is high, and the representative of the Professional Airways Systems Specialists (PASS) is proud to report that a grievance has not been filed in more than a year.

"Although the same people are there, what brought about the changes are con-

cepts initiated by a new management team that give technicians more control over their own work environment while recognizing individual and team achievements," said Metro Airway Facilities Sector Manager Roland Jenkins.

Tom Llewellyn, who became SFO manager in 1984, said his first effort

A public affairs specialist in the Eastern Region, Mr. Pardue has worked as a reporter for newspapers in the South and in industrial relations for two major corporations.

was "to build on the SFO's most important resource: its people."

Before the new management concept, there were five rotating supervisors, each overseeing the work in all the disciplines (ILS, nav aids, radar and environmental). With the agreement of the union, the SFO shifted from a crew to a unit concept. There was now no overall supervisor. Technicians divided into teams, each responsible for the total functioning of a facility or facilities within their respective disciplines. This included administrative duties. Technicians are now on their own during non-business hours.

The union worked out team and shift assignments. Each individual works five days and has off Friday and Saturday or Sunday and Monday.

"Before the unit concept, we went wherever we were assigned," said PASS representative Jack Esposito. "That means that no one individual or group of individuals had responsibility for specific facilities. Now, each individual has specific site responsibilities. If someone isn't doing what he is supposed to do, it shows up very quickly."

"Under the old system," Esposito

continued, "it seemed that no one was doing the paperwork. Now the unit is responsible for everything, including building maintenance and coping with power outages. We even do our own flight checks."

Esposito, who has been at JFK since 1979, said that he likes the new style of management. There is no longer a need for confrontation, and I like that. If we are satisfied with the bigger picture, we won't worry so much about the little things."

The unit concept also improves the productivity of managers. "It makes our jobs easier," said ILS Unit supervisor Frank Salviolo. "We are bogged down less with day-to-day operations which allows us to give proper attention to planning and preparing for the future."

The variety and complexity of the facilities at the JFK SFO are now being regarded positively by technicians.

"They know that with experience here, they could have a wide choice of assignments if they chose to transfer to another location," Tom Llewellyn said.

"What we have achieved here is attributable to the collective efforts of the entire work force," he added. ■

It Seems Like Only Yesterday



The first continuous scheduled air mail service instituted by the U.S. Post Office was a run from New York to Washington on May 15, 1918.

Alaska, to Dead Man's Island, off Spitsbergen, in a Lockheed Vega piloted by Carl Ben Eielson, an American.

June 9, 1928: Australians Charles E. Kingsford-Smith and Charles T. P. Ulm, accompanied by a navigator and a radio-man, completed the first transpacific crossing by air, from Oakland, Calif., to Brisbane, Australia, with stopovers at Hawaii and the Fiji Islands, in a modified Fokker F.VII dubbed the *Southern Cross*, covering a distance of 7,327 miles in an actual flying time of 3 days, 11 hours and 11 minutes.



The dirigible Graf Zeppelin was launched for transoceanic travel on Sept. 18, 1928.



The Boeing 707 was the first U.S.-made jetliner and entered both domestic and transoceanic service in 1958.

June 15, 1958: The Civil Aviation Administration inaugurated positive air traffic control by designating selected positive control airways.

July 1, 1958: The National Aviation Facilities Experimental Center (NAFEC) was established near Atlantic City, N.J., by the Airways Modernization Board.

August 23, 1958: President Dwight D. Eisenhower signed the Federal Aviation Act into law, thus creating the independent FAA. The new agency began operations on December 31.

September 23, 1958: The Boeing 707, a four-engine, long-range jet airliner with a maximum capacity of 189 pas-

Sometimes it seems like we in aviation spend almost as much time looking backwards as we do looking forwards. It's almost as if we can't quite comprehend that we have come so far so fast.

Yet aviation has long since passed from infancy, and we are fast approaching the end of the first century of flight. Lord only knows what sort of worldwide celebration that will touch off.

In the interim, we will have to content ourselves with lesser observances and ceremonies beginning with the 85th anniversary of the Wright Brothers first flight at Kitty Hawk, N.C., on Dec. 17, 1988. Other noteworthy aviation anniversaries this year are:

piloted by Leon Delagrangé, at Issy-les-Moulineaux, France.

September 17, 1908: Lt. Thomas E. Selridge became the first man to lose his life in an airplane when an aircraft piloted by Orville Wright crashed at Fort Myer, Virginia.

70 Years Ago

April 21, 1918: Captain Roy Brown of the RAF shot down Manfred von Richthofen, the "Red Baron."

May 15, 1918: The U.S. Post Office Department inaugurated the first regular airmail service in the United States, between Washington, D.C., and New York City.

60 years Ago

April 13, 1928: Herman Koehl, a German, and James Fitzmaurice, an Irishman, accompanied by one passenger, completed the first nonstop east-to-west crossing of the Atlantic Ocean by airplane, between Dublin, Ireland, and Greenly Island, Labrador, in a Junkers W-33L.

April 22, 1928: George Hubert Wilkins, an Australian explorer, completed the first crossing of the Arctic Ocean by air, from Point Barrow,



Douglas "Wrong Way" Corrihan flew "the wrong end of the needle" to Ireland.

September 18, 1928: The Graf Zeppelin, the most successful rigid airship ever built, first flew.

50 Years Ago

June 23, 1938: President Franklin D. Roosevelt signed the Civil Aeronautics Act into law. In addition to consolidating virtually all federal civil aviation functions under one independent agency—the Civil Aeronautics Authority—the act provided for the first time for federal regulation of airline economics. The CAA became operational on August 11.

July 18, 1938: Douglas Corrihan, an aviation mechanic, created a minor sensation when he took off from New York on July 17 in a modified nine-year-old Curtiss Robin, ostensibly heading for California, only to land 28 hours and 13 minutes later just outside of Dublin, Ireland, where he gave an implausible explanation for his "misdirected" flight—"I flew on the wrong end of the compass needle and traveled in the wrong direction"—thus earning the sobriquet "Wrong Way Corrihan."



Pilots Charles Kingsford-Smith and Charles Ulm, radioman James Warner and navigator Harry Lson, Jr. (left to right), were the first to fly the Pacific Ocean, doing so in the Fokker F.VII named the Southern Cross.



The last major airport built in the U.S. was the Dallas-Fort Worth Regional Airport.

August 11, 1938: A Lufthansa four-engine Focke-Wulf FW.200 airliner, the D-ACON, landed at Floyd Bennett Field, New York, after a nonstop flight of 24 hours and 54 minutes from Berlin. This was the first flight of a commercial airplane from Central Europe to the United States.

September 27, 1938: President Franklin D. Roosevelt approved the construction of Washington National Airport.

40 Years Ago

January 30, 1948: Orville Wright, age 76, died. His brother, Wilbur, had died 36 years earlier, at age 45.

July 24, 1948: The Soviet Union stopped rail and road traffic between Berlin and the West, prompting the Western Powers to begin airlifting vital

supplies to the beleaguered city. The Civil Aeronautics Administration provided air traffic controllers for the airlift operation as well as VHF air navigation aids. The Soviets officially lifted the blockade on May 12, 1949.

November 22, 1948: The Wright brothers' Kitty Hawk airplane, the *Flyer J*, arrived at the Smithsonian Institution after 20 years in the South Kensington Museum, London.

30 Years Ago

January 16, 1958: In a report to Congress, President Dwight D. Eisenhower endorsed the development of a second Washington, D.C., air carrier airport to be built at Chantilly, Virginia



The world's first supersonic transport—the Tupolev TU-144—takes off from Moscow.

sengers, was certified by the CAA. The 707 was the first U.S.-made jetliner. Pan American World Airways inaugurated scheduled 707 airline passenger service between New York and Paris, October 26.

20 Years Ago

January 3, 1968: The Professional Air Traffic Controllers Organization (PATCO) was formed.

July 19, 1968: Air traffic congestion in the contiguous United States reached critical proportions when a total of 1,917 aircraft in the vicinity of New York City were delayed either in taking off or landing—some for as long as three hours. From this large hub, congestion spread to other points. The traffic jam highlighted the inability of airports at certain hubs, particularly

(Continued on page 9)

Weithoner's Farewell Perspective

By Gerald E. Lavey

Charles E. "Gene" Weithoner, the Associate Administrator for Human Resource Management, retired at the end of December, after more than 30 years in the career federal service, the last 13 at the FAA Associate Administrator level.

That experience, plus his six years in key positions at the Office of the Secretary of Transportation during the late 1960s and early 1970s, gave Weithoner a unique vantage point on major events and issues in the life of the FAA since it became a part of DOT.

He worked closely with the last seven Administrators—from John Shaffer to Allan McArtor. Weithoner himself even served as Acting Administrator—in a "limited sense," he insists—after Langhorne Bond left office and before J. Lynn Helms was appointed.

Before he cleaned out his desk and headed home, where he plans to spend at least the next couple of months, "doing nothing," he gave *FAA World* his perspective on a number of key people and issues and his expectations for the future.

FAA Administrators

The agency has been fortunate in the caliber of the people who have been named Administrator. I don't think there are many other parts of government which have that level of talent at the top. When you think about all the things that have gone on in government and in private corporations, we have been fortunate.

Lynn Helms was far and away the most effective we've had. Langhorne Bond, who had his own highly individual characteristics, was an extremely able person. John McLucas had a tremendous intellect and integrity, and for me personally, he also was the one I most enjoyed working with. And, of course, I liked Mike Fenello (Deputy Administrator, 1981-1984). So, the combination of Lynn Helms and Mike Fenello was superb.

Secretaries of Transportation

Alan Boyd got the Department off to a good start. He was a man of integrity who had a rather restrained view of what OST ought to be doing. He



Gene Weithoner (center) participated last fall in the dedication of the Center for Management Development in Palm Coast, Fla. With him are Aeronautical Center Director James Richardson (left) and FAA Acting Executive Director Robert Whittington.

thought it had a real role in policy and legislation and did not seek to build up an Office of the Secretary that exercised a lot of detailed managerial control over the FAA and other modal administrations.

John Volpe had great accomplishments in terms of landmark legislation, such as the airports aid program, for example. Drew Lewis was a political operator in the very best sense of the term. Working with Helms on the NAS Plan and the strike recovery, he demonstrated a tremendous level of ability.

FAA/OST Relations

Fifteen years ago, I was convinced that the establishment of the Department was really a good idea. I recognized even then that FAA would have to pay some prices for the greater good. The question is whether those prices have become excessive.

At the same time, the relationships with my counterparts over there have never been as good. They have some idea of what their role should be and

they try to do it. They don't try to tell us how to run the details of the personnel business over here.

Labor/Management Relations

I'm fairly proud of the way things have gone since the strike. We have three national unions now. I think our relationships with the flight service station union (NAATS) and the technicians' union (PASS) are very good. Sure we have our differences with them. But, we have a highly professional, positive relationship with both organizations.

I am also encouraged by our relationship so far with NATCA—the controllers' union. NATCA leadership so far has been responsive, and FAA is bringing them into things in ways that have never been done before. We are headed down the right path toward a very productive relationship. If we can

The manager of the Civil Aviation Information Distribution Division, Office of Public Affairs, Mr. Lavey has previously been published in FAA World.

keep it going, that could be the most significant thing going on in the FAA right now.

Employee Involvement

With PASS, we got started on something that I hope is the wave of the future in the labor relations area—that is the employee involvement program that has been going on in the Eastern Region. We are now expanding it to the Western-Pacific Region, and I hope it expands to all the regions in the next year or two.

Our employee involvement effort is patterned after the program at Ford Motor Company, and I am hoping we get the same improvements in the way people feel about their jobs, as well as improvements in quality and productivity. I think we have a decent start. The employee involvement program at the New York TRACON, for example, has been going for over a year now. Those employee involvement meetings, with union and management working together to solve the problems, are downright inspirational.

Human Relations

I regret it took me so long to focus on how much an organization depends on people. FAA is dominated by its staffing. Equipment is important, but the staffing is so much more important. I think back on the things I did as a manager 20 years ago. I wish I had learned faster and had reacted faster to the changes in our society, to the values that people had. I learned a great deal working with Mike Fenello, who is just inherently good at human resource management. I learned so much from him, just from the way he treated people in the elevator, from the way he treated his staff and from the way he treated me.

Managers and Supervisors

In the past couple of years, there has been more emphasis on looking for people who can manage other people, rather



than on the almost exclusive interest in their technical abilities. The talent is there. The difficult thing is picking the right people. Part of the answer is in the supervisory identification program—which will give employees an important role in identifying who moves up into management.

We are also trying to make a very significant improvement in how we train supervisors and managers. Then, at the other end, FAA is going to introduce a form of employee evaluation of supervisors' and managers' performance. We will introduce it in a sort of a general, graduated approach in the spring.

Change

There's no simple way to make dramatic changes—no short-term, easy-fix, low-cost ways of doing things like that.

I have never met anybody who says it's possible to change an organization like this in less than five years, even where there is a horrible catastrophe that shakes the organization to the core. In our case, the strike might have provided that sort of impetus, but it also left us with such an all-consuming crisis to be managed. It is very difficult to concentrate on organizational change while you are trying to stay alive.

The Future

If we can work well with the national unions and if we can do well with our non-organized people in terms of communication, participation, involvement and concern for job satisfaction, then I look for the FAA to become a much better place. We will always have budget problems, legislative problems—things like that—but, I look very positively toward FAA's future. ■

Only Yesterday continued from page 7



The Boeing 767 was the first all-new jetliner in more than a decade when the design was begun in 1978. It first flew in September 1981.

New York, Chicago and Washington, D.C., to accommodate air traffic. As a result, FAA was soon forced to develop schedule restrictions for certain airports.

July 21, 1968: President Lyndon B. Johnson signed Public Law 90-411, a legal milestone in aircraft noise abate-

ment. Among other things, the act vested in the FAA Administrator the power to prescribe aircraft-engine noise standards as criteria for obtaining aircraft certification.

September 30, 1968: The Boeing 747, first of the jumbo jets, was unveiled at Everett, Washington.

December 11, 1968: Construction of the Dallas-Fort Worth Regional Airport began. Opened in 1974, it was the last major airport built in the U.S.

December 31, 1968: The Soviet Union's Tupolev TU-144, the world's first supersonic transport, made its first flight.

10 Years Ago

January 10, 1978: A conflict alert system designed to warn air traffic controllers of potential midair collisions in busy terminal areas became operational at Houston Intercontinental Airport, the first of 63 Automated Terminal Radar Systems (ARTS) to be so equipped.

March 27-28, 1978: The new Tokyo Airport near Narita, Japan, was the scene of a riot by 6,000 demonstrators on the eve of its scheduled opening. The airport eventually opened on May 20, but the riots highlighted the worldwide

phenomenon of local resistance to new airports.

July 14, 1978: The first entirely new American commercial-transport design in more than a decade, the Boeing 767, was launched with a \$1.2 billion order from United Airlines—the largest order for a single airplane type in commercial airline history to that date.

August 17, 1978: Ben L. Abruzzo, Maxie L. Anderson and Larry M. Newman completed history's first balloon crossing of the Atlantic Ocean, from Presque Isle, Maine, to Miserey, France, in 5 days, 17 hours and 6 minutes, in a helium-filled balloon dubbed the *Double Eagle II*.

October 24, 1978: President Jimmy Carter signed the Airline Deregulation Act into law. The act allowed immediate fare reductions of up to 70 percent without Civil Aeronautics Board approval and provided for the gradual phase-out of the CAB's authority over fares, routes and mergers by 1983.

People

Aeronautical Center

- **Rachel S. Attebery**, supervisor, Logistics Section, Airports and Logistics Branch, FAA Academy, from the FAA Depot
- **Billy J. Edwards**, manager, Compensation & Human Resource Development Branch, Human Resource Management Division, promotion made permanent.
- **Phillip L. Fuller**, unit supervisor, Revision and Development Section, Air Traffic Branch, FAA Academy.
- **John W. Iberg**, manager, Special Examining Division.
- **William D. King**, manager, Plans and Projects Branch, Aircraft and Fiscal Programs Division, Aviation Standards National Field Office (ASNFO).
- **Kenneth D. McCall**, unit supervisor, Technical Operations Section, Airway Facilities Branch, FAA Academy.
- **William J. Nash**, deputy director, Transportation Safety Institute, Office of Program Management and Administration.
- **William T. Pendarvis, Jr.**, unit supervisor, Radar Section, Airway Facilities Branch, FAA Academy, from Washington Headquarters Systems Maintenance Service.
- **Gervase J. Wagner**, supervisor, Flight Scheduling/Evaluation Section, Battle Creek, Mich., Flight Inspection Field Office, Flight Programs Division, ASNFO.

Alaskan Region

- **Stephen P. Creamer**, area supervisor, Anchorage ARTCC.
- **Herbert W. Hinman**, manager, Sitka Flight Service Station, from the Nome FSS.
- **Don L. Hult**, watch supervisor, Anchorage ARTCC Airway Facilities Sector.
- **Richard A. Wirth**, maintenance mechanic foreman in Juneau, South Alaska AF Sector, from the Salt Lake City ARTCC AF Sector.

Central Region

- **David R. Chaffee**, assistant manager for automation, Columbia, Mo., Automated Flight Service Station, from the Air Traffic Division.
- **W. Alan Cunningham**, aviation safety inspector, Berkeley, Mo., Flight Standards District Office.
- **James W. Dolphin**, manager, Dubuque, Iowa, Tower, from the Tulsa, Okla., Tower.
- **John R. Jurgensen**, area supervisor, Off-air Air Force Base RAFCOM, Bellevue, Neb.
- **Laurence T. Leonard**, area supervisor, Lincoln, Neb., Tower, from Sioux City, Iowa, Tower.
- **Robert D. Long, Jr.**, assistant manager, Grand Island, Neb., Airway Facilities Sector.
- **William S. Rising**, manager, Fort Dodge, Iowa, AFSS, from the St. Louis AFSS.
- **James F. Whitesell**, area supervisor, Allentown, Pa., Tower.
- **Melvin C. Youngworth**, area supervisor,

Eastern Region

- **Lawrence W. Adams**, supervisor, Travel & Transportation Section, Examination Classification and Disbursement Branch, Accounting Division.
- **Clinton C. Cottrell**, manager, Wheeling, W.Va., Tower, from the Pittsburgh Tower.
- **Albert E. Crawford**, unit supervisor, Baltimore, Md., Airway Facilities Sector Field Office, Capital AF Sector, promotion made permanent.
- **Louis J. Denrelin**, assistant manager, Pittsburgh, Pa., AF Sector.
- **George A. Dodelin**, assistant manager, Norfolk, Va., Tower.
- **Thomas W. Evans**, area supervisor, Washington ARTCC, promotion made permanent.
- **Charles W. Gauntlett**, assistant manager, Pittsburgh Air Carrier District Office, from the Rochester, N.Y., GADG.
- **Richard A. Humphreys**, area supervisor, Washington ARTCC, promotion made permanent.
- **Charles C. Lentile**, area supervisor, Washington ARTCC, promotion made permanent.
- **Carlos Martinez-Lai**, unit supervisor, Engineering Support Section, Construction Engineering Branch, AF Division, promotion made permanent.
- **Cynthia A. Mims**, area supervisor, Farmingdale, N.Y., Tower, promotion made permanent.
- **Michael E. Monahan**, supervisor, Services and Supplies Section, Procurement Branch, Logistics Division.
- **Robert W. Otto**, manager, Corapolis, Pa., AF Sector Field Office, Pittsburgh AF Sector, from the New Orleans, La., AFS.
- **Charles M. Pickens**, area manager, New York TRACON, Garden City, N.Y.
- **John A. Reichenbach**, area manager, Philadelphia Tower, promotion made permanent.
- **Bruce E. Sarnoff**, assistant manager for program support, Empire AF Sector, Albany, N.Y., from the Air Traffic Division.
- **John Spero**, supervisor, Services & Transportation Section, Materiel Service Management Branch, Logistics Division, promotion made permanent.
- **Karl D. Spinich**, area manager, Washington ARTCC.
- **Frank Turko**, aviation safety inspector, Pittsburgh GADG, promotion made permanent.
- **Rafael E. Vargas**, area supervisor, Poughkeepsie, N.Y., FSS.
- **Angus M. Wall, Jr.**, unit supervisor, Islip, N.Y., AF Sector Field Office, New York ARTCC AF Sector, from the AF Div.
- **William C. Yukiewicz**, area manager, Boston, ARTCC.

Great Lakes Region

- **David L. Alexander**, area supervisor, Indianapolis, Ind., ARTCC.
- **Frank J. Carey**, area supervisor, Chicago ARTCC, promotion made permanent.
- **John A. Chamberlain**, unit supervisor, Michigan Airway Facilities Sector, Belleville, Mich.
- **Walter R. Coker, Jr.**, manager, Chicago O'Hare Tower, from the Memphis, Tenn., Tower.
- **Henry D. French**, manager, Procedures & Traffic Management Branch, Air Traffic Div.
- **Carol E. Gaunt**, assistant manager for training, Cleveland, Ohio, Automated Flight Service Station.
- **David Harvey, Jr.**, unit supervisor, Michigan AF Sector.
- **David A. Henry**, manager, Chicago DuPage Tower, from the Chicago Palwaukee Tower.
- **John D. Lewkowicz**, area supervisor, Detroit (Mich) Metro Tower, from the Flint, Mich., Tower.
- **George B. Meiners**, assistant manager for training, Kankakee, Ill., AFSS, from the Green Bay, Wis., AFSS.
- **John L. Murray**, area supervisor, Mansfield, Ohio, Tower, promotion made permanent.
- **Bertrand R. Ouellette**, area supervisor, Pontiac, Mich., Tower, from the Youngstown, Ohio, Tower.
- **Dennis M. Pavaio**, area supervisor, Sioux Falls, S.D., Tower, from the Wald-Chamberlain Tower, Minneapolis, Minn.
- **Steven J. Walsh**, area supervisor, Wald-Chamberlain Tower, from Chicago O'Hare.
- **Dwayne A. Williams**, unit supervisor, Chicago AF Sector, from the Illinois AFS.

New England Region

- **Jules J. Arel**, assistant manager for training, Bangor, Maine, Automated Flight Service Station.
- **Ronald D. Crossman**, area supervisor, Otis Air Force Base Tower, Falmouth, Mass., from the Boston Logan Tower.
- **Bradley A. Davis**, manager, Engineering & Safety Branch, Airports Division.
- **Wayne A. Kenney**, assistant manager for training, Bangor AFSS.
- **Robert E. Sullivan**, unit supervisor, Westfield, Mass., Flight Standards District Office, from the Flight Standards Division.
- **William C. Yukiewicz**, area manager, Boston, ARTCC.

Northwest Mountain Region

- **Samuel A. Aaron**, group supervisor, Flight Support Office, Flight Standards Division, from Washington Headquarters Office of Flight Operations.
- **Claude D. Cadman**, unit supervisor, Seattle, Wash., ARTCC Airway Facilities Sector.
- **James R. Carey**, manager, Twin Falls, Idaho, Tower, from Everett, Wash., Tower.
- **Robert C. Graham**, area supervisor, Seattle ARTCC.
- **Eric Harrell**, assistant manager, Seattle-Tacoma Tower, from the Air Traffic Div.
- **Richard J. Joswick**, manager, Tacoma, Wash., Industrial Tower, from the Helena, Mont., Tower.
- **Leonard V. Kutkey, Jr.**, assistant manager, traffic management, Seattle ARTCC.
- **Gaylen M. Larson**, assistant manager, programs, Portland, Ore., Tower.
- **Heleen M. Parke**, manager, Seattle ARTCC, from the Boeing Field Tower, Seattle.
- **Stanley M. Pierce**, area manager, McMinnville, Ore., Automated Flight Service Station.
- **Marvin F. Rammelsberg**, manager, Los Angeles Aircraft Certification Office, Long Beach, Calif., from the Western Aircraft Certification Office.
- **David A. Smith**, area supervisor, Great Falls, Mont., Tower, from Portland Tower.
- **Armond T. Snelson**, unit supervisor, Evaluation Staff, Air Traffic Division, from the Seattle ARTCC.
- **Ralph A. Wozniak**, manager, Salt Lake City, Utah, ARTCC.

Southern Region

- **Donald Anderson, Sr.**, area supervisor, St. Thomas, Virgin Islands, Tower, from the San Juan, Puerto Rico, CERAP.
- **Franklin H. Bourdette**, area supervisor, Greer, S.C., Tower, from the Standford Field Tower, Louisville, Ky.
- **James E. Carroll**, assistant manager, Raleigh, N.C., Tower, from the Charlotte, N.C., Tower.
- **Justo P. Casablanca-Garcia**, area supervisor, San Juan CERAP, promotion made permanent.
- **Donald Cass**, manager, Aerospace and Procedures Branch, Air Traffic Division.
- **Gavin G. Creel**, manager, Meridian, Miss., Airway Facilities Sector Field Office, Jackson, Miss., AF Sector.
- **James S. Harris**, F&E On-Site manager, NAS Program Management Staff, AF Division, from the San Juan AF Sector.
- **Robert L. Harwood**, area manager, Memphis, Tenn., ARTCC.
- **James M. Honeycutt, Jr.**, manager, Fort Fisher Air Force Base AF Sector Field Office, Fort Fisher, N.C., Raleigh AF Sector.

- **Clarence B. Jennette, Jr.**, area supervisor, Atlanta ARTCC.
- **Robert G. Leedom**, area supervisor, Fort Lauderdale, Fla., International Airport Tower, from Miami International Airport Tower.
- **Rudolph R. Lucas**, manager, St. Thomas, V.I., Tower, from the Miami Tower.
- **Catherine A. Mirams**, area supervisor, Chattanooga, Tenn., Tower, from the Orlando, Fla., Tower.
- **Richard A. Post**, manager, Raleigh Automated Flight Service Station, from the Macon, Ga., AFSS.
- **Howard Rainey**, area manager, Clarifonte Tower, from the Tampa, Fla., Tower.
- **Rory J. Reed**, area supervisor, Pompano Beach, Fla., Tower, from Miami Tower.
- **Edward A. Rein**, area supervisor, St. Croix, V.I., Tower, from the Hilo, Hawaii, Tower.
- **Clark W. Schadle**, manager, Technical Evaluation Office, Flight Standards Division, promotion made permanent.
- **Linda M. Schuessler**, area supervisor, Atlanta ARTCC.
- **Bonnie S. Schultz**, area supervisor, Opa Locka, Fla., Tower, from the Miami Tower.
- **Fred N. Tharpe**, assistant manager for technical support, Charlotte AF Sector, promotion made permanent.
- **Gary N. Tigert**, area manager, Memphis ARTCC, from the Washington ARTCC.
- **Odel G. Torres**, supervisor, Environmental Support Unit, San Juan AF Sector, promotion made permanent.

Technical Center

- **Leonard H. Baker**, technical program manager, Secondary Surveillance Systems Branch, Engineering Division, promotion made permanent.
- **Daniel M. Greis**, supervisor, Contract Coordinating Section, Plan Services Division, promotion made permanent.

Washington Headquarters

- **Brenda L. Brooks**, staff officer, Program Management Staff, Systems Engineering Service, from the Office of the Secretary.
- **Robert G. Burns**, manager, Airspace & Aeronautical Information Requirements Branch, Airspace Rules & Aeronautical Information Division.
- **James A. Caudle**, chief, Executive Staff, Air Traffic Service.

- **Rodman B. Gill**, manager, Maintenance Automation Program Division.
- **Richard J. Marek**, manager, Host Implementation Branch, ATC Automation Division, Automation Service.
- **Neil R. Planzer**, manager, Automation Software Division, Air Traffic Plans & Requirements Service.
- **Peter C. Sowers**, deputy director, Office of Air Traffic Evaluations and Analysis.
- **Robert C. Toemmesen**, assistant manager, Safety Analysis Division, Office of Aviation Safety.

Western-Pacific Region

- **Charles B. Aalfs**, assistant manager, Air Traffic Division.
- **Jon-Paul Ammirata**, area supervisor, Stockton, Calif., Tower, promotion made permanent.
- **Lawrence R. Berg**, manager, Operations Center, Office of the Director.
- **James C. Brantley**, area supervisor, El Toro Marine Corps Air Station TRACON, Santa Ana, Calif., from the Los Angeles TRACON.
- **Valter A. Clark, Jr.**, area supervisor, Tucson, Ariz., Tower, from the Phoenix, Ariz., Tower.
- **Laurence E. Cook**, assistant manager, Stockton Flight Service Station, from the Sacramento, Calif., FSS.
- **William L. Covington**, assistant manager, Las Vegas, Nev., Airway Facilities Sector, from the AF Division.
- **John H. Datto, Jr.**, area supervisor, Ontario, Calif., TRACON, from the Los Angeles TRACON.
- **Steven J. Gentry**, area supervisor, Los Angeles ARTCC, promotion made permanent.
- **Monte D. Gillespie**, assistant manager, Tucson Tower, from the Colorado Springs, Colo., Tower.
- **Martin J. Hardy**, assistant manager for training, Phoenix TRACON.
- **Vicior M. Lopez**, John A. Magandas, Office M. McGarh, Maurice A. Neff, Charles L. Foxworth, Thomas M. Smith, Richard B. Surles.
- **William F. Hines**, Olga J. Huber, Donald J. Kirschner, James M. Lovine, Ruth Labaus, Clifford J. Moore, Hubert W. Powell, Sr., Stanley S. Souka, Jr., Robert K. Wallin.

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

Retirees

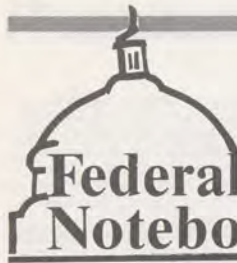
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Mattie W. Hardesty
Nelson C. Hennessy
Gerard R. Koszewski
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James M. Lovine
Ruth Labaus
Clifford J. Moore
Hubert W. Powell, Sr.
Stanley S. Souka, Jr.
Robert K. Wallin



Federal Notebook

A PERENNIAL FAVORITE

Sen. Wendell Ford (D-Ky) and co-sponsors Sen. Nancy Kassebaum (R-Kan) and Sen. Frank Lautenberg (D-NJ) have introduced S.1600, a bill to establish FAA as an independent agency, which has 23 co-sponsors. Rep. James Oberstar (D-Minn) is expected to introduce similar legislation in the House.

NEW THRIFT OPTION

Federal employees who participate in the Thrift Savings Plan (TSP) and who are under the Federal Employees Retirement System (FERS) will soon have the option of shifting up to 20 percent of their investment from the G-Fund, made up of Treasury securities, to the F-Fund, made up of bonds, or to the C-Fund, a common stock market fund managed by Wells Fargo. The options will increase the risk some as well as the potential gains.

The TSP interest rates slipped slightly in January but are still a respectable 8.875 percent.

TSP investors under both FERS and CSRS should remind themselves that their

contributions since April are not considered income for tax purposes until the money is withdrawn.

HATCH ACT REFORM STILL IN AIR

Although the House of Representatives overwhelmingly passed a bill to overhaul the Hatch Act last fall, hearings on the same bill in the Senate Governmental Affairs Committee are not expected until mid-spring.

In the meantime, Common Cause, the citizens lobby, has written in opposition to the bill to all the senators, saying that it believes the legislation "opens the door to implicit coercion."

The 49-year-old Hatch Act banned both partisan political activity and coercion of political support among public sector employees. The changes being sought are to permit voluntary political activity and running for office, while holding the line on coercive actions.

COMP TIME MAY OFFSET RELIGIOUS LEAVE

Federal employees may choose to earn compensatory time to observe a religious holiday instead of taking annual leave, says the Office of Personnel Management.

Adjustment of work schedules for religious observances is official government policy. A supervisor should permit the employee to work extra hours before or after the holiday to offset the time taken, even if the office does not have a policy of paid overtime work, unless it would cause a major difficulty in accomplishing the office's mission. This is in accordance with Part 550, Title 5, Code of Federal Regulations.

The employee should notify the supervisor in advance, state the nature of the religious observance and arrange a schedule of repayment time. Otherwise, annual leave may be used.

TEMPS AREN'T EMPLOYEES

The Federal Circuit Court of Appeals has ruled that a temporary employee is not an employee under the 1978 Civil Service Reform Act. To be covered, the employee must have completed a year of current continuous employment under other than a temporary appointment. Thus also excluded is a career-conditional appointment. As a result, a temporary employee is not entitled to the protections and appeal provisions of the act.

NEW LAWS TO NOTE

At their own option, agencies may reimburse employees who are transferred overseas for the costs of selling homes or breaking leases. Employees may also receive comparable reimbursements on transfer back to the United States, provided they are not returned to the same city from which they moved overseas.

The pilot project that permits employees to donate their annual leave to others in need because of family or medical emergencies has been extended for the balance of the fiscal year and is now available to all agencies.

Federal employees may now be reimbursed by their FEHB health plans for care provided by clinical social workers.

Feb 88

U.S. Department
of Transportation

**Federal Aviation
Administration**

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