



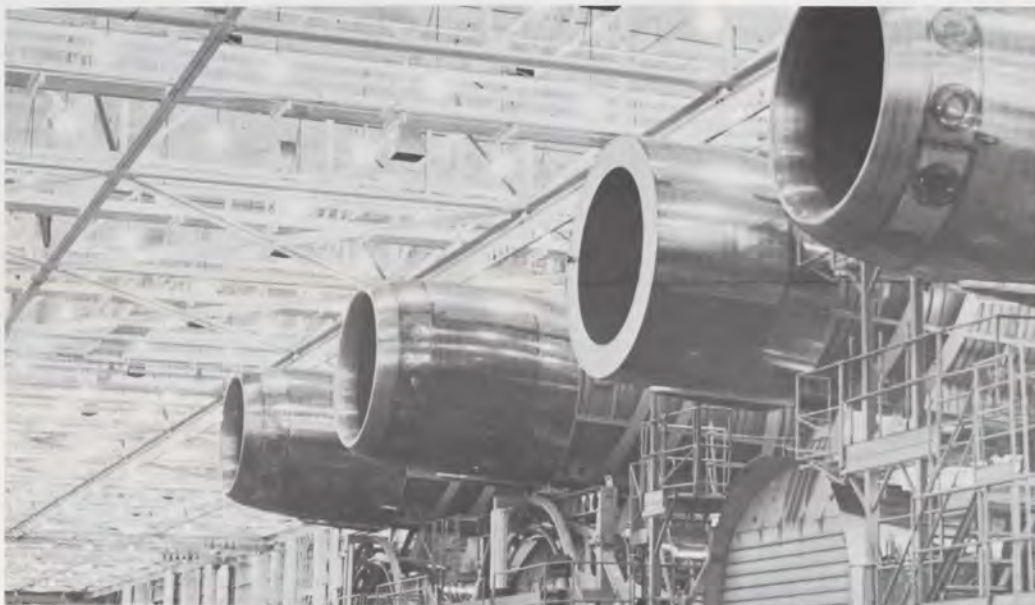
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Operation By Fred Farrar *Snapshot*

A Look at Manufacturing Quality Control



Operation Snapshot inspectors visit aircraft manufacturing facilities like this McDonnell Douglas assembly plant in Long Beach, Calif., to get a picture of the industry's state of the art.

Photo by Lloyd D. Falls

It was on a Monday late in September last year that much of the staff of the Aircraft Manufacturing Division of the Aircraft Certification Service learned they wouldn't have to wonder what they would be doing for the next year or so.

That was when Administrator McArtor called a press conference to announce that he had ordered, as part of his Impact 88 program, an in-depth inspection of a representative cross-section of the nation's aircraft manufacturing industry.

For the Aircraft Manufacturing Division, the buck started and stopped there; it would be up to its people, with the help of the directorates, to carefully select the companies that would make up the cross-section and then to plan and make the inspections.

Because McArtor made the announcement on the 21st of September, saying

(Continued on page 2)

The assistant manager of the Public & Employee Communications Division, Mr. Farrar is a former Washington correspondent for the Chicago Tribune.

A Bow to the Dedicated

The Secretary's 21st Annual Awards ceremony last month paid tribute "to the people who turn transportation policy into reality," among whom were 42 employees of the Federal Aviation Administration.

DOT Secretary Jim Burnley commended the employees "for your high level of professionalism in your service to the citizens of this country."

Among the FAAers were nine who garnered the Presidential Ranks Award,

which "recognizes career senior executives for sustained high-quality accomplishments." Selected as Meritorious Executives for 1987 were Martin Pozesky, Deputy Associate Administrator for NAS Programs, and Robert Whittington, Executive Director for Policy, Plans and Resource Management.

For 1988, the Meritorious Executives were Wayne J. Barlow, Executive Director for System Operations; Paul K. Bohr, administrator, Central Region; John S. Kern, Deputy Associate Admin-

istrator for Aviation Standards; Clarence R. Melugin, Jr., Executive Director for Regulatory Standards and Compliance; Norbert A. Owens, Deputy Associate Administrator for Air Traffic; Jack A. Sain, manager, Aircraft Certification Division, New England Region; and Donald J. Schneider, manager, Airway Facilities Division, Central Region.

* * *

Ten FAAers won the Secretary's

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Operation Snapshot

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FAA World

November 1988

Secretary of Transportation

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FAA Administrator

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Richard Meyer—Northwest Mountain Region

Jack Barker—Southern Region

Geraldine Cook—Southwest Region

Anthony Willett—Technical Center

Barbara Abels—Western-Pacific Region

that he wanted the first of the inspections to be made by the end of November, time was a crucial factor.

Craig Beard, the director of the Aircraft Certification Service, reported that "the people in the Manufacturing Division and those in the directorates worked feverishly from the time of the announcement to the end of December to get the program underway."

"And in the course of it, they met the Administrator's first deadline by completing the first two inspections by the week of November 16."

McArtor also said he wanted the inspections completed within a year, but this was later extended for budgetary reasons.

The project was dubbed Operation Snapshot by the Aircraft Manufacturing Division because it was similar to freezing an image of the industry as in a photograph.

In making the announcement, McArtor made it clear that he had no reason to believe there was anything inherently wrong with the aircraft manufacturing industry in this country. He added, however, that there have been a number of recent developments—such as computer-aided design and manufacturing, the use of composite materials and production agreements with foreign manufacturers—that could have an impact on the quality of U.S.-manufactured aircraft.



Manufacturing technology has been constantly changing since inspectors Kelly Paulson (center) and Jim Devaney (right) reviewed Boeing 737 cabin safety with Boeing representative Jim Ternet. New developments require new FAA inspection criteria and standards.



Automated manufacturing technology and new materials, such as went into this Boeing 737-400 at the Renton, Wash., plant, have to be addressed in FAA rules and in revamping manufacturing inspector training.

Boeing photo

The purpose of Operation Snapshot, he continued, was to make sure that the impact wouldn't be negative.

So the name of the game was to be "information and prevention," not enforcement. As a consequence, the inspections couldn't be run in the normal way but had to be modified to make sure that information and prevention were the result.

The first step, then, was to plan how the inspections were to be made and what the criteria would be.

It was decided that the goal of Operation Snapshot was to produce a factual record—free of opinion or preconcep-



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tions—to answer three questions:

—Does the manufacturer have an FAA approved quality control program?

—Does that program include specific quality standards?

—Is the manufacturer following its quality control procedures?

"If the answers to all three questions are yes, then we've got no problems," Beard said. "But if the answer to any is no, we can expect trouble."

Although a detailed report will not be available until after the inspections are completed in September of 1989, Beard said the indications so far are that most of the manufacturers are getting high

marks for their quality control programs, but some of them are having problems.

As of early September this year, 73 of the 160 planned inspections had been completed.

By far the largest of these was, as one would expect, the inspection of the Boeing Company—the country's largest manufacturer of civil aircraft. The Boeing inspection took place between June 21 and June 30 and involved 13 inspectors.

The leader of the Boeing inspection team, Raymond E. Gonzalez, a manufacturing inspection staff specialist in the New England Region's Manufacturing Inspection Office, Aircraft

Certification Division, said the atmosphere during the inspection was highly professional on both sides.

"Boeing went out of its way to provide us with what we needed, and we tried our best to make the whole thing as painless as possible.

"It was definitely not a we-versus-them type of encounter."

Gonzalez, who described himself as "primarily an engine man for more than 30 years," got a fascinating look at how airframes are made. He was particularly intrigued, he said, by a shot-peening process used to put the airfoil curve into the aluminum sheets that wind up as the top skin of aircraft wings.

Shot peening, which is normally used

to harden the surface of metal parts, uses compressed air to bounce hundreds of small steel balls (called shot) off the surface.

"But in this process," Gonzalez said, "they use a computer-controlled machine to aim the shot—at the necessary velocity and in the volume needed—at the underside of the skin to make the top side bow out in the exact air-foil shape. And some of these skins were 135 feet long. It was fascinating."

So was the inspection itself, Gonzalez said, and the team found Boeing's procedures essentially correct.

The ball peening was illustrative of the automated activities entering the aerospace industry, he noted. "It's something we have to get a handle on. Manufacturing techniques that were always considered the realm of extremely high-volume production requirements are now being applied to small-batch processing, which has been a bench-type operation for an individual. Now, automation can do it with more efficiency and better repeatability."

"This kind of visit produces the data for the Snapshot program that will permit us to see the real environment and answer such questions as: What are the requirements for personnel coming into our organization? What do our rules have to address? What techniques are changing? The only way you can do that is to get out where it's happening and come back with some valid data." ■



The introduction of computer-aided design and manufacturing of aircraft has an impact not only on the quality of the process but also on the skills and training of FAA inspectors and Flight Standards rules' reflection of the techniques.



Gerald Hill (right), manager of the Battle Creek, Mich., Flight Inspection Field Office, and airspace system inspection pilot Jeff Randall (left) receive a model of the Beech 300 Super King Air from Jim Coffey, manager of Aviation Standards' Flight Programs Division, as a memento of the delivery of the first of the new turbo-prop flight inspection aircraft—the real thing standing behind them. The Atlanta, Ga.; Oklahoma City; Atlantic City, N.J.; and Sacramento, Calif., FIFOs received their firsts by late October.

Photo by Jack Stuenkel

CAP Appreciation for a Sextet

A half dozen FAAers were honored by the Civil Air Patrol in Washington, D.C., recently for their work in accident prevention with pilots.

Accident prevention specialist Scott Gardiner, from the Seattle, Wash., Flight Standards District Office, was presented with the individual Brewer Award for excellence in aerospace education. The five others, all employees in the Aviation Standards National Field Office (ASNFO) in Oklahoma City, were recognized for their involvement in establishing a national FAA/CAP Check Pilot Standardization Course.

Gardiner helped obtain federal, state and aviation industry cooperation for the Northwest Aviation Conference, a trade show at the Tacoma Dome. Industry rented the space for its show; the state was moved to use the occasion and hall space to hold its own awards banquet, and FAA got time in the lecture halls to hold its accident-prevention seminars.

Gardiner helped get top speakers for the pilot seminars, drawing about 2,000 pilots per session and a total of about 7,500 for the weekend of the trade show. The seminars were wide-ranging, covering airplanes, float planes, helicopters, hang gliders and balloons. (The FSDO specialist had piloted his own homebuilt balloon at the Winter Olympics in Calgary, Canada.)

Gardiner's education program also includes classroom tours around the state and sponsorship of a "Reach for the Stars" Egg Drop Contest conducted on a school and statewide level. In the competition, students imagine a hard landing on Mars, for which they must design a container (capsule) that will protect a raw egg (an astronaut) in a fall. The final winner is the lightest capsule in which the egg survives a 250-foot drop from the ceiling of the Tacoma Dome.

For their work in establishing a standardized system of procedures used when pilots complete periodic check-ride



John Howard, director of ASNFO



Richard C. Hall



Fred C. Laird



Aviation safety inspector Scott Gardiner, Seattle FSDO, accepts the 1988 Frank G. Brewer Civil Air Patrol Memorial Aerospace Award from Civil Air Patrol national commander Maj. Gen. E.E. Harwell at ceremonies held in Washington, D.C.

CAP-USAF photos by Staff Sgt. George Wendt

examinations, the following were presented CAP plaques of appreciation: John Howard, director of ASNFO; Richard C. Hall, manager of the Regulatory Support Division; Fred C. Laird, then manager, Examiner Standards Branch, now FAA representative in Canberra, Australia; Ronald Bragg, supervisor, Examiner Standardization Section, Examiner Standards Branch; and Walter S. Shamel, aviation safety inspector, Examiner Standardization Section.

Making the awards were CAP national commander Maj. Gen. E.E. Harwell and Air Force Col. John T. Massingale, Jr., CAP executive director and commander of CAP headquarters.

Shamel also received the CAP Distinguished Service Medal for his involvement in the Check Pilot program. ■



Walter S. Shamel



Ronald Bragg



This newly completed building in November 1963 became home to the headquarters of the independent Federal Aviation Agency. To the right is a "temporary" building where now there is a tunnel entrance to the Southwest Freeway and the Forrestal Building (Department of Energy).

by the Department of Transportation when it began operation in 1967.

As the FAA building enters its second quarter-century, it is being adapted to the agency's changing needs, which include returning to the original design. Partitions are being removed in favor of low, modular workstations that will restore proper ventilation while providing a more space-efficient environment. ■

Happy Silver Anniversary, FOB 10A!

A quarter-century ago this month, 800 Independence Avenue Southwest became FAA's Washington headquarters, and on the day that President John F. Kennedy was assassinated, FAA employees began moving in from 17 locations scattered around the District of Columbia and Virginia.

The designers of the FAS Building, otherwise known as Federal Office Building 10A, eliminated formal corridors except in its core around the elevators, and individual offices were clustered near that core. The remaining areas toward the windows were left in open bays, some of which survive to this day.

You could always tell which floor you were at when you stepped off the elevators because the walls were color coded, as were other panels throughout. This scheme lasted at the elevator banks until this past summer when all floors were given the same medium blue.

Through the years, the clamor for private offices with windows and quieter

work areas led to the erection of many partitions. These altered the air flow for heating and cooling, dismaying generations of employees as they sweltered in the summer and shivered in cool weather.

The building was furnished with a vending machine snack bar on the fifth floor and a cafeteria, executive dining room and service snack bar offering grilled hot dogs and hamburgers and hand-dipped ice cream treats on the second floor. Economy measures ended the executive dining room and service snack bar.

FAA also had a sizable library, a printing operation, a graphics shop and a photo lab. Except for a smaller library, these services were taken over



FAA Administrator Najeeb Halaby (right) chats with members of the FAA Design Advisory Committee and Commission of Fine Arts: (left to right) Elinor Douglas, Gordon Buntshoff, Mary Healey, William Walton, Aline Saarinen, John Carl Warnecke, Barnham Kelly and Hideo Sasaki. Not shown are Mrs. George Wheeler, Andrew Ritchie, Henry Dreyfuss, Stanley Marcus (of Neiman-Marcus) and Eliot Noyes.



The work bays near the windows still exist but don't run the length of the building any longer, having been broken up by offices and partitions for segregating office branches.

A Bow... continued from page 1

Presidential Ranks Award



Dot Secretary Jim Burnley (right) congratulates FAA Executive Director Robert Whittington on his Presidential Ranks Award.

Award for Meritorious Achievement, given "in recognition of exceptionally meritorious service to the Department or Federal Government or for exceptional achievement which substantially contributed to accomplishment of the Department's mission or major programs."

Robert S. "Bart" Bartanowicz, assistant manager, Safety Regulations Division, Office of Program and Regulations Management, received his Silver Medal for his work in helping to establish a drug-free transportation environment.

Dominic DeSantis, engineering technician, North Syracuse, N.Y., Airway Facilities Sector, for his work at the Niagara Falls Power Station and the Harrisburg Cable Restoration projects.

Joyce J. Gillen, communications management specialist, Telecommunications Operations & Administration Program in the Systems Maintenance Service, for her efforts in managing the acquisition and implementation of the Administrative Data Transmission Network.

Irene E. Howie, Assistant Chief Counsel, International Affairs & Legal Policy Staff, for leadership in drafting and negotiating the 1988 Protocol to Amend the Montreal Convention.

Michael E. Perie, manager, Advanced Automation System Division, Automation Service, for deployment of the Host Computer and preparation of the request for proposals of the AAS.

Barbara G. Ritz, personnel officer,



Posing with Administrator Allan McArtor are five other Presidential Ranks Award winners: (from the left) John S. Kern, Donald J. Schneider, C.R. Melugin, Jr., McArtor, Paul Bohr and Norbert A. Owens.



Martin Pozesky



Jack A. Sain



Wayne J. Barlow

Equal Opportunity



Robert J. Dame



Four of the EO award winners receive congratulations from Administrator McArtor (right); Temple H. Johnson, Jr., James L. Wright, David R. Robinson and Margaret L. Powell (left to right).

George B. Thomas, Sr., public programs specialist, Office of Civil Rights: for developing the program for Historically Black Colleges and Universities.

Benjamin H. Tollison, Jr., supervisory aviation safety inspector, Evaluation Staff, Office of Flight Standards: for development of National Aviation Safety Inspection and Regional Evaluation programs.

William J. White, manager, Aircraft Maintenance Branch, New England Flight Standards Division: for high-

quality work while striving to improve service to the public.

Four of the five Secretary's Awards for Valor went to FAAAs "for acts of heroism or courage involving great risk by civilian employees."

John B. Haley, computer systems analyst in Seattle, Wash., rescued a drowning boy.

John F. Hollowell, airspace system inspection pilot in Atlanta, Ga., rescued a neighbor trapped in a burning house.

Robert J. Dame, deputy director, Office of Program and Regulations Management; Temple H. Johnson, Jr., manager, Northwest Mountain Region's Air Traffic Division; Margaret L. Powell, organizational development specialist, Human Resource Management Division, Office of Associate Administrator for Human Resource Management; David R. Robinson, air traffic control specialist, JFK Tower, Jamaica, N.Y.; and James L. Wright, manager, Southern Region's Air Traffic Division.

Fourteen FAAAs received the Secretary's Award for Excellence, granted to employees in grades GS-1 to 9 and WG-1 to 8 who "achieved outstanding performance in all aspects of their work and deserve special commendation."

The winners are Margaret A. Braton, Jamaica, N.Y.; Doris E. Brown, Anchorage, Alaska; Leila M. Burgess, Washington, D.C.; Ralph A. Carrozza,

Silver Medal



Administrator McArtor (second from right) congratulated Meritorious Achievement (Silver Medal) winners (from the left) William J. White, Benjamin H. Tollison, Jr., Robert S. Bartanowicz, Irene E. Howie and Dominic DeSantis.



Five more Silver Medal winners meeting with the Administrator are (left to right) Raymond A. Salazar, Barbara G. Ritz, Joyce J. Gillen, Michael E. Perie, Administrator McArtor and George B. Thomas, Sr.

Award for Valor



The quartet of recipients are (from the left) William H. Ramos, John B. Haley, John F. Hollowell and Kevin E. Tyner (right) standing with Administrator McArtor.

Aeronautical Center: for leadership in human resource management and improving the quality of worklife.

Raymond A. Salazar, director, Office of Civil Aviation Security: for contributions to travel safety.

Award for Excellence



Flanking Administrator McArtor are Excellence awardees (from the left) Catherine A. Zimmerman, Rita M. Lynch, Mary Ann Hall and Cheryl L. Charboneau.



Another set of Excellence winners receiving the Administrator's thanks include (from the left) Terry K. Harris, Doris E. Brown, Margaret A. Braton, Margaret D'Ambra and Catherine S. Montgomery.

William H. Ramos, utility systems repair operator in San Juan, Puerto Rico, rescued a woman and her daughter from a burning apartment.

Kevin E. Tyner, air traffic control specialist in St. Paul, Minn., saved a holdup victim from serious bodily harm.

The Secretary's Award for Outstanding Achievement in Equal Opportunity is given to "those employees, supervisors or managers who have excelled in their efforts to promote equal opportunity through unusually effective leadership, skill, imagination and perseverance." It went to five FAAAs;

Jamaica, N.Y.; Frances B. Chaffin, Oklahoma City; Cheryl L. Charboneau, Oklahoma City; Margaret D'Ambra, Atlantic City, N.J.; Mary Ann Hall, Washington, D.C.; Harry L. Harrington, Des Plaines, Ill.; Terry K. Harris, Brussels, Belgium; Rita M. Lynch, Miami, Fla.; Catherine S. Montgomery, Kansas City, Mo.; Donna Stenski, Washington, D.C.; and Catherine A. Zimmerman, Seattle, Wash. ■



Still another quintet of Excellence award recipients posing with the Administrator are (left to right) Leila M. Burgess, Harry L. Harrington, Donna Stenski, McArtor, Frances B. Chaffin and Ralph A. Carrozza.

FAA's 'Other' Inspectors

By Duncan B. Pardue

Since aviation safety concerns have become a daily part of news media reports, the flying public should know that there are FAA inspectors who check the reliability of aircraft and the qualifications of crews who fly and maintain them.

But the public probably takes for granted the intricate safety requirements of certifying airports. This is the responsibility of FAA's "other" inspectors, who, under Federal Aviation Regulations Part 139, have to measure up the airports that handle aircraft with more than 30 passenger seats.

There are only 26 active airport certification inspectors in FAA's nine regions, and they must personally inspect more than 650 airports at least once a year. Their duties are to enforce Part 139 regulations.

Here are the major safety questions they explore during each inspection:

- Are the runways being properly maintained? Is there any evidence of spalling (or flaking), corner breaks or raveling (showing loose aggregate)? Are there indications of base failure, which could mean major structural problems?
- Are the taxiways being maintained?
- Are the safety areas next to these pavements cleared and graded?

- Are the runways, taxiways and safety areas properly drained, and are the drains and storm sewers clear?

- Are there indications of design problems—need for fillets (rounded corners at intersections) or for high-speed exits, for example?

- Are the runways properly marked and visible to flight crews? Are the guidance signs operational, and do they meet existing standards?

- Are the runways and taxiways lighted, and do they work?

- Is the Aircraft Rescue and Fire Fighting equipment ready at a moment's notice? Are the crews trained? Does the airport have an emergency plan involving area hospitals, police and ambulance services, and when was it last tested?

- Is aircraft fuel properly handled and stored? Does the fueling equipment meet safety standards? Are line personnel properly trained?



Airport-certification inspectors Vince Cimino (left), Eastern Region, and Ed Rancourt, Safety and Compliance Division, Office of Airport Standards, Headquarters, review Roanoke, Va., Regional Airport's obstruction chart to begin an annual certification inspection.



Using an inclinometer, Cimino measures the height of trees near the runways at Elmira-Corning, N.Y., Regional Airport. On the instrument landing system approach, obstructions must not exceed one foot in height for each 50 feet from the end of the runway's primary surface.



Threshold, runway edge, taxiway and obstruction lights are inspected to assure alignment, orientation and operation.



Cimino evaluates tire rubber deposits in pavement grooving for possible removal. The grooving increases friction by reducing water buildup beneath aircraft tires in wet weather.

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.



With Elmira's runway lights turned on to their brightest level, Cimino checks their number, color and whether all are working.



An unannounced emergency-response drill is conducted in which Aircraft Rescue and Fire-Fighting (ARFF) vehicles must reach a designated spot on the airport within three minutes and begin spraying foam on the "fire."

- What are the airport's procedures for handling hazardous materials and fuel spills?

- Does the airport have a snow and ice control plan and the necessary equipment?

- Is airport airspace, according to FAR Part 77, clear of obstructions or, where unavoidable, are obstructions properly marked and lighted?

- Are there procedures for controlling wildlife and birds on the airport?

Answering all these questions at an airport takes at least a day and as much as three at the largest airports. Preparing reports and other paperwork on each inspection can add a week or more. It is easy to see that all of the inspectors have to run fast to keep up. Fourteen-hour days are not uncommon.

Reports to airport managers describe the deficiencies that the inspections revealed and stipulate the dates for their correction. Legal enforcement can follow, if necessary.

"You can't ground an airport the way you can a pilot or an aircraft," says Bill DeGraaff, manager of the Safety and Standards Branch in Eastern Region's Airports Division. "But we have the same support from Legal that the Flight Standards inspectors have. If necessary, certificates can be revoked and civil penalties imposed."

In addition to their inspection duties, airport certification inspectors are on call when the National Transportation Safety Board investigates accidents that occur at or near airports. They were a key part of the investigation of the August 1988 crash of Delta Airlines flight 1141 on takeoff from Dallas-Fort Worth Airport.

Airport inspectors have cockpit access, which allows them the oppor-



Here, with Piedmont General Aviation fuel manager Daryl Altizer, Cimino inspects a fuel truck to assure compliance with FAR Part 139 and with National Fire Protection Association standards. Among the requirements are a deadman flow-control release, grounding clamps, external life extinguishers, external brake releases and hazardous materials signs.



Rancourt (left) and Cimino discuss the results of the inspection in an exit interview with Roanoke airport manager Wayne Robertson.



Cimino checks the grounding wire at a fuel farm, as Piedmont General Aviation fuel manager Daryl Altizer (right) looks on.



After a sample of firefighting spray foam from an ARFF truck is gathered for analysis, Cimino uses a refractometer to check its water-to-concentrate ratio.

tunity to view the airport just like an airline captain and to discuss safety matters with the airline crews. Many of the inspectors are also pilots, who use aircraft to travel between inspections.

This means they are subject to the weather. Eastern Region airport certification inspector Vince Cimino recalls spending many nights in pilot lounges of small upstate New York airports.

"Tough Vince," as his colleagues call him, said that, contrary to what one might expect, the more serious violations are not necessarily at small municipal airports.

"For example, during an inspection at a busy northeast airport, a sudden rainstorm revealed a serious ponding problem on the runway," Cimino



Fuel quality is monitored with Millipore samples by comparing the color of fuel-soaked swatches with the supplied samples.

recalled. "Airport management immediately called in equipment to cut a temporary drainage channel.

"Most of the airport operators know what they are supposed to do, and they do it willingly and well," he continued. "Many of the violations we find are for want of money or the result of equipment that may be nearing the end of its useful life."

Fortunately, airport district offices are sometimes able to provide quick, safety-related grants when discretionary funds are available.

The next time you are an air passenger coming in for a landing, be assured that one of these 26 "other" FAA inspectors has looked at every foot of the runway below, every light, all the safety equipment and all the surrounding trees and obstructions, plus is very well aware of the habits of the local sea gulls, geese, groundhogs and deer. ■

People

Aeronautical Center

- **William E. Collins**, assistant manager, Civil Aeromedical Institute (CAMI).
- **James W. Evans**, group supervisor, Aeromedical Certification Branch, CAMI, promotion made permanent.
- **Bobby G. Lively**, supervisor, Air Carrier Operations Section, Aviation Standards Branch, FAA Academy, promotion made permanent.
- **Lester K. Pitchford, Jr.**, supervisor, Electrical-Electronics Management Section, Contract Management Branch, Procurement Division, promotion made permanent.

Alaskan Region

- **Katherine E. Arehart**, area manager, Nome Flight Service Station, from Sitka.
- **Jimmy D. Boyd**, maintenance mechanic foreman in Bethel, North Alaska Airway Facilities Sector, Fairbanks.
- **John T. Maxwell II**, manager, Cold Bay FSS, from the Fairbanks FSS.
- **James S. Warner**, supervisor, Fairbanks AF Sector Field Office Unit, North Alaska AF Sector.
- **Patrick D. Wilson**, manager, Northway FSS, from the Fairbanks FSS.
- **Michael T. Wise**, unit supervisor, Anchorage ARTCC AF Sector, from local carriers' Program Engineering Service.

Central Region

- **Richard P. Bergman**, area supervisor, Lambert Field Tower, St. Louis, Mo.
- **James L. Besel**, unit supervisor, Establishment Engineering Branch, Airway Facilities Division.
- **James W. Brunsell**, supervisor, Programming Section, Planning & Programming Branch, Airports Div., from headquarters' Office of Airports Planning and Programming.
- **Leroy J. DeLong**, area supervisor, Fort Dodge, Iowa, Automated Flight Service Station (AFSS), from Cedar Rapids, Iowa.
- **David G. Denton**, area supervisor, Wichita, Kan., Tower, from the Minneapolis-St. Paul, Minn., Tower.
- **John E. Elliott**, manager, Garden City, Kan., FSS, from the St. Louis AFSS.
- **Charles W. Seger**, chief, Operations, Program and Planning Branch, AF Division.

Eastern Region

- **Harold D. Abbott**, assistant manager, programs, Williamsport, Pa., Automated Flight Service Station (AFSS), promotion made permanent.
- **Robert W. Burdette**, area supervisor, Andrews Air Force Base Tower, Camp Springs, Md., promotion made permanent.
- **Robert J. Cammaroto**, federal air marshal, National Capital Civil Aviation Security Field Office, Arlington, Va.

- **Anthony R. Capaldi**, area supervisor, Poughkeepsie, N.Y., Tower, promotion made permanent.
- **Theodore Cavaoris**, manager, Philadelphia Flight Standards District Office (FSDO), from Farmingdale, N.Y.
- **Carole A. Dilodovic**, section supervisor, Washington Airports District Office, Falls Church, Va., promotion made permanent.
- **Raymond J. Holland**, assistant manager, plans and procedures, Washington-Dulles International Airport Tower.

- **Abigail C. Moserowitz**, program manager for El Cerritos, Airway Facilities Division.
- **Joseph L. Nottage, Jr.**, manager, Washington National Airport Airway Facilities Sector Field Office (AFSFO), Capital AF Sector, from Norfolk, Va.
- **Terry J. Page**, section supervisor, Washington Airports District Office, Falls Church, Va., promotion made permanent.
- **Robert H. Payne, Jr.**, area supervisor, Andrews AFB Tower, promotion made permanent.

- **John T. Rountree, Jr.**, manager, Lynchburg, Va., Tower, from Richmond, Va., Tower.
- **Walter Sheppard**, section supervisor, New York Civil Aviation Security Field Office.
- **John L. Sletke**, area supervisor, Millville, N.J., AFSS, promotion made permanent.

- **Heury L. Steck**, assistant manager, New York AFSS.
- **Phillip W. Thiemann**, deputy manager, Aviation Medical Division.
- **William F. Wildermuth**, manager, Baltimore AFSFO, Capital AF Sector.

Great Lakes Region

- **Richard D. Ames**, area supervisor, Dayton-Vandalia, Ohio, Tower, from the Champaign, Ill., Tower.
- **Bobby J. Bowers**, manager, Evansville, Ind., Tower, from Chicago O'Hare Tower.
- **Kristina L. Converse**, area supervisor, Lansing, Mich., Tower, from Detroit Metro Tower.
- **Carlton E. Francis**, assistant manager—Operation, Port Columbus (Ohio) Tower.
- **Louis D. Hacker**, manager, Clinton County, Mich., Airway Facilities Sector, Field Office, Michigan AF Sector, from the AF Division.

- **William B. Hawke**, assistant manager for program support, Illinois AF Sector, Springfield, Ill., from the AF Division.
- **Rufus Henton, Jr.**, security specialist—Air Security Branch, Civil Aviation Security Division.
- **David J. Huss**, maintenance mechanic foreman in Brown County, Wisconsin AF Sector, promotion made permanent.

- **John P. Kleber**, area supervisor, Terre Haute, Ind., Automated Flight Service Station.
- **Larry G. Mathews**, area supervisor, Dayton-Vandalia Tower, promotion made permanent.
- **Robert C. May**, area supervisor, Detroit Metro Tower, from Traverse City, Mich.
- **James P. McNally**, assistant manager, quality assurance, Chicago ARTCC.

- **Robert L. Miller**, area manager, Chicago ARTCC.
- **Joe A. Nakanishi**, assistant manager for technical support, Brown County, Wisconsin AF Sector, from the AF Division.
- **Peter A. Serini**, manager, Detroit Airports District Office, from Airports Div.
- **Daniel J. Smejkal**, assistant manager, plans and programs, Chicago ARTCC.

- **James J. Soper**, supervisor, Technical Inspection Section, Operations Engineering Branch, AF Division, from Aurora, Ill.
- **Keith A. Thompson**, area supervisor, Moline, Ill., Tower, from the Minneapolis-St. Paul, Minn., International Airport.
- **Ronald E. Wiest**, assistant manager for training, Chicago ARTCC.

New England Region

- **Robert B. Farquhar**, assistant manager, plans and programs, Boston Logan Tower.
- **Mark A. Libby**, area supervisor, Quonset, R.I., TRACON, from the Atlanta, Ga., International Airport Tower.
- **Edward J. Sullivan**, area manager, Bangor, Maine, Tower.
- **Irving Washington**, area supervisor, Providence, R.I., Tower, promotion made permanent.

Northwest Mountain Region

- **Rodney J. Barnes**, systems engineer, Denver ARTCC AF Sector (AFS).
- **Robert T. Broadbent**, section supervisor, Salt Lake City, Utah, Flight Standards District Office.
- **Joseph G. Conner**, assistant manager, plans and programs, Seattle, Wash., ARTCC.
- **James V. Devany**, manager, Seattle Manufacturing Inspection Office, from Everett, Wash.

- **William U. Klaus**, supervisor, E&E Program Section, Program and Planning Branch, AF Division.
- **Charles R. Torres**, manager, Grand Junction, Colo., Flight Service Station.
- **Herbert W. Zwygart**, group supervisor, Establishment Branch, AF Division.

Southern Region

- **Harrison B. Barger**, area supervisor, Nashville, Tenn., Automated Flight Service Station (AFSS), from Crossville, Tenn.
- **Earlis R. Bernard, Jr.**, assistant manager for training, Miami, Fla., AFSS, from the Nashville AFSS.

- **Alvin E. Berry, Jr.**, area supervisor, Columbus, Ga., Tower, promotion made permanent.
- **James R. Borders**, unit supervisor, Florence, S.C., Airway Facilities Sector Field Office (AFSFO), Columbia, S.C., AF Sector, from the Tampa, Fla., AF Sector.
- **Thomas G. Carroll**, assistant manager, Raleigh, N.C., AFSS, from the Knoxville, Tenn., FSS.

- **Donald C. Clack**, deputy manager, AF Div.
- **Edward D. Cook**, supervisor, National Simulator Program Project Development Section, National Simulator Program Staff, Flight Standards Division, promotion made permanent.
- **Francis M. DeJoseph**, section supervisor, Mid-South Flight Standards District Office (FSDO), Atlanta, Ga.

- **Sterling E. Dickson**, assistant manager, Jackson, Miss., AF Sector.
- **Hoyt L. Dunn**, assistant manager, Atlanta Hub AF Sector, from the AF Division.
- **Jimmy Ellis**, assistant manager for program support, Atlanta Hub AF Sector, promotion made permanent.
- **James D. Esteppe**, unit supervisor, Mid-South FSDO, promotion made permanent.

- **Larry Griffin**, unit supervisor, Wilmington, N.C., AFSFO, Raleigh, N.C., AF Sector, from Charlotte, N.C., AFS.
- **Stephen C. Harless**, area manager, Atlanta ARTCC.
- **Hershal S. Helton, Jr.**, area supervisor, Raleigh Tower, from Memphis.

- **Franz Juran**, section supervisor, Ft. Lauderdale, Fla., FSDO, promotion made permanent.
- **Sheldon D. La Montain**, crew chief, Jacksonville, Fla., ARTCC AF Sector, promotion made permanent.
- **Norman J. Magyar**, assistant manager, Jacksonville Tower.

- **B. Riley Milliner, Jr.**, unit supervisor, Jacksonville Hub AF Sector, from Chattanooga, Tenn.
- **Harlan L. Mumma**, area supervisor, Ft. Lauderdale Executive Airport Tower, from the Knoxville, Tenn., Tower.
- **Gordon L. Reynolds**, assistant manager, airspace and procedures, Jacksonville ARTCC.

- **Diana Maria Rivera**, area supervisor, San Juan, Puerto Rico, CERAP, from the Miami Tower.
- **Michael G. Sapp**, area supervisor, Lexington, Ky., Tower, from the Miami Tower.
- **George M. Uhrin**, unit supervisor, Mid-South FSDO, promotion made permanent.

- **Everett A. Weaver**, unit supervisor, Key West, Fla., AFSFO, Miami Hub AF Sector.
- **Ralph C. Kennedy**, manager, Miami, Fla., AFSS, from the Nashville AFSS.

- **Lacy E. Wright, Jr.**, assistant manager, Birmingham, Ala., Tower, from the Jacksonville Tower.
- **Eugene W. Wygal**, assistant manager, traffic management, Jacksonville ARTCC.

Southwest Region

- **Larry E. Barklage**, team supervisor, Baton Rouge, La., Flight Standards District Office (FSDO).
- **Roger F. Beck**, manager, Little Rock, Ark., Airway Facilities (AF) Sector, from the AF Division.
- **Vonnie E. Caldwell**, area supervisor, De Ridder, La., Automated Flight Service Station (AFSS), from the Little Rock FSS.

- **Samuel J. Gill, Jr.**, manager, Abilene, Texas, Tower, from headquarters' Air Traffic Operations Service.
- **Weston Hampton**, supervisor, Master Planning Section, Airports Planning Branch, Airports Division, from Albuquerque, N.M., Airports District Office.

- **Willie S. Harris**, manager, El Paso, Texas, AF Sector, from the Houston, Texas, ARTCC AF Sector.
- **Benny M. Hillborn**, assistant manager for training, Houston Instrumental Airport Tower.
- **Bill J. Howard**, manager, Airports Programming Branch, Airports Div., from the Bethany, Okla., Airports District Office.

- **Patrick W. Marable**, manager, Houston ARTCC AF Sector, from the Houston AF Sector.
- **Robert C. Molaf**, team supervisor, Baton Rouge FSDO.
- **Edward A. Skoog**, assistant systems engineer, Fort Worth, Texas, ARTCC AF Sector.

- **Ralph L. Todd**, manager, San Antonio, Texas, AF Sector, from Portland, Ore.
- **Feipe Villarreal**, assistant manager for program support, San Antonio AF Sector.

- **Robert T. Weaver**, chief, Rotocraft Standards Staff, Aircraft Certification Division, promotion made permanent.

Technical Center

- **Elmer C. Clarkson**, supervisor, En Route Support Systems Section, National En Route Field Support/Maintenance Branch, Automation Software Division.
- **Loni Czekalski**, deputy manager, Operational Test & Evaluation Division.
- **William E. King, Jr.**, manager, Logistics Services Branch, Acquisition & Materiel Services Division, promotion made permanent.

Washington Headquarters

- **Joy Ann Herndon**, group supervisor, Program Management Staff, Systems Maintenance Service, promotion made permanent.
- **Ann Peavey Hoffer**, chief, Executive Staff, Associate Administrator for Human Resource Management.
- **Roy D. Jakeway**, unit supervisor, International Field Office, Frankfurt, Germany, from the Detroit, Mich., FSDO.

- **Peter Michael Keefe**, manager, International Special Programs Branch, International Assistance Division, Office of International Aviation.
- **James S. Kemp**, manager, Capital Division, Office of Budget.
- **Rondel L. Lipp**, manager, Maintenance Processors Program, Navigation/Landing & Facilities Monitoring Division, Program Engineering Service.

- **Dennis P. McEachen**, manager, Drug Abatement Program, Office of Aviation Medicine.
- **David C. McFadden**, unit supervisor, Internal Security Branch, Investigations and Security Division, Office of Civil Aviation Security.
- **Peter C. McHugh**, deputy manager, International Assistance Division, Office of International Aviation.

- **James G. Cole**, Kelly V. Cooper, Jesse J. Cooper, Vernon H. Drews, Jr., Robert G. Jarrett, Milton G. Thompson, John C. Winters, Jr.
- **John H. Dempsey, Jr.**, John R. Gallimore, Richard E. Nelson, Gerald M. Lawson, Eugene P. McMahon, Louis D. Mitchell, Jr., John A. Moskop, Nolan D. Newman, Tony C. Vaughn.

- **Alan K. Moore**, manager, Software & Support Program, Navigation/Landing & Facilities Monitoring Division, Program Engineering Service.
- **Hazel R. Peters**, manager, Paperwork Management Branch, Management Standards & Statistics Division, Office of Management Systems, from Aviation Standards National Field Office, Oklahoma City.

- **Clubert G. Poff**, manager, New York TRACON Branch, ATC Automation Division, Automation Service.
- **David B. Tuttle**, assistant manager, Communications & Weather Sensors Division, Program Engineering Service.
- **Carey L. Weigel**, deputy manager, Advanced Traffic & Weather Systems Div., Advanced System Acquisition Service.

Western-Pacific Region

- **Robert E. Bebut**, unit supervisor, Los Angeles Flight Standards District Office (FSDO).
- **William D. Coons**, area supervisor, Ontario, Calif., TRACON, from the Air Traffic Division.
- **Lloyd T. Crumrine**, aviation safety inspector, Los Angeles FSDO.
- **William T. Eyre, Jr.**, aviation safety inspector, Los Angeles FSDO.

- **Dale L. Frehaber**, area supervisor, Phoenix, Ariz., Tower.
- **Lauren L. Graes**, area supervisor, Hawthorne, Calif., Automated Flight Service Station (AFSS).
- **Alfred M. Granizo**, area supervisor, Prescott, Ariz., AFSS.

- **Joseph G. Green**, operations inspector, San Francisco FSDO.
- **Terry L. Hoyt**, crew chief, Establishment Engineering Branch, Airway Facilities (AF) Division, promotion made permanent.
- **Bruce R. Jones**, area supervisor, Red Bluff, Calif., FSS, from Riverside, Calif.

- **James G. Cole**, Kelly V. Cooper, Jesse J. Cooper, Vernon H. Drews, Jr., Robert G. Jarrett, Milton G. Thompson, John C. Winters, Jr.
- **John H. Dempsey, Jr.**, John R. Gallimore, Richard E. Nelson, Gerald M. Lawson, Eugene P. McMahon, Louis D. Mitchell, Jr., John A. Moskop, Nolan D. Newman, Tony C. Vaughn.

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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 to branch manager in offices are published. Other changes usually cannot be accommodated because there are thousands each month.

- **Sabra W. Kaulia**, assistant manager, Los Angeles TRACON, from headquarters' Air Traffic Operations Service.
- **Kathryn E. Kuhlmann**, special projects officer, Special Projects Branch, Air Traffic Division.

- **Robert E. Leone**, supervisor, Environmental Support Unit, Golden Gate AF Sector, Hayward, Calif., from Hayward AF Sector.
- **Benjamin L. Maes**, assistant manager for training, Sacramento, Calif., AF Sector, promotion made permanent.
- **Stephan A. Mason**, manager, Santa Barbara, Calif., Radar/Automation/Navigation/Communications AF Sector Field Office, Los Angeles AF Sector, promotion made permanent.

- **Michael S. Meyers**, area supervisor, Los Angeles TRACON, from the New York TRACON.
- **Thomas E. Morehouse**, area supervisor, McClellan Air Force Base TRACON, Sacramento.
- **Matthew F. Nally**, unit supervisor, Los Angeles ARTCC AF Sector.

- **John L. Pfeiffer**, manager, San Francisco Airports District Office, promotion made permanent.
- **John L. Roach**, aviation safety inspector, Los Angeles FSDO.
- **Thomas H. Schmidt**, manager, Long Beach, Calif., Tower, from Fullerton, Calif.
- **Ruth A. Schoumer**, unit supervisor, Las Vegas, Nev., FSDO, promotion made permanent.

- **John E. Thorpe**, aviation safety inspector, San Diego, Calif., FSDO.
- **James J. Upton**, area supervisor, Hawthorne AFSS.
- **Ralph M. Utterback, Jr.**, operations inspector, San Francisco FSDO.

- **Katherine J. Wallmeller**, area supervisor, Mesa, Ariz., Tower, from Phoenix.
- **Robert J. Warnke**, assistant manager for training, Los Angeles AF Sector.

Retirees

AERONAUTICAL CENTER

- **Timothy L. Barber**, Joseph B. Fitzgerald, John L. Ogden, Harry Schoenfelds, Donald L. Wilcoxson, Jerry L. Wood.

ALASKAN REGION

- **Robert B. Cole**, Cleo L. Osenkopf, Erland D. Stephens.

CENTRAL REGION

- **John H. Fisher**, Rosemary C. Jacks, Ralph C. Kennedy, Donald H. Whiston.

EASTERN REGION

- **Elwyn R. Barnes**, Phil James, John T. Petoau, Edwin N. Plesoats, Dorey F. Shapley, Jr., William E. Stenover.

GREAT LAKES REGION

- **Leon F. Bolt**, Francis B. Brincht, Frank J. Dolce, Harvey D. Doyle, Martin R. Duvla, Martin T. Husar, Kenneth W. Kantz, Rodney R. Manning, James A. Mannino, Russell W. Schneider, Jane M. Schneider.

SOUTHERN REGION

- **Jack L. Stensby**, Truman C. Stearns, Jr., Gerald L. Twaig, Leo E. Wondersky.

NORTHWEST MOUNTAIN REGION

- **Susan Szyszczak Alexander**, Lynn J. Bangerter, John N. Esala, Raymond A. Hill, Lavan J. Koch, James D. Martin, Donald L. McCall, Martin W. Parvi, David E. Orban, Charles E. Weller.

SOUTHERN REGION

- **Horace L. Anglin**, William J. Duke, William S. Frieson, Kenneth R. Gwaser, Stanley Gussow, Henry O. Harris, Regina A. Holcomb, Lester J. Hollenberger, Bernice G. Maddox, Jr., James T. Mesnick, James D. Robinson, Roy Gomer Sheppard, Rex D. Simpson, Handel B. Thigpen, Frances M. Triplett.

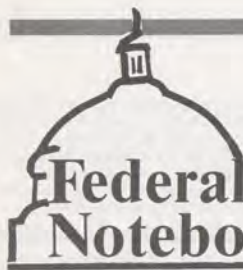
SOUTHWEST REGION

- **Timothy J. Boyd**

- **John J. Callahan**, Albert C. Christie, James C. Cooper, Louis H. Fobes, Raymond H. Matthews, Richard W. Nelson, James W. Nimslett, Nicholas L. Soldo.

WESTERN-PACIFIC REGION

- **Eugene L. Chanton**, Edwin W. Johnson, Gerald M. Lawson, Eugene P. McMahon, Louis D. Mitchell, Jr., John A. Moskop, Nolan D. Newman, Tony C. Vaughn.



Federal Notebook

FEDERAL EMPLOYEE WINNERS

In addition to the 4.1 percent pay boost in January, which is in concrete, there is other legislation benefiting federal employees that has passed Congress and, at this writing, is either awaiting the President's signature or being readied to send to him. Among them are:

- The Federal Employees Liability Reform and Tort Compensation Act would make the government the sole defendant in suits against employees performing their duties. The Supreme Court had ruled in January that employees were immune to prosecution only when using decision-making discretion, which exposed most rank-and-file employees to lawsuits for negligence.
- The Federal Employees Health Benefits Amendment Act would permit employees who leave the government to retain their health insurance at their own expense for up to 18 months, coverage already available to employees in the private sector. It would also continue coverage for up to three years for dependent children and former spouses.
- The Federal Employees Leave Transfer Act, familiarly known as the Leave-Sharing or Leave Bank bill, would authorize a government-wide, five-year program for

donating annual leave to co-workers facing medical or family emergencies and would establish three leave banks, which permit anonymous donations. Provision for sick leave donations was deleted from the bill. Under FAA's experimental program, there have been 50 recipients and 1,169 donors.

- In the Miscellaneous Revenues Act is a modification to the Windfall Elimination Provision, which reduces the first-tier amount of self-earned Social Security benefit that a federal annuitant may receive. The revision reduces from 25 to 20 years the amount of SS-covered work required to escape full reduction, which would be 40 percent of the earned benefit.

THE ALSO-RANS

Many pieces of legislation important to federal employees have fallen by the wayside:

- The perennial family leave bill that would have protected the jobs of federal and private sector employees who take extended leave without pay for personal illness, for birth or adoption of a child or to care for a seriously ill child or parent was filibustered to death. Its sponsors promise to reintroduce it in the next session.
- The surprise of the session was the pocket veto of the Whistleblower Protection Act. It passed the House 418 to 0 and the Senate by unanimous voice vote and was considered to have Administration support after some modification. It would have permitted employees who were disciplined or fired for exposing wrongdoing to prove only that whistleblowing was a factor in retaliation. It also would have made the Office of Special Counsel (OSC) an independent agency that could go to court to protect whistleblowers.

The veto was predicated on the unconstitutionality of the OSC provision and the possibility that non-whistleblowers could use the process to delay disciplinary actions.

- Up for its third go-around, the pay equity bill, which would have mandated a study of federal salaries as to discrepancies between men's and women's pay, died in the Senate.
- Hatch Act reform, another evergreen bill, was weakened and then stalled in the Senate, although it was passed overwhelmingly in the House. It would have permitted federal employees to run for partisan political party office, to participate in most off-duty political activity and to raise money for multi-candidate political committees.
- A quintet of bills introduced from both sides of the aisle to speed up annuity payments to new retirees all died in committee in the House.

OPEN SEASON

Remembering the double-digit percentage increases in health insurance premiums coming in January, it will pay to examine different health plans carefully as to the best balance for you of coverage for the money. You have until the close of the open season on December 9 to decide if you want to make a change.

COLA NEWS

Federal retirees will be getting a four percent cost-of-living increase in January, and those receiving pensions under the Federal Employees Compensation Act for on-the-job disabilities are looking toward a 3.1 percent increase thus far for their March COLA adjustment.

U.S. Department
of Transportation

**Federal Aviation
Administration**

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