

Pay Demonstration Makes a Difference

By Christopher K. Early

Results of the first eight months of the agency's Pay Demonstration Project show promise. They indicate that recruitment efforts and improved retention rates at the 11 sites covered by the project have been improved.

Implemented June 18, 1989, the project provides for retention allowances of up to 20 percent of base pay for approximately 2,200 air traffic controllers, aviation safety inspectors and airway facilities technicians and certain associated airway facilities positions.

The Pay Demonstration Project is a five-year experimental effort, implemented under the authority of the Office of Personnel Management (OPM), to determine if pay incentives can help relieve staffing shortages at facilities where recruitment and retention of personnel is a persistent prob-

lem. The allowances are paid on a quarterly basis. In September and December, covered FAA employees received their first two payments, ranging from approximately \$300 to \$4,000 per person depending upon grade and the length of time assigned to a covered facility.

"The project is beginning to indicate that it will do what we had intended it to do, and that is to get bids from people interested in moving to those high cost-of-living and other areas that were previously almost impossible to fill," said FAA Administrator James Busey in a recent Central Region *Intercom* interview.

Although it is too early to draw firm conclusions about the project's success, FAA officials point out that total staffing at the covered facilities has increased by more than 80 employees, or approximately four percent, since

project implementation.

Additionally, they note that most affected facility managers report an upswing in interest in vacancy announcements, with a corresponding increase in bids by experienced personnel. Generally, turnover at the covered facilities also has declined over previous levels, with fewer employees retiring, transferring to

encompass the following 22 organizational components: New York Air Route Traffic Control Center (ARTCC) and New York ARTCC Airway Facilities Sector (AFS); New York Terminal Radar Approach Control (TRACON) and New York TRACON Airway Facilities Sector Field Office (AFSFO); Farmingdale, NY, Flight Standards District Office



Controllers at Chicago's O'Hare International Airport are among those participating in the pay demonstration project designed to fill the rosters at hard-to-staff facilities and offices.

other facilities or crossing over into the private sector.

The program is going "very well" as a whole, said Bonnie C. Pankalla, manager of the Los Angeles Flight Standards District Office. Several employees who had been looking to move to other areas have decided to stay because of the project, said Pankalla.

"We hired about three people who would not have been able to make it without the pay demo project," she said.

For at least the first year of the project, all eligible employees will receive the full 20 percent allowance. The results of the program could then be reviewed by the Secretary of Transportation and the OPM Director to determine if any adjustment in the allowance percentage is warranted.

The 11 sites included in the project

(FSDO) and New York Manufacturing Inspection District Office (MIDO); Valley Stream, NY, FSDO; and Teterboro, NJ, FSDO and Teterboro MIDO.

Also covered are the Chicago ARTCC AFS; Chicago O'Hare International Airport Air Traffic Control Tower, TRACON and Chicago AFS; Oakland Bay TRACON and Bay TRACON AFSFO; Coast TRACON and El Toro AFSFO; Los Angeles International Airport Tower, TRACON and Los Angeles AFS; and Los Angeles FSDO.

"It's a good demo project, but it's got a five-year life. The major problems I've got to solve are the discontent around the system that had been created by the project," said Busey.

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The author is the program manager for the Pay Demonstration Project.

Like the legendary French Foreign Legion, the pilots and flight attendants for Saudia Airlines (also known as Saudi Arabian Airlines) come from all over the world.

They are participating in a goal of the Kingdom of Saudi Arabia to develop a model air transport organization for the Middle East. The King of Saudi Arabia selected the United States' system to achieve this goal.

All Saudi flightcrew members must attain FAA ratings. The airline uses FAA regulations Part 61, 63, 91 and

FAA Certificates Saudi Crews

By Duncan B. Pardue

Duncan B. Pardue is editor of the *Eastern Region Intercom*.

121 as a basis for operations.

Saudi flightcrew members are type rated and certificated by inspectors of the New York FSDO. Five inspectors are assigned to the program, and each spends at least 90 days a year in the Kingdom performing certification duties.

Their salaries and expenses are

reimbursed by the Saudi Government under a Memorandum of Agreement (MOA) involving the Saudi Arabian Presidency of Civil Aviation (PCA), the U.S. State Department and the FAA.

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MOA Program Manager Ro Kellum (right) checks out Abdullah Wazna in an Airbus simulator.

Pay Demonstration

from page 1



Chicago ATCT personnel keep a watchful eye on the job at hand.

limited the project to two years. However, this proposal was deleted from the final bill, and the project was implemented as originally planned.

The legal authority for the project requires that it be closely monitored and evaluated on a continuing basis. The agency is maintaining historical and current data on a variety of differ-

ent factors, including staffing levels, turnover rates, recruitment and experience levels. A status report on the project's first quarter was issued in October, and a second status report was released in January. A private sector research firm is currently reviewing and validating the project's evaluation and plan. Annual evaluation reports on the



O'Hare and the view of the Chicago skyline from the ATCT.

This view was echoed by Pankalla, who said that the project was a "mixed blessing" because clerical and civil aviation security field office employees in the Los Angeles basin were not participating.

Also, as with most other government programs, budget constraints have caused some uncertainty about the future funding of the allowances as well as the permanent change of station moves.

Continued Congressional support for the project was brought into question when in April 1989 the House Transportation Appropriations Committee consideration of the Fiscal Year 1989 Supplemental Appropriations Bill included a proposal restricting the project to Chicago area facilities only. The restriction reduced the percentage from 20 percent to 10 percent and



Chicago O'Hare International Airport Air Traffic Control Tower.

project will also be prepared by an independent contractor.

At the end of the five-year project, the results will again be evaluated. By that time, data and experience should tell whether the project's concepts should be applied on a wider basis within the federal government. ■

GLASNOST

Comes to New England

By Mike Ciccarelli

Mike Ciccarelli is the Public Affairs Officer for FAA's New England Region.

The New England Region has implemented its own "Glasnost" program designed to promote a new spirit of openness and cooperation between air traffic controllers and airway facilities technicians.

The region even has had its own "summit conference" that brought together Air Traffic and Airway Facilities managers for the first time at the regional level in New England.

The need for new initiatives in this area was identified by the six-month System Safety and Efficiency Review of the Northeast Corridor last year. However, the ground work for this effort already had been laid by Airway



New England managers Jim Lucas, Air Traffic Division (left), and Paul Bagley, Airway Facilities Division, share observations.

alternating between AT and AF. Equally valuable were the business sessions and the informal contacts during coffee breaks and meals.

"The people in Airway Facilities and Air Traffic represent almost 70 percent of the FAA's population," said Bagley. "We're here to perform a huge public service. It's extremely important that we understand one another's role and have a proper appreciation for each other's jobs. That's what we're working on in New England."

Lucas was equally enthusiastic. "The conference gave us a unique opportunity to spend time together," he said. "The good mileage that came out of it was that working relationships are vastly improving. It gave everyone an opportunity to know his or her counterparts better."

Meanwhile, New England Regional Administrator Arlene Feldman is looking to the future. "I hope that



Chuck Rocheteau, manager, Burlington, VT, AFSS, gives his program review.



These three New England AF managers teamed up for presentation reviews. Left to right: Jim Frascone, manager AFSFO-II, Boston; Al Brillian, assistant sector manager, Boston; and Ron Davis, manager, AFSFO-II, Providence, RI.

Facilities Division manager Paul Bagley and Air Traffic Division manager Jim Lucas.

The two had begun philosophical talks on what had created a nationwide "chasm" between the two workforces as compared to the cooperative attitude that existed—as Bagley put it—"when I joined what was then the

CAA [Civil Aeronautics Administration] in 1958."

They agreed that one of the major contributors to the problem was the lack of understanding of each side's responsibilities and job demands as the agency experienced continued growth and numerous organizational changes over the years.

Bagley and Lucas held a series of division-level meetings that included many with their respective staff members. Joint AT/AF project teams were bolstered and a combined AT/AF quarterly review was conducted in regional headquarters for the last quarter of fiscal year 1989.

Then came the milestone, week-long conference in October away from the regional office. With field managers of both disciplines in attendance, there were two full days of program reviews,

team-building efforts by the Airway Facilities and Air Traffic Divisions serve as a role model for all FAAers in this region," she said. "Their work at building a cooperative atmosphere is outstanding. The men and women from those organizations are to be congratulated."

It seems that the "Glasnost" idea works as well between disciplines as it does between countries. ■

FAA World

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Certificating Saudi Crews

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Inspectors administer written and flight tests for pilot and flight engineer ratings and certificates ranging from private pilot to airline transport pilot. Flight tests are conducted in the following types of aircraft: B-747, B-737, L-1011, A-300/600, Cessna Citation, Grumman G-11/111, Piper PA-28, Beech A-36 Bonanza and A-100 King Air.

The Saudi MOA team is assigned to the international Certificate Management Unit of the NY FSDO, headed by inspector Ralph Carlson, who served as an MOA team member prior to assuming his current position.

Saudia Airlines started with a DC-3, which had been given to the King by President Harry Truman at the end of World War II. Today it is one of the largest air carriers outside the United States. It operates 19 B-747s, 17 L-1011s, 11 A-300/600s, 14 B-737s and a B-707.

"The Saudis are very proud of what they have accomplished in a short time," said MOA program manager Ro Kellum.

The Saudi commitment to developing a world class airline is evidenced in

are a vital part of the Flight Crew Training Center. In addition, Cockpit Procedures Trainers are in place—one for each type of aircraft operated by Saudia Airlines. Other state-of-the-art computerized instructional programs round out the complex.

"They want a quality, first-class airline, and we're helping them do it."



Jazza Ghanem (right), vice president, flight operations of Saudi Arabian Airlines and Flight Standards Division manager Tom Accardi.



Geographic operations supervisor Bill Bumpus checks out Alexander Zalomis in a B-737 simulator.

part by the creation of the Basic Flight Training Academy. Here young Saudis learn to fly and master technical English. They also have a modern six-story Flight Crew Training Center in Jeddah.

Four flight simulators, certified quarterly by the MOA inspectors are as modern as any in the world. They

said MOA team member Dan Clancey. "Technically, they're doing an excellent job. Their training and qualification standards are as demanding as any major airline in the world today."

The FAA is also helping the Saudi government develop an aviation infrastructure, including a Flight Safety Department that has both operations and maintenance responsibility.

Starting in 1990, MOA inspectors will be working with their counter-

parts in the PCA. They will be training the PCA inspectors to conduct the airman certification duties which will lead to the "Saudiization" of this process in the future. Their goal is to have an all-Saudi aviation organization.

Meanwhile, the FAA inspectors and other participating in the Saudi aviation venture are enjoying a rare opportunity to participate in Saudi culture. "We are treated in a friendly manner, with the professional respect and camaraderie traditional in the aviation community," Kellum said.

Ralph Carlson observed, "It is very obvious to those of us who serve on this project that Saudi Arabia is a strong and positive friend of the United States."

At the same time that traditional and religious customs are observed, Saudi Arabia is also up-to-date on Western technology and fashion.

"Jeddah is one of the most interesting cities in the world with its combination of old and new world architecture and traditions," Kellum said.

The 1989 MOA team includes, in addition to Kellum (assigned to B-747, A-300 and General Aviation) and Clancey (L-1011 and A-300), Randy Michaels (B-737 and General Aviation). One air carrier position is currently vacant, and the team is actively recruiting to fill this vacancy.

Since 1989, 16 past and current inspectors from Eastern Region have participated in this highly visible program. They have performed their technical skills with excellence and have obviously had the professional and diplomatic skills required to accomplish this demanding assignment. Saudi Arabian Airlines recently recognized the team by presenting a plaque with the following inscription:

"In recognition of the fine spirit of cooperation and professionalism demonstrated by the FAA - NY District Office Flight Standards Division in administering the MOA with Saudi Arabian Airlines since its inception in 1980."

Ribbon Cutting



New England's first Education Resource Center at Hartford's Brainard Airport was inaugurated as a result of a partnership between the Connecticut Bureau of Aeronautics and the FAA.

A second center, pictured above, was dedicated in Concord, NH. The center is located in the headquarters of the New Hampshire Division of Aeronautics at Concord Municipal Airport.

FAA New England Regional Administrator Arlene B. Feldman (right) participates in the ribbon cutting ceremony with Ray Burton (left) of the New Hampshire Executive Council and Charles Marston (center), commissioner, State Department of Education.

The centers, dedicated in mid-December, seek to educate the public on careers in aviation.

By Nick Komons

Nick Komons is the FAA agency historian.

Oscar W. Holmes didn't march at Selma. He hasn't organized any sit-ins. Indeed, the name of this former FAA employee is in no way associated with the civil rights movement of the last three decades—a movement that broke down old racial barriers and opened up many doors to blacks and other minorities.

Yet, 48 years ago, Oscar Holmes broke the color line in two professions within the space of nine months. He was the first black man to become an air traffic controller. And, though not officially recognized, he has the dual distinction of being the first man of his race to hold a commission in the U.S. Navy and the first to wear Navy wings.

Oscar Holmes did this without placards or fanfare, without recourse to the courts and without the support of organized groups. He did it so quietly, as a matter of fact, that scarcely anyone noticed.

Holmes was born on January 31, 1916, in Dunbar, WV, the youngest child and only male of a family of four children. His father was a carpenter; his mother, the daughter of a farmer.

Holmes' paternal grandfather was born in Virginia a year or two after the Civil War. Holmes' mother was also a West Virginian. Her grandmother had been a slave to "a man named Chapel," and, as Holmes explains, "while [Chapel] didn't marry my mother's grandmother, they raised a hell of a big family... somewhere between 10 and 13 of them..." Holmes' grandmother inherited from Chapel a strip of land in the Kanawha Valley that ran "from the river to the hill." Holmes' mother was born in a farmhouse on this land.

Holmes was reared in the same valley, amidst the rugged foothills of the Appalachian Mountains. He went through Charleston's segregated school system, and, at age 16, enrolled at West Virginia State, an undergraduate college for blacks.

By all accounts, he made a brilliant record at WVS, before going on to Ohio State University in 1936 to secure an MS in chemistry—a course of study made financially possible by a graduate assistantship funded by the National Youth Administration. Holmes' master's research provided the basis for an article in the *Journal of the American Chemical Society*—a rare feat for one not doing PhD work.

After three years as a chemistry instructor at Claflin College in Orangeburg, SC, Holmes tired of chemistry ["I always hated chemistry"] and of the low pay and secured a part-time position as a water and fuel analyst for a power company in Erie, PA. It was here that his aviation career was



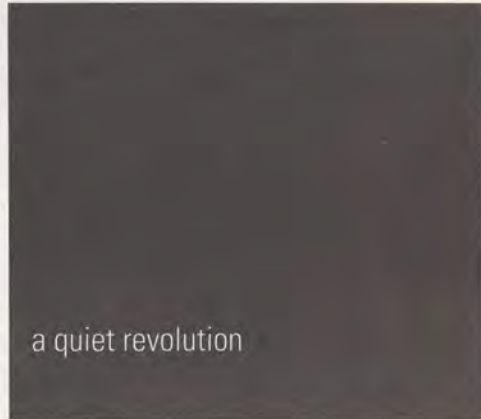
Oscar Holmes as he appeared at retirement.

launched. In 1939, the New Deal had established the Civilian Pilot Training Program (CPTP) at scores of colleges and universities and a number of off-campus sites.

The program introduced thousands of young Americans to aviation. For blacks, always on the bottom of the economic heap and thus excluded from expensive avocations, the CPTP proved a particular boon: For the first time, large numbers of young black men and women could learn to fly and, perhaps, even think of careers in aviation. Erie had an off-campus program, and Holmes applied for and secured a flight scholarship, which led to a private pilot's certificate.

It was not long thereafter, in 1941, that Holmes spotted a Civil Service announcement at an Erie post office. The Civil Aeronautics Administration was looking for applicants with a college degree and a private pilot's license to train as air traffic controllers. "I had those things, so I applied," Holmes relates. He was accepted as a trainee.

Holmes' training class, located at La



Guardia airport in New York, included the first group of black ATC trainees, numbering no more than three or four. All the blacks washed out except Holmes, who was assigned to the New York airway traffic control center as an assistant controller with a salary of \$1,800 a year.

By Holmes' own admission, he was accepted like any other worker by his

fellow controllers. "I had a bond with the fellows who were in that class with me," he says. The same held true when he got to the New York airway traffic control center. The controller force at this center was small and tightly knit—no more than 30 or so. Holmes felt as much a part of this group as any of the other men.

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Oscar Holmes receiving civilian pilot training at Allegheny College, Meadville, PA, in 1940.

'89 in Review

January

For the most part, 1989 was a good year for FAA. A quick look back at the record shows the agency made significant gains almost across the board last year, particularly in such high priority areas as strengthening civil aviation security, implementing the National Airspace System (NAS) Plan and ensuring the continued airworthiness of older aircraft.

Internally, the record was equally impressive with the signing of the first bargaining agreement with the controller's union, initiation of a new pay

March

demonstration program for hard-to-staff localities, upgrading of some 2,000 flight service station specialists in automated facilities and the award of the Office Automation and Technology Services (OATS) contract that will modernize and upgrade the agency's administrative ADP capabilities.

DOT and FAA also acquired new management teams during the year with the appointments of Secretary Skinner and Administrator Busey. Both brought with them a wealth of experience, unique management styles and new approaches to problem solving.

The major dark cloud on the horizon was in the "bottom line" safety category. The airline safety record slumped badly in 1989 with 10 fatal accidents and a total of 277 fatalities.

However, some other significant indicators continued to show improvement. Through the first 10 months of 1989, near midair collision reports were down by 24 percent,

February

operational errors by nine percent and pilot deviations by 23 percent.

A partial listing of the major milestones follows:

January 10: FAA issued its final rule requiring the Traffic Alert and Collision Avoidance System (TCAS) on airliners.

February 6: Samuel K. Skinner was sworn in as the 10th Secretary of Transportation with President Bush looking on.

February 8: A total of 144 people died in the year's worst aviation accident involving a U.S. carrier when a Boeing 707 charter flight, operated by Independent Air, crashed during an approach for landing in the Azores.

February 28: The industry-led task force on aging aircraft released its first report recommending extensive modifications to older Boeing 727s, 737s and 747s. These recommendations were incorporated in proposed Airworthiness Directives issued by the FAA on May 18.



Artist conception of the design for the new Denver airport.

April

May

May 1: FAA and the National Air Traffic Controllers Association signed a three-year labor agreement, the first covering controllers since the 1981 strike.

May 2: The first ASR-9 field installation was commissioned at Huntsville, AL. The dedication ceremony followed on June 22.

June 18: The pay demonstration project was implemented at 11 locations for approximately 2,200 controllers, technicians and safety inspectors.

June

June 30: James B. Busey was sworn in as the 11th FAA Administrator by Secretary Skinner in a private ceremony at the Aeronautical Center in Oklahoma City. The public ceremony followed on July 11.

July 19: A United Air Lines DC-10 crashed on landing at Sioux City, IA, after its center engine disintegrated in flight, severing hydraulic power to the control systems. Of the 296 persons onboard, 185 survived.

September 5: FAA issued a final rule requiring installation of explosive detection systems at approximately 40 foreign and domestic airports handling U.S. international flights. The rule also authorizes FAA to require the equipment at additional airports if necessary.

October 8: FAA upgraded approximately 2,000 flight service station specialists to reflect the higher skill levels required to work in an automated facility.

July

Admiral Busey is sworn in as the 11th FAA Administrator during a public ceremony at Headquarters. Busey's wife, Jean, looks on.



November 6: The White House announced its intention to nominate Maine businessman Barry Harris for the post of FAA Deputy Administrator.

November 22: Both Secretary Skinner and Administrator Busey participated in the groundbreaking ceremony for the new Denver Airport.

December 18: Major airlines and large commuters were required to implement drug testing programs covering pilots, flight engineers, flight attendants, mechanics and other employees in safety-related jobs.

December 21: FAA awarded AT&T the Office Automation Technology and Services (OATS) contract to upgrade and modernize the agency's administrative ADP capabilities.

September

November

October



The thermal neutron analysis bomb detector has the ability to search for specific combinations of atomic elements that characterize explosives.

August



A TCAS II-equipped aircraft is shown at the center of a two-mile range ring at 10,500 feet. An "intruder" at seven o'clock is 400 feet below the TCAS II plane, while another aircraft is shown 500 feet higher.

December

Saying Goodbye



Retirement Tips from a Guy Who's Been There

By John Leyden

John Leyden, long-time manager of FAA's Public and Employee Communications Division in the Public Affairs Office, recently retired after completing 34 years of government service.



John Leyden swings into retirement.

Retirement was easy. That is, from a logistical standpoint, it was easy. I probably filled out all the necessary forms in no more than 15 minutes tops. But, then, I have been particularly careful over the years not to complicate my life by piling up many of the legal encumbrances that require extra paperwork at times like these.

Oh, there were some tough decisions to be made before I filled out the forms, of course, like lump sum or no lump sum. In the end, I decided to go with lump sum—that is, withdrawing my retirement contribution and taking a reduced annuity—because I read somewhere that eight out of ten Fed-



eral retirees do it. It seemed inconceivable to me that eight out of ten former civil servants could be wrong, although I'd be a bit more comfortable with my decision if I could have talked to the two dissidents beforehand.

Then there is the job we must all face eventually of preparing ourselves psychologically for retirement. A very wise person once observed that the best part about having a job is that it gives you someplace to go every morning. However, what he or she neglected to mention was that you have to go there every day, five days a week, 52 weeks a year for 30-plus years.



chological aspects of retirement and neglect some of the more practical considerations. That's where I come in.

One area that you definitely need to think about ahead of time is just exactly how you are going to break the news of your impending retirement to your spouse. Let's be honest here: In most cases, your life's partner is not going to be thrilled with the prospect of having you around the house all day. Therefore, I suggest the gradual (or sneaky) approach in which you drop increasingly broad hints about your plans over a specific period of time.

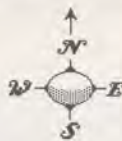
For example, four to six months before the event, you can casually mention at dinner, "Saw Fred at the feed store today..." said he and the wife are really enjoying his retirement... just bought a vacation home in West Virginia."

Then start leaving travel brochures carelessly around the house, musing aimlessly about a "second honeymoon" to strange and exotic-sounding places—like Sri Lanka, Ethiopia or Peru—and hope your mate doesn't know there are revolutions going on in most of those places.

Or try a play I particularly favor—that is posing as a potentially great benefactor to humankind with such

offhand remarks as, "Gee, I sure would like to do more to help society but with the demands of my job and all..." By the time you're ready to fess up and tell the truth, she or he will actually be relieved. Trust me on that one.

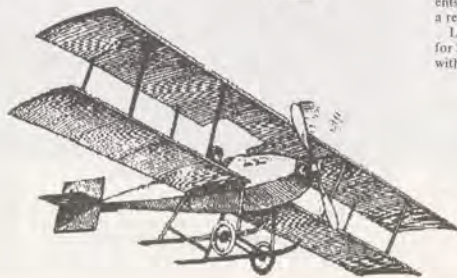
Then, too, there is the preparation for your Going Away Party when you will be asked "to say a few words." Most of us have attended enough of these affairs to know by now what we can say—even more importantly—what we can't say when it's our turn at bat. At least, I hope so. Believe me, this is not the time to bring up the boss' offenses, even in jest. Don't burn up those bridges behind you.



Of course you could take the cowardly way out and decline a party. But your coworkers then probably will feel relieved of their moral responsibility to come up with a suitably expensive going-away present. And, if you are a typical long-time government employee, you probably have contributed at least \$5,000, easy, to other people's retirement parties and presents and feel it's high time you realized a return on your investment.

Let's see, what could they get you for \$5,000? Maybe your basic Yugo with standard transmission, no a/c

(Continued on page 9)



and AM radio only. Makes a nice second car, especially if they throw in the extended warranty.

Finally—and this is most important of all—you have to come up with a plausible story about what you are going to do after retirement to make it sound like you fully intend to remain a productive member of society. That's especially important if you have no such intention and only want to sink deep down into the sofa opposite the TV and watch Oprah every afternoon at four.

You should know that most people are not going to let retirees go gently into the good night. They will press you again and again on your plans for the future until you begin to detect a certain mean spiritedness in their questions. Maybe they are deciding whether you are still worth carrying on their Christmas card lists. You probably can forget about future dinner invitations.

I tried being flip, saying I intend to clean out my garage, learn to run my home computer and write a graphic best selling novel... but not necessarily in that order. Unfortunately, such things people took me seriously, which says something about them or me, I'm not sure which. If I had it to do all over again, I'd probably come up with something less plausible and, at the same time, more respectable like the old reliable, "I'm considering several options."

None of this means, of course, that I am plunging into retirement willy-nilly. I've got some ideas and even a few fantasies. It's probably too late to make it in the National Football League, even as a placekicker, but climbing Mt. Everest is not completely out of the question.

One thing I'm sure of is that there still is a great big world of adventure out there. I think I know now how Theodore Roosevelt must have felt when offered a chance, late in life, to accompany an expedition up the Amazon. "I've got to go," the Great Man said. "It's my last chance to be a boy."

Quiet Revolution

from page 5

Anyone meeting Holmes for the first time cannot readily discern that he is black. And it is doubtful that he was recognized as such when he applied for controller training. Federal rules then prohibited inquiry into race on a Civil Service application.

But upon reporting to the CAA, Holmes was given an "information" questionnaire to fill out—and that form did contain a question on race. "This, of course, was not an application," Holmes says sardonically, and therefore "didn't fracture the [rules]." So the CAA knew a black man was on its controller rolls.

Not all of Holmes' fellow workers could readily understand why he just didn't pass himself off as white. One senior controller, having invited Holmes to dinner at this time, asked him why he marked "Negro" on that questionnaire. "Because that's what I am," Holmes retorted. His host seemed perplexed; he could only reason that Holmes would have been "much better off" by concealing his identity.

Holmes did not receive a uniform welcome throughout the CAA, particularly from some of the faceless powers-that-were in the New York regional headquarters. It was not long, therefore, before an incident occurred that largely determined the course of Holmes' wartime career. One day in the spring of 1942, the center's chief controller, Robert L. Johnston, put an arm around Holmes' shoulder, saying that "it didn't make any difference to him" that Holmes was black, and that he had recommended him for promotion. Weeks, then months, rolled by and no promotion.

For 15 years, Holmes believed Johnston had lied and had not made the recommendation. He did not learn until 1957 that his promotion had indeed been recommended by Johnston but had been blocked at regional headquarters, where it was bounced back with a notation, "Do nothing on this."

By August, Holmes had tired of waiting for his promotion. An article in the *New York Daily News* caught his eye. The U.S. Navy was offering reserve commissions to men with a pilot's license and 100 hours' flying time to train as flight instructors and ferry pilots. Holmes applied, sailed through his physical and personal interview and soon found himself with an ensign's commission. He reported for active duty at 120 Broadway on September 28, 1942.

The Navy did not know at this point that it had commissioned a black man. It had no black officers at this time and, according to one expert, did not knowingly commission a black until March 1944. The Navy soon discovered who they had aboard.

At Colgate University, where the

Navy had enrolled Holmes in the War Training Service Program—the wartime version of the CPTP—newly commissioned officers were asked to submit, among other things, a birth certificate. "This is evidently when the realization hit them that they now had commissioned a Negro in their Navy..." Holmes says. "They didn't know what to do about it, and I suppose rather than make a fuss... and try to get rid of me, they said, 'Oh, we've got him now, we'll just let him stay.'"

When he finished flight-instructor training at the New Orleans Naval Air Station—thus becoming the Navy's first black flying officer—Holmes was assigned to 120 Broadway to sit on the Aviation Cader Selection Board. Tiring of interviewing prospective air cadets, he finally secured a flying assignment in 1944—ferrying aircraft with the Naval Air Transport Service, Air Ferry Squadron III, Terminal Island, CA, where he remained until his release from active duty in December 1945 as a lieutenant in the Naval Reserve.

Throughout this service, Holmes had the run of Navy facilities, just as any other officer. He ate and slept where other officers ate and slept. No doors were closed to him because of color.

It was a curious existence for a black man in the armed services. Black sailors served in the "black" Navy—segregated and relegated to menial tasks. Black fliers in the Army Air Corps served in segregated units and were not admitted to officers' clubs.

But, then, until March 1944, Holmes was one of a kind, and the Navy could scarcely establish separate facilities for a lone man. And, of course, his color was not all that discernible. "The Navy knew I was black, and I knew I was black, but not many other people knew it," Holmes explains. "In fact, [the Navy wasn't] going to advertise it, and I certainly had no reason to, particularly since all of our routes... were through the Deep South."

In January 1946, Holmes returned to his old CAA job. Other blacks soon broke into the profession, though they were mighty few, indeed. According to the recollections of contemporaries, between war's end and the early 1950's, no more than five blacks worked as air traffic controllers in the entire CAA.

Holmes got his long-awaited promotion on his return; in fact, six months later, he was promoted again. By 1950, he had made senior controller. Shortly before his promotion, the center's chief controller had been heard to remark that as long as he was chief he would never have a black senior controller. Ironically, two years later, this very same center chief had

picked Holmes as the center's assistant chief. "So, everything was all right, but there were instances here and there... of race having a bearing on my situation."

In 1952, the chief controller's job at the Cleveland Center became vacant. Holmes went to one of his superiors at the New York regional office and asked for the job. "The answer he gave me was, 'Don't you think we've done enough for you?' " ("How would you construe that?" Holmes asks.)

At the time, a chief controller held a GS-12 rating. Under the then-prevailing national promotion system, the promotion roster was pared down to a list of five most qualified. "At the time, I could make any ATC GS-12 list in the country in the top five," he recalls. But Holmes just wasn't fated to be a chief controller.

So he stayed in New York. He had entered Brooklyn Law School the previous year and, by 1954, had earned an LL.B degree by attending night classes. He got an LLM a year later, was admitted to the New York State bar and began a part-time law practice. He gave up that practice when he transferred to FAA's Washington Headquarters in June 1959, where he held a succession of important positions until his retirement as a GS-15 hearing officer in 1973.

He had thought that he might practice law upon leaving FAA. But the golf course and the allure of a leisurely retirement proved more attractive.

Today, Holmes enjoys spending time with his five grandchildren, the oldest of whom, Joy David, will attend college in September.

Does he now look upon himself as a pioneer in the fight for racial justice as he strolls along the links? One suspects that he doesn't. Like most people, he had been primarily interested in finding a niche for himself; aviation was "something that was there," and he thought he would get in it. So he did.

He says he doesn't "particularly relish becoming the first of anything, but that's the way this country is. There has been a lot of change." ■

Aeronautical Center

Billy J. Baxter, manager, Storage & Transportation Branch, FAA Depot, promotion made permanent. . . **Billy L. Bunting**, unit supervisor, Line Maintenance Section, Atlanta FIFD. . . **David R. Cook**, unit supervisor, Flight Procedures Inspection Section, Battle Creek, MI. FIFD, promotion made permanent. . . **Howard M. Ryder**, supervisor, Flight Operations/Scheduling Section, Oklahoma City FIFD.

Alaskan Region

Eugene K. Armstrong, unit supervisor, North Alaska FSDO, North Alaska AFS, Fairbanks, from Nome. . . **David B. Epstein**, manager, North Alaska AFS, Fairbanks, from regional headquarters. . . **Edward M. Kiss**, asst. manager for technical support, North Alaska AFS, Fairbanks. . . **Louis W. Rungen**, asst. manager, military operations/plans & programs, Anchorage ARTCC, from Washington Headquarters. . . **Sevard E. Wagenius, Jr.**, supervisor, Quality Assurance Section, Systems Maintenance Engineering Branch, Airway Facilities Div.

Central Region

James L. Blair, supervisor, Construction Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent. . . **David W. Hope**, area manager, Kansas ARTCC, Olathe, from Kansas City International Airport ATCT. . . **Thomas G. Kiocek**, section supervisor, Planning Branch, Air Traffic Div.

Eastern Region

Jacques M. Astre, Jr., unit supervisor, Farmingdale, NY, FSDO, promotion made permanent. . . **Clifton T. Brooks, Jr.**, area supervisor, Leesburg, VA, AFSS, from Williamsport, PA, AFSS. . . **James S. Cook**, area supervisor, Syracuse, NY, ATCT. . . **Norbert Flatow**, manager, Chantilly, VA, AFSDO, Capital AFS, promotion made permanent. . . **John R. Goldman**, asst. manager, airspace & procedures, Philadelphia International Airport ATCT. . . **Ralph J. Guenther**, unit supervisor, Atlantic City AFSFO 844.5, Tri-State AFS, promotion made permanent. . . **Richard J. Haldeman**, section supervisor, System Management Branch, Air Traffic Div., from Poughkeepsie, NY, FSS. . . **Leroy Johnson**, area manager, Philadelphia International Airport ATCT, from North Philadelphia Airport ATCT. . . **Milton P. Keester**, manager, Syracuse, NY, AFSDO, Empire AFS. . . **Frederick Leonelli**, supervisory aviation safety inspector (operations), Operations Branch, Flight Standards Div., promotion made permanent. . . **Thomas F. Llewellyn**, asst. supervisor, New York TRACON AFSSO, Garden City, Metro New York AFS, from JFK AFSSO. . . **Roberti C. Mosca**, principal operations inspector, New York

FSDO, Valley Stream. . . **John A. Pallante**, Jr., manager, JFK International Airport ATCT, New York, from Philadelphia International Airport ATCT. . . **Anastasio A. Penhros**, area supervisor, Parkersburg FSS, Williamson, WV, from New York AFS. . . **Robert P. Roscoe**, manager, LaGuardia Airport ATCT, New York, from Baltimore ATCT. . . **William J. Stehling**, manager, Albany ATCT, from regional headquarters. . . **William VanBruinise**, section supervisor, System Management Branch, Air Traffic Div., from Newark, NJ, ATCT. . . **Robert L. Welch, Jr.**, manager, Rochester, NY, ATCT, from Philadelphia International Airport ATCT.

Great Lakes Region

Vernon P. Allen, Jr., area supervisor, Port Columbus, International Airport, Columbus, OH. . . **Norman D. Atchison**, manager, Hulan Regional Airport ATCT, Terre Haute, IN, from Delaware County Airport, Muncie, IN. . . **Thomas E. Barnett**, area supervisor, Huron, SD, AFSS, promotion made permanent. . . **John S. Duncan**, unit supervisor, CVG FSDO, Cincinnati, OH, promotion made permanent. . . **Olivio Gioacetto**, unit supervisor, Rapid City, SD, FSDO. . . **Gerald E. Harr**, unit supervisor, Ohio AFS, Trumbull County, from FAA Academy. . . **David L. Jackson**, area supervisor, Lansing, MI, AFSS. . . **Ronald E. Mile**, manager, Chicago AFS, Schiller Park, from Aurora AFS. . . **David J. Peterson**, area supervisor, Princeton, MN, AFSS. . . **Richard N. Rohde**, area supervisor, General Mitchell Field ATCT, Milwaukee, WI, promotion made permanent. . . **Daniel J. Smejkal**, area supervisor, Chicago ARTCC, Aurora, IL. . . **Debra L. Stelzer**, area supervisor, Greater Rockford, IL, Airport ATCT, promotion made permanent. . . **James A. Tuelclarone**, asst. manager for training, Cleveland, OH, ARTCC, promotion made permanent. . . **Randy S. Zemel**, asst. manager, programs, General Mitchell Field ATCT, Milwaukee, WI.

New England Region

Kirk Eric Gustafson, chief, Engine Certification Branch 141, Engine Certification Office, Aircraft Certification Div. . . **Gregory T. Heves**, area supervisor, Logan International Airport ATCT, from Charleston, WV. . . **Ronald Hodgdon**, unit supervisor, Portland, ME, FSDO, promotion made permanent. . . **John J. Krug**, area supervisor, Bradley International ATCT, Windsor Locks, CT, promotion made permanent. . . **Thomas J. Nicholson, Jr.**, asst. manager for automation, Boston ARTCC, Nashua, NH, promotion made permanent. . . **Philip J. Sulish**, manager, Nashua, NH, AFS, from regional headquarters.

Northwest Mountain Region

Benjamin E. Aheyta, area supervisor, Denver ARTCC, Longmont, CO, from FAA Academy. . . **Roger L. Brown**, manager, Klamath Falls, OR, ATCT. . . **Rejean Charlier**, supervisor, Technical & Admin. Support Staff, L.A. Aircraft Certification Office, Long Beach, CA. . . **Thomas R. Davidson**, section supervisor, Resource Management Branch, Air Traffic Div. . . **Gerald M. Davis**, area supervisor, Mahlon-Sweet Airport ATCT, Eugene, OR. . . **Alan W. DeBracy**, area manager, Seattle ARTCC, Auburn, from Portland. . . **Gall A. Delfosse**, manager, Burley, ID, FSS, promotion made permanent. . . **Stanley J. Kuhl**, asst. manager, Portland, OR, ATCT, from Washington Headquarters. . . **George L. Orr**, section supervisor, Airspace & System Management Branch, Air Traffic Div. . . **Marvin F. Rammelsberg**, section supervisor, L.A. Aircraft Certification Office, Long Beach, CA. . . **Stephen L. Serpio**, manager, Sheridan, WY, FSS, from Corcor, TX, AFSS. . . **Armand T. Snelson**, supervisor, Systems Effectiveness Section, Facility Operations Branch, Air Traffic Div. . . **Craig A. Sparks**, section supervisor, Denver, CO, Airports District Office, promotion made permanent. . . **Charles R. Torres**, asst. manager, programs, Denver, CO, AFSS, from Grand Junction, CO, FSS. . . **Keith T. Werts**, area supervisor, Salt Lake City, UT, WA, promotion made permanent. . . **Donald B. Wilson**, section supervisor, Seattle Aircraft Certification Office, promotion made permanent. . . **Edd S. Woolum**, asst. manager, Stapleton International Airport ATCT, Denver, CO, from Oakland, CA, ATCT.

Southern Region

Kenneth M. Berkey, Jr., asst. manager, plans & programs, St. Petersburg, FL, AFSS. . . **Dale H. Cannon**, manager, Tri-City Airport ATCT, Bristol, TN, from Memphis ATCT. . . **Michael D. Chandler**, manager, Montgomery, AL, AFSDO, Montgomery AFS, Ramer, from Hub AFS, Memphis, TN. . . **Michael A. Commander**, supervisor, Planning & Automation Section, System Requirements Branch, Air Traffic Div., from Hampton, GA, ARTCC. . . **Janet L. Cook**, manager, Bristol, TN, FSS, from St. Petersburg, FL, AFSS. . . **Michael V. Fufaldo**, unit supervisor, Miami CASFO. . . **Randy D. O'Neal**, manager, Birmingham, AL, AFSDO, Montgomery, AL, AFS, from Columbia, SC, AFS. . . **Elbert G. Parks**, manager, Greenwood, MS, AFSS, from Ft. Dodge, IA, AFSS. . . **Roy A. Robison**, manager, Macon, GA, RAPCON, from Greensboro, NC, ATCT. . . **Frank B. Rule**, asst. manager, plans & programs, Jackson, TN, AFSS. . . **Larry E. Smith**, traffic management unit supervisor, Miami, FL, ARTCC. . . **Benjamin Waiters**, area supervisor, St. Petersburg-Clearwater Airport ATCT, from FAA Academy.

Southwest Region

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Technical Center

Joseph C. Brown, manager, Terminal ATC Systems Branch, Automation Div. . . **Michael Latta**, manager, Contracts Branch, Logistics Div., promotion made permanent.

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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 (if officers) are published. Other changes usually cannot be accommodated because there are thousands each month.

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Maryls I. Bundtzen, Walter L. Gilbert, Allan B. Hansen, Thomas G. Kunklin

CENTRAL REGION

Claudia M. Dykal, James L. Eckerman, Donald G. Hehr, George P. Kalaiswa, William C. King, Dorothy N. Medland, Francis D. Tow

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TECHNICAL CENTER

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WASHINGTON HEADQUARTERS

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WESTERN-PACIFIC REGION

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COMMITTEE TO COMMEMORATE FLIGHT 232

The Siouxland Recognition Committee has been formed to commemorate the community's response to the United Flight 232 disaster. It will establish a trust fund known as "The Spirit of Siouxland Fund 232," establish a memorial at the Sioux Gateway Airport and hold a dedication ceremony for the memorial.

The trust fund will be for scholarships for those studying the helping professions evident during the disaster and for grants to agencies or organizations for projects that will enhance their ability to respond to needs in the community.

Sponsored by the Sioux City Chamber of Commerce, the committee is made up of representatives of the principle agencies that assisted during the emergency.

Contributions to the fund can be sent to:
Sioux City Chamber of Commerce
c/o Siouxland Recognition Committee
101 Pierce Street
Sioux City, IA 51101



Federal Notebook...

FUNDING FOR '91

FAA would add 495 air traffic controllers, increasing the total to 17,495 (or by 3%) under President Bush's fiscal 1991 budget. The budget asks for an additional 300 safety inspectors, 164 security personnel and 260 field maintenance technicians. Overall, funding would increase 16% to \$8.3 billion. Facilities and equipment would see a 45% increase to \$2.5 billion.

The budget also calls for a 3.5% pay increase for all civilian and military employees beginning in January. A total of \$328 million for special pay projects in government was requested. About \$240 million is earmarked for raises for 142,000 white collar employees working in greater New York, San Francisco and Los Angeles.

DIRECT DEPOSIT MAILING

A recent ruling handed down by the Federal Services Impasses Panel says that a federal agency may require electronic direct deposits of paychecks. It cautions, however, that the government should make sure

banks do not charge for cashing the checks if the withdrawal leaves the employee with under the bank's minimum balance requirement. The ruling was made in favor of the Griffiss (NY) Air Force Base in a case with the American Federation of Government Employees union.

Agencies favor electronic deposits because mailing processed checks costs more and can be less reliable. Some federal workers without bank accounts and those who do not trust electronic transfers object to direct deposits. The Federal Services Impasses Panel recommended that the funds become available to employees on payday. The panel serves in disputes between agencies and employees as a court-of-last-resort.

MORE MOTHERS WORKING

The so-called "typical" American family—a husband supporting a wife who works at home raising two children—represents less than 5% of today's families, according to Commissioner of Labor Statistics Janet L. Norwood. Using data collected by the Bureau of Labor Statistics, Norwood projects that by the year 2000 women will comprise 47% of the labor force. In a commentary published in the *Federal Times*, Norwood said one in every six of the 66 million families in the United States is maintained by a single woman. The availability of child care has become a matter of national policy, with six out of every 10 children with mothers at work or looking for work, said Norwood.

SPOUSES AND AWARD CEREMONIES

A ruling by the U.S. Comptroller General says that agencies can elect to pay for travel expenses of spouses accompanying husbands or wives who are being honored at ceremonies sponsored by their agencies. The decision was made on behalf of the wife of an Interior Department employee who traveled from Denver to Washington, DC, and back for a departmental ceremony. The CG stated that if the "head of the agency determines that it would further the purposes of the awards program for the spouse of an award recipient to be present at the award ceremony, his or her travel expense may be considered a 'necessary expense' under existing law.

WORK-AT-HOME GUIDELINES REVIEWED

Draft guidelines that authorize federal agencies to begin studying the work at home "flexiplace" concept were waiting the approval of OPM Director Constance Newman at presstime. The project, sponsored by the President's Council on Management Improvement, would be tested among a small number of employees to determine the value of having certain employees work at home. The goal of such a plan is to attract and keep valued workers, help with commuting pressures, increase output and lower office rental costs. The guidelines, written by OPM staffers, are not intended to be a replacement for child care. A flexiplace program at the EPA in Research Triangle Park, NC, has been well received and is undergoing further evaluation.

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06 Feb 90

Pay Demonstration Makes a Difference

By Christopher K. Early

Results of the first eight months of the agency's Pay Demonstration Project show promise. They indicate that recruitment efforts and improved retention rates at the 11 sites covered by the project have been improved.

Implemented June 18, 1989, the project provides for retention allowances of up to 20 percent of base pay for approximately 2,200 air traffic controllers, aviation safety inspectors and airway facilities technicians and certain associated airway facilities positions.

The Pay Demonstration Project is a five-year experimental effort, implemented under the authority of the Office of Personnel Management (OPM), to determine if pay incentives can help relieve staffing shortages at facilities where recruitment and retention of personnel is a persistent prob-

lem. The allowances are paid on a quarterly basis. In September and December, covered FAA employees received their first two payments, ranging from approximately \$300 to \$4,000 per person depending upon grade and the length of time assigned to a covered facility.

"The project is beginning to indicate that it will do what we had intended it to do, and that is to get bids from people interested in moving to those high cost-of-living and other areas that were previously almost impossible to fill," said FAA Administrator James Busey in a recent Central Region *Intercom* interview.

Although it is too early to draw firm conclusions about the project's success, FAA officials point out that total staffing at the covered facilities has increased by more than 80 employees, or approximately four percent, since

project implementation.

Additionally, they note that most affected facility managers report an upswing in interest in vacancy announcements, with a corresponding increase in bids by experienced personnel. Generally, turnover at the covered facilities also has declined over previous levels, with fewer employees retiring, transferring to

encompass the following 22 organizational components: New York Air Route Traffic Control Center (ARTCC) and New York ARTCC Airway Facilities Sector (AFS); New York Terminal Radar Approach Control (TRACON) and New York TRACON Airway Facilities Sector Field Office (AFSFO); Farmingdale, NY, Flight Standards District Office



Controllers at Chicago's O'Hare International Airport are among those participating in the pay demonstration project designed to fill the rosters at hard-to-staff facilities and offices.

other facilities or crossing over into the private sector.

The program is going "very well" as a whole, said Bonnie C. Pankalla, manager of the Los Angeles Flight Standards District Office. Several employees who had been looking to move to other areas have decided to stay because of the project, said Pankalla.

"We hired about three people who would not have been able to make it without the pay demo project," she said.

For at least the first year of the project, all eligible employees will receive the full 20 percent allowance. The results of the program could then be reviewed by the Secretary of Transportation and the OPM Director to determine if any adjustment in the allowance percentage is warranted.

The 11 sites included in the project

(FSDO) and New York Manufacturing Inspection District Office (MIDO); Valley Stream, NY, FSDO; and Teterboro, NJ, FSDO and Teterboro MIDO.

Also covered are the Chicago ARTCC AFS; Chicago O'Hare International Airport Air Traffic Control Tower, TRACON and Chicago AFS; Oakland Bay TRACON and Bay TRACON AFSFO; Coast TRACON and El Toro AFSFO; Los Angeles International Airport Tower, TRACON and Los Angeles AFS; and Los Angeles FSDO.

"It's a good demo project, but it's got a five-year life. The major problems I've got to solve are the discontent around the system that had been created by the project," said Busey.

(Continued on page 2)

The author is the program manager for the Pay Demonstration Project.

Like the legendary French Foreign Legion, the pilots and flight attendants for Saudia Airlines (also known as Saudi Arabian Airlines) come from all over the world.

They are participating in a goal of the Kingdom of Saudi Arabia to develop a model air transport organization for the Middle East. The King of Saudi Arabia selected the United States' system to achieve this goal.

All Saudi flightcrew members must attain FAA ratings. The airline uses FAA regulations Part 61, 63, 91 and

FAA Certificates Saudi Crews

By Duncan B. Pardue

Duncan B. Pardue is editor of the *Eastern Region Intercom*.

121 as a basis for operations.

Saudi flightcrew members are type rated and certificated by inspectors of the New York FSDO. Five inspectors are assigned to the program, and each spends at least 90 days a year in the Kingdom performing certification duties.

Their salaries and expenses are

reimbursed by the Saudi Government under a Memorandum of Agreement (MOA) involving the Saudi Arabian Presidency of Civil Aviation (PCA), the U.S. State Department and the FAA.

(Continued on page 4)



MOA Program Manager Ro Kellum (right) checks out Abdullah Wazna in an Airbus simulator.

Pay Demonstration

From page 1



Chicago ATCT personnel keep a watchful eye on the job at hand.

limited the project to two years. However, this proposal was deleted from the final bill, and the project was implemented as originally planned.

The legal authority for the project requires that it be closely monitored and evaluated on a continuing basis. The agency is maintaining historical and current data on a variety of differ-

ent factors, including staffing levels, turnover rates, recruitment and experience levels. A status report on the project's first quarter was issued in October, and a second status report was released in January. A private sector research firm is currently reviewing and validating the project's evaluation plan. Annual evaluation reports on the



O'Hare and the view of the Chicago skyline from the ATCT.

This view was echoed by Pankalla, who said that the project was a "mixed blessing" because clerical and civil aviation security field office employees in the Los Angeles basin were not participating.

Also, as with most other government programs, budget constraints have caused some uncertainty about the future funding of the allowances as well as the permanent change of station moves.

Continued Congressional support for the project was brought into question when in April 1989 the House Transportation Appropriations Committee consideration of the Fiscal Year 1989 Supplemental Appropriations Bill included a proposal restricting the project to Chicago area facilities only. The restriction reduced the percentage from 20 percent to 10 percent and



Chicago O'Hare International Airport Air Traffic Control Tower.

project will also be prepared by an independent contractor.

At the end of the five-year project, the results will again be evaluated. By that time, data and experience should tell whether the project's concepts should be applied on a wider basis within the federal government. ■

FAA World

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Barbara Abels—Western-Pacific Region

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GLASNOST

Comes to
New England



New England managers Jim Lucas, Air Traffic Division (left), and Paul Bagley, Airway Facilities Division, share observations.

By Mike Ciccarelli

Mike Ciccarelli is the Public Affairs Officer for FAA's New England Region.

The New England Region has implemented its own "Glasnost" program designed to promote a new spirit of openness and cooperation between air traffic controllers and airway facilities technicians.

The region even has had its own "summit conference" that brought together Air Traffic and Airway Facilities managers for the first time at the regional level in New England.

The need for new initiatives in this area was identified by the six-month System Safety and Efficiency Review of the Northeast Corridor last year. However, the ground work for this effort already had been laid by Airway

alternating between AT and AF. Equally valuable were the business sessions and the informal contacts during coffee breaks and meals.

"The people in Airway Facilities and Air Traffic represent almost 70 percent of the FAA's population," said Bagley. "We're here to perform a huge public service. It's extremely important that we understand one another's role and have a proper appreciation for each other's jobs. That's what we're working on in New England."

Lucas was equally enthusiastic. "The conference gave us a unique opportunity to spend time together," he said. "The good mileage that came out of it was that working relationships were vastly improving. It gave everyone an opportunity to know his or her counterparts better."

Meanwhile, New England Regional Administrator Arlene Feldman is looking to the future. "I hope that



Chuck Rocheteau, manager, Burlington, VT, AFSS, gives his program review.



These three New England AF managers teamed up for presentation reviews. Left to right: Jim Frascone, manager AFSFO-II, Boston; Al Brillanti, assistant sector manager, Boston; and Ron Davis, manager, AFSFO-II, Providence, RI.

Facilities Division manager Paul Bagley and Air Traffic Division manager Jim Lucas.

The two had begun philosophical talks on what had created a nationwide "chasm" between the two workforces as compared to the cooperative attitude that existed—as Bagley put it—"when I joined what was then the

CAA [Civil Aeronautics Administration] in 1958."

They agreed that one of the major contributors to the problem was the lack of understanding of each side's responsibilities and job demands as the agency experienced continued growth and numerous organizational changes over the years.

Bagley and Lucas held a series of division-level meetings that included many with their respective staff members. Joint AT/AF project teams were bolstered and a combined AT/AF quarterly review was conducted in regional headquarters for the last quarter of fiscal year 1989.

Then came the milestone, week-long conference in October away from the regional office. With field managers of both disciplines in attendance, there were two full days of program reviews,

team-building efforts by the Airway Facilities and Air Traffic Divisions serve as a role model for all FAAers in this region," she said. "Their work at building a cooperative atmosphere is outstanding. The men and women from those organizations are to be congratulated."

It seems that the "Glasnost" idea works as well between disciplines as it does between countries. ■

Certifying Saudi Crews

from page 1

Inspectors administer written and flight tests for pilot and flight engineer ratings and certificates ranging from private pilot to airline transport pilot. Flight tests are conducted in the following types of aircraft: B-747, B-737, L-1011, A-300/600, Cessna Citation, Grumman G-II/III, Piper PA-28, Beech A-36 Bonanza and A-100 King Air.

The Saudi MOA team is assigned to the international Certificate Management Unit of the NY FSDO, headed by inspector Ralph Carlson, who served as a MOA team member prior to assuming his current position.

Saudia Airlines started with a DC-3, which had been given to the King by President Harry Truman at the end of World War II. Today it is one of the largest air carriers outside the United States. It operates 19 B-747s, 17 L-1011s, 11 A-300/600s, 14 B-737s and a B-707.

"The Saudis are very proud of what they have accomplished in a short time," said MOA program manager Ro Kellum.

The Saudi commitment to developing a world class airline is evidenced in

are a vital part of the Flight Crew Training Center. In addition, Cockpit Procedures Trainers are in place—one for each type of aircraft operated by Saudia Airlines. Other state-of-the-art computerized instructional programs round out the complex.

"They want a quality, first-class airline, and we're helping them do it,"



Jazza Ghanem (right), vice president, flight operations of Saudi Arabian Airlines and Flight Standards Division manager Tom Accardi.



Geographic operations supervisor Bill Bumpus checks out Alexander Zalomis in a B-737 simulator.

part by the creation of the Basic Flight Training Academy. Here young Saudis learn to fly and master technical English. They also have a modern six-story Flight Crew Training Center in Jeddah.

Four flight simulators, certified quarterly by the MOA inspectors are as modern as any in the world. They

said MOA team member Dan Clancy. "Technically, they're doing an excellent job. Their training and qualification standards are as demanding as any major airline in the world today."

The FAA is also helping the Saudi government develop an aviation infrastructure, including a Flight Safety Department that has both operations and maintenance responsibility.

Starting in 1990, MOA inspectors will be working with their counter-

parts in the PCA. They will be training the PCA inspectors to conduct the airman certification duties which will lead to the "Saudization" of this process in the future. Their goal is to have an all-Saudi aviation organization.

Meanwhile, the FAA inspectors and other participating in the Saudi aviation venture are enjoying a rare opportunity to participate in Saudi culture. "We are treated in a friendly manner, with the professional respect and comradery traditional in the aviation community," Kellum said.

Ralph Carlson observed, "It is very obvious to those of us who serve on this project that Saudi Arabia is a strong and positive friend of the United States."

At the same time that traditional and religious customs are observed, Saudi Arabia is also up-to-date on Western technology and fashion. "Jeddah is one of the most interesting cities in the world with its combination of old and new world architecture and traditions," Kellum said.

The 1989 MOA team includes, in addition to Kellum (assigned to B-747, A-300 and General Aviation) and Clancy (L-1011 and A-300), Randy Michaels (B-737 and General Aviation). One air carrier position is currently vacant, and the team is actively recruiting to fill this vacancy.

Since 1989, 16 past and current inspectors from Eastern Region have participated in this highly visible program. They have performed their technical skills with excellence and have obviously had the professional and diplomatic skills required to accomplish this demanding assignment. Saudi Arabian Airlines recently recognized the team by presenting a plaque with the following inscription:

"In recognition of the fine spirit of cooperation and professionalism demonstrated by the FAA - NY District Office Flight Standards Division in administering the MOA with Saudi Arabian Airlines since its inception in 1980." ■

Ribbon Cutting



New England's first Education Resource Center at Hanford's Brainard Airport was inaugurated as a result of a partnership between the Connecticut Bureau of Aeronautics and the FAA.

A second center, pictured above, was dedicated in Concord, NH. The center is located in the headquarters of the New Hampshire Division of Aeronautics at Concord Municipal Airport.

FAA New England Regional Administrator Arlene B. Feldman (right) participated in the ribbon cutting ceremony with Ray Burtion (left) of the New Hampshire Executive Council and Charles Marston (center), commissioner, State Department of Education.

The centers, dedicated in mid-December, seek to educate the public on careers in aviation.

By Nick Komons

Nick Komons is the FAA agency historian.

Oscar W. Holmes didn't march at Selma. He hasn't organized any sit-ins. Indeed, the name of this former FAA employee is in no way associated with the civil rights movement of the last three decades—a movement that broke down old racial barriers and opened up many doors to blacks and other minorities.

Yet, 48 years ago, Oscar Holmes broke the color line in two professions within the space of nine months. He was the first black man to become an air traffic controller. And, though not officially recognized, he has the dual distinction of being the first man of his race to hold a commission in the U.S. Navy and the first to wear Navy wings.

Oscar Holmes did this without placards or fanfare, without recourse to the courts and without the support of organized groups. He did it so quietly, as a matter of fact, that scarcely anyone noticed.

Holmes was born on January 31, 1916, in Dunbar, WV, the youngest child and only male of a family of four children. His father was a carpenter; his mother, the daughter of a farmer.

Holmes' paternal grandfather was born in Virginia a year or two after the Civil War. Holmes' mother was also a West Virginian. Her grandmother had been a slave to "a man named Chapel," and, as Holmes explains, "while [Chapel] didn't marry my mother's grandmother, they raised a hell of a big family... somewhere between 10 and 13 of them..."

Holmes' grandmother inherited from Chapel a strip of land in the Kanawha Valley that ran "from the river to the hill." Holmes' mother was born in a farmhouse on this land.

Holmes was reared in the same valley, amidst the rugged foothills of the Appalachian Mountains. He went through Charleston's segregated school system, and, at age 16, enrolled at West Virginia State, an undergraduate college for blacks.

By all accounts, he made a brilliant record at WVS, before going on to Ohio State University in 1936 to secure an MS in chemistry—a course of study made financially possible by a graduate assistantship funded by the National Youth Administration. Holmes' master's research provided the basis for an article in the *Journal of the American Chemical Society*—a rare feat for one not doing PhD work.

After three years as a chemistry instructor at Claflin College in Orangeburg, SC, Holmes tired of chemistry ["I always hated chemistry"] and of the low pay and secured a part-time position as a water and fuel analyst for a power company in Erie, PA. It was here that his aviation career was



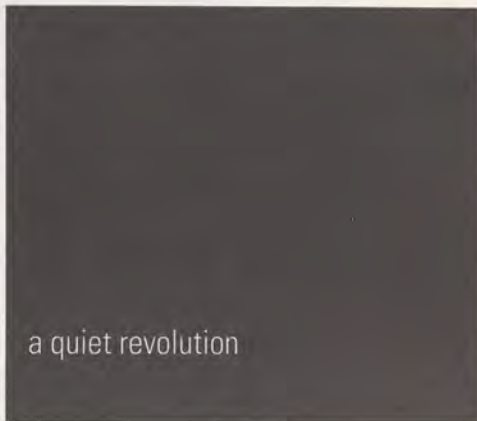
Oscar Holmes as he appeared at retirement.

launched. In 1939, the New Deal had established the Civilian Pilot Training Program (CPTP) at scores of colleges and universities and a number of off-campus sites.

The program introduced thousands of young Americans to aviation. For blacks, always on the bottom of the economic heap and thus excluded from expensive avocations, the CPTP proved a particular boon: For the first time, large numbers of young black men and women could learn to fly and, perhaps, even think of careers in aviation. Erie had an off-campus program, and Holmes applied for and secured a flight scholarship, which led to a private pilot's certificate.

It was not long thereafter, in 1941, that Holmes spotted a Civil Service announcement at an Erie post office. The Civil Aeronautics Administration was looking for applicants with a college degree and a private pilot's license to train as air traffic controllers. "I had those things, so I applied," Holmes relates. He was accepted as a trainee.

Holmes' training class, located at La



Guardia airport in New York, included the first group of black ATC trainees, numbering no more than three or four. All the blacks washed out except Holmes, who was assigned to the New York airway traffic control center as an assistant controller with a salary of \$1,800 a year.

By Holmes' own admission, he was accepted like any other worker by his

fellow controllers. "I had a bond with the fellows who were in that class with me," he says. The same held true when he got to the New York airway traffic control center. The controller force at this center was small and tightly knit—no more than 30 or so. Holmes felt as much a part of this group as any of the other men.

(Continued on page 9)



Oscar Holmes receiving civilian pilot training at Allegheny College, Meadville, PA, in 1940.

January

February

For the most part, 1989 was a good year for FAA. A quick look back at the record shows the agency made significant gains almost across the board last year, particularly in such high priority areas as strengthening civil aviation security, implementing the National Airspace System (NAS) Plan and ensuring the continued airworthiness of older aircraft.

Internally, the record was equally impressive with the signing of the first bargaining agreement with the controller's union, initiation of a new pay

March

demonstration program for hard-to-staff localities, upgrading of some 2,000 flight service station specialists in automated facilities and the award of the Office Automation and Technology Services (OATS) contract that will modernize and upgrade the agency's administrative ADP capabilities.

DOT and FAA also acquired new management teams during the year with the appointments of Secretary Skinner and Administrator Busey. Both brought with them a wealth of experience, unique management styles and new approaches to problem solving.

The major dark cloud on the horizon was in the "bottom line" safety category. The airline safety record slumped badly in 1989 with 10 fatal accidents and a total of 277 fatalities.

However, some other significant indicators continued to show improvement. Through the first 10 months of 1989, near midair collision reports were down by 24 percent,

'89 in Review

May

operational errors by nine percent and pilot deviations by 23 percent.

A partial listing of the major milestones follows:

January 10: FAA issued its final rule requiring the Traffic Alert and Collision Avoidance System (TCAS) on airliners.

February 6: Samuel K. Skinner was sworn in as the 10th Secretary of Transportation with President Bush looking on.

February 8: A total of 144 people died in the year's worst aviation accident involving a U.S. carrier when a Boeing 707 charter flight, operated by Independent Air, crashed during an approach for landing in the Azores.

February 28: The industry-led task force on aging aircraft released its first report recommending extensive modifications to older Boeing 727s, 737s and 747s. These recommendations were incorporated in proposed Airworthiness Directives issued by the FAA on May 18.



Artist conception of the design for the new Denver airport.

April

June

June 30: James B. Busey was sworn in as the 11th FAA Administrator by Secretary Skinner in a private ceremony at the Aeronautical Center in Oklahoma City. The public ceremony followed on July 11.

July 19: A United Air Lines DC-10 crashed on landing at Sioux City, IA, after its center engine disintegrated in flight, severing hydraulic power to the control systems. Of the 296 persons onboard, 185 survived.

September 5: FAA issued a final rule requiring installation of explosive detection systems at approximately 40 foreign and domestic airports handling U.S. international flights. The rule also authorizes FAA to require the equipment at additional airports if necessary.

October 8: FAA upgraded approximately 2,000 flight service station specialists to reflect the higher skill levels required to work in an automated facility.

May 1: FAA and the National Air Traffic Controllers Association signed a three-year labor agreement, the first covering controllers since the 1981 strike.

May 2: The first ASR-9 field installation was commissioned at Huntsville, AL. The dedication ceremony followed on June 22.

June 18: The pay demonstration project was implemented at 11 locations for approximately 2,200 controllers, technicians and safety inspectors.

July

Admiral Busey is sworn in as the 11th FAA Administrator during a public ceremony at Headquarters. Busey's wife, Jean, looks on.



November 6: The White House announced its intention to nominate Maine businessman Barry Harris for the post of FAA Deputy Administrator.

November 22: Both Secretary Skinner and Administrator Busey participated in the groundbreaking ceremony for the new Denver Airport.

December 18: Major airlines and large commuters were required to implement drug testing programs covering pilots, flight engineers, flight attendants, mechanics and other employees in safety-related jobs.

December 21: FAA awarded AT&T the Office Automation Technology and Services (OATS) contract to upgrade and modernize the agency's administrative ADP capabilities.

September

November

October

August



A TCAS II-equipped aircraft is shown at the center of a two-mile range ring at 10,500 feet. An "intruder" at seven o'clock is 400 feet below the TCAS II plane, while another aircraft is shown 500 feet higher.



The thermal neutron analysis bomb detector has the ability to search for specific combinations of atomic elements that characterize explosives.

December

Saying Goodbye



Retirement Tips from a Guy Who's Been There

By John Leyden

John Leyden, long-time manager of FAA's Public and Employee Communications Division in the Public Affairs Office, recently retired after completing 34 years of government service.



John Leyden swings into retirement.

Retirement was easy. That is, from a logistical standpoint, it was easy. I probably filled out all the necessary forms in no more than 15 minutes tops. But, then, I have been particularly careful over the years not to complicate my life by piling up many of the legal encumbrances that require extra paperwork at times like these.

Oh, there were some tough decisions to be made before I filled out the forms, of course, like lump sum or no lump sum. In the end, I decided to go with lump sum—that is, withdrawing my retirement contribution and taking a reduced annuity—because I read somewhere that eight out of ten Fed-



eral retirees do it. It seemed inconceivable to me that eight out of ten former civil servants could be wrong, although I'd be a bit more comfortable with my decision if I could have talked to the two dissidents beforehand.

Then there is the job we must all face eventually of preparing ourselves psychologically for retirement. A very wise person once observed that the best part about having a job is that it gives you someone to go every morning. However, what he or she neglected to mention was that you have to go there every day, five days a week, 52 weeks a year for 30-plus years.

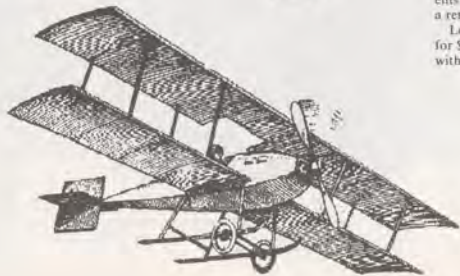


chological aspects of retirement and neglect some of the more practical considerations. That's where I come in.

One area that you definitely need to think about ahead of time is just exactly how you are going to break the news of your impending retirement to your spouse. Let's be honest here: In most cases, your life's partner is not going to be thrilled with the prospect of having you around the house all day. Therefore, I suggest the gradual (or sneaky) approach in which you drop increasingly broad hints about your plans over a specific period of time.

For example, four to six months before the event, you can casually mention at dinner, "Saw Fred at the feed store today... said he and the wife are really enjoying his retirement... just bought a vacation home in West Virginia."

Then start leaving travel brochures carelessly around the house, musing aimlessly about a "second honeymoon" to strange and exotic-sounding places—like Sri Lanka, Ethiopia or Peru—and hope your mate doesn't know there are revolutions going on in most of those places. Or try a ploy I particularly favor—that is posing as a potentially great benefactor to humankind with such



offhand remarks as, "Gee, I sure would like to do more to help society but with the demands of my job and all..." By the time you're ready to fess up and tell the truth, she or he will actually be relieved. Trust me on that one.

Then, too, there is the preparation for your Going Away Party when you will be asked "to say a few words."

Most of us have attended enough of these affairs to know by now what we can say—even more importantly—what we can't say when it's our turn at. At least, I hope so. Believe me, this is not the time to bring up the boss' offenses, even in jest. Don't burn up those bridges behind you.



Of course you could take the cowardly way out and decline a party. But your coworkers then probably will feel relieved of their moral responsibility to come up with a suitably expensive going-away present. And, if you are a typical long-time government employee, you probably have contributed at least \$5,000, easy, to other people's retirement parties and presents and feel it's high time you realized a return on your investment.

Let's see, what could they get you for \$5,000? Maybe your basic Yugo with standard transmission, no a/c

(Continued on page 9)

Quiet Revolution

from page 5

and AM radio only. Makes a nice second car, especially if they throw in the extended warranty.

Finally—and this is most important of all—you have to come up with a plausible story about what you are going to do after retirement to make it sound like you fully intend to remain a productive member of society. That's especially important if you have no such intention and only want to sink deep down into the sofa opposite the TV and watch Oprah every afternoon at four.

You should know that most people are not going to let retirees go gently into the good night. They will press you again and again on your plans for the future until you begin to detect a certain mean spiritedness in their questions. Maybe they are deciding whether you are still worth carrying on their Christmas card lists. You probably can forget about future dinner invitations.

I tried being flip, saying I intend to clean out my garage, learn to run my home computer and write a graphic best selling novel... but not necessarily in that order. Unfortunately, most people took me seriously, which says something about them or me, I'm not sure which. If I had it to do all over again, I'd probably come up with something less plausible and, at the same time, more respectable like the old reliable, "I'm considering several offers."

None of this means, of course, that I am plunging into retirement wilfully. I've got some ideas and even a few fantasies. It's probably too late to make it in the National Football League, even as a placekicker, but climbing Mt. Everest is not completely out of the question.

One thing I'm sure of is that there still is a great big world of adventure out there. I think I know how Theodore Roosevelt must have felt when offered a chance, late in life, to accompany an expedition up the Amazon. "I've got to go," the Great Man said. "It's my last chance to be a boy." ■

By August, Holmes had tired of waiting for his promotion. An article in the *New York Daily News* caught his eye. The U.S. Navy was offering reserve commissions to men with a pilot's license and 100 hours' flying time to train as flight instructors and ferry pilots. Holmes applied, sailed through his physical and personal interview and soon found himself with an ensign's commission. He reported for active duty at 120 Broadway on September 28, 1942.

The Navy did not know at this point that it had commissioned a black man. It had no black officers at this time and, according to one expert, did not knowingly commission a black until March 1944. The Navy soon discovered who they had aboard.

At Colgate University, where the

Navy had enrolled Holmes in the War Training Service Program—the wartime version of the CPTP—newly commissioned officers were asked to submit, among other things, a birth certificate. "This is evidently when the realization hit them that they now had commissioned a Negro in their Navy..." Holmes says. "They didn't know what to do about it, and I suppose rather than make a fuss... and try to get rid of me, they said, 'Oh, we've got him now, we'll just let him stay.'"

When he finished flight-instructor training at the New Orleans Naval Air Station—thus becoming the Navy's first black flying officer—Holmes was assigned to 120 Broadway to sit on the Aviation Cadet Selection Board. Tiring of interviewing prospective air cadets, he finally secured a flying assignment in 1944—ferrying aircraft with the Naval Air Transport Service, Air Ferry Squadron III, Terminal Island, CA, where he remained until his release from active duty in December 1945 as a lieutenant in the Naval Reserve.

Throughout this service, Holmes had the run of Navy facilities, just as any other officer. He ate and slept where other officers ate and slept. No doors were closed to him because of color.

It was a curious existence for a black man in the armed services. Black sailors served in the "black" Navy—segregated and relegated to menial tasks. Black fliers in the Army Air Corps served in segregated units and were not admitted to officers' clubs.

But, then, until March 1944, Holmes was one of a kind, and the Navy could scarcely establish separate facilities for a lone man. And, of course, his color was not all that discernible. "The Navy knew I was black, and I knew I was black, but not many other people knew it," Holmes explains. "In fact, [the Navy wasn't] going to advertise it, and I certainly had no reason to, particularly since all of our routes... were through the Deep South."

In January 1946, Holmes returned to his old CAA job. Other blacks soon broke into the profession, though they were mighty few, indeed. According to the recollections of contemporaries, between war's end and the early 1950's, no more than five blacks worked as air traffic controllers in the entire CAA.

Holmes got his long-awaited promotion on his return; in fact, six months later, he was promoted again. By 1950, he had made senior controller. Shortly before his promotion, the center's chief controller had been heard to remark that as long as he was chief he would never have a black senior controller. Ironically, two years later, this very same center chief hand-

picked Holmes as the center's assistant chief. "So, everything was all right, but there were instances here and there... of race having a bearing on my situation."

In 1952, the chief controller's job at the Cleveland Center became vacant. Holmes went to one of his superiors at the New York regional office and asked for the job. "The answer he gave me was, 'Don't you think we've done enough for you?'" "How would you construe that?" Holmes asks.]

At the time, a chief controller held a GS-12 rating. Under the then-prevailing national promotion system, the promotion roster was pared down to a list of five most qualified. "At the time, I could make any ATC GS-12 list in the country in the top five," he recalls. But Holmes just wasn't fated to be a chief controller.

So he stayed in New York. He had entered Brooklyn Law School the previous year and, by 1954, had earned an LL.B. degree by attending night classes. He got an LLM a year later, was admitted to the New York State bar and began a part-time law practice. He gave up that practice when he transferred to FAA's Washington Headquarters in June 1959, where he held a succession of important positions until his retirement as a GS-15 hearing officer in 1973.

He had thought that he might practice law upon leaving FAA. But the golf course and the allure of a leisurely retirement proved more attractive.

Today, Holmes enjoys spending time with his five grandchildren, the oldest of whom, Joy David, will attend college in September.

Does he now look upon himself as a pioneer in the fight for racial justice as he strolls along the links? One suspects that he doesn't. Like most people, he had been primarily interested in finding a niche for himself; aviation was "something that was there," and he thought he would get in it. So he did.

He says he doesn't "particularly relish becoming the first of anything, but that's the way this country is. There has been a lot of change." ■

People

Aeronautical Center

Billy J. Baxter, manager, Storage & Transportation Branch, FAA Depot, promotion made permanent... Billy L. Bunting, unit supervisor, Line Maintenance Section, Atlanta FFO... David R. Cook, unit supervisor, Flight Procedures/Inspection Section, Bartle Creek, MI, FFO, promotion made permanent... Howard M. Ryder, supervisor, Flight Operations/Scheduling Section, Oklahoma City FFO.

Alaskan Region

Eugene K. Armstrong, unit supervisor, North Alaska FSO, North Alaska AFS, Fairbanks, from Nisne... David B. Epstein, manager, North Alaska AFS, Fairbanks, from regional headquarters... Edward M. Kiss, asst. manager for technical support, North Alaska AFS, Fairbanks... Louis W. Rosgen, asst. manager, military operations/plans & programs, Anchorage ARTCC, from Washington Headquarters... Sevard E. Wagnins, Jr., supervisor, Quality Assurance Section, Systems Maintenance Engineering Branch, Airway Facilities Div.

Central Region

James L. Blair, supervisor, Construction Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent... David W. Hopp, area manager, Kansas ARTCC, Olathe, from Kansas City International Airport ATCT... Thomas G. Kloczek, section supervisor, Planning Branch, Air Traffic Div.

Eastern Region

Jacques M. Aspre, Jr., unit supervisor, Farmingdale, NY, FSDO, promotion made permanent... Clifton T. Brooks, Jr., area supervisor, Leesburg, VA, AFSS, from Williamsport, PA, AFSS... James S. Cook, area supervisor, Syracuse, NY, ATCT... Norbert Flatow, manager, Chamilly, VA, AFSSO, Capital AFS, promotion made permanent... John R. Goldman, asst. manager, airspace & procedures, Philadelphia International Airport ATCT... Ralph J. Guenther, unit supervisor, Atlantic City AFSSO 844.5, Tri-State AFS, promotion made permanent... Richard J. Haldeman, section supervisor, System Management Branch, Air Traffic Div., from Poughkeepsie, NY, FSS... Leroy Johnson, area manager, Philadelphia International Airport ATCT, from North Philadelphia Airport ATCT... Milton P. Keeler, manager, Syracuse, NY, AFSSO, Empire AFS... Frederick Leonelli, supervisory aviation safety inspector (operations), Operations Branch, Flight Standards Div., promotion made permanent... Thomas F. Llewellyn, asst. supervisor, New York TRACON AFSSO, Garden City, Metro New York AFS, from JFK AFSSO... Robert C. Mosca, principal operations inspector, New York

FSDO, Valley Stream... John A. Pallante, Jr., manager, JFK International Airport ATCT, New York, from Philadelphia International Airport ATCT... Anastasio A. Penhros, area supervisor, Parkersburg FSS, Williamsport, WV, from New York AFS... Robert P. Roscoe, manager, LaGuardia Airport ATCT, New York, from Baltimore ATCT... William J. Stehling, manager, Albany ATCT, from regional headquarters... William VanBruntise, section supervisor, System Management Branch, Air Traffic Div., from Newark, NJ, ATCT... Robert L. Welch, Jr., manager, Rochester, NY, ATCT, from Philadelphia International Airport ATCT.

Great Lakes Region

Vernon P. Allen, Jr., area supervisor, Port Columbus, International Airport, Columbus, OH... Norman D. Athison, manager, Hahn Regional Airport ATCT, Terre Haute, IN, from Delaware County Airport, Muncie, IN... Thomas E. Barnett, area supervisor, Huron, SD, AFSS, promotion made permanent... John S. Duncan, unit supervisor, CVG FSDO, Cincinnati, OH, promotion made permanent... Olivio Giacoleto, unit supervisor, Rapid City, SD, FSDO... Gerald E. Harr, unit supervisor, Ohio AFS, Trumbull County, from FAA Academy... David L. Jackson, area supervisor, Lansing, MI, AFSS... Ronald E. Miller, manager, Chicago AFS, Schiller Park, from Aurora AFS... David J. Peterson, area supervisor, Princeton, MN, AFSS... Richard N. Robde, area supervisor, General Mitchell Field ATCT, Milwaukee, WI, promotion made permanent... Daniel J. Smejkal, area supervisor, Chicago ARTCC, Aurora, IL... Debra L. Stetler, area supervisor, Greater Rockford, IL, Airport ATCT, promotion made permanent... James A. Tucciarone, asst. manager for training, Cleveland, OH, ARTCC, promotion made permanent... Randy S. Zemel, asst. manager, programs, General Mitchell Field ATCT, Milwaukee, WI.

New England Region

Kirk Eric Gustafson, chief, Engine Certification Branch 141, Engine Certification Office, Aircraft Certification Div... Gregory T. Hewes, area supervisor, Logan International Airport ATCT, from Charleston, WV... Ronald Hodgdon, unit supervisor, Portland, ME, FSDO, promotion made permanent... John J. Krug, area supervisor, Bradley International ATCT, Windsor Locks, CT, promotion made permanent... Thomas J. Nicholson, Jr., asst. manager for automation, Boston ARTCC, Nashua, NH, promotion made permanent... Phillip J. Sulish, manager, Nashua, NH, AFS, from regional headquarters.

Northwest Mountain Region

Benjamin E. Abeyta, area supervisor, Denver ARTCC, Longmont, CO, from FAA Academy... Roger L. Brown, manager, Klamath Falls, OR, ARTCT... Rejean Charlier, supervisor, Technical & Admin. Support Staff I.A. Aircraft Certification Office, Long Beach, CA... Thomas R. Davidson, section supervisor, Resource Management Branch, Air Traffic Div... Gerald M. Davis, area supervisor, Mahlon-Sweet Airport ATCT, Eugene, OR... Alan W. DeBracy, area manager, Seattle ARTCC, Auburn, from Portland... Gail A. Delfosse, manager, Barley, ID, FSS, promotion made permanent... Stanley J. Kubik, asst. manager, Portland, OR, ATCT, from Washington Headquarters... George L. Orr, section supervisor, Airspace & System Management Branch, Air Traffic Div... Marvin F. Rammelsberg, section supervisor, L.A. Aircraft Certification Office, Long Beach, CA... Stephen L. Serples, manager, Sheridan, WY, FSS, from Conroe, TX, AFSS... Armond T. Snelson, supervisor, Systems Effectiveness Section, Facility Operations Branch, Air Traffic Div... Craig A. Sparks, section supervisor, Denver, CO, Airports District Office, promotion made permanent... Charles R. Torres, asst. manager, programs, Denver, CO, AFSS, from Grand Junction, CO, FSS... Keith T. Werts, manager, Fels Field ATCT, Spokane, WA, promotion made permanent... Donald B. Wilson, section supervisor, Seattle Aircraft Certification Office, promotion made permanent... Edd S. Wostum, asst. manager, Stapleton International Airport ATCT, Denver, CO, from Oakland, CA, ATCT.

Southern Region

Kenneth M. Berkey, Jr., asst. manager, plans & programs, St. Petersburg, FL, AFSS... Dale H. Cannon, manager, Tri-City Airport ATCT, Bristol, TN, from Memphis ATCT... Michael D. Chandler, manager, Montgomery, AL, AFSSO, Montgomery AFS, Ramer, from Hub AFS, Memphis, TN... Michael A. Commander, supervisor, Planning & Automation Section, System Requirements Branch, Air Traffic Div., from Hampton, GA, ARTCC... Janet L. Cook, manager, Bristol, TN, FSS, from St. Petersburg, FL, AFSS... Michael V. Fuffido, unit supervisor, Miami CASFO... Ruddy D. O'Neal, manager, Birmingham, AL, AFSSO, Montgomery, AL, AFS, from Columbia, SC, AFS... Elbert G. Parks, manager, Greenwood, MS, AFSS, from Ft. Dodge, IA, AFSS... Roy A. Robison, manager, Macon, GA, RAPCON, from Greensboro, NC, ATCT... Frank B. Rule, asst. manager, plans & programs, Jackson, TN, AFSS... Larry E. Smith, traffic management unit supervisor, Miami, FL, ARTCC... Benjamin Watters, area supervisor, St. Petersburg-Clearwater Airport ATCT, from FAA Academy.

Southwest Region

Anthony Breidenbach, area manager, Albuquerque, NM, ARTCC... James P. Burns, area supervisor, Abilene, TX, RAPCON, from San Antonio, TX... Aivin E. Devane II, area supervisor, Dallas/Ft. Worth ATCT, from Austin, TX... Billy D. LaGrone, unit supervisor, Hobby Airport, Ft. Tyler, TX, Houston AFS, from Dallas/Ft. Worth AFS... Ronald C. Meads, manager, San Angelo, TX, ATCT, from Dallas/Ft. Worth ATCT... Robert R. Medina, asst. manager, Albuquerque AFS... Jesse C. Mullens, unit supervisor, Hobby AFSSO II, Longview, TX, Houston AFS, from Dallas/Ft. Worth AFS... Robert J. Rehagen, manager, Establishment Engineering Branch, Airway Facilities Div... Gary D. Romero, quality assurance specialist, Quality Assurance Section, Facility Operations Branch, Air Traffic Div... J. T. Stubbs, manager, Texarkana, AR, ATCT, from Fayetteville, AR, ATCT... Jerry E. Todd, area manager, Albuquerque, NM, ARTCC... Evedyn J. Washington, area manager, Ft. Worth, TX, AFSS, from Dallas FSS.

Technical Center

Joseph C. Brown, manager, Terminal ATC Systems Branch, Automation Div... Michael Latyn, manager, Contracts Branch, Logistics Div., promotion made permanent.

Washington Headquarters

David F. Hicks, team leader, Human Resource Management Automation Div., Office of Personnel, promotion made permanent... William D. Marino, manager, National AT System Effectiveness Evaluation Branch, Evaluation Div., Office of Air Traffic System Effectiveness... David C. McFadden, manager, Internal Security Branch, Investigations & Security Div., Office of Civil Aviation Security, promotion made permanent... Eugene N. Newman, manager, Automated Systems Branch, Planning & Program Management Div., Aircraft Certification Service, promotion made permanent... Steven D. Smith, manager, AIS Security Branch, Investigations & Security Div., Office of Civil Aviation Security... Steven A. Springmann, manager, AVS Resource & Analysis Branch, Resource Management & Analysis Div., Office of Program & Resource Management, promotion made permanent... Helen Max Walk, manager, System Improvement Branch, System Improvement Div., Office of Air Traffic System Effectiveness... Barry L. Williams, unit supervisor, Organizational Planning & Development Div., Office of Human Resource Development.

Western-Pacific Region

Offie C. Baugh, supervisor, Materiel Management Section, Materiel Management Branch, Logistics Div... Mark D. Cottrill, asst. manager, plans & programs, Los Angeles ARTCC, Palmdale, from regional headquarters... Sean T. Cullinane, area supervisor, San Francisco ATCT, from Tucson, AZ, TRACON... Donald F. Henderson, unit supervisor, Pingayao, Guam, AFSSO, Hawaii-Pacific AFS, from regional headquarters... Juanita A. Jacobson, section supervisor, Sacramento, CA, FSDO... Brenda J. Johnson, section supervisor, Oakland, CA, FSDO... Leonard L. Lavandowski, supervisory aviation safety inspector, Phoenix FSDO (Satellite), from Scottsdale... Benjamin L. Maes, manager, McClellan AFB AFSSO, Sacramento, CA, AFS... James B. Manson, Jr., area supervisor, Resource Management Branch, Air Traffic Div... Loretta J. Martin, manager, Reid-Hillview Airport, San Jose, CA... William E. McNeil, asst. manager for training, NAS Miramar TRACON, San Diego, from Newark, NJ, ATCT... Jon T. Middleton, area supervisor, McClellan TRACON, Sacramento, promotion made permanent... Judith M. Opperman, area supervisor, Livermore, CA, ATCT, from Oakland ATCT... Robert J. Palmer, manager, San Diego FSDO... Varti K. Patton, section supervisor, San Francisco FSDO... Archie O. Snowden, area manager, Honolulu ATCT, from Lihue, HI, ATCT... Charles A. Stinson, asst. manager for technical support, Los Angeles AFS, from Pingayao, Guam... Stephen A. Tison, asst. manager, military operations, Los Angeles ARTCC, Palmdale, CA... Powell R. Underwood, unit supervisor, CSIF Program Section, Establishment Engineering Branch, Airway Facilities Div... Albert L. Viselli, Jr., manager, Fresno, CA, ATCT, from regional headquarters... Elva J. Waterman, section supervisor, Long Beach, CA, FSDO... John S. White, asst. manager, Honolulu ARTCC, from regional headquarters.

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 or officers are published. Other changes usually cannot be accommodated because there are thousands each month.

AERONAUTICAL CENTER

Tommy E. Allison
Glenn O. Chance
Alfred W. Graessner
John R. Hardin
Ivars Pimanis
Deanis E. Reed
Donald R. Ringling
Dwight Sheets, Jr.
Robert D. Shuster
Theodor H. Teeuwen

ALASKAN REGION

Maryls I. Bundsten
Walter L. Gilbert
Allan B. Hanson
Thomas G. Konklin

CENTRAL REGION

Claudia M. Dykal
James L. Eckerman
Donald G. Hehr
George P. Kalaiwa
William C. King
Dorothy N. Mealand
Francis D. Tow

EASTERN REGION

Henry J. Cavaleri
Henry T. Deas, Jr.
Daniel L. Dunston
Irwin E. Goldstein
Esse N. Greer
William J. Helfern
Floyd F. Jackson, Jr.
Irvin W. Kemp
Clinton C. Lewis, Jr.
Gora E. Mohammed
Nils F. Monk
Kermit N. Smith
William Sosa
Jessie D. Wimmer
Charles H. Yagello

Retirees

GREAT LAKES REGION

Charles A. Armstead
Glenn O. Chance
Alfred W. Graessner
John R. Hardin
Ivars Pimanis
Deanis E. Reed
Donald R. Ringling
Dwight Sheets, Jr.
Robert D. Shuster
Theodor H. Teeuwen

NEW ENGLAND REGION

Richard Y. Baron
Josef G. Fodera
Joseph E. Gagnon
Michael G. Malonson
Andrew J. Zinay, Jr.

NORTHWEST MOUNTAIN REGION

William G. Gilles
Terry W. Miller
William E. Patton

SOUTHERN REGION

Marsvin D. Anshony
Bobby J. Bailey
Joseph C. Cuiver
Earl E. Fulton
Robert V. Gloyer
Ruth K. Heath
Charles W. Holly
Benjamin Huntz
William A. Kuhl
Ramona J. Lile
Earl J. Mestizer Jr.
William C. Moore
Ralph I. Pauginton
Herbert L. Pearce
Eddie F. Ray, Jr.
Luiz G. Rivera
Deming Rodriguez-Ramirez
Rafael Santana-Moreno
George D. Simpson, Jr.
Franklin O. Spell
Max C. Weavil
Charles L. Wright, Jr.

SOUTHWEST REGION

Ellis R. Bost
Arthur C. Caviness
Daniel L. DeFrances
William H. Dillard
Oscar Hernandez
Doyle O. Herrington
James L. Huber
Gary D. Rhythms
Mary L. Smith
Billy M. Smyers
Robert L. Stanley
Maxton D. Welch

TECHNICAL CENTER

Allan G. Back
Willie M. Comeaux
Edward L. Hicks
Raymond H. Orcutt
Ernest E. Schillater

WASHINGTON HEADQUARTERS

John A. Harper
Raymond E. Ramakris
Bruce H. Slater

WESTERN-PACIFIC REGION

Joe F. Bradshaw
Norman L. Crews
Robert F. Hank
Robert Laid
Elaine H. Page
Katherine N. Quong
Chauncey M. Walker
Forrest E. West

COMMITTEE TO COMMEMORATE FLIGHT 232

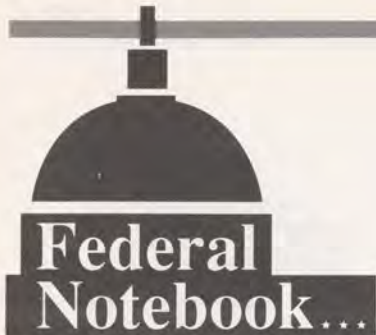
The Siouxland Recognition Committee has been formed to commemorate the community's response to the United Flight 232 disaster. It will establish a trust fund known as "The Spirit of Siouxland Fund 232," establish a memorial at the Sioux Gateway Airport and hold a dedication ceremony for the memorial.

The trust fund will be for scholarships for those studying the helping professions evident during the disaster and for grants to agencies or organizations for projects that will enhance their ability to respond to needs in the community.

Sponsored by the Sioux City Chamber of Commerce, the committee is made up of representatives of the principle agencies that assisted during the emergency.

Contributions to the fund can be sent to:
Sioux City Chamber of Commerce
c/o Siouxland Recognition Committee
101 Pierce Street
Sioux City, IA 51101

FEB 90



FUNDING FOR '91

FAA would add 495 air traffic controllers, increasing the total to 17,495 (or by 3%) under President Bush's fiscal 1991 budget. The budget asks for an additional 300 safety inspectors, 164 security personnel and 260 field maintenance technicians. Overall, funding would increase 16% to \$8.3 billion. Facilities and equipment would see a 45% increase to \$2.5 billion.

The budget also calls for a 3.5% pay increase for all civilian and military employees beginning in January. A total of \$328 million for special pay projects in government was requested. About \$240 million is earmarked for raises for 142,000 white collar employees working in greater New York, San Francisco and Los Angeles.

DIRECT DEPOSIT MAILING

A recent ruling handed down by the Federal Services Impasses Panel says that a federal agency may require electronic direct deposits of paychecks. It cautions, however, that the government should make sure

banks do not charge for cashing the checks if the withdrawal leaves the employee with under the bank's minimum balance requirement. The ruling was made in favor of the Griffiss (NY) Air Force Base in a case with the American Federation of Government Employees union.

Agencies favor electronic deposits because mailing processed checks costs more and can be less reliable. Some federal workers without bank accounts and those who do not trust electronic transfers object to direct deposits. The Federal Services Impasses Panel recommended that the funds become available to employees on payday. The panel serves in disputes between agencies and employees as a court-of-last-resort.

MORE MOTHERS WORKING

The so-called "typical" American family—a husband supporting a wife who works at home raising two children—represents less than 5% of today's families, according to Commissioner of Labor Statistics Janet L. Norwood. Using data collected by the Bureau of Labor Statistics, Norwood projects that by the year 2000 women will comprise 47% of the labor force. In a commentary published in the *Federal Times*, Norwood said one in every six of the 66 million families in the United States is maintained by a single woman. The availability of child care has become a matter of national policy, with six out of every 10 children with mothers at work or looking for work, said Norwood.

SPOUSES AND AWARD CEREMONIES

A ruling by the U.S. Comptroller General says that agencies can elect to pay for travel expenses of spouses accompanying husbands or wives who are being honored at ceremonies sponsored by their agencies. The decision was made on behalf of the wife of an Interior Department employee who traveled from Denver to Washington, DC, and back for a departmental ceremony. The CG stated that if the "head of the agency determines that it would further the purposes of the awards program for the spouse of an award recipient to be present at the award ceremony, his or her travel expense may be considered a 'necessary expense' under existing law.

WORK-AT-HOME GUIDELINES REVIEWED

Draft guidelines that authorize federal agencies to begin studying the work at home "flexiplace" concept were waiting the approval of OPM Director Constance Newman at presstime. The project, sponsored by the President's Council on Management Improvement, would be tested among a small number of employees to determine the value of having certain employees work at home. The goal of such a plan is to attract and keep valued workers, help with commuting pressures, increase output and lower office rental costs. The guidelines, written by OPM staffers, are not intended to be a replacement for child care. A flexiplace program at the EPA in Research Triangle Park, NC, has been well received and is undergoing further evaluation.

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

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