



U.S. Department
of Transportation

Federal Aviation
Administration

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FAA World

'TQM'

Influences Capital Investment Plan

By J. Robbins Tucker and Robert E. Fenton

FAA maps the way to enhanced safety in the air through its Capital Investment Plan (CIP), so the quality of that plan is vital.

The plan describes and ties together the strategic objectives, policies, and

programs the agency will implement in capital investment over the next 15 years. Moreover, it is the "gateway" to the major system acquisition process and the facilities and equipment (F&E)

turn to TQM on page 2

It's a 'FACT'

40 Feet up and Then over the Wall with the Washington Center Team

With just a few cuts and bruises and a lot of sweat, Washington Air Route Traffic Control Center's FACT—facility cooperative team—had the opportunity to see immediate results from their team decision making.

The center continues to implement Quality through Partnership. Much of its success comes from a contemporary team building experience the FACT group shared.

Called a "corporate adventure" and held in Airlie, Virginia, the program placed managers and their National Air Traffic Controllers Association (NATCA) counterparts in a setting outside their usual comfort zones. Once at Airlie, making it through physically demanding activities, such as scaling "the wall" and walking "the wires," demanded team members use problem solving techniques and depend on the support of others in the group.



Washington Center's air traffic manager Joyce Sexton and the center's NATCA president Paul Williams stand on a beam 40 feet above the ground.

It was all worthwhile when they shared the satisfaction of successfully completing seemingly impossible tasks. Perhaps most important, though, they saw the immediate results of a team decision that could have resulted in injury to two members of the group.

This sobering experience left an image that will remind those on the team of the consequences of the day-to-day decisions they make. ■

more pictures on pages 8 and 9

FAA's '92 Goals

Agency Strives for Better Management, Cultural Diversity, International and Environmental Cooperation

The FAA has zeroed in on four major goals to achieve this fiscal year.

The objectives aim to improve the quality of the agency's management; boost cultural diversity; increase international standardization of air traffic management, safety, and security regulation; and promote environmental compatibility between airports and communities.

This year's objectives, Administrator James Busey said in a message to top agency executives of the Administrator's Management Team, "require us to broaden our focus" beyond FAA's traditional responsibilities to ensure safety, reduce system delays, and modernize the national airspace and airport systems.

"I want us to turn our attention to some internal issues—improving the quality of our management, increasing cultural diversity, and enhancing the environment of our work place," Busey said.

"With the changes we have witnessed on the international scene, we need to increase our efforts to work with our international counterparts on safety, security, and technical issues," Busey said.

"Finally, we must enhance our efforts to make aviation a good neighbor while continuing to reduce delays and increase capacity," Busey said.

The 1992 goals, he added, do not

turn to FAA's Goals on page 7

TQM and FAA's Capital Investment Plan continued from page 1



Members of the CIP Quality Action Team include (seated, from left): Dennis Koehler, Rob Tucker, Guice Tinsley, Jo De Meo, and Fred Fisher.

Team members at back are Jose Gutierrez, Jim Rogers, Bob Fenton, Bob Nicholson, Joe Pitts, Greg Street, Dan Kinder, Joni Harris, Tom O'Neal, and Ham Tharrington. Marty Pozesky, Associate Administrator for System Engineering and Development, is at right.

Not shown are team members Dick Bock, Jim Cha, Seymour Everett, Norm Fujisaki, Jim Link, Tom Proeschel, Elizabeth Rand, Mary Shultz, and George Sweger.

assuring that the new process would reflect their needs and perspectives and would be more readily accepted throughout FAA as a true team effort.

That broad team approach proved to be a major QAT strength in coming up with new and creative ideas for improvement.

'Quality' approach

Using the TQM approach and the suggestions it had received, the QAT reviewed the plan's development process, focusing on areas for improvement. Originally, the idea was to integrate the system engineering services (NAS System Engineering Service, ASE, and Facility System Engineering Service, AFE) and the Operations Research Service (AOR) more closely into the assessment of proposed CIP projects. As it turned

out, the QAT revamped the process significantly to include:

out, the QAT revamped the process significantly to include:

- Even earlier involvement for the three services, beginning in the stages of definition and analysis of projects.

- A "team" approach between operational sponsors (one of which is Air Traffic Plans and Requirements Service, ATR) and the technical community (offices of the associate administrators for System Engineering and Development, ASD, and NAS Development, AND) in preparing proposals for projects.

- Incorporating the mission need statement (MNS) process into the CIP process. The consolidation aimed to enhance management analysis and understanding, streamline the review time, and reduce the redundancy and waste of preparing separate but overlapping project proposals for the two processes, as had been done previously.

'Team' representation

The quality action team, chartered in July 1991 by the System Engineering and Development Associate's Quality Management Board, was given the assignment of completing its work in time for the 1992 CIP process, making its deadline October 1. To meet the tight timeframe, the team adopted an intensive schedule of meeting two days a week over a two-month period.

The QAT represented all CIP "stakeholders" and their needs, with the 19 members drawn from all "customer" and "supplier" organizations—ATR and AND, for example—as well as the Office of Budget, which has responsibility for overall FAA financial management and budgeting. The system engineering and integration contractor supplied a facilitator as well as help in collecting and analyzing data on the existing CIP process.

Focus, analyze, develop, execute: FADE

The team used TQM's FADE method (see diagram), concentrating on the part of the CIP process leading up to the steering committee's initial approval at the annual off-site meeting in February.

Here's a step-by-step outline of how it happened:

- **'Focus' step.** The

QAT tentatively identified the major problem as lack of timely and well-documented CIP project proposals, making it impossible for ASD organizations to do full assessments.

Therefore, CIP Steering Committee decisions were somewhat subjective. Also, the CIP process was isolated from the related mission need statement process, resulting in extra staff work and delays.

- **'Analyze' phase.** During data collection, the team verified the problem through an analysis of data on the existing process. It found that only 25 of 47 NAS program initiatives—new CIP project proposals—were received on time and only 13 of those contained enough data on which to base a full assessment. A telephone survey of originators of initiatives found that only half really understood the CIP process, and many thought it did not meet their needs.

- **'Develop' phase.** A new approach was established to unify the processes for mission need statements

and NAS program initiatives (NPIs). An initiative will now have a mission need statement developed as part of its basic documentation. Also, the whole process will be "sponsor-driven"; with few exceptions, initiatives will be sponsored and submitted by an FAA Headquarters operational unit.

- **'Execute' phase.** Currently in this phase, the team has briefed the

ASD Quality Management Board, the CIP Steering Committee, and the Acquisition

Review Committee on the new process. Headquarters, regional, FAA Technical Center, and Aeronautical Center personnel have received training.

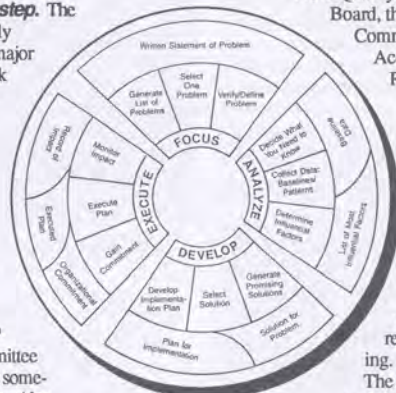
The new process is explained in a document attached to the "Call for Inputs."

Already sponsor organizations have started the team-work flowing to create initiatives for next year.

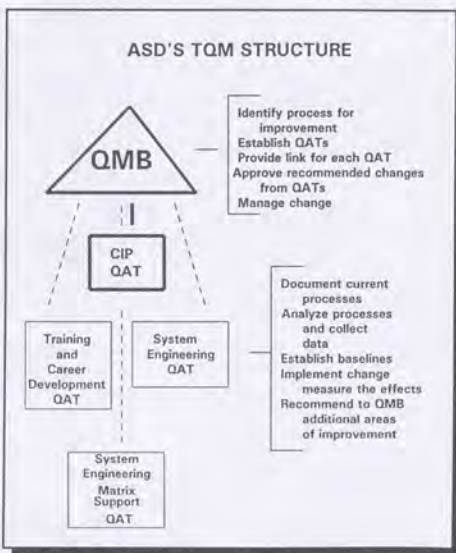
The consensus is that the QAT has demonstrated the value of developing and following a new process with input from all stakeholders. The TQM approach has fostered teamwork between operational sponsors and the technical community so they develop and defend FAA projects jointly.

An article describing the new CIP process set for 1992 will appear in the next FAA World. ■

J. Robbins Tucker is director of FAA's NAS Program Management Services. Robert Fenton is the manager of program management support for the FAA's system engineering and integration contractor (SEIC).



FADE method diagram from Organizational Dynamics, Inc. (ODI), of Burlington, Massachusetts



appropriation: a project must first pass CIP screening before being funded or acquired.

Given this pivotal role, the CIP process must incorporate the highest quality of decision-making, so that all mission needs can be met, even with limited F&E resources.

To implement Total Quality Management (TQM) principles and practices, the Office of the Associate Administrator for System Engineering and Development (ASD) in 1991 established a Quality Management Board (QMB), chaired by Associate Administrator Marty Pozesky. With a focus on improving effectiveness, the board seeks to resolve management and program issues that cut across ASD organizational boundaries. It establishes quality action teams (QATs) to work out solutions.

To date, four QATs have been established in accordance with ASD's vision statement, which promises "a commitment to excellence in aviation system development through employee empowerment, customer satisfaction, and quality leadership."

The CIP QAT has been the first to achieve major results in improving processes.

Pozesky, who participated in creating the charter for the CIP team, suggested that the team focus predominantly on how new programs are assessed and developed for the plan and that it use last year's process as a baseline to examine improvements. Perhaps most importantly he brought the CIP's major customers, Air Traffic and Airway Facilities, into the QAT from the very beginning,

Airway Science Update

Grants Go to 21 Colleges and Universities

Flight simulation equipment, a human factors laboratory, and classes-by-satellite are among the items that 21 colleges and universities will buy with \$8.4 million in Airway Science Program grants recently awarded by the FAA.

The program kicked off in 1982 to increase aviation training in colleges by providing more educational opportunities to airway science students through the use of state-of-the-art instructional facilities and equipment.

Since the program began, grants have totaled almost \$60 million.

The grants help ensure a "steady flow of young people trained for jobs in aviation," FAA Administrator James Busey said.

The grants went to:

Arizona State University
Tempe, Arizona
\$693,456 for flight simulation equipment, development of an airway science course broadcast by satellite, a National Airspace System computer simulation lab, and microprocessor training equipment.

Central Missouri State University
Warrensburg, Missouri
\$145,400 for avionics lab equipment.

Central Washington University
Ellensburg, Washington
\$696,020 for flight simulation equipment.

Chadron State College
Chadron, Nebraska
\$50,250 for a technology classroom to receive aviation courses broadcast by satellite.

Daniel Webster College
Nashua, New Hampshire
\$750,000 for the expansion and renovation of an aviation academic facility.

Dowling College
Oakdale, New York
\$210,000 for a human factors laboratory.

Elizabeth City State University
Elizabeth City, North Carolina
\$63,000 for air traffic control simulation equipment and establishment of an airway science learning center.

Embry-Riddle
Aeronautical University
Daytona Beach, Florida
\$687,755 for air traffic control simulation and computer equipment.
Prescott, Arizona
\$286,945 for development of an airway science computer laboratory.

Florida Institute of Technology
Melbourne, Florida
\$131,000 for meteorological equipment and a flight simulator.

Henderson State University
Arkadelphia, Arkansas
\$46,500 for flight simulation equipment.

Inter American University of Puerto Rico
Hato Rey, Puerto Rico
\$424,256 for flight and air traffic control simulators, avionics/electronics equipment, meteorological equipment, and classroom equipment.

Jackson State University
Jackson, Mississippi
\$621,075 for renovation of an academic facility and electronics equipment.

Louisiana Tech University
Ruston, Louisiana
\$495,000 for the architectural design of an airway science center and flight and air traffic control simulation equipment.

Metropolitan State College of Denver
Denver, Colorado
\$375,000 for equipment for a simulated airport.

Ohio State University
Columbus, Ohio
\$225,000 for equipment for an airway science simulation laboratory.

Parks College of Saint Louis University
Cahokia, Illinois
\$396,800 for flight simulation equipment.

Southern Illinois University
Carbondale, Illinois
\$623,584 for construction of classrooms and an engine test cell facility.

Texas Southern University
Houston, Texas
\$540,300 for air traffic control simulators, computers, and meteorological equipment.

University of Maryland-Eastern Shore
Princess Anne, Maryland
\$744,300 for renovation and expansion of academic facilities, flight and air traffic control simulation equipment, avionics equipment, meteorological equipment, and a learning-by-satellite classroom.

Utah State University
Logan, Utah
\$218,525 for equipment to receive aviation courses broadcast by satellite and construction of a powerplant testing facility.

Conference Report

'Marketing Federal Technology: Strategies for Success'



Consortium chair Dr. Loren Schmid, Secretary of Transportation Sam Skinner, and director of the FAA Technical Center Harvey Saefer at the recent Federal Laboratory Consortium meeting.

More than 300 came from federal laboratories, industry, academia, and federal, state, and local governments to discuss marketing strategies at the Federal Laboratory Consortium National Fall Meeting in Atlantic City, New Jersey.

The FAA Technical Center was the host laboratory. The center's Al Lupinetti chaired the program as the consortium's northeast regional coordinator.

In a keynote speech, DOT Secretary Sam Skinner said, "Technology transfer is obviously consistent with our national security." He dubbed it an "integral part" of both the federal and world effort.

The means to improve the transfer of commercially useful technologies from federal laboratories to the private sector was provided for by the Federal Technology Transfer Act of 1986. The aim is to strengthen the U.S. position in the world market of technological and economic development.

"Steps are being taken not only to be involved in technology transfer," Skinner said, "but also to share the cooperation of resources. The results of this conference will go a long way to formulate a mutuality of interests and relationships of cooperation."

Speakers at the meetings included New Jersey Congressman Robert Torricelli and Dr. Robert White, Under Secretary for Technology, U.S. Department of Commerce.

Sessions focused on technology transfer marketing strategies; marketing approaches, models, and strategies; laboratory

directors' perspectives on technology transfer; and success factors in technology transfer.

The Federal Laboratory Consortium for Technology Transfer, organized in 1974, was formally chartered in 1986 to promote and facilitate the transfer of technology from the vast federal scientific research community to the private sector.

The consortium encompasses more than 500 federal laboratories in over 14 federal agencies. ■



Sam Skinner, Secretary of Transportation, was a keynote speaker at the Federal Laboratory Consortium National Fall Meeting in Atlantic City.



From the left are Al Lupinetti, director of the FAA Technical Center's Office of Research and Technology Applications; Secretary of Transportation Sam Skinner; Dr. Loren Schmid, chair of the Federal Laboratory Consortium; and Harvey Saefer, FAA Technical Center director.

Off Duty . . . and in Person

Bobbie Smith at Washington Headquarters knows how to make good things happen for lots of Washington-area children.

Three years ago she organized a few FAAers to dress dolls for

Spreading Cheer

the Salvation Army. The charity has a local program each year to make sure children who might go without gifts for the holidays can look forward to receiving some presents.

Smith ordered about 30 dolls from the organization, which gives them free to people willing to clothe and return them well before the holidays. She found enough volunteers at Headquarters to outfit the dolls.

When the charity picked up the toys, the volunteers got together to admire their finished products, and a holiday tradition began.

Things went so well in 1989 that in 1990 Smith picked up 100 dolls to dress and added 60 stockings for volunteers to fill with toys. Again, FAAers were ready, willing, and able to help.

This year the annual dolly and stocking collection went through the roof. Smith parceled out 200 dolls to be outfitted and 150 stockings for filling. The get-together before sending the dolls and other presents off to their new homes was a real treat to



Bobbie Smith

see, with toys covering all the tables that could be squeezed into the room.

Smith, who works in the Technical Analysis Branch, Airway Certification Service, says she enjoys how this kind of gift giving brings everyone together. "People really like to help others," she says. "They want to do something to make a difference."

A city-wide judging of the dolls dressed in handmade outfits takes place each year, and lots of FAA

volunteers used their creativity in sewing up designer originals, from intricate bridal gowns to Victorian outfits and even a leather pilot suit, complete with goggles.



Ready to receive the toys are, at left, Frances Gwin, a volunteer in the Salvation Army Women's Auxiliary, and Joyce Hartsook, auxiliary director.

Bobbie Smith, who organized FAA's toy collection, and Randy Montgomery, Flight Standards Service, are at left. Montgomery took many pictures of this year's event.

FAAers perform some challenging jobs, and they also share their exceptional talents after work hours are through. They may be community leaders, celebrated experts in a field, or just downright interesting people.

This column introduces a few of them.

Know someone who should be highlighted in print? News about notable FAAers can be sent to:

FAA World, APA-340
Office of Public Affairs
800 Independence Avenue SW
Washington, DC 20591



Tables were laden with creatively dressed dolls.



Delighted FAAers view the doll display.

The dressed dolls and toys collected in the drive can be viewed altogether at the Salvation Army toy center.

Smith is already looking forward to next year's collection, but there will be a difference, she says. So many people want to outfit the dolls and donate

stocking presents that she won't be able to parcel them out by herself anymore. She already has half-a-dozen volunteers ready to help out next fall. ■



Cake and other good things to eat added to the festivities of the day.

FAA's '92 Goals

continued from page 1

replace or displace the FAA's fundamental responsibilities. They expand on its traditional roles.

Busey emphasized that FAA's total quality management—TQM—vision is to "provide the finest aviation service in the world, as an integral part of the U.S. transportation system, and be the best federal employer, continually striving to meet the needs of our customers and our employees."

The agency's 1992 goals, Busey said, "will move us closer to our vision."

John Rodgers, director of the Office of Aviation Policy and Plans, is working with FAA organizations to "find ways to measure our performance and to establish a process to track our progress."

Here are the agency's four objectives.

- Improve the quality of FAA's management by implementing total quality management to improve acquisition, training, communications, and financial management and budgeting systems.

Recognize and reward the excellence and dedication of the FAA work force in achieving the mission and future vision of the agency.

- Increase cultural diversity in the FAA through continued education and increasing the representation of women and minorities at higher levels in the FAA. Add at least 1,200 more women and 200 more minorities to the agency's work force in the 1992 fiscal year.

- Increase international standardization of air traffic management and safety and security regulation by working with aviation authorities abroad to increase training, technical cooperation, research, and acceptance of common air traffic control systems—such as the Global Positioning Satellite program—and by placing more FAA operational and security personnel in international locations, particularly the Asia-Pacific and Latin America.

- Promote airport-community environmental compatibility consistent with the need to provide more airport and airspace capacity at severely congested locations.



James Busey as FAA Administrator. When FAA World went to press, Admiral Busey had been confirmed as Deputy Secretary of Transportation.

In the external aviation environment, promote land use planning and zoning at the local level that provides adequate balance between the capacity needs of air commerce and the needs of local residents and businesses.

In the internal FAA environment, address problems that affect FAA employees and provide a safer, more healthful work place. ■

40 Feet **up** and Then **OVER** the Wall with

the Washington Center Team

See page 1 for story.



NATCA representative Terry Haggerty, at right, and NATCA president Paul Williams help area manager Sue Walden scale the wall.



Larry Barbour, NATCA representative, and Sue Walden, area manager, step out on the beam.

This photo of Gary Herline and Barry Frazier gives a good perspective of how far those wires are from the ground.



Center Team



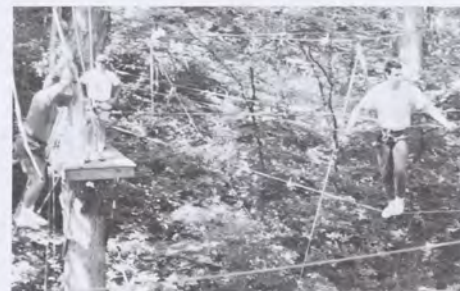
Paul Williams and the center's area manager Bill Pearman prepare to pass each other on a slim beam 40 feet in the air.



John Bentley, Washington Center area manager, balances on the high beam.



Area manager Bill Pearman and NATCA representative Barry Frazier learn how to support each other—this time standing on wires high off the ground.



Paul Williams and Gary Herline, Corporate Challenge leader, are on the wires while Barry Frazier watches.

A Year Ago in Aviation—Fourth Quarter 1990

OCTOBER 1

• **Manage to Budget.** FAA began a "Manage to Budget" pilot project, to last at least one year, under which the manager of about 2,000 employees received new types of authority in an effort to speed personnel actions and achieve a requirements-driven budget process.

OCTOBER 3

• **U.S.-Canada negotiations.** Secretary of Transportation Sam Skinner and his Canadian counterpart Transportation Minister Doug Lewis announced a plan to negotiate an "open skies" agreement to increase air service between their two countries.

NOVEMBER 5

• **FAA reauthorization.** President Bush signed the Aviation Safety and Capacity Expansion Act, funding FAA for fiscal year 1991-92 and authorizing the agency to draw on the Trust Fund for up to 75 percent of its operations and maintenance costs. The authorization included \$5.5 billion for modernization of air traffic facilities and equipment over the two years.

In addition, this landmark legislation included provisions on:

• **PFCs.** DOT was empowered to authorize airports to levy passenger facility charges of up to \$3 per enplaning passenger.

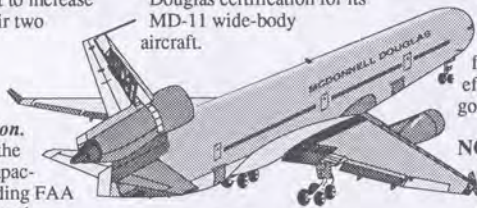
• **Noise.** Airlines were required to phaseout Stage 2 jets by the end of 1999, although certain temporary exceptions might be permitted. The Secretary of Transportation was directed to prepare a National Noise Policy by mid-1991, and limitations

were placed upon airports' authority to impose noise restrictions.

• **Other features of the law provided:** encouragement of capacity development at former and current military airports, continuation of the Essential Air Service program, more flexibility for FAA in procurement contracts, and development of a system of auxiliary flight service stations.

NOVEMBER 8

• **MD-11 certification.** In a ceremony at Dulles, FAA Administrator James Busey gave McDonnell-Douglas certification for its MD-11 wide-body aircraft.



NOVEMBER 9

• **Security changes.** FAA announced the appointment of Orlo K. Steele, a retired Marine major general, to be Assistant Administrator for Civil Aviation Security. The President's Commission on Aviation Security and Terrorism had recommended the creation of this new position.

On November 23, FAA announced a new structure for the security organization. A Scientific Staff was created to advise Steele, and four new offices were established to handle policy and planning, program and resource management, operations, and intelligence.

NOVEMBER 14

• **PAA-UAL deal.** Pan American and United Airlines signed an agreement under which United would

pay \$400 million for Pan Am's routes to London Heathrow and certain other assets.

NOVEMBER 15

• **Enhanced traffic management.** FAA announced installation of the Enhanced Traffic Management System (ETMS). ETMS is a computer system able to predict nationwide air traffic demands, permitting traffic managers to take corrective action.

NOVEMBER 20

• **Human factors plan.** FAA issued a draft national plan to improve aviation safety through a better understanding of human factors. The plan was a step in an effort to bring together research by government, industry, and academia.

NOVEMBER 29

• **Mideast deadline set.** The United Nations voted to authorize the use of force against Iraq if it did not begin withdrawing from Kuwait by January 15, 1991.

DECEMBER 3

• **Runway collision.** The wing of a Northwest Airlines 727 struck a Northwest DC-9 on a foggy runway at Detroit Metropolitan Airport. Eight persons died aboard the DC-9, which caught fire, and two of the victims were apparently trapped by failure of the rear exit. On January 10, 1991, FAA issued an airworthiness directive requiring inspections to prevent future malfunction of the DC-9's tailcone release system.

• **Continental bankruptcy.** Continental Airlines filed for protection under Chapter 11 of the federal bankruptcy code.

DECEMBER 10

• **Acquisition training.** The first group of FAA employees began a new eight-day course in preparation for service on management teams designed to streamline the acquisition process.

DECEMBER 18

• **Drug test results.** FAA released statistics on six months of drug-use testing on persons applying for and holding jobs in commercial aviation that related to safety or security. Drug use was detected in only 0.47 percent of the 120,642 tests, which were conducted from January 1 through June 30, 1990.

DECEMBER 20

• **Slot allocation.** Secretary Skinner announced a change in the method of allocating landing/takeoff slots designed to correct an imbalance under which the two largest carriers at Chicago's O'Hare Airport controlled 75 percent of the slots. ■

1990 SAFETY STATISTICS

Major U.S. airlines finished the year with improved accident and fatality rates as compared to 1989, and with the lowest fatality total since 1986. Commuter airlines had the lowest number of accidents ever recorded by the National Transportation Safety Board (NTSB), and the number of deaths equaled the previous low. Air taxis had fewer accidents than in the previous year and the lowest total fatalities in over a decade. General aviation had the lowest accident and death totals ever recorded by the NTSB.



Ideas on diversity
in the workplace?

Send them to David Benton

Staffing Policy Division
APN-200

11 for New England, 50 for Nation



Cutting the ribbon at the dedication of the 50th aviation education resource center.

The FAA has dedicated the 50th aviation education resource center, the 11th in New England.

In cooperation with the Massachusetts Aeronautics Commission, the center opened at the State Transportation Library in downtown Boston.

These centers are vital, said New England Regional Administrator Ariene Feldman at the October 23 ceremony, "to prepare our young people to assume a wide variety of careers in aviation."

Aviation education resource centers are being set up across the country at colleges, universities, museums, science centers, and government facilities. They serve as a focal point for aviation resources including education programs, publications, pamphlets, books, computer software, and videotapes. ■

Make Your Claim

RITA Adjustment Payments To Be Made Retroactively on Permanent Change-of-Station Moves

Some 2,500 FAAers a year make permanent change-of-station (PCS) moves, and some of those transferees may be due money because of new regulations, says the agency's Office of Accounting. To get their retroactive payment, however, those eligible must submit a claim for adjustment to the accounting office that handled their original PCS and Relocation Income Tax Allowance (RITA) claims.

The new procedures for calculating a RITA adjustment are based on the General Services Administration's final rule issued in the March 6 *Federal Register*. The rule set up procedures to be used when a state does not allow, for state income tax purposes, the deduction of all or part of the PCS moving expenses deductible for federal income tax purposes.

The final rule effective date is January 1, 1987.

According to the Internal Revenue Service, the states that do not allow all or part of the PCS moving expense deduction are Arkansas, Idaho, Illinois, Indiana, Ohio, Massachusetts, Michigan, New Jersey, Pennsylvania, and maybe even others.

Here's some information on RITA claims and retroactive adjustments.

Eligibility. A transferee is eligible for RITA adjustments when the move was in the government's interest to one of the states disallowing all or some moving expenses for state income tax purposes.

RITA payments are not based on moves from a state.

The new RITA adjustment is retroactive, but the original RITA claim must have been paid on or after the January 1, 1987, date.

Adjustment claim. Starting with RITA claims paid during 1991, the adjustment does not require separate filing. Transferees must file a claim for the adjustment when the RITA claim was paid before 1991. They

should use an SF 1012, "Travel Voucher Memorandum," with supporting documentation, completing blocks 1, 2, 5, 7, 13 and leaving the "amount claimed" area blank.

On the reverse side of the form, insert and sign the following statement: "I am submitting this claim during 19__ for a RITA adjustment.

"Reimbursements for this move were paid in 19__ and 19__; original RITA for this move was paid in 19__ and 19__.

"For each year I received reimbursements, I certify that the amounts itemized below were not deductible by me for state income tax purposes."

Then list applicable items and amounts.

Adjustment documentation. Supporting documents should be attached to the SF 1012.

→ The FAA form "Employee Moving Expense Information Payments Made during Calendar Year__," used in lieu of IRS Form 4782.

It gives the moving expense PCS income amount shown in the Form W-2, "Wage and Tax Statement," for each year during which reimbursements were made.

→ Copies of the microcomputer printout for each RITA payment previously made.

Submitting claims. Transferees can submit completed claims to their servicing accounting office, the one that paid their original PCS and RITA claims.

Taxable income. Like the RITA itself, the RITA adjustment is treated as income in calculating federal and state income taxes.

It is included on the W-2 form, "Wage and Tax Statement," for the year in which the adjustment is paid.

Processing RITA claims takes time, and payment for claims without necessary documentation takes longer.

Original claims. Transferees

filing a claim for an original RITA should follow instructions in FAA Order 1500.35A, "Relocation Income Tax Allowance."

Questions on the RITA entitlement can be answered by your servicing accounting office. ■

FAA World

December 1991

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FAA Administrator

James B. Busey

Assistant Administrator—

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People

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Raymond C. Christensen, area supervisor, Fairbanks AFSS, from Cold Bay FSS ... Ronald L. Crumbaker, manager, Juneau FSDO, from Anchorage ... Gordon D. Dunn, unit supervisor, Anchorage ARTCC AFS ... James L. Oliver, team supervisor, Management & Disposal Section, Real Estate & Utilities Branch, Logistics Div. ... Wesley R. Pollock, unit supervisor, South Alaska AFS, Anchorage, from North Alaska AFS, Fairbanks ... Michael A. Tarr, asst. manager, Kenai AFSS, promotion made permanent.

Central Region

Correction: David R. Chaffee, manager, Columbus, NE, AFSS, from National Communications Center, Kansas City, MO ... John R. Colomy, manager, Standards Office, Small Airplane Directorate, from Great Lakes Region headquarters ... Dale T. Engelhaupt, unit supervisor, Grand Island, NE, AFS, promotion made permanent ... Wilma G. Eyster, area supervisor, St. Louis, MO, AFSS, Chesterfield ... Patrick L. Johnston, unit supervisor, Construction Section, Establishment Engineering Branch, Airway Facilities Div. ... James C. Juhl, area manager, Kansas City International ATCT ... Diane E. Monro, unit supervisor, Olathe, KS, AFS, promotion

made permanent ... Billy G. Peacock, asst. manager, Air Traffic Div. ... Donald G. Torrini, unit supervisor, St. Ann, MO, FSDO, promotion made permanent ... Donna R. Wald, section supervisor, National Communications Center, Air Traffic Div. ... Elizabeth S. Wallis, asst. manager, Kansas City International ATCT, from regional headquarters ... Steven A. Woolridge, unit supervisor, Construction Section, Establishment Engineering Branch, Airway Facilities Div.

Eastern Region

David G. Arnold, manager, Manassas, VA, ATCT, from Charlottesville ATCT ... John B. Azzarone, area manager, New York TRACON, from New York ARTCC ... Glenn L. Broomell, manager, Harrisburg, PA, International ATCT, from Capital City ATCT, New Cumberland, PA ... William R. Burd, area supervisor, Harrisburg, PA, International ATCT, from Capital City ATCT, New Cumberland, PA ... Raymond W. Duda, asst. manager, Harrisburg, PA, International ATCT, from Capital City ATCT, New Cumberland, PA ... Charles Gruner, unit supervisor, En route Sub Branch, Establishment Engineering Branch, Airway Facilities Div. ... James J. Johnston, area supervisor, Kennedy ATCT, promotion made permanent ... Jaime L. Llana, area supervisor, Teterboro, NJ, ATCT, from LaGuardia ATCT ... Robert E. Mayson, group supervisor, Washington FSDO, Chantilly, VA ... John D. McCarthy, asst. manager, programs, Millville, NJ, AFSS ... Joseph D. Sacchler, asst. manager, traffic management, New York ARTCC, Islip ... Harvey L. Scolnick, area supervisor, Harrisburg International ATCT, from Capital City ATCT, New Cumberland, PA ... Alan H. Siperstein, equal employment manager, Civil Rights Staff, Office of the Regional Administrator ... Clyde A. Smlth, area supervisor, Capital City ATCT, New Cumberland, PA, from Harrisburg International ATCT ... Stephen L. Stern, area supervisor, Harrisburg International ATCT, from Capital City ATCT, New Cumberland, PA ... James F. Stewart, area manager, Leesburg AFSS, Chantilly, VA ... Steven J. Trupkin, principal operations inspector, New York FSDO, Valley Stream, NY, promotion made permanent ... William Vanbrunisse, area supervisor, Newark

ATCT, from New York TRACON ... Stephen E. Vuocolo, area manager, Baltimore TRACON, from Washington ARTCC, Leesburg, VA ... Robert T. Williamson, area supervisor, Harrisburg International ATCT, from Capital City ATCT, New Cumberland, PA ... David Wnuk, area supervisor, New York TRACON, Garden City, from Newark, NJ, ATCT.

Great Lakes Region

Robert F. Ashauer, asst. manager, Resource & Planning Branch, Airway Facilities Div. ... Kenneth L. Durham, asst. manager, traffic management, Detroit Metro ATCT, Romulus ... Alan D. Falkenstein, asst. manager, Farmington, MN, AFS ... John F. Ferratt, asst. manager, Detroit Metro ATCT, Romulus, MI, from Washington Headquarters ... John R. Gerken, asst. manager, traffic management, Minneapolis ARTCC, Farmington ... James S. Graves, environmental support technician, Indianapolis, IN, AFS ... Merlin R. Grinager, unit supervisor, Minnesota AFS, Minneapolis, from Apple Valley, MN ... Dorvin D. Hagen, unit supervisor, Minneapolis, Certificate Management Office ... Steven W. Johnson, asst. manager for technical support, Brown County, Wisconsin AFS, from Indiana AFS ... Gary E. Krupczak, area supervisor, Flint, MI, ATCT, from Belleville, MI, Willow Run ATCT ... Patrick E. Mack, area manager, Detroit Metro ATCT, Romulus, from Cleveland Hopkins ATCT ... Melvin R. Martin, area supervisor, Detroit Metro ATCT, Romulus, promotion made permanent ... John T. McGowan, deputy manager, Resource & Planning Branch, Airway Facilities Div. ... Kenneth A. Myers, asst. manager, quality assurance, Cleveland, OH, ARTCC ... Terrance M. O'Neill, area supervisor, Ft. Wayne, IN, ATCT, promotion made permanent ... Thomas M. Ryan, unit supervisor, Marquette County, MI, Wisconsin AFS ... Paul W. Satterwhite, area manager, Detroit Metro ATCT, Romulus ... Nancy L. Sink, area supervisor, Grand Rapids, MI, ATCT, promotion made permanent ... William D. Wagner, area supervisor, Chicago Midway ATCT, from Champaign, IL, ATCT ... Bernard E. Zientarski, manager, Brook Park, OH, AFSSO, Ohio AFS, Cleveland.

New England Region

Christopher S. Fitzpatrick, area supervisor, Manchester, NH, ATCT, promotion made permanent ... **George J. Freltas**, unit supervisor, Boston, MA, AFS, Quonset Point, RI ... **Patrick M. Hennessy**, area supervisor, Boston ATCT ... **Joseph W. Leary**, area supervisor, Bradley-Windsor Locks, CT, ATCT, promotion made permanent ... **Mark V. McLaurin**, asst. manager for technical support, Boston AFS, from regional headquarters ... **Paul F. Montgomery**, area supervisor, Bridgeport, CT, AFSS ... **Michael Santos**, area supervisor, Providence, RI, TRACON, from Norfolk, VA, ATCT ... **William C. Yukiewicz**, manager, Boston ARTCC, Nashua, NH, promotion made permanent.

Northwest Mountain Region

Samuel A. Aaron, manager, Operations Branch, Flight Standards Div. ... **Gary O. Anderson**, unit supervisor, Central Washington Radar AFSFO, Pasco, WA, Seattle AFS, from Moses Lake ... **Thomas E. Anderson**, branch manager, Seattle Aircraft Evaluation Office, Flight Standards Div. ... **James D. Bishop**, unit supervisor, Special Project Support Section, Establishment Branch, Airway Facilities Div. ... **Roger L. Brown**, manager, Klamath Falls, OR, ATCT, promotion made permanent ... **Kenneth J. Erdman**, branch manager, Long Beach, CA, Aircraft Evaluation Office ... **Allan W. Hollinger**, section supervisor, Employment Branch, Human Resources Div. ... **Lloyd E. Johnson**, unit supervisor, Salt Lake City, UT, AFS, promotion made permanent ... **Noel F. Keane**, asst. manager for training, Denver ATCT, from regional headquarters ... **Martin L. Leininger**, systems engineer, Auburn, WA, ARTCC AFS ... **Lawrence L. Parrent**, manager, Denver ATCT, from Dallas/Ft. Worth ATCT ... **John H. Potts**, unit supervisor, Portland, OR, AFS, from regional headquarters ... **Robert C. Scofield**, unit supervisor, Salt Lake City ARTCC AFS, promotion made permanent ... **Nancy A. Trudell**, asst. field office supervisor, Salt Lake City FSDO ... **Michael Zielinski**, branch manager, Aircraft Evaluation Staff.

Southern Region

James F. Brown, manager, St. Croix, VI, AFSFO, San Juan, PR, AFS, from Tampa, FL, AFS ... **Carlo G. Calcasola**, area supervisor,

Miami International Airport ATCT, from St. Thomas, VI, ATCT ... **John K. Cervene**, unit supervisor, Covington, KY, AFS, Lexington, from Michigan AFS, Lucas County, OH ... **Bryce Courtney**, area manager, Orlando ATCT ... **Betty J. Dennis**, supervisor, Southern & Central Payroll Section, Payroll Branch, Accounting Div. ... **William R. Ellis**, area supervisor, Fayetteville, NC, ATCT, from Jackson, MS, Hawkins ATCT ... **Brad C. Erikson**, area supervisor, West Palm Beach, FL, ATCT, promotion made permanent ... **Latricia D. Haight**, asst. manager, plans & programs, Miami AIFSS, promotion made permanent ... **Billy E. Hawks**, manager, Columbia, SC, AFS, Florence, AFSFO, from Charlotte, NC, AFS ... **Robert E. Hayden**, area manager, St. Petersburg AFSS, promotion made permanent ... **Herman D. Hudson**, asst. manager, NAS Implementation, Hilliard, FL, ARTCC ... **Ashley P. Hurt**, asst. manager, plans & programs, Hilliard, FL, ARTCC ... **Jay E. Knebel**, area supervisor, St. Petersburg AFSS, promotion made permanent ... **Ernest C. Lewis**, environmental support unit supervisor, Jacksonville ARTCC AFS, Hilliard, FL ... **Samuel J. McKoy**, staff officer, Employee Relations Staff, Airway Facilities Div. ... **John D. Noone**, unit supervisor, North Florida FSDO, Orlando, promotion made permanent ... **Edward W. Owens**, asst. manager, plans & procedures, Orlando ATCT ... **Kenneth E. Pender**, asst. manager, Tampa, FL, ATCT, from Oakland, CA, TRACON ... **William R. Price**, asst. manager, Greensboro, NC, ATCT, from Raleigh, NC, ATCT ... **Eusebio Quintana-Rosario**, environmental support unit supervisor, San Juan, PR, AFS, promotion made permanent ... **Barbara A. Simmons**, asst. manager for program support, Memphis ARTCC AFS ... **Stephen J. Vall**, asst. manager, airspace & procedures, Memphis, TN, ARTCC ... **Wallace F. Watson**, manager, Huntsville, AL, ATCT, from regional headquarters ... **Stephen M. Willett**, area supervisor, Hilliard, FL, ARTCC, promotion made permanent.

Southwest Region

Timothy A. Daniel, manager, Houma, LA, ATCT, from Lubbock, TX, ATCT ... **Robert N. Goldston**, asst. manager, Tulsa, OK, International ATCT, from St. Louis, MO,

Lambert Field ATCT ... **George T. Graves**, branch manager, Airport Development Office, Airports Div. ... **Donald J. Guffey**, branch manager, Airport Development Office, Airports Div. ... **Kevin J. Hagar**, area supervisor, Abilene, TX, ATCT, from Oklahoma City ATCT ... **William G. Hill**, asst. manager, Albuquerque, NM, ATCT, from Northwest Mountain regional headquarters ... **Luther D. Rainey**, journeyman, New Orleans AFS ... **Rodney L. Runc**, systems engineer, Albuquerque, NM, ARTCC AFS, promotion made permanent ... **Walter W. Rusch**, area manager, Dallas/Ft. Worth ATCT, from Las Vegas ATCT ... **Josefta E. Sandoval**, unit supervisor, Albuquerque ARTCC AFS ... **Richard W. Simmons**, asst. manager for program support, San Antonio AFS ... **Edward A. Skoog**, systems engineer, Ft. Worth ARTCC AFS, promotion made permanent ... **Peter C. Sweers**, deputy manager, Air Traffic Div., from Washington Headquarters ... **Thomas P. Wark**, asst. manager for program support, New Orleans AFS, St. Rose, LA.

Technical Center

Eugene D. Irby, supervisor, Materiel Handling Section, Materiel Branch, Logistics Div. ... **Robert V. Loftus**, unit supervisor, Contracts Branch, Logistics Div., promotion made permanent ... **Robert B. Marks**, unit supervisor, Visuals & Exhibits Branch, Facility Engineering & Operations Div. ... **Thomas J. Owen**, manager, Construction Branch, Facility Engineering & Operations Div. ... **Brian A. Riehle**, deputy manager, National Automation Engineering Field Support Div.

Washington Headquarters

Renee D. Anderson, section supervisor, Operations Branch, Human Resource Management Div., Associate Administrator for Human Resource Management ... **William H. Brodie**, manager, Flight Service Automation Branch, Automation Software Policy & Plan Div., Air Traffic Plans & Requirements Service ... **Ronald G. Cooper**, manager, Evaluation Standards & Coordination Branch, Evaluations Div., Office of Air Traffic System Effectiveness ... **Brenda D. Courtney**, division manager, Office of Rulemaking ...

James W. Edwards, unit supervisor, Technical Standards Branch, Field Programs Div., Flight Standards Service ... **Robert E. Fowler**, manager, Technical Standards Branch, Field Programs Div., Flight Standards Service ... **Larry D. Gray**, manager, Terminal Branch, System Plans & Programs Div., Air Traffic Plans & Requirements Service, from St. Louis Lambert Field ATCT ... **Harry B. Grindstaff**, manager, Workforce Standards & Analysis Branch, Maintenance Operations Div., Systems Maintenance Service ... **Ida M. Klepper**, division manager, Office of Rulemaking ... **Dennis Kolb**, branch manager, Air Route Surveillance Radar, Surveillance Engineering Div., Program Director for Surveillance, promotion made permanent ... **Carl E. McKinney**, asst. manager, operations, Operations Branch, Air Traffic Control Systems Command Center, Office of Air Traffic System Management ... **Joseph O. Pitts**, manager, National Airspace System Plan & Future Systems Branch, Advanced Systems & Facilities Div., Air Traffic Plans & Requirements Service, promotion made permanent ... **Amelia Robbins**, manager, Operations Branch, Human Resource Management Div., Associate Administrator for Human Resource Management, promotion made permanent.

Western-Pacific Region

Jack R. Crawford, unit supervisor, Las Vegas, NV, CASFO, Phoenix, AZ, CASFO, from Oklahoma City ... **Linda J. Di Cleco**, area supervisor, Los Angeles, CA, TRACON ... **William T. Doyal**, area manager, Fresno, CA, ATCT ... **Richard A. Gutterud**, area supervisor, Burbank, CA, TRACON, from Oxnard ATCT ... **Jack R. Hamilton**, manager, Goodyear, AZ, ATCT, from Washington Headquarters ... **Linda D. Harvey**, supervisory administrative officer, San Francisco Certificate Management Office ... **Ronald E. Krebs**, area manager, El Toro, CA, TRACON ... **Robert E. Leone**, environmental support unit supervisor, Oakland, CA, AFSFO, Golden Gate AFS ... **Jacqueline Y. L. Loul**, area supervisor, Honolulu CERAP, promotion made permanent ... **John L. Manuszak**, area manager, Fresno, CA, ATCT ... **Richard L. Noer**, unit supervisor, San Francisco, CA, CASFO, promotion made permanent ... **John J. Nozar**, manager, Honolulu, HI, CASFO,

from Phoenix, AZ ... **Michael J. Pontrelli**, manager, Reno, NV, ATCT, from FAA Academy ... **Robert A. Rabldeau**, manager, Honolulu, HI, ATCT, from El Toro, CA, TRACON ... **Rex R. Roderick**, unit supervisor, Los Angeles FSDO ... **Louis A. Romero**, manager, Los Angeles AFSFO, Los Angeles AFS ... **William H. Sims**, area supervisor, San Diego TRACON, Miramar, from Montgomery Field ATCT, San Diego ... **Anthony L. Stas**, manager, Haywood, CA, ATCT, from Oakland ATCT ... **James R. Tokarski**, area supervisor, Deer Valley ATCT, Phoenix, from Washington Headquarters ... **David L. Tyson**, asst. manager, programs, Los Angeles, CA, ATCT

Retirees

Aeronautical Center

Richard E. Boylan
Paul E. Gilliam
William E. Thach
Mary E. Young

Central Region

Leroy D. Felix
Robert E. Horn
Richard P. Zolnowski

Eastern Region

Jack Erickson
Benjamin H. Thompson
John R. Weighall

Great Lakes Region

George W. Adams
Lora E. Bennett
David L. Bott
Fredrick H. Gadd
Dennis A. Kabela
Donald L. Lavy
Alex J. Macaluso
Shirley J. Saloka
Barbara A. Smith
Samuel J. Smith

New England Region

Richard A. Banks
Thomas W. Lawrence
William J. Murphy

Northwest Mountain Region

Joseph D. Allan
Harold M. Bauer

Woodford R. Boyce
Ivan Bronkema
Barbara A. Kirkman
Dewayne F. Naylor
Joanne E. Turner
Gordon P. Urban

Southern Region

Lloyd K. Alley
Joseph A. Gullen
Thomas C. Lane
Scott B. Moore
Dorothy R. Opfer
Tredgar R. Smiley

Southwest Region

Joseph W. Guidry
John C. Howard
David Perez
Mackey F. Smith
Robert F. Valtr

Washington Headquarters

Donald E. Deering
Karl Seiler III

Western-Pacific Region

Ronald O. Brady
Anne F. Clayton
Floyd R. Howerton
Jose S. Masiclat
Richard E. Morrison
Clyde A. Rinck

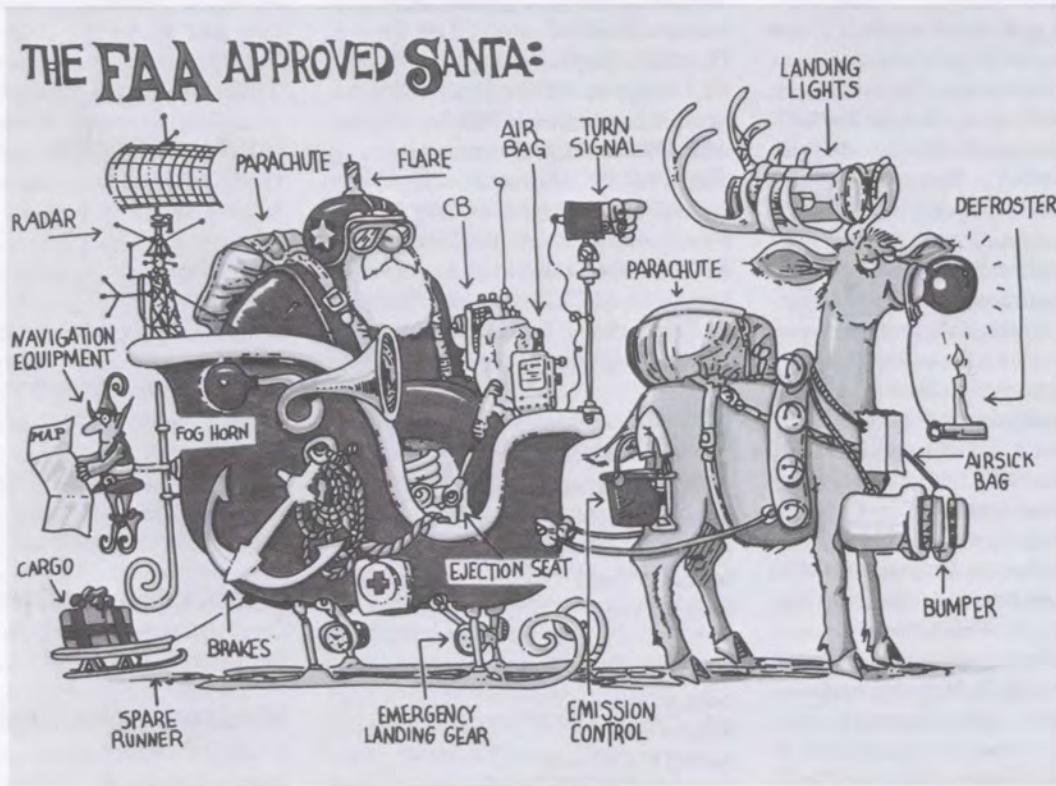
From the Western-Pacific Intercom:

Fred O'Donnell, assistant manager for public affairs, received a note from Western-Pacific Regional Administrator Carl Schellenberg for his "outstanding efforts" during the two-week youth academy at El Toro, California.

Schellenberg noted that an academy student and his mother wrote to President George Bush about the exciting experience the youth academy offered. The parent told the President that her son "hasn't stopped with how he wants to go back next year and how he wants school to start so he can do really well in his first year in high school."

The young student told President Bush that he had taken the air traffic control course, and it was "an amazing program." He added that he is "really looking forward to attending this great program again next year!"

An article on FAA's aviation career education (ACE) academies appeared in last month's FAA World.



Editorial cartoonist Steve Sack drew this regulated Santa several years ago, and it has become a holiday favorite.

US Department
of Transportation

**Federal Aviation
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