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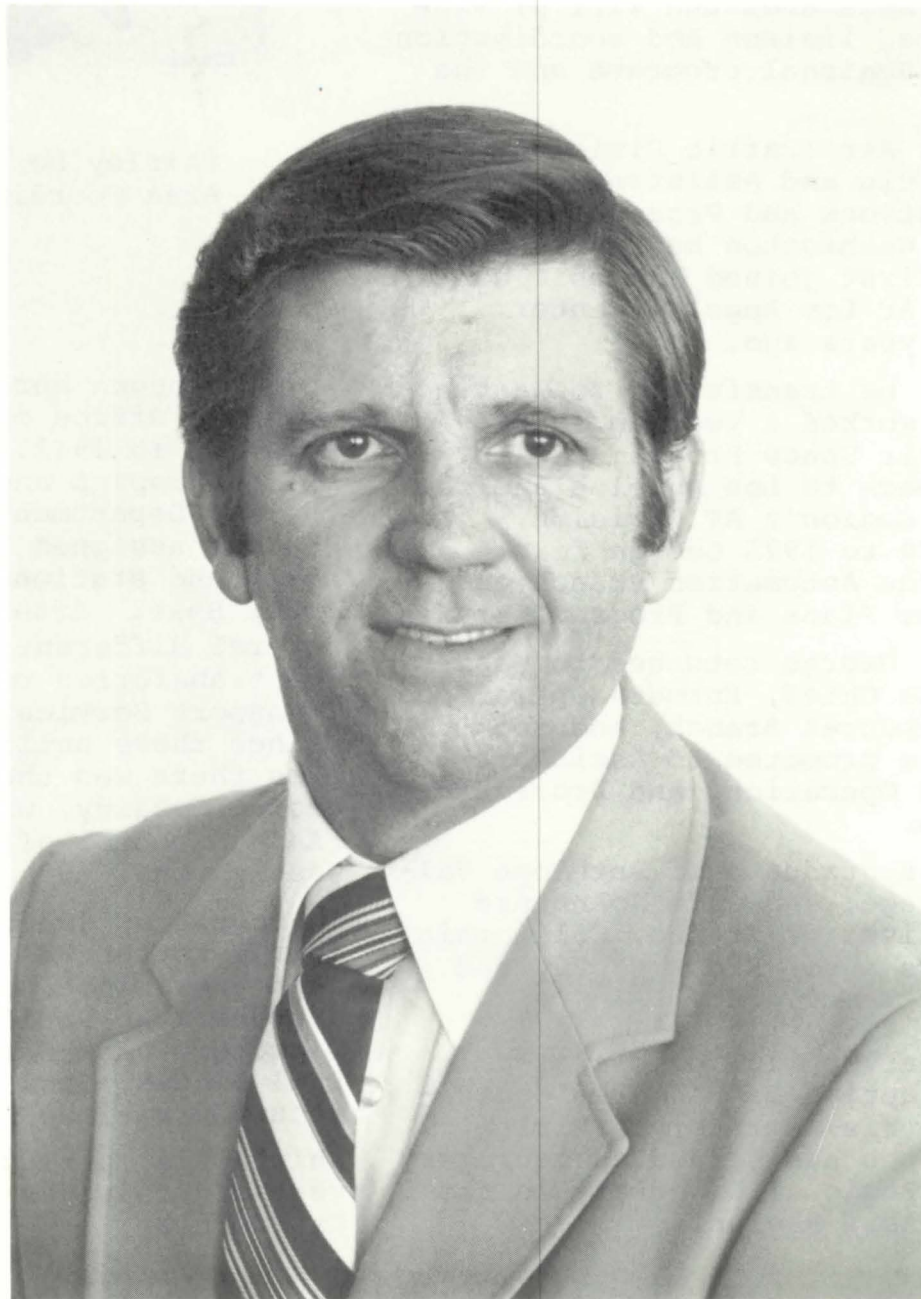
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U.S. Department
of Transportation

**Federal Aviation
Administration**

Western-Pacific **Intercom**



GEORGE HARVEY
AREA COORDINATOR
HONOLULU

COVER STORY...

George W. Harvey, formerly Acting Deputy Director, Pacific-Asia Region, has been named FAA Area Coordinator for Honolulu. In this position, George will serve as the local representative of the Western-Pacific Regional Director in the Pacific-Asia area and will provide interface, liaison and coordination between Regional programs and the public.

A former Air Traffic Division Chief in Honolulu and Assistant Chief of AT Operations and Procedures Division in Washington headquarters, George first joined FAA as a controller at Los Angeles Center some 22 years ago.

In 1969, he transferred to Washington and worked a year in the National Air Space Program Office. Moving back to Los Angeles and the Western Region's AT Division, from 1970 to 1975 George first headed the Automation Branch and later the Plans and Programs Branch.

In 1975, George returned to Washington as Chief, Enroute Operations and Procedures Branch, and soon after was promoted to Assistant Chief of Operations and Procedures Division.

George, a graduate of Antelope Valley College, and wife JoAnn are both natives of Fresno, California. They have a son Richard, 22, and daughter Tammy, 20.

George Harvey will be assisted in his new duties as FAA Area Coordinator by his secretary, Shirley Mercer, who has served as secretary to many Regional Directors in the Pacific-Asia Region.



Shirley Mercer
Area Coordinator Secretary

Shirley began her Federal career with the Office of Price Administration in 1942. She was lured by the tropics and signed up with the War Department to go to Hawaii. She was assigned to the Army Air Corps and stationed at Hickam Air Force Base. After serving in several different wartime commands, she transferred to the Military Air Transport Service in 1949 and remained there until 1957. Her last boss there was the late Brig. Gen. George Cassidy, who later became FAA's Director of Air Traffic in Washington.

In August of 1957, Shirley transferred to the FAA, where she has been ever since, serving as secretary to Pacific-Asia Regional Directors Jack Beardslee, Bob Gale, Phil Swatek, Jack Webb and the recently retired Bob Ziegler.

Shirley is married and has a 19-year-old daughter in college in California.

ROBERT J. REED
HONORED BY LOS ANGELES
FEDERAL EXECUTIVE BOARD

Robert J. "Jim" Reed, Electronics Technician at the Boron Airway Facilities Sector Field Office, recently received two Special Recognition Awards from the Federal Executive Board of Los Angeles at special ceremonies held on February 24, 1982. Jim received the 1982 Distinguished Public Service Award "For outstanding performance of duty as a non-professional Federal employee whose actions truly support those ideals and objectives advanced by the Federal Executive Board, and also "For outstanding achievements which exemplified the true spirit of cooperation between local governmental organizations." Jim was honored for making substantial contributions to safety in the National Airspace System, benefitting both the flying public and the FAA.



Jim Reed (middle) accepts the FEB award from film star Virginia Mayo. At the right is Don Isaacs, Manager of the Lancaster Airway Facilities Sector.

WATCH THOSE ADDRESSES

The Regional Office Mail Room is experiencing problems in the delivery of items mailed to the Regional Office. Incorrect addressing has caused the return of many letters and parcels. In order to assure that mail deliveries are made correctly and in minimum time, please check outgoing letters and parcels for correct address, and include your routing symbol in the return address. ● For packages to be delivered to the building, address to 15000 Aviation Blvd., Hawthorne, CA 90261. ● For mail service, address to P. O. Box 92007 Worldway Postal Center, Los Angeles, CA 90009.

CASTLEBERRY NAMED CHIEF OF
SPECIAL PROJECTS STAFF

G. P. "Cas" Castleberry, former deputy director of the Alaskan Region, has been appointed chief of the Special Projects Staff in the Office of the Administrator. This staff replaces the Legislative Affairs Staff. Castleberry began his FAA career in 1958 as an air traffic controller in the Memphis en route center. Since then, he has held a variety of management positions, including an appointment by President Ford as the alternate U.S. representative to the International Civil Aviation Organization (ICAO) and member of the Air Navigation Commission in Montreal.

THE NEWS IN BRIEF

●The Transportation Department has contracted with 13 minority firms around the country to establish new Program Management Centers that will push for greater minority participation in DOT-supported programs. Secretary Lewis said the centers will seek out procurement opportunities for minority business enterprises with airport commissions, transit authorities, highway departments, state departments of transportation and other sources. In addition, the centers will provide management and technical assistance to minority firms, as needed, to help them bid successfully on jobs. The new Program Management Centers will replace the previous local outreach centers.

●The agency has published another list of scientific and technical aviation-related reports. This one has 151 titles and covers such subjects as airports, aircraft safety, air traffic control, approach and landing systems, aviation medicine, communications, environment and weather. A list of the reports is available through the Office of Public Affairs, APA-300, Washington, D.C. 20591. With the list in hand, employees then can order individual reports directly from DOT M-443.1, 1725 15th Street, N.E., Washington, D.C. 20005.

●The agency is asking for public comments on a petition from the National Association of Flight Instructors that would establish a new type of pilot certificate for light aircraft. The petition, which was published in the Federal Register in March 15, calls for the introduction of a "recreational pilot" certificate and a "recreational student pilot" category. Holders of this license would be limited to flying less than 200 horsepower single-engine, two-place aircraft without radios.

PRIORITY LOTTERY HELD

Last week, the agency's Office of Aviation Policy and Plans held the first of three drawings in 1982 to determine which carriers get first crack at new arrival slots at large U.S. airports. This was another major step in increasing the capacity of the air traffic control system. In order to make sure all carriers were treated the same, their place in line to receive landing slots was awarded on a random basis. Approximately 50 airline representatives were present when two layers from the Civil Aeronautics Board (CAB) made the bingo-like drawing which was monitored by a representative from the Department of Transportation's Office of the Inspector General. The additional priority lotteries will be held as the capacity of the system grows.

SLOT ALLOCATION

A TEMPORARY THING

FAA's Associate Administrator for Policy and International Aviation, Donald Segner, has a sign in his office that reads: "SLOT ALLOCATION IS A SHORT-TERM PROCESS. THE SHORTER, THE BETTER." Segner, who heads the FAA task force responsible for allocating slots at the 22 "pacer" airports, says the sign serves as a constant reminder that the agency wants to get out of the airline scheduling business as soon as possible. In a speech prepared for delivery at an Air Transport Association Operations Forum in Houston earlier this month, he said, "It is our intention to reduce constraints just as soon as capacity is available... We look forward to the opportunity to progressively reduce the controls, hour by hour when possible, then airport by airport, as tower and center staffing makes this feasible."

TASK FORCE COMPLETES LABOR/ MANAGEMENT STUDY

An independent task force, appointed after the controllers' strike last August to investigate FAA relations, delivered its report to Secretary Lewis and Administrator Helms on March 17. Entitled "Management and Employee Relationships within the Federal Aviation Administration," the 149-page report cites "deteriorating people relationships within the FAA" over the past several years and said the factors leading to that condition included:

- Increasing variability over the years in peak vs non-peak air traffic activity during the peak times and inefficiencies during the valleys;
- Inadequate systems used to select, train, evaluate and promote people to supervisory and managerial positions;
- Pervasive attitudes throughout all levels of FAA that the agency had little concern for employees, paid insufficient attention to their complaints and concerns and provided weak management support;
- Centralized and rigid organizational structure and supervisory systems;
- Escalating militancy from PATCO, which exploited dissatisfaction within the controller work force and exerted pressure on groups of dispirited management personnel. On the other hand, the task force found that most employees surveyed "like what they do, are proud of their skills, and share strong peer group relationships." In spite of that, the report states that "current morale of most employees at almost all levels in the FAA is poor." Moreover, the report cautions that "factors that caused problems in the past, like an autocratic style of management," are reasserting themselves, "which could lead to a recurrence of serious problems down the

road." In a press conference called to release the task force findings to the public, Stephen Fuller, the task force member from General Motors, cautioned against concluding that the problems identified in the report are unique to FAA. He said "every major institution in the United States" has encountered similar problems in the last several years. In fact, he cited his own corporation as an example of where management is trying to tailor its management style to the needs of a labor force that will no longer tolerate an autocratic approach. The task force consisted of: Lawrence Jones, President of the Coleman Co.; Stephen Fuller, Vice President, Personnel Administration and Development, General Motors Corp., and David Bowers, University of Michigan Institute for Social Research. The conclusions are based primarily on a 46-question survey of 6,000 persons at 28 major facilities and a shorter survey that was given to a sampling of personnel at the remaining ATC facilities. The task force made a number of recommendations aimed at preventing a recurrence of major problems, including:

- The need for FAA to select managers "capable of building teamwork within a complex and technical organization." Moreover, these managers should be "capable of obtaining the commitment of talented employees to the goals of the organization and of providing them a concern for their legitimate professional and personal needs."
- Continuation of some kind of air traffic management policy that eliminates the "peaks and valleys." The task force said a market pricing policy that rewards people for flying during off-peak hours or some other means would be preferable to FAA mandated policies. (continued on page 6)

TASK FORCE (CONT. FROM PAGE 5)

- Line or operating executives in the field should be given full responsibility for getting the work done and "should have clear authority to direct the facilities, equipment and people under their leadership."
- The staff offices of Airway Facilities and Air Traffic, by the same token, should be delegated the task of designing the work to be done by field facilities, but their role should be limited to making operational decisions. The report endorses the 20-year National Airspace System Plan and said the Plan's recommendation for consolidation of facilities and personnel "should be adopted as both technically superior and advantageous to improved working relationships." However, the report cautions, "each major change called for should be accompanied by a people plan detailing the handling of such items as relocation, retraining, restructuring and other such human factors." The Administrator said he "welcomed the report because it identified and documents some significant management problems that we must resolve. During the next weeks and months, we will be working with all of our employees in evaluating the task force's recommendations and determining exactly what we will do to make the FAA a better place to work and a more effective organization. There is much to be done and we must get on with it."

GSA VEHICLE CHARGES

NO severe use charges of \$0.03 per mile should be charged for any GSA vehicle after October 1, 1982. Any continued mileage charge for severe use after that date, which was not later corrected, should be brought to the attention of your appropriate motor pool.

RETIREE VISITS

Bud Winder, retired General Aviation Branch Chief, was a welcome visitor to the Regional Office recently. During his visit, he asked us to convey his appreciation and thanks to the many people who sent him notes, letters and cards in response to our article in Intercom. He is still unable to write, but he wanted everyone to know how gratified he was, that so many people sent him their good wishes. Bud said specifically, "Please thank them for me and tell them I love them all." Thanks for coming by, Bud, it was great to see you!

CIVILAIR NEWS

- Ham and Cheese Sale...Civilair will hold a Ham and Cheese Sale on April 7. Check the Civilair Desk for further information.
- Hobby Show...Civilair is interested in promoting a display of employee's own creations. Interested individuals should contact John Noster, ext. 6809, in order to schedule such a show. John needs to know what you have and the amount of table space you will require. We have not had a show for a couple of years and this one should create interest for everyone. We anticipate a two-day showing during mid-June and will ask for volunteers to oversee the displays at all times.

JOHN KEMPER RETIREMENT LUNCHEON

John Kemper, Chief of the Airway Facilities Frequency Management and Leased Communications Staff, is retiring after 40 years of Federal service. A buffet luncheon will be held in John's honor on Tues., April 27, at the Hacienda Hotel. For further information and reservations, please contact Lori Millar, FTS 966-6164, COM 213/536-6164, by April 23.

SANTA MONICA GADO RECOGNIZES DESERVING NORTHROP STUDENT

The Santa Monica General Aviation District Office recently agreed to recognize a recent graduate of Northrop University, Institute of Technology, Airframe and Powerplant program, in a rather unusual fashion. Laurie Groman had met all the requirements to take the FAA examination for the Airframe and Powerplant Certificate except one--she did not meet the age requirement since she would not be 18 until later in the year.

Marion Dittman, Aviation Safety Inspector at the Santa Monica GADO, came to the Northrop University graduation ceremony and presented Laurie with an Amelia Earhart plaque. This, of course could not serve as an A&P Certificate, but did recognize Laurie's accomplishments.



Marion Dittman (right), presents the Amelia Earhart plaque to Laurie Groman. At the left is Dr. B. J. Shell, President of Northrop University.

MIXED TRIO SUMMER BOWLING

All interested FAA, FAA Western Federal Credit Union members, retired FAA, and/or immediate families of FAA employees are invited to participate in the FAA Mixed Trio Bowling League. The starting date is Thursday, May 6, and will run to on or about August 19. The starting time each Thursday is 4:45 p.m. at South Bay Bowl, 1515 Hawthorne Blvd., Redondo Beach, California. Teams will consist of three members: one female and two males or two females and one male. Submit your team or individual requests to bowl to Bev Stevens, AWP-450, Ext. 6518.

RETIREMENT DINNER FOR MODESTO TOWER CHIEF

Harry "Nick" Nicholson, Chief, Modesto Tower, is retiring from the agency after more than 30 years of Federal service. A dinner will be held in Nick's honor on Saturday, April 10, at McGuffey's Restaurant in Modesto, California. For further information and reservations, please contact: Dale Vazquez, Modesto Tower, 673 Airport Way, Modesto, CA 95351, 209/524-6985. Reservations must be made by April 6.

GARY FISHER LUNCHEON

Gary Fisher, Air Traffic Operations Branch, has been selected as Chief of the Hilo Tower. A farewell luncheon will be held in Gary's Honor at Lococo's on Tuesday, April 13. We are planning a LATE (12:30 p.m.) buffet lunch for \$8.50. Call Eileen or Pat on Ext. 6401 for reservations or more information.

RENEWED GROWTH FORECAST

Commercial aviation will shrug off the twin effects of the air traffic controller's strike and a sluggish economy and begin growing again in Fiscal Year 1983. The FAA's latest aviation forecasts predict that airline revenue-passenger enplanements, which peaked in FY-1979 at 910.7 million and then began to slide, will bottom out in the current fiscal year and then begin to climb again. The total is expected to hit 492.2 million in FY-1993. Even more significant gains are projected for the commuter airline industry, with passenger traffic moving from the FY-1981 level of 12.9 million to 34.8 million in FY-1993. General aviation already is on the way back, and the number of active aircraft is expected to increase from 211,000 in FY-1981 to 333,000 in FY-1993, with hours flown going from 42.7 million to 71.5 million. These growth trends will be reflected at FAA's ATC facilities in the FY-1982-93 forecast period, with tower operations increasing from 52.6 million to 110.4 million, en route center traffic from 27 million to 43.4 million, and the flight service station workload from 61.2 million to 106.4 million. The forecasts were prepared by the agency's Office of Aviation Policy and Plans based on the Office of Management and Budget's economic projections.

COLOR RADAR

DELIVERIES

PICK UP IN MAY

Delivery of color weather radar systems to en route centers and key flight service stations will be speeded up after the first system is delivered to the Albuquerque Center in April. Under the revised schedule, the Kansas City, Chicago, Cleveland, Salt Lake and Miami centers will have the equipment on site by the end of summer. Deliveries will be completed to all 20 domestic en route centers and the 44 EFAS flight service stations in the program by the end of the year. The equipment uses six different colors to indicate storm intensity on the TV-like displays. National Weather Service meteorologists will monitor the displays and keep controllers advised of any significant weather changes that could affect flight safety.

T&A COURSE OFFERED

A correspondence course for "time and attendance" keepers has been developed by the Office of Accounting in conjunction with the FAA Management Training School. The "how to" course is designed to train anyone keeping T&A reports and records or anyone who needs to understand the T&A process under the Uniform Payroll System. It is a self-contained, self-paced course, entitled "Time and Attendance Reports and Records," Course #14035, and is available from the Management Training School. To apply for enrollment, employees should fill out AC Form 3145-2, Directed Study Enrollment Application, and send the completed form to FAA Mike Monroney Aeronautical Center, AAC-911A, P.O. Box 25082, Oklahoma City, Oklahoma 73125.