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FAA  
Western-Pacific Region  
Los Angeles, CA 90009  
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US Department  
of Transportation  
**Federal Aviation  
Administration**

# Western-Pacific Intercom



## CAIRO-LOS ANGELES NON-STOP RECORD

## SPECIAL INTERCOM



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

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### ONE MANAGER'S VIEW OF THE PLANNING CONFERENCE

The Strategic Planning Conference ended Thursday evening after the Administrator was briefed on its accomplishments. It was at that briefing that Charles Foster, Northwest Mountain Regional Director, summed up for the Administrator his feelings about what had taken place. His remarks, which follow, are representative of how all of the agency's managers felt about the sessions.

You stated on Monday night that probably one-fourth of us thought this conference was a waste of time, one-fourth probably opposed it and one-half were curious about what was going to be achieved. I can assure you that if that were true then, it is certainly not true at this time.

"Here is what I think has taken place. We have launched a learning process of working together--something I have not seen before in the top management of the FAA. Something important has happened here.

"We have started thinking as a top management team.

"We have found that we can work together as a top management team and have discovered something unique--trust and respect for the thoughts, inputs and contributions of all.

"We can and have been able to reach agreement in making decisions." (See page 2)

### STRATEGIC PLANNING CONFERENCE SETS STAGE FOR IMPROVEMENTS

The Administrator's challenge to his top managers seemed simple enough: It was to tell him what Human Resource management in the FAA should be like 3 to 5 years in the future. What would their goals be, rather than his, to improve the management philosophy, management practices, working relations, and working conditions for all levels of FAA employees?

What transpired was anything but simple. There were 3 full days of discussion, debate, briefings, conceptualizing--days that began at 8:30 in the morning and ran until 10 at night, as 19 of the top managers of the FAA wrote a set of broad goals that would transform the FAA into the finest agency in the government.

What resulted at this first Strategic Planning Conference for the agency's top managers was an uncompromising sense of commitment to improvement, and a cohesiveness among the participants that was described by one man as the closest ever achieved by what previously could have been considered competing elements of the FAA. If the sense of dedication that was often expressed at the conference was any indication, the agency had taken its first firm and steady step towards achieving a goal long sought: "One FAA. The beneficiaries would be all levels of FAA employees." (See page 2)

ONE'S VIEWS (From page 1)

"I feel very good about being a member of this team and I am very confident we can and will meet the challenge that you gave us about the future management of the FAA.

"When you look back upon your tour of duty with the FAA and what you started the other night, I would not be surprised for you to find that it was your major accomplishment in this job."

CONFERENCE (From page 1)

The 3 1/2-day conference convened in a suburban Baltimore motel on Monday, April 25. It concluded the evening of April 28, with the attendees setting mid-May as a date for yet another gathering as the process towards change continues. As the participants agreed before leaving for home, the process of change had been given much greater clarity and commitment.

The purpose of the conference, as stated by the Administrator, was to tell him how the top managers of the agency wanted the FAA to operate in the coming years. In presenting this view, Mr. Helms was challenging the managers to create their vision of how the agency should be operating in the not too distant future. How would they improve working relationships and conditions? How would they involve employees more in the day-to-day management and policy making of the agency? How would they design programs to more adequately recognize employee performance?

Basically, they were being challenged to come up with the means and processes to change the culture of the FAA, to make it a better, more positive place to work for all FAA employees... supervisory and nonsupervisory.

They were asked to transform the FAA into a model for other government agencies, the place where the best and the brightest serve the American people and the aviation industry in the most professional and efficient manner possible.

In the long hours of searching for these answers, the group settled on five categories of change: the environment, leadership and management, rewards, structure, and relationships in the agency.

Issues involved in the area of improving the environment included achieving a positive perception of the FAA as a place where employees could be proud to work, where there was a high emphasis on quality of service, and a better understanding by all levels of the agency concerning the various influences that affect the FAA.

In discussing leadership and management, the group concluded that over the next three to five years, although there was nothing stopping them from seeking immediate improvements, they would be working to gain the respect of subordinates through systems that encourage employee responsiveness, teamwork and cooperation, as well as increased accountability for their own leadership and management actions.

Consensus was also reached by the group concerning the need for FAA to develop a system of employee rewards that is credible, equitable and consistent, based on performance and involving employee feedback. Performance, the group concluded, needs to be recognized on a timely basis and all levels of management need to be better educated concerning the value to the organization of this kind of improved rewards program.

In looking to the future, the team agreed upon a vision of the FAA organizational structure that needed to be (See page 3)

CONFERENCE (Cont. from page 2)  
flexible, open to innovation, and,  
most importantly, it had to be  
people oriented.

That last statement took the  
group into a discussion and deci-  
sions about relationships in the  
agency. There was no disagreement  
that as further work progressed on  
refining this planning process,  
consideration had to be given to  
improving relationships between  
people (peers as well as managers  
and subordinates), between units  
of the agency to foster greater  
cooperation, and between people  
and technology so as to better  
take into account the needs of the  
FAA employees in a world of  
rapidly changing technology.

The managers left the session  
believing they had accomplished a  
great deal, but sober in the  
thought that they still had to  
devise the plans and programs that  
would result in the kinds of  
changes they envisioned for the  
agency in the coming years. The  
goals and objectives for change  
were enunciated; the harder tasks  
lay ahead.

#### CONFERENCE PARTICIPANTS

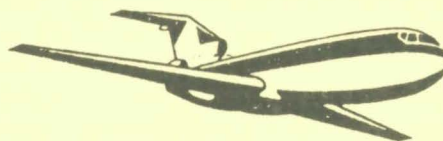
Attending the conference were;  
J. Lynn Helms, Administrator; Al  
Albrecht, Associate Administrator  
for Development and Logistics;  
Paul K. Bohr, Director, Great  
Lakes Region; James O. Boone,  
Human Resource Manager; Garland P.  
Castleberry, Chief, Special  
Project Staff; Frank Cunningham,  
Director, Alaskan Region; Joseph  
M. Del Balzo, Director, Eastern  
Region; Benjamin Demps, Jr.,  
Director, Mike Monroney  
Aeronautical Center, and Charles  
R. Foster, Director, Northwest  
Mountain Region.

Also, Edmund J. Koenke,  
Director, FAA Technical Center;  
Walter S. Luffsey, Associate  
Administrator for Aviation  
Standards; Homer C. (Mac) McClure,  
Director, Western-Pacific Region;  
C. R. (Tex) Melugin, Jr.,  
Director, Southwest Region; J. E.  
(Sandy) Murdock, Chief Counsel;  
Edmund Pinto, Assistant  
Administrator for Public Affairs;  
William F. (Bill) Shea, Associate  
Administrator for Airports,  
(attended first day only due to  
prior commitment); Murray E.  
Smith, Director, Central Region;  
Raymond J. Van Vuren, Director,  
Air Traffic Service; Leon C.  
Watkins, Director of Civil Rights;  
Charles E. (Gene) Weithoner,  
Associate Administrator for  
Administration.

Conference facilitators were:  
Elizabeth M. (Betsy) Kirkhard,  
Louise Eberhardt, John McNeil and  
Clarence W. (Von) Von Bergen.

Administrative and Logistical  
support: Joyce J. Gillen, staff  
Assistant; and Linda Springer,  
Secretary, Headquarters Human  
Resource Office.

Mr. Helms and Mr. Fenello  
attended the final meeting on  
Thursday afternoon.



## Cover Story

### RE-ENGINEED DC-8 SETS CAIRO- LOS ANGELES NON-STOP RECORD

A McDonnell Douglas DC-8 Series 70 re-engined with advanced technology CFM56 turbofan engines established a long-distance point-to-point record, flying non-stop Cairo-Los Angeles, a distance of 8,215 miles (7,164 nautical) in 15 hours, 46 minutes. The record is being submitted for international recognition by the National Aeronautic Association. The aircraft, owned by CAMMACORP, El Segundo, California, program managers for DC-8 re-engining, was completing a week-long tour to England and Egypt demonstrating the airplane's fuel efficiencies, noise reduction and range improvements resulting from its four new CFM56 turbofans.

"Although we'd covered more than 8,200 miles, remaining aloft nearly 16 hours flying east to west against prevailing winds, we still had about one and a half hours of reserve fuel -- enough for an additional 860 miles -- when we touched down at Los Angeles International (LAX)," said Don Mullin, CAMMACORP director of flight operations and aircraft captain. The DC-8 and its CFM56 turbofans performed "exactly to predicted fuel flow values," he said.

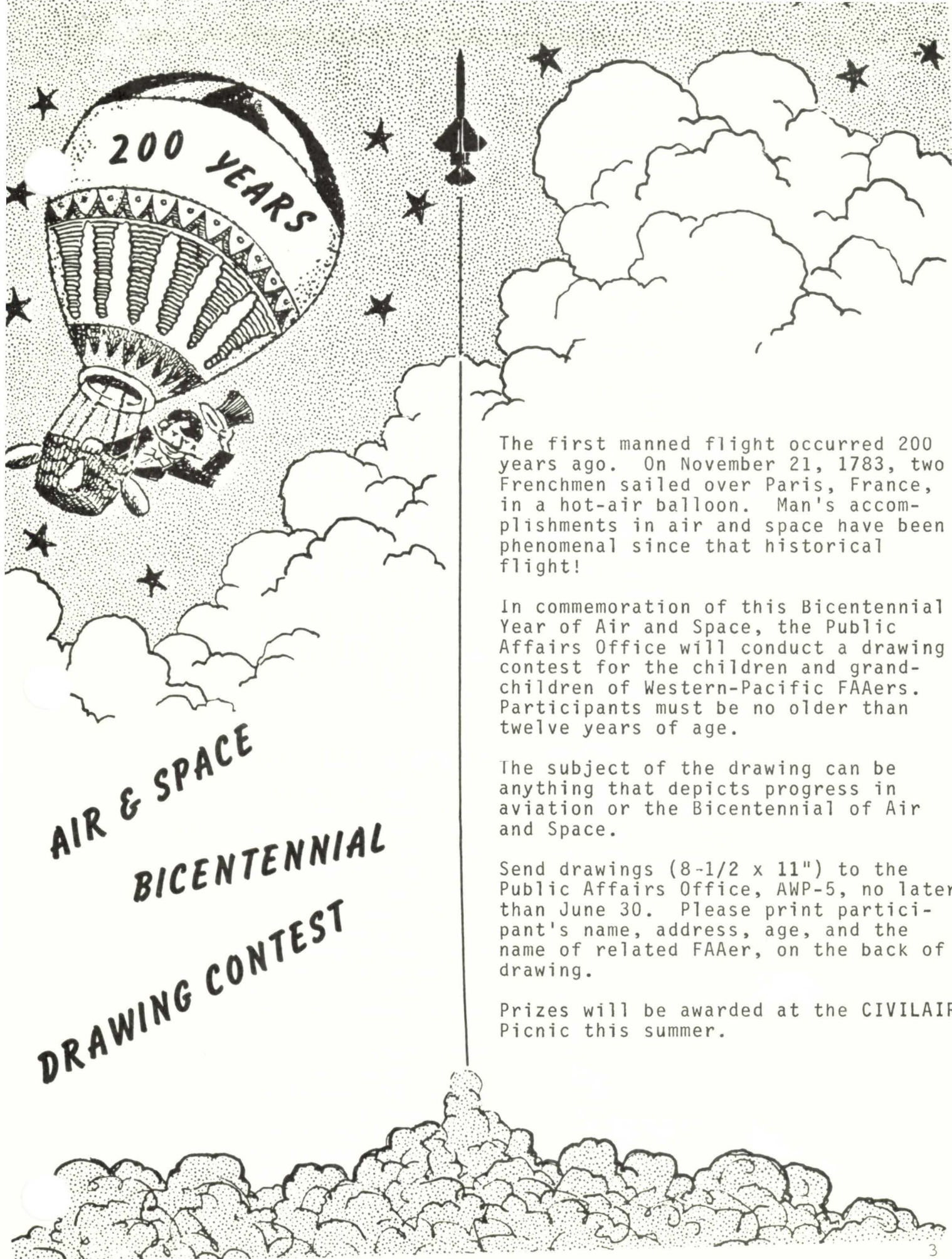
The DC-8's record-setting route from Cairo took it over Greece, Yugoslavia, Germany, Denmark, Norway, Iceland, Greenland, Labrador, across Canada, entering U.S. airspace east of Spokane, Washington from where the re-engined DC-8 flew south to Los Angeles. Cruise altitude enroute was 41,000-42,000 feet; cruising speed was Mach .78 (approximately three quarters the speed of sound).

"This record-setting distance flight underscores the versatility of re-engined DC-8s for passenger, cargo, government or business jet use," noted Jackson R. McGowen, CAMMACORP president, onboard for the tour and meetings with potential civil and military users. "We were able to show clearly the airplane's significant fuel efficiency as well as noise reduction that makes it the world's quietest four-engine jet in commercial service," he said.

Introduced into service by United Airlines and Delta Air Lines in April 1982, CFM56-2 turbofans on DC-8s have already accumulated more than 100,000 total engine flight hours and a dispatch reliability rate of 99.86 percent. The new Series 70 aircraft are in service with Overseas National and Trans-american airlines, United Parcel Service, and the French Air Force. Re-engined DC-8s have also been delivered for use as executive jets.

The CFM56-2 turbofan engine, rated at 22,000-24,000 pounds thrust, is produced by CFM International, a joint company of SNECMA, France, and General Electric Company, U.S.A.. Operators report that re-engined DC-8s are 30 percent quieter than Federal Aviation Administration requirements for new aircraft and are saving from 17 to 20 percent on fuel consumption with 18 to 25 percent range improvements over original DC-8s.

The CAMMACORP-managed team for the DC-8 modification program, in addition to CFM International for engines and thrust reversers, includes McDonnell Douglas, Long Beach, engineering, flight test operations and product support; McDonnell Douglas, Tulsa, aircraft modification; Grumman Aircraft, Bethpage, Long Island, engine pods and pylons; and AiResearch Division of Garrett, Los Angeles, air-conditioning and auxiliary power units.



**AIR & SPACE  
BICENTENNIAL  
DRAWING CONTEST**

The first manned flight occurred 200 years ago. On November 21, 1783, two Frenchmen sailed over Paris, France, in a hot-air balloon. Man's accomplishments in air and space have been phenomenal since that historical flight!

In commemoration of this Bicentennial Year of Air and Space, the Public Affairs Office will conduct a drawing contest for the children and grandchildren of Western-Pacific FAAers. Participants must be no older than twelve years of age.

The subject of the drawing can be anything that depicts progress in aviation or the Bicentennial of Air and Space.

Send drawings (8-1/2 x 11") to the Public Affairs Office, AWP-5, no later than June 30. Please print participant's name, address, age, and the name of related FAAer, on the back of drawing.

Prizes will be awarded at the CIVILAIR Picnic this summer.

## NAR on Course, On Schedule

"The National Airspace Review (NAR) continues on schedule and is producing the kind of recommendations envisioned by the Administrator," according to Deputy Administrator Michael Fenello. Summarizing the April 26 meeting of NAR's Executive Committee, which he chairs, Fenello went on to say that the agency now must gear up to implement the many feasible recommendations already received from the various NAR task groups.

During the meeting, an additional 79 recommendations were made by six task groups for changes in such areas as instrument approach charts, special-use airspace and Stage II and III terminal services. This brings to 325 the total recommendations made since the government/industry review got underway in June 1982. Of these, 324 have now been cleared by the Administrator and passed on to the FAA staff for action.

Also during the meeting, the Executive Committee expanded the scope of the review by designating three new areas for investigation by NAR task groups. They include uncontrolled airports, airway route system concepts and departure requirements. Despite this action, Fenello said the agency still expects to complete all NAR studies by November 1984.



## AEA & ANE Combine AFSs

The agency has announced plans for reconfiguring the Airway Facilities sectors in the Eastern and New England Regions in a move that will improve operational efficiency. These sector office consolidations are part of the agency's "80s" maintenance program concept. Similar programs were announced recently in the Great Lakes and Northwest Mountain Regions.

The Eastern Region will consolidate 14 sectors into 10, and New England will combine its six sectors into four. Changes also will be made in the boundaries of other sectors.

The consolidation will get underway in both regions on May 1, with New England completing implementation by Oct. 1. Eastern expects to be down to 12 sectors by Oct. 1 and 10 sectors by Oct. 1, 1984.

Although the changes will result in fewer jobs overall, the agency expects to get down to the lower staffing levels through attrition.

## MSPB in Our Favor

The Merit Systems Protection Board has ruled in FAA's favor in seven lead cases, which were appealed to the full Board, involving controllers who were fired for illegally striking.

The cases were selected because they contained points of controversy and arguments common to thousands of other cases that have been taken to the full three-member Board for review after initial decisions were made by MSPB presiding officials.

All major matters related to these FAA removal actions have been upheld.

The points established in these cases will now be used in ruling on other strike removal actions under appeal to the full Board.

## 20TH ANNIVERSARY OF AVIATION PIONEER

Amelia Earhart pioneered many of the air routes flown today and predicted the worldwide use of air transportation. She proved to be right and would have been proud of the women who followed her flight paths and of their role today in this segment of aerospace.

In May 1963, Betty Miller made a record solo flight from California to Australia, the reverse of Miss Earhart's flight and the first solo flight across the Pacific Ocean by a woman. For this she was awarded the first FAA Exceptional Service Award and personally was congratulated by President Kennedy in the Oval Office. Betty served on the FAA Women's Advisory Committee for Aviation and is a member of the 99s (the international organization of women pilots) and The Whirly-Girls (a worldwide organization of women helicopter pilots.)

Betty presently is an FAA Operations Inspector at the Long Beach Flight Standards District Office.



## "BARNEY" LINDEN RETIREMENT PARTY

A retirement party will be held for "Barney" Linden on Friday, June 10 at the Hacienda Hotel - North Starlight Room, 525 N. Sepulveda Blvd., El Segundo, Calif. No Host cocktails - 6:30 p.m., dinner - 7:30 p.m., and dancing at the close of the program. The menu: boneless breast of chicken - \$11 or roast prime rib - \$17 (includes tax, tip and beverage). Send payment for the dinner by May 27, to: Elizabeth Marshall or Doris Keidser, Los Angeles FIFO; 642-5000. Make checks payable to "Barney Linden Retirement".

## FRESNO AFS AWARDS

Congratulations to GENE SCHMIDT, NAVAIDS technician at Bakersfield, who received an Outstanding Rating and cash award recently. Gene will be retiring June 3 and the cash will get him off to a good start. Outstanding Ratings and awards last month turned out to be a family affair as DAVE SWART, Environmental Systems Technician, and TERRY SWART, General Supply Specialist, each received Outstanding Ratings with appropriate monetary awards. Career Service Emblems were recently presented to: CARL LITTLEJOHN, 15 years; ROSS MAY, 25 years; and JIM JOHNSON, 30 years.

## FAA Reports On National Airway System

In its first report to the Congress on the operation of the National Airspace System, the agency says that 1982 was "a year of accomplishment for aviation in the U.S." At the same time the airspace system was recovering from the controllers' strike, the report notes, FAA began implementing the National Airspace System Plan and initiated the National Airspace Review.

Other projects included the expansion of the human resources program, a streamlining of regional and headquarters organizations, initiation of a major systems maintenance improvement program and the issuance of the new "Regulation by Objective" proposal. Another 1982 highlight was the passage of the Airport and Airway Improvement Act, which, among other things, requires FAA to report to Congress each year on the operation of the National Airspace System.

In keeping with the improved communications goal of the human resources program, copies of the report are being distributed to branch level in headquarters offices and on a basis of one per 15 employees in field facilities.

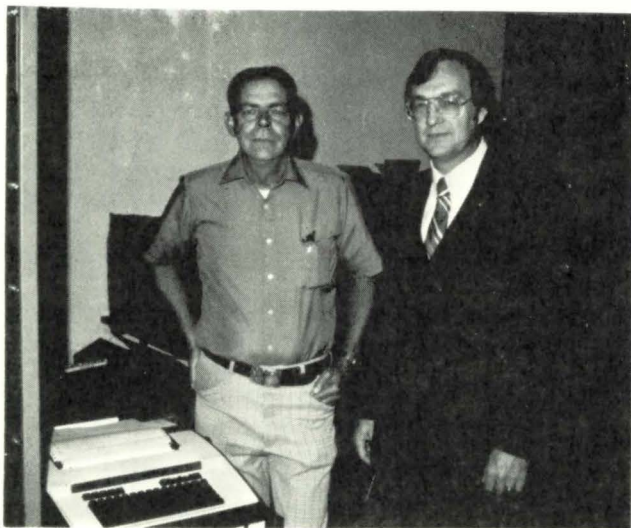
## Cunningham Named AAL-1

Franklin L. Cunningham, a 26-year career employee of the agency, has been named Director of the Alaskan Region. He has been Acting Director of the region since October 1982 and before that was the region's Deputy Director.

He joined the agency as an air traffic controller in 1956 after four years in the Air Force. In the intervening period he has held jobs of increasing responsibility within the agency's Air Traffic Service, including chief of the Miami ARTCC, chief of the Air Traffic Rules Branch and chief of the Air Traffic Control Operations and Procedures Division in Washington headquarters, and head of the Air Traffic Division in Rocky Mountain Region.

## MONTEREY-BY-THE-BAY

Congratulations to Controllers Bob Higgins, Tim Baribeau and Jayne Overgard for their respective promotions to GS-11.....Monterey Tower cordially invites you to attend the Second Annual Monterey Tower Open Golf Tournament to be held at the Rancho Cañada Golf Club in beautiful Carmel on Tuesday, June 14. If further information is needed, please call Monterey Tower.



## THE DIRECTOR VISITS RENO AFS

During a visit to Reno, H. C. "Mac" McClure (right) had a chance to visit with Drew Stallings, Reno Nav/Comm Supervisor and take a look at Reno's input-output terminal for Second Generation VORTAC's.

## PROCUREMENT OF ATC HOST COMPUTER SYSTEM BEGINS

The agency has initiated the second part of its ATC computer replacement program with the issuance of a request for proposals (RFP) for what is known as the "Advanced Automation System." This is a key element in the National Airspace System Plan. Its goal is to provide a total automation system, which includes new sector suites, or controller work stations, new computer software and new processors to augment the "host" computers being developed under a separate procurement.

FAA officially launched the host computer program December 30 with an RFP for a new mainframe computer that will replace the present IBM 9020s in the enroute centers. The new computer is called a host computer because it initially will use, or play host to, the existing 9020 instructions, or software, package. FAA expects to award contracts for the competitive design

phase in July, with a production award to be made in 1985.

The Advanced Automation System involves two major steps. The first is the replacement of the existing controller work stations with sector suites that will provide controllers with separate displays of traffic and weather, flight data and advanced planning information. The second step is the development of new software for the host computer that will provide the capacity and information framework required for the application of higher levels of automation in air traffic control. FAA plans to acquire the sector suites and new software under the umbrella of a single prime contractor selected through a design competition. Based on responses to the RFP, which are due August 25, the agency expects to award dual contracts for this initial phase early in 1984. The production contract would be let in late 1987, with field deployment getting underway in 1990.



## JOHN DODSON RETIRES

A retirement luncheon was recently held at the Hacienda Hotel for John Dodson. Over 100 friends and well wishers gathered to wish John a happy retirement. John was one of the region's best-informed authorities on Air Traffic and Flight Standards technical training. His career spanned 28 years and included duties as an Air Traffic Controller, an AT instructor at the Academy and lastly, as a training officer with the Regional Training Branch. He is an aviation enthusiast and an advocate of flying. John is missed by all of us.

Above photo: John Dodson's decision to retire was a quick one. Wayne Lynch (left), Training Branch Manager, hands John an IOU for his retirement certificate at his preretirement farewell coffee and cake get-together.

## FRANK TANNER RETIRES

Frank Tanner, Long Beach Flight Standards District Office, retired from the FAA on March 31. His co-workers wished him well at a coffee and cake held in his honor on April 11. He intends to do lots of fishing and just generally enjoy life. We wish him a long, happy retirement!

## ONTARIO FSS NEWS

Ontario Flight Service Station recently added eight new people to its roles. The new arrivals, presently in various stages of training, are Fred Werner, Scott Hipp, Steve Pasecky, Dave Saunders, Dale Cunningham, Patrick Powell, and Rich Woodcock. Chuck Burge was transferred from Los Angeles FSS and is now facility rated in Ontario FSS. In other personnel actions, Jim Parris and Doug Sage were facility rated.....A fond farewell is extended to Chuck Stewart, who has departed for Daggett FSS as an Area Supervisor, and to Ramon Varella, who has been reassigned to El Monte Tower. We wish both of them luck in their new assignments.....All of the people of Ontario FSS join in congratulating Marty Krueger, who received his 15-year career service emblem. Congratulations are in order, also, to Doug Sage and Paul Provence who recently attained full performance level status.

## PHOENIX ACDO + SCOTTSDALE GADO = PHOENIX FSDO

Effective May 1, General Aviation District Office Number 9 at Scottsdale, Arizona was redesignated Flight Standards District Office Number 67. Concurrently, Air Carrier District Office Number 34 at Phoenix, Arizona was redesignated Flight Standards District Office Satellite Number 67S. Both offices will remain in their present locations and telephone numbers will not change.



## OUTSTANDING EMPLOYEE

Lee Longmire (left), Special Agent, Civil Aviation Security Field Office, San Francisco, recently received an Outstanding Performance Rating plus a Special Achievement Award from William H. Powell, Manager, Civil Aviation Security Field Office, San Francisco, for outstanding performance during the past year. Congratulations, Lee!

## RETIREE DEATH

We are saddened to report that Ed Estes, retired San Diego ACDO Air Carrier Operations Inspector, died of cancer on April 27 at Pomarado Hospital in Poway, Calif. Memorial services were held at the Naval Training Center, North Chapel. Condolences may be sent to Ed's family at 16561 Martincoit Road, Poway, CA 92064.

Take  
stock  
in America.



## FRED KELLY HONORED

E. A. Ritter (right), Manager, Reno General Aviation District Office, recently presented a Certificate of Recognition to Fred Kelly, Manager, Reno Flight Service Station, for his participation in the Accident Prevention Program in the Reno GADO area. (Fred recently transferred to the Air Traffic Plans and Programs Branch at Regional Headquarters.)



## FLIGHT STANDARDS DIVISION AWARDS

The following Flight Standards Division employees in field facilities recently received awards:

Outstanding with Quality Increase Awards - LARRY FANN, Honolulu FSDO; NORMA MILINSKI and DONALD JUDD, Phoenix GADO; GARY BLOM, San Jose ADO; DARRELL RUCKER and JOSEPH GREEN, San Francisco ACDO; Career Service Emblem - ARTHUR KALANTAR, Los Angeles FSDO, 30 years. Congratulations!



## RETIREE DEATH

We are saddened to report that FAA Retiree Joseph Dittrich, Jr., died on April 28. At the time of his retirement in 1971, Joe was a Communications Supervisor at San Francisco. After serving three years in the Army Signal Corps, Joe entered the former CAA at the Humboldt Field, Nevada Airway Communications Station as a Communications Operator in August 1938. During his career, he also served at the Indio, Calif., and Salt Lake City, Utah, Flight Service Stations; Oakland Center and the San Francisco OFACS/IFSS. His primary hobby was Ham Radio; he held the call N6JD. Joe is survived by his wife, Lois; daughters Barbara and Janice; and one grandson. Condolences may be addressed to Mrs. Dittrich at: 836 8th St., Redwood City, CA 94063.

## ALCOHOLICS ANONYMOUS MEETINGS AT R.O.

Alcoholics Anonymous meetings are being held at the Regional Headquarters. Both old and new members are welcome. For information, please call Anne Clayton, Aviation Medical Div., Ext. 6300.

# TAKE STOCK IN AMERICA WHILE YOU INVEST IN YOURSELF

The payroll savings plan for United States Savings Bonds provides one of the most convenient, dependable ways to save.

You have only to decide how much you want to put aside each payday -- then sign the authorization card. That's all there is to it. From then on, your saving is done for you, automatically, payday after payday. With all this, you can watch your financial security grow.

If you're already taking advantage of the payroll savings plan to build your nest egg, we urge you to consider speeding up your rate of saving. If not, please consider the many ways payroll savings and United States Savings Bonds would be helping you, and sign up during our campaign the month of May when you are contacted by a fellow employee.

*Jack Faletti*  
Jack Faletti  
Chairperson

*Shirley Thompson*  
Shirley Thompson  
Co-Chairperson



## May is Savings Bond Month

## SPECIAL INTERCOM



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

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### THE MANAGER'S VIEW

#### THE PLANNING CONFERENCE

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