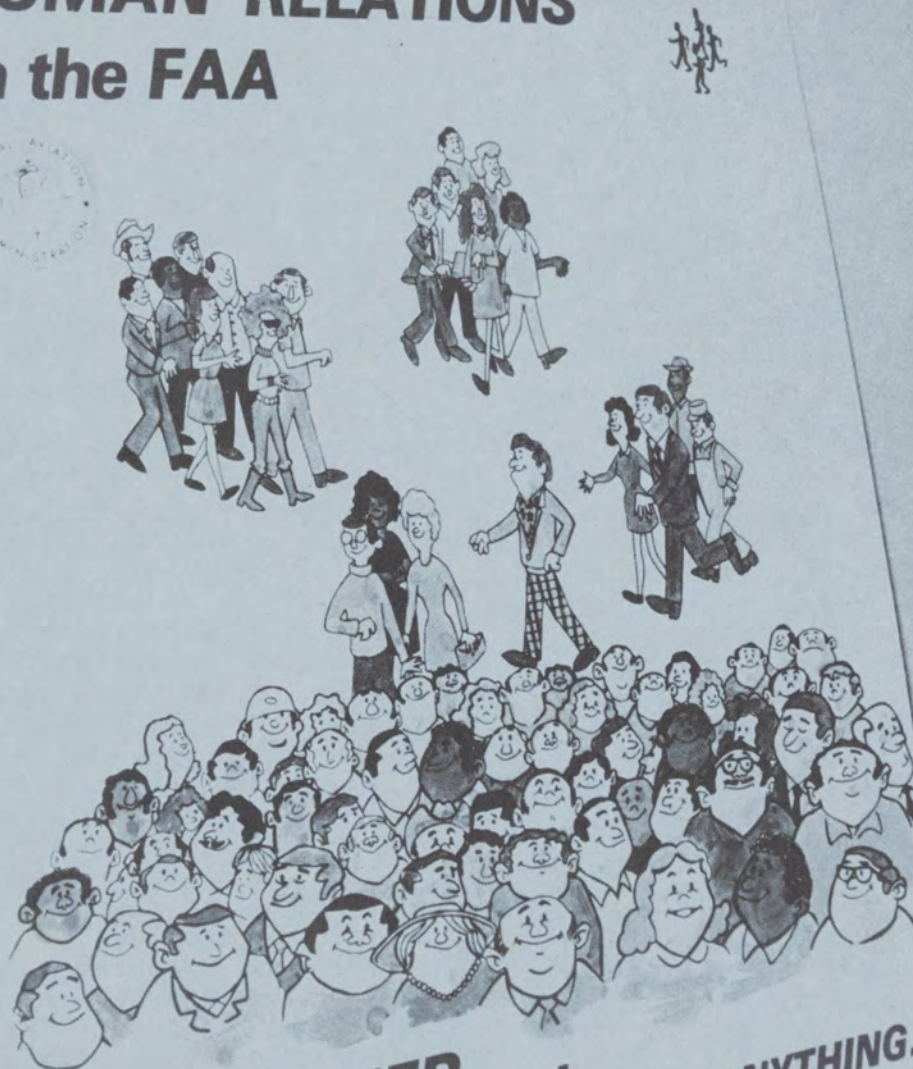




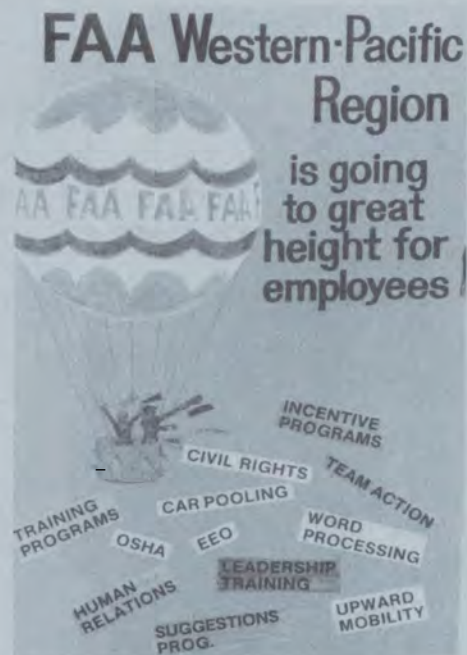
US Department
of Transportation
**Federal Aviation
Administration**

Western-Pacific Intercom

HUMAN RELATIONS in the FAA



**TOGETHER . . .
WE CAN DO JUST ABOUT ANYTHING.**



HUMAN RELATIONS PROGRAM MOVING FORWARD

The Western-Pacific Region Human Relations Program continues to move forward. The Human Resources Staff of M. Elizabeth (Betsy) Kirkhart, Jim Kelly, Glenn Cross, Janet Hitt, Jay Maag and Alice Vaccio have been visiting various AWP facilities and providing training programs and workshops that contribute positively to the AWP Human Relations Program. In May, the staff conducted Organizational Effectiveness (OE) Workshops in the Hawaiian Islands, including Guam and Samoa, as well as conducting OE Workshops in various divisions of the Regional Offices, Burbank, Van Nuys, and the Coast TRACON. The OE workshops are a first step in getting facilities involved in greater employee participation. These workshops identify and surface issues relating to the local, regional, and national level. Local issues are retained by the facility for resolution, and regional and national level issues are channelled upward.

Human Relations Committees

Human Relations Committees (HRC's), an integral part of the Human Relations Program, many times are tasked to work on the issues raised at the local level in OE workshops. In addition, HRC's provide broader communications among employees on personnel policies, working conditions, and other matters.

To date, accomplishments of the HRC's include:

- Identification of a parking area problem and an inadequate building exterior lighting problem
- Establishment of smoking and non-smoking work areas in a division and in several facilities
- Recommendation of guidelines for local familiarization trips to improve public relations with the local aviation community and provide opportunities for new personnel to become familiar with the local area
- Being the impetus to make available to R.O. employees an on-going health screening program.

These are just a few of the ideas becoming reality through the work of the HRC's. Many more are being developed throughout the Region.

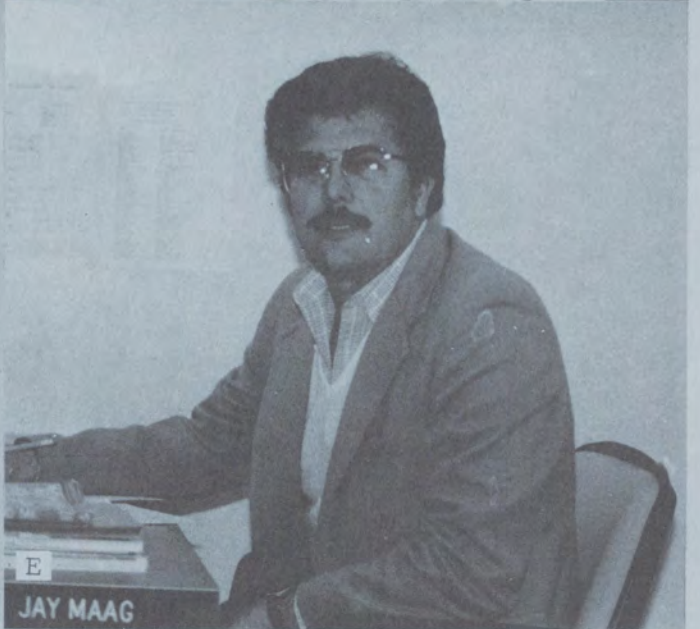
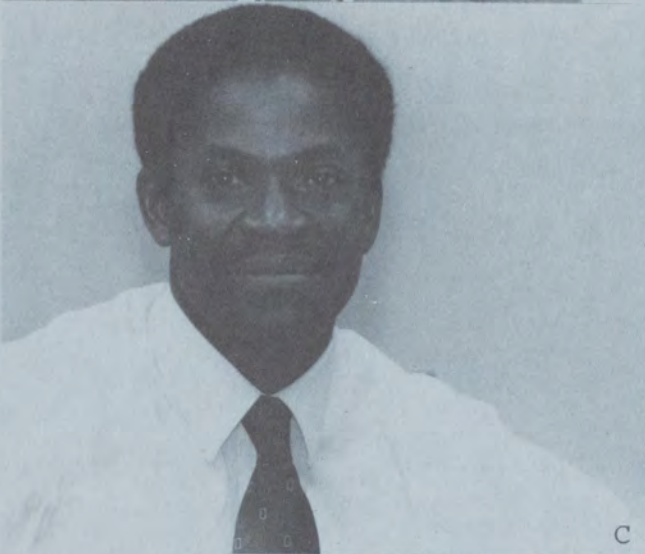
Human Relations Resource Team

A Human Relations Resource Team (HRRT) has been established to assist the Human Resources Staff in the continued implementation of the Human Relations Program.

The team consists of Normita Recto, Cecilia Moreno, Kris Sharp, Thomson Kurz, and Carolyn Williams. They each have a background in training and human resource development, and will provide assistance in the areas of training and research. The HRRT are doctoral candidates in Public Administration at the University of Southern California.

(Continued on page 4)

Meet Your HR Staff



Manager of the Human Resources Staff is (A) Betsy Kirkhart. Assistant Manager is (B) Jim Kelly. Temporarily reassigned to the Human Resources Staff are:

C--Glenn Cross

D--Janet Hitt

E--Jay Maag

Permanently assigned but not pictured are Evelyn Carles, Secretary, and Alice Vaccio, Administrative Assistant.

(Continued from page 2)

HR Information Needed

If your HRC, FAB, QC or division has an accomplishment or activity you'd like to see listed in the Intercom, we're interested.

Once each month, the Intercom will highlight HRC accomplishments and other Human Relations activities in the Western-Pacific Region. If your division has an accomplishment or activity it would like to see in the Intercom, please send that information to: AWP-LH.



San Jose GADO Celebrates HR With A Western Flavor



To promote Human Relations within GADO-2 at San Jose, all hands gathered at the "CORRAL" attired in their western best. Cowboy (cowperson?) boots and hats were the mainstays. Bolo ties with some fancy shirts and Levi's also prevailed. From left: Back Row -- Chuck Panos, Jon Evans, Jay Howard, Paul Pankalla; Middle Row -- Frank McCutcheon, Bev Harbin, Lee Townsend, Trish Hawn; Front Row -- Chuck Berns, Amy Harbin, Robyn McDonough and Gerry Pennington. Participants not present for the photo were May Cook (who took the picture), Karl Hillary, Gary Blom, Chuck Johnson and Jack Hocker who were out working on the roundup.

HR Progress Seen.....



Human Relations Committee Leadership Seminar Held

Deputy Administrator Fenello, surrounded by HR representatives, lends his full support to the ongoing program.

About 100 chairpersons of human relations groups throughout the country as well as representatives from Facility Advisory Boards (FABS), Supervisory Committees (SUPCOMs) and Quality Circles met in Washington recently for a Human Relations Committee Leadership Seminar.

During the three-day meeting participants reported on their accomplishments to date, including such things as setting up adjusted work schedules (flexible starting

times), improving rapport between first-level supervisors and management, providing workable solutions to smoking problems, informing employees about various reorganizations during formative stages and generally opening lines of communication between employees and local management.

Major problems facing employee participation groups were also discussed in depth, and communication links between groups were established.



**1st Managing Conflict Across Organizational Boundaries,
April 5-8, 1983**



2nd Class of Facilitators, April 25-29, 1983

Concord Tower's Open House for Families

Concord Tower highlighted human relations when the personnel celebrated the worldwide release of the "Concord Tower Cook Book". An open house was held for personnel and their families, complete with a pot luck dinner featuring favorite recipes of the crew. Families gathered in the Concord Airway Facilities office to enjoy the gourmet feast.

Linda Parker and Ruth Ryan (Concord's most recent addition to the ranks of Full Performance Level controllers) put together the cook book with the help of Ross Sagun's Northstar Wonder Machine and Orrin Ackleford's cover art (which was featured on the front page of the May 9 INTERCOM).

Complimenting the celebration was the announcement of Jerry Raney's Special Achievement Award. Jerry was recently promoted to San Jose Tower and the evening of celebration and comradery was Concord's farewell to a popular co-worker.

Needless to say, a good time was had by all.

Some of the Concord people captured on film are:

A--Mike Riley (left) and Paul Williams, Air Traffic Control Specialists, and children.

B--Brian Spencer, Air Traffic Control Specialist, his wife LouAnn and their daughter Natalie.

C--Area Supervisor Bob Baldwin with young Todd Riley.

Photos by Concord personnel.





More Concord Tower Open House



Still more Concord people enjoying the Open House are:

Above: Mr. and Mrs. Arlie Lloyd enjoying the evening of human relations in action.

Below: From left==Area Supervisor Orrin Shackelford holding a copy of the tower's Cook Book, Miss Leslie Jose, Air Traffic Control Specialist Greg Kingery and Mrs. Arlie Lloyd.

Congratulations to CONCORD TOWER PERSONNEL on a job well done!

Bay Area Joint Human Relations Committee Meeting

The first ever joint meeting of 20 participants from 10 Bay Area Human Relation Committees was held on May 3. The meeting was initiated by the San Francisco Tower HRC to share information and generate ideas to enhance each facility's Human Relations program and improve working conditions among the Bay Area facilities.

The following facilities sent enthusiastic representatives: Napa Tower, Hayward Tower, Livermore Tower, Oakland Center, Oakland Towers, Palo Alto Tower, Reid-Hillview Tower, San Francisco Tower,

San Jose Tower and San Carlos Tower.

The group exchanged many excellent ideas that had been used at one or more facilities to better the work place atmosphere. The discussion also covered a variety of concerns that are common at all facilities regardless of the size. The participants felt that positive change could be made as a collective unit. Future meetings will be held on a quarterly basis and will be expanded to include all interested northern California Air Traffic facilities.

Still More

Concord People



Still more people at the Concord Open House are:

A--Ruth Ryan, Air Traffic Control Specialist, who is enjoying the festivities.

B--Controller Jerry Raney (left) and Air Traffic Manager Glen Gourley. Jerry has just been presented with a Special Achievement Award and a commemorative plaque.

C--Ross Sagun, Air Traffic Control Specialist, and guest.

D--From left--Mike Riley, wife Stephanie, Mrs. Kathy Williams with son Tyler.



Airway Facilities Division HR Facilitators

Fourteen of the 30 Human Resources (HR) Facilitators trained by the AWP Human Resources Staff in May 1983 were from the Airway Facilities Division (AFD). On June 1, they held their first workshop/conference to develop the HR program for Airway Facilities. Glenn Cross, the AF representative on Betsy Kirkhart's staff also participated. Numerous HR issues were raised and general guidelines were formulated by the group which were presented to Alex Hammond, AFD Manager, at the close of the conference. Some of the guidelines were:

- A. Networking HR groups within AF as well as other divisions.
- B. Publicizing the AF HR program.
- C. Expanding training in interpersonal relationship such as team action, HR facilitators and "LET" (Leadership Effectiveness Training) to include more volunteer non-supervisory employees.
- D. Detailing a HR/Quality Circle Coordinator from the field into the Regional Office on a rotating basis to rejuvenate the HR program with new ideas and creativeness from the AF sectors.

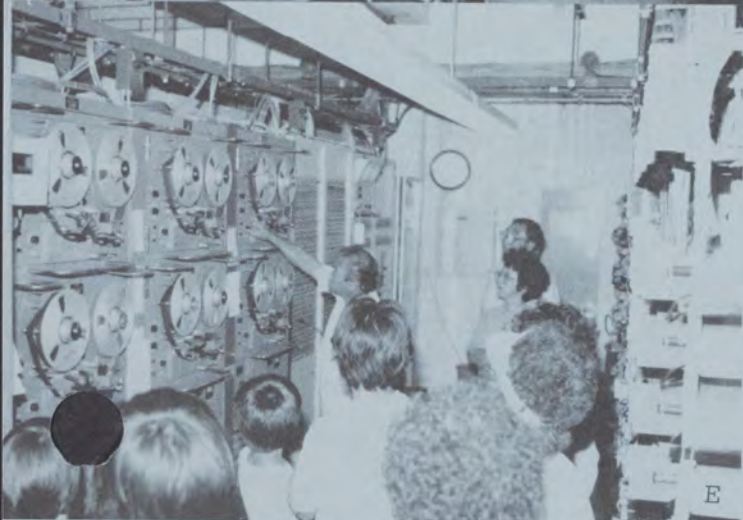
The group held their second meeting on July 6, 1983 to work out the details. These facilitators are formulating the HR policies for the AF Division which is participative management in the true sense of the phrase.

Photo below: From left--Juan Taisaque (Lancaster AF Sector), Henry Bertuleit (Sacramento AFS), Glenn Cross (AWP-1H Staff), Dave Strickland (Riverside AFS), Yukio "Mo" Mochizuki (Los Angeles AFS), Ken Sanders (AWP-460), Mati Mirko (Fresno AFS), Archie Mulhollen (Phoenix AFS), Alex Hammond (AWP-400), Ray Garcia (San Diego AFS), Gary Myers (Los Angeles ARTCC AFS), Twila Parli (AWP-423), Doris Lee (Los Angeles AFS), and Gerald Goren (Red Bluff AFS). Absent were Doug Johnson (Las Vegas AFS) and Hal Carnahan (Oakland AFS).

Photo By: Hank Bertuleit



Human Relations Week at Honolulu Center/FSS/AFS



Honolulu Center Air Traffic Human Relations Committee together with the Flight Service Station and the Airway Facilities Sector sponsored an open house on Dec. 12. The open house started Human Relations Week activities, and family members and friends of employees were invited. The open house was a huge success as approximately 150 visitors participated. Activities included tours and briefings as well as a large refreshment "spread" in the cafeteria. The conclusion is "Let's do it again!"

A--Ray Wong, AF Technician, explains the intricacies of the technical control center to a captive audience

B--Dick Torres, Evaluation & Proficiency Development Specialist, explaining the EARTS radar display .

C--Barbara Yamada, Human Relations Committee member, doing some "quality control" checks on the refreshments.

D--Leroy Nolan, FSS Communicator, explaining Honolulu FSS's closed circuit TV display system.

E--Eddie Mau, AF Technician, explaining the multichannel recorders to a group of visitors.

Human Relations-- Hawaiian Style

The Honolulu Hub Sector and Diamond Head ARTCC Sector recently hosted a picnic for Regional Office visitors from Los Angeles. Everyone enjoyed the collection of local foods, i.e. sushi, sashimi, poki, lomi lomi, poi, etc.

A--Bill Henshaw, Radar Project Engineer, AWP-450; Richard Takahashi, Radar/Automation Engineer, AWP-465; and Roy Richards, Manager, Plans and Programs Branch, AWP-510.

B--Wes Martin, Manager, Program and Planning Branch, AWP-420; John Gordon, Sector Manager, Honolulu ARTCC, and family; Alex Hammond, Manager, Airway Facilities Division, AWP-400; and Merle Clure, Honolulu ARTCC Manager.

C--More of the hungry picnickers.



Environmental Technical Conference

An Environmental Technical Conference was held in Phoenix, July 19-21. The conference was hosted by Phoenix Airway Facilitis Sector and chaired by the Environmental Section Unit Supervisor, Jim Bell. The main object of the conference was to promote better communications and understanding between regional representatives and field personnel through participation and discussion by all attendees. This program was coordinated jointly between the Phoenix AFS and Environmental Engineering Unit in the Regional Office. It was the consensus of the group that the conference was of great benefit and a huge success. The next one was unanimously scheduled for May 1984 in San Diego.

A—From left - Gary Wohlleib, San Diego AFS talking on 2nd Generation Environmental Modifications; Frank Powell, Las Vegas-Reno AFS; and Leonard Covington, AWP-464.

B—From left - John Williams, Sacramento AFS; Oscar Flores, AWP-464; and Paul Collander, AWP-464.

C—Some of the very interested attendees at the Environmental Technical Conference.



A

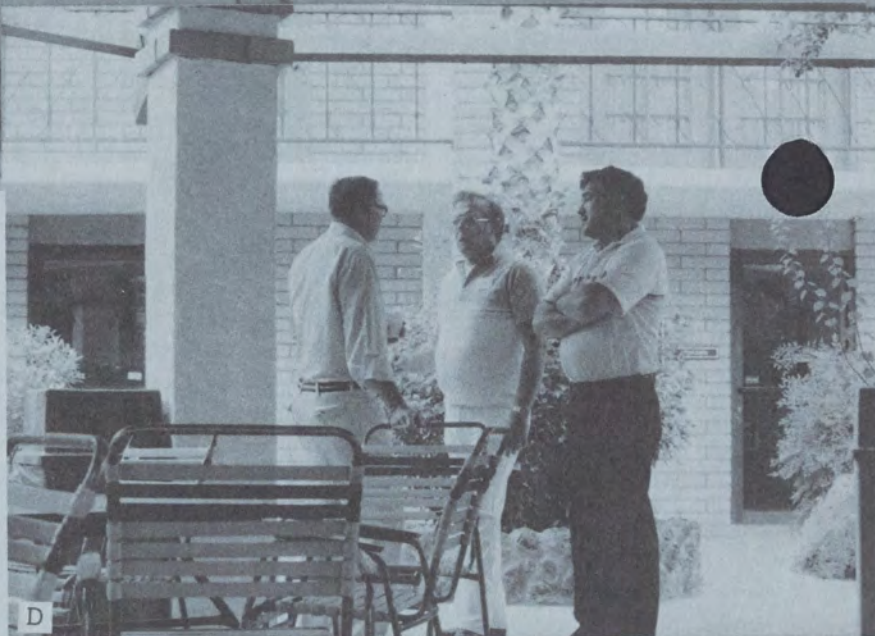
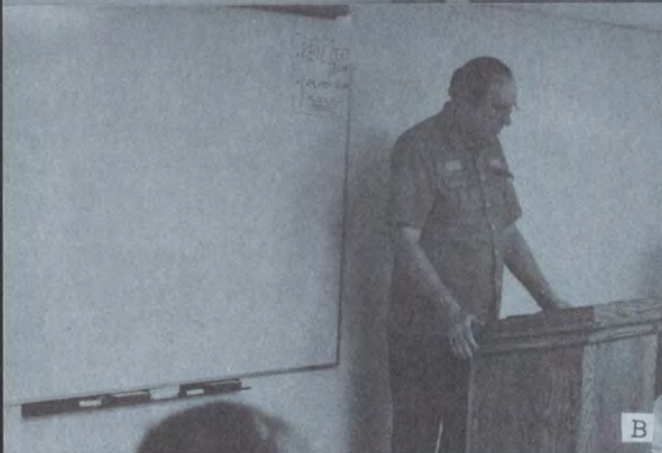


B



C

More Environmental Technical Conference



A--John Parsons, AWP-464 gives a presentation on energy conservation.

B--Don Loomis, AWP-464, leads discussion on lightning protection and grounding.

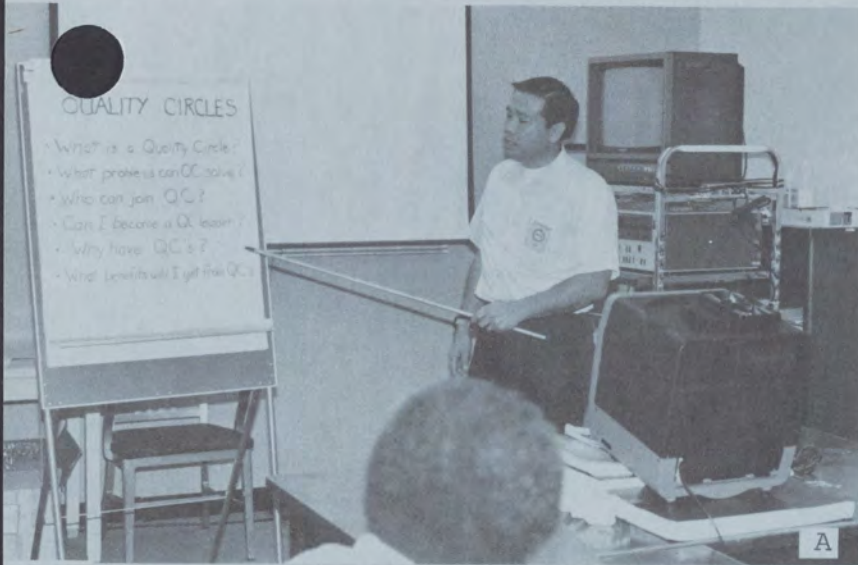
C--Back row from left - Ken Laponis, AWP-454; Russell Crooks, Lancaster AFS; Chester Isgar, Lancaster AFS; Rich Sherry, Oakland AFS; and Jim Benner, Oakland ARTCC. Front row from left - Sid Kim, Riverside AFS; Tony Waiiau, Honolulu, AWP-465; and Will Galbraith, Red Bluff AFS.

D--From left - Lawrence Fay, Los Angeles AFS; Frank Powell, Las Vegas-Reno AFS; and Ron Sandoval, Las Vegas-Reno AFS during the open discussion, exchange of ideas and problem solving.

Recognition should be given to Kermit Clark, Manager, Phoenix AFS and the Administrative Staff for the smooth running of the conference.

Photos by Ed Vallentyne, Sacramento AFS.

Airway Facilities QC Training Conducted at Honolulu ARTCC AFS

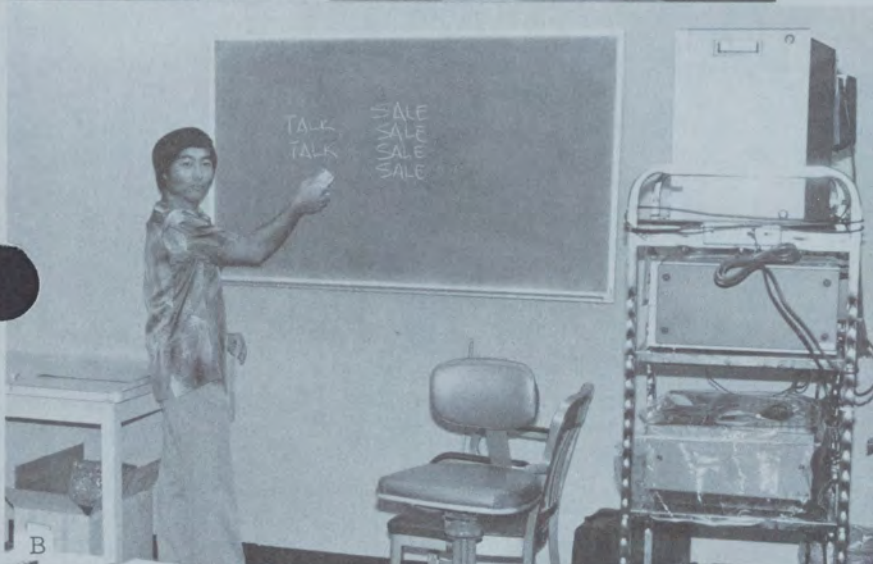


A week-long Quality Circle (QC) training session was recently held at the Honolulu ARTCC for Airway Facilities volunteers. Instructors were QC Facilitators Carl Watanabe, Honolulu ARTCC AFS; Dave Umeda, AWP-465; George Nakano, Hilo AFSFO; Doug Cahill, Honolulu AFS; and Ray DeCastro, Honolulu AFS. Jim Mills and Yukio "Mo" Mochizuki from Airway Facilities Division facilitated the training.

A--George Nakano, QC Facilitator from Hilo AFSFO, explains Quality Circle Concepts.

B--Dave Umeda, Engineer and QC Facilitator for AWP-465, leads discussion in creative thinking.

C--Doug Cahill, Technician-in-Depth and QC Facilitator from Honolulu AFS, presents the Nominal Group Technique to the QC class.



More AF

Quality Circle

Training at

Honolulu



A—First Quality Circle Training in Hawaii: Front row from left—Instructors Carl Watanabe, Dave Umeda, George Nakano and Doug Cahill. Back row from left—Ernest Oyama, Honolulu ARTCC AFS; William Kenneth, Honolulu ARTCC AFS; Pete Harada, Honolulu ARTCC AFS; Tommy Hyuen, Honolulu ARTCC AFS; Ernest Tomihama, AWP-465; George Nakamura, Honolulu ARTCC AFS; and Mike Schneible, AWP-465.



B—Second Quality Circle Training Class: Front row from left—Instructor Ray DeCastro; Warren Sato, Honolulu ARTCC AFS; Charles Honda, Honolulu ARTCC AFS; Pat Morita, Honolulu ARTCC AFS; and Stan Waldman, Honolulu AFS. Back row from left—Francis Benevides, Honolulu ARTCC AFS; Robert Hiraoka, Kauai AFSFO; Harry Yamashiroya, Honolulu AFS; Herb Yoshimori, AWP-6; Arthur Kawai, Honolulu ARTCC AFS; Dan Meyers, AWP-465; and Dale Knee, AWP-465.

Photos by Yukio (Mo) Mochizuki.

FAA Human Relations An Important Intrinsic Process

By James Boone
National Manager
Human Resources Program

When the FAA began its Human Relations effort, there was a flurry of directives, orders, committee organizations, and a quick series of activities. It reminded me of a statement made by a noted management expert who said if a new organizational goal was to move the group from the East coast to Seattle, the first step was to get the troops headed roughly West. We seem, in general, to be headed roughly West. Now what? The usual process of organizational change goes in stages. Typically, there is (1) a quick flush of naive over-optimism; (2) pockets of disillusionment; (3) caution; and then (4) the process of working out realistic change. At this stage in the FAA Human Relations effort, it appears wise to step back for a moment and take a perspective.

First, the Human Relations effort is not to be viewed as a separate program, operated outside of the usual management process. The Human Resource Specialist (HRS) and the Human Relations Committees (HRC) are not responsible for operating an independent FAA program; for example, such as air traffic controllers in being responsible for monitoring and directing aircraft in the National Airspace System. Human Relations in an organization is a process, a way of doing business, an organizational style and culture that is expressed in every aspect of the organization's enterprise. It is the way managers deal with non-managers and vice versa, the way each employee deals with the public in performing the job, etc.

The HRS is a consultant to the region in this effort, not a program manager with HRC's reporting to him/her. The HRC's are local facilitators of the HR process. Copies of HRC minutes sent to the HRS are informational in nature, rather than a management report to the HRS or a means to communicate problems for



HRS resolution. A brief one-page form is in the process of being developed to serve as a means for HRC to surface issues to the HRS and to facilitate a communication network among HRC's. The present intent is to orient HRC's toward action at the local level rather than "paper shuffling" about highly abstract issues. The bottom line to HRC's at present is to work with concrete problems at the local level and, please, "hang in there" until the better procedures are more explicitly developed.

Without regard to whether one views the government management process as good or poor, I think we can all agree that the enterprise of the United States Government (including the FAA) is utterly important, perhaps the most important enterprise in the world. Major corporations and financial institutions may fail and our country can continue; however, the enterprise of the United States Government cannot fall short in accomplishing its mission and economic venture. Employees in the enterprise of the U.S. Government are being challenged as never before to create a government organization of excellence. Perhaps it is time we personally accepted the challenge and made the FAA a model of governmental organizational excellence for other governmental agencies to follow. LET'S GO FOR IT!

(Ed: The above article was written for Southern Intercom by Jim Boone, Former Human Resources Specialist, Southern Region. Dr. Boone is currently serving as National Manager, Human Resources in Washington Headquarters.)



U.S. Department of Transportation
Federal Aviation Administration

FAA HUMAN RELATIONS POLICY STATEMENT

The people of FAA are our most important resource in fulfilling FAA's primary mission of providing for the "safe and efficient use of the Nation's airspace, facilities, and the vehicles that travel therein."

Our employees can more effectively contribute to this mission by being afforded a real and continuing opportunity to influence their work environment and by participating in decisions which affect them. Given this opportunity, employees should be prepared to engage in meaningful discussions and efforts which will enhance the accomplishment of FAA's goals.

I expect all managers and supervisors to demonstrate affirmatively their commitment to this policy. They will be responsible, jointly with their employees, for the creation and maintenance of an atmosphere which promotes positive human relations and open communication.

As Administrator, I call upon every FAA employee to join me in a pledge that the resources of the agency will be directed to achieving the goals of more effective human relations and full utilization of our human and organizational resources.

A handwritten signature in cursive script, appearing to read "J. Lynn Helms".

J. LYNN HELMS
ADMINISTRATOR