



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

Western-Pacific Intercom

New

Deputy

Director



B. KEITH POTTS

Safety Hotline Operational

Cover Story

The Western-Pacific family extends a warm welcome to B. Keith Potts, who has been named Deputy Director of the Western-Pacific Region. The announcement was made by Regional Director Mac McClure.

As Deputy Director, Keith will assist the Regional Director in management of FAA activities in four states; Arizona, California, Nevada, Hawaii and the Pacific area. Additionally, he will help supervise the Region's 5,000 employees.

Keith comes to us from Washington headquarters where he served as Deputy Director of the Office of Aviation Safety for the past year. During his 28 years with FAA, he has held key positions in the agency's Central Region, Great Lakes Region and Washington headquarters.

A native of Cortland, Neb., Keith began his aviation career as an Air Traffic Control Specialist with the Kansas City Air Route Traffic Control Center in 1957. He continued in that capacity until 1965 when he transferred to the Chicago Air Route Traffic Control Center where he remained until 1968. Keith has also served as an Air Traffic Control Specialist in the Great Lakes Region and FAA Washington headquarters.

In 1974, Keith was selected as Assistant Chief, Airspace Obstruction and Airports Branch, Air Traffic Service, Washington, D.C. In 1981 he was promoted to the agency's Senior Executive Service and served as Manager of the Airspace and Air Traffic Rules Division.

On July 1, the agency activated a toll-free "Safety Hotline," intended primarily for use by those in the aviation community with specific knowledge of alleged violations of the Federal Aviation Regulations. Callers' identities will be held confidential by FAA, protected from disclosure under provisions of the Freedom of Information Act.

The Safety Hotline (800-255-1111) will be staffed by volunteers from FAA headquarters from 8 a.m. to 5:30 p.m. EDT on Federal workdays. Answering machines will record calls at all other times.

Office of Aviation Safety (ASF) personnel will coordinate hotline calls and complete a preliminary evaluation of each call within one day of its receipt. Depending on the nature of the call, FAA field facilities may be alerted to conduct immediate investigations of the alleged violations. Summaries of all calls will be submitted to Administrator Engen periodically. Also, formal, written reports of all findings will be submitted regularly to ASF Director William Fromme.

Keith attended the University of Nebraska and has also attended both the FAA Management School and Federal Executive Institute. Between 1975 and 1984, he received various recognitions and awards for outstanding and superior performance, along with numerous letters of commendations from the FAA and the outside aviation community.

Keith is an instrument-rated commercial pilot holding single and multi-engine land ratings.

He and his wife, Mary, have been married for 36 years and have two grown children.

FAA Honored For Aviation Education Efforts

The Western-Pacific Region recently received a Certificate of Appreciation from the U.S. Air Force/Civil Air Patrol for "outstanding support, dedication and untiring efforts in aerospace education development". Regional Aviation Education Coordinator Jim Mills has worked closely with Jule Zumwalt, Director of Aerospace Education for the USAF-CAP Pacific Region Liaison Office, in conducting teacher workshops throughout the region. The workshops focus on assisting educators in using aviation education as a means to enhance and stimulate the learning environment.

Right photo: Jim Mills (right) receives the Certificate of Appreciation from Regional Director Mac McClure. Photo by Rafael Riera.



Edwards RAPCON News. . .

Edwards RAPCON personnel have been very busy lately. Congratulations to Michael Harne on becoming facility rated; Debra Sepulveda on her temporary assignment to the position of Quality Assurance Training Specialist, and also to David Smith on his selection as Assistant Manager for Programs. Congratulations are also in order for Gloria Humphries, Administrative Assistant. Gloria graduated from Antelope Valley College in June with an A.A. in Business. Welcome aboard to Robert Junge, Peter Kareiva, Mona Bayles, Kelly Sandfer and Robert Moffitt. And, as always, it is hard to say goodbye to friends: Bill Fisher, Area Supervisor, retired; Tim Berrow was selected for the Air Traffic Manager position at William J. Fox Field Tower and James Franko has returned to Medford, Oregon, Tower. Good luck Bill, Tim and Jim.

Contest Winners Named

The national winners of FAA's Second Annual Aviation Education Essay Contest on the value of airports to their communities are: **Nancy A. Reimers**, 17, of Minot, N.D. (senior high school); **Abel Jordan** of Demming, Wash., and **Jonathan Ward** of Huntington, Ind., who tied for first place in the junior high category, and **Tracey Revellino** of Howard Beach, N.Y. (elementary school).

Reimers received a check for \$1,500 for her essay and the other three were awarded \$500 a piece. In addition, four teachers received recognition with checks for \$250 each. The students' checks were donated by the Air Traffic Control Association, and awards to the teacher were a gift from the National Aeronautic Association.

McClure Named Chairman Los Angeles FEB

Regional Director Mac McClure has been named Chairman of the Los Angeles Federal Executive Board effective June 1, 1985.

The Los Angeles Federal Executive Board, one of 26 in the United States, was established by Presidential Directive to improve the effectiveness and economy of Federal programs. More than 100 Federal agency directors in the Southern California area make up its membership, representing some 110,000 Federal employees.

Brig. Gen. John Serur, Commander, Defense Contract Administration Services Region, Los Angeles, will serve as Vice Chairman of the Board.

Sorry, Wrong Number

We have been recently made aware that page 58 of the May 1985 edition of the FAA Directory incorrectly lists the home phone number of a non-FAA employee who has been receiving calls through the night intended for an FAA office. Please make a pen and ink change for the Cincinnati, Ohio AFSFO. The correct commercial number should be: 513/321-5222.

Airway Facilities Division News. . .

Congratulations to Mike Kulhanek, Civil Engineer, AWP-464, on his recent promotion.

Letters of Appreciation were received by Ken Sander, Gregg Massoud, Vince Dulski and Bill Copelan, AWP-464, from the Las Vegas Airway Facilities Sector, for their assistance in replacing the Runway 19L VASI System.

Wayne Pry, AWP-464, is getting cabin fever and wanting to come back to work, but he hasn't convinced the doctor yet. Don't push it Wayne, you'll be back soon enough.

AFA Extravaganza Planned For May 1986

The Air Force Association is planning its "biggest-yet" Association-wide and nationwide event-- "AFA's Gathering of Eagles, 1986". It will be a major international aerospace event as well as a once-in-a-lifetime, nostalgic, get-together for three generations of people who have served, supported or been associated in some way with the U.S. Air Force.

AFA has already reserved 465,000 square feet in the huge Las Vegas Convention Center to serve as a major forum for aerospace displays, exhibits and demonstrations of the technological developments of national and international industrial associates. Several periods are planned of diverse aerial exhibitions involving Air Force firepower demonstrations and performances of the Confederate Air Force's thrilling International "AIRSHO", featuring widely-recognized aviators and aviation groups.

An integral part of this event will be an Aerospace Education Workshop for aviation/aerospace educators. Entitled "Educating for Leadership in Space," this symposium will feature recognized experts discussing careers in the 21st Century. The educators will receive packets of valuable information (including FAA packets, of course!) which they can take back to their offices and classrooms. The moderator for the symposium will be the Foundation's Vice President and Professor of Psychiatry from the University of California-Irvine, Dr. Eleanor P. Wynne. Dr. Wynne has also served as one of the judges for the FAA's Essay Contest. The educators' workshop is planned for April 30, 1986.

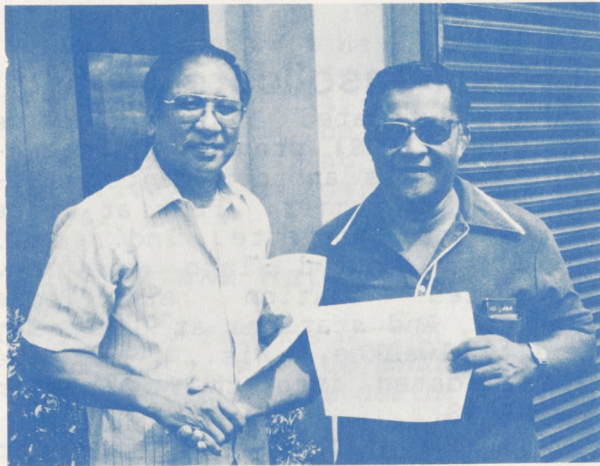
The "Gathering of Eagles" will be held from April 27 through May 1, 1986. More info. later.

Norm Mecklenburg And Pat McCrone Retire

After many, many long years of hard work, late nights, long trips and eagerness to serve the aviation public, Normal Mecklenburg (Principal Maintenance Inspector) and E. M. "Pat" McCrone (Principal Operations Inspector), both of Scottsdale Flight Standards District Office, retired last winter.

A farewell party was held in their honor this spring at the Pima Country Club in Scottsdale. Among the many well wishers were some former Scottsdale FSDO personnel to honor the newest retirees.

Photo—from left—Chris Garcia, Norm Mecklenburg, Pat McCrone and Peggy Love. Article and photo by Chris Kandziora.



Above: Nick Nuevo and Bill Agbayani exchange congratulations on their recent awards.

Hilo NAV/COM Technicians Receive Recognition

Nick Nuevo, Bill Agbayani and Edward Brady, Hilo NAV/COMM Sector Field Office Manager, recently received well-deserving awards. Nick received a Special Achievement Award based on an outstanding performance rating for the past year; Bill received a Letter of Appreciation from AWP-450 for his excellent support and assistance in the ILS equipment changeout; and Edward received a Letter of Appreciation for his assistance in the ILS changeout.

L.A. Named Top CASFO

Unfortunately, the Los Angeles Civil Aviation Security Field Office (LAX CASFO) couldn't be awarded a gold medal for its outstanding efforts during the Olympic Games. But it has won the next best thing--the FAA's 1984 National Civil Aviation Security Award.

LAX CASFO personnel were deeply involved in all aspects of security planning for the Olympics from January through August of last year, including special inspections, coordinating with federal and local enforcement agencies, and operating the FAA Olympic Security Service. Even with these consuming duties, the office managed to meet or exceed their various other goals for the year in their 15-airport jurisdiction.

Says LAX CASFO Manager Milton Ferris, "The Olympics consumed about 60 percent of our time and staff, but we were able to complete 100 percent of our other program requirements."

New Wind Shear System Installed at Denver

The most advanced Low-Level Wind Shear Alert System (LLWAS) in the country has been installed at Denver's Stapleton Airport. The system is designed to monitor sharp changes in wind speed and direction and to detect microbursts, which are violent downward rushes of air. Like the enhanced system installed at the New Orleans Moisant Airport last year, the Denver system will have ten boundary sensors for measuring wind speed and direction. Readings from these sensors are compared to data taken from a sensor located in the center of the field to detect wind shear and microbursts.

At Denver, a Doppler radar sys-

tem will give agency engineers an independent check of the system's performance. By comparing data from the two, engineers will be able to make a detailed analysis of the system improvements and apply this knowledge in the development of future enhancements.

Planning for ATC 50th Already Underway

FAA will mark 49 years in the air traffic control business on July 6 with plans for next year's big 50th year celebration already well underway.

The Golden Anniversary celebration will feature "grass roots" speakers, briefings, and open house tours. Field managers will play a key role in organizing these events and also will be asked to develop static displays for airports and speaker programs for community organizations. Regional offices also will provide speaker programs.

FSSs Consolidate

The Automated Flight Service Station (AFSS) program is scheduled to pass another major milestone this summer. FSSs at Terre Haute and Lafayette, Ind., will be consolidated into the new automated station at Terre Haute. And stations at Green Bay and Milwaukee, Wis., will be consolidated into the new Green Bay AFSS.

The new stations will go into operation with leased "Service A" equipment and are scheduled to convert to the new automated system with Model 1 equipment in December. This is the second group of FSSs to be combined. The first was united into the Bridgeport, Conn., AFSS in 1984.



Walter Lammi

Friends of Walter Lammi, former FAA'er, will be saddened to learn of his death on April 10. Walt had over 30 years of government service when he retired from the Western Region. Our condolences go to Walt's family.

Donations may be sent to World Vision, 919 Huntington Drive, Monrovia, California, Zion Lutheran Church, Foothill Blvd. and Hwy 1, San Luis Obispo, the American Cancer Society, or a favorite charity.

Leo La Port

Friends of Leo La Port will be saddened to learn of his death of a heart attack May 28. Leo was a watch supervisor at Los Angeles Tower and retired in 1972 after 28 years of service. He is survived by his wife and three sons in southern California.

Condolences may be sent to his wife, Mary Agnes, at 3586 Pearblossom Drive, Oceanside, California 92054.

Frank Happy

The many friends of FAA retiree, Frank Happy, will be saddened to learn of his recent death. Frank, who joined the FAA after World War II and held many responsible positions in the Western-Pacific and other regions, as well as Washington, D.C., died of cancer, June 11. Frank retired as the Air Traffic Division Chief in the Western Region several years ago.

Our sincere expressions of sympathy are extended to his family. Condolences may be sent to his wife, Liz, 1070 Ridgewood Drive, Millbrae, California 94030.

Asbestos Removal Completed At Seattle, Boston Centers

FAA's contractors have now completed asbestos removal projects at the Seattle and Boston en route centers and soon will begin removal at most other centers. The material was initially installed for fire protection and is being removed as part of the Advanced Automation Program center building expansion project. It will be replaced with a non-asbestos fire-proofing substance.

To protect employees during the removal period, the removal work areas are being sealed off by barriers which will protect employees from asbestos particles. In addition, the asbestos will be dampened to keep particles from drifting in the air. The only part of the operation visible to employees will be the sampling pumps which will monitor the control rooms to detect asbestos fibers.

At centers where removal is now underway, briefings for employees are being held on the asbestos work and other aspects of the construction projects. Also, safety and health engineers will be on hand to answer center employees' questions.

Walter Davis

Retirement

Luncheon

Principal Security Inspector Walter Davis, San Francisco Civil Aviation Security Field Office, is retiring on August 3. Walt's retirement luncheon will be held at 11:30 on August 2, at the Sheraton Airport Inn, San Francisco. For further information, contact Luis Gomez or Beverly Shaw at (415) 876-2853 or FTS 466-2853.

Survey Follow-up Results Released

After the results of the FAA Employee Attitude Survey, culled from almost 26,000 completed questionnaires, were released last November, Secretary Dole requested that follow-up interviews be conducted to provide employees a chance to comment directly on their perceptions of the agency. A group of three OST and 11 FAA managers formed three teams which interviewed more than 800 employees, supervisors and non-supervisors, in 46 offices and facilities in the Southwest, Northwest Mountain and Southern regions. The interviewing teams made a concerted effort to question FAAers of varied occupations, facility sizes, ages, sex, and minority status.

Experts from the Civil Aero-medical Institute who helped compile the data from this follow-up process note that it confirms

nearly every finding of the employee survey, including these positive responses: FAA employees generally like the tasks they perform; most employees like their association with the aviation industry and the safety record achieved by FAA; and, generally, employees regard their pay and benefits as good. Such overall positive findings, the experts say, are not often found in large organizations to the degree they were found in FAA.

What follows is an overview of the major areas in need of improvement as cited in the interviews as well as the management groups' recommendations for changes. FAAers who would like copies of the full five-page report by the OST/FAA teams may obtain copies from their Human Resource Management Division.

PLANNING

FAA employees at all levels believe that planning for human resource matters is not done effectively. Nonsupervisory employees and lower level supervisors report that they do not have an adequate means for commenting on implementation of plans or equipment acquisition. They also report an inability to find readily accessible sources of information on technical and systems issues.

RECOMMENDATIONS:

- * Make HRM an integral part of all significant planning efforts at national, regional, and local levels.
- * Establish focal points to provide information on major system changes.
- * New equipment plans or systems designs should include input from nonsupervisory employees.

EMPLOYEE PARTICIPATION GROUPS

FAA has established a variety of employee participation groups (EPGs), including Facility Advisory Boards, Human Relations Committees, and Quality Circles. These groups report a wide range of performance from apathy to substantial success but there is obviously room for much improvement in the performance of and support to EPGs.

RECOMMENDATIONS:

- * Allow more flexibility at the facility level to determine techniques for employee involvement.
- * Hold managers responsible for sustaining meaningful employee input in the decision making process.
- * Provide EPG training and recognition to employees for EPG accomplishments.

Survey Follow-up

SELECTION OF SUPERVISORS AND MANAGERS:

Promotions to supervisory positions have often been based heavily on technical skills at the expense of emphasis on human resource management skills.

RECOMMENDATIONS:

- * Develop more objective systems for selecting supervisors and managers.
- * Experiment with new selection techniques such as subordinate and peer assessment.
- * Increase importance of "people skills" in the selection and promotion processes.

SUPERVISORY AND MANAGERIAL DEVELOPMENT:

Nonsupervisors, and to a considerable extent supervisors and managers, believe that FAA supervisors and managers lack skills and training dealing with employees and managing their human resources most effectively.

RECOMMENDATIONS:

- * Provide more comprehensive training in the management of people to newly selected supervisors.
- * Include maximum use of local educational institutions in re-emphasized management training.
- * Training should be done with groups of supervisors who will, if possible, be working together after the training ends.
- * Supervisory training should include training in such general government processes as budget, procurement and personnel.

PERFORMANCE APPRAISALS:

Both nonsupervisors and those in management positions are virtually unanimous in expressing a need for improvement in performance appraisal systems for FAA employees. These systems are seen as overly bureaucratic,

time-consuming, ineffective, and not vigorously enforced.

RECOMMENDATIONS:

- * Simplify the paperwork.
- * Require HR/HRM as a critical element for all supervisors and managers.
- * Test the concept of peer and subordinate input to performance evaluation.
- * Tighten controls to assure appraisals are accomplished in a meaningful way.
- * Include HR as an element in the appraisal of all nonsupervisory employees to the extent practicable.

AWARDS AND RECOGNITION

The formal awards system appears to employees to be excessively cumbersome. Employees also believe that awards are inequitably distributed, either to certain employees or occupational groups.

RECOMMENDATIONS:

- * Simplify paperwork and reduce review levels.
- * Monitor awards for equity among types and levels of employees and among organizations and communicate the results.

Three other items covered in the report were burnout, government-wide issues, and excessive workloads.

Action plans have been developed and timeframes established for acting on these recommendations. While actions on some recommendations such as experimentation with new selection techniques and providing greater flexibility in the use of EPGs already are underway, other recommendations will require several months to implement.

FAA And PASS Adopt Labor-Management Program

On June 6, the Professional Airway Systems Specialists (PASS) and FAA agreed to the first joint labor management employee involvement program in the agency's history. PASS is the bargaining agent for Airway Facilities employees.

A national steering committee of five representatives from PASS and five from FAA agreed on an 18-month trial of a new approach known as E-I (Employee Involvement) that stresses cooperative efforts to solve operational problems that affect employees' work lives. Three sites will be involved.

According to Howard Johannssen, PASS national president, PASS studied the program carefully for months before the agreement, visiting E-I sites in the private sector and interviewing union leaders on its impact.

"We learned that it has been dramatically successful in improving both relationships and quality of work-life," said Johannssen. "It's a win-win kind of program. We were sufficiently encouraged to agree to try it experimentally in a few locations, with the understanding that these trials don't alter our overall position on employee participation."

Gene Weithoner, Associate Administrator for Human Resource Management, confirmed that while the test program doesn't affect standing FAA policy on bargaining unit participation, it has the solid endorsement of FAA top management, including Administrator Engen.

"We have high hopes for this," Weithoner said. "If it works, PASS and FAA will consider extending the program. But there's a lot of ground to be covered before we get to that point. We have to change some

long-standing attitudes about union-management relationships and employee-supervisor relationships. Still, the very fact that we were able to enter this partnership with PASS, even on a limited basis, is encouraging."

The experimental program will be undertaken with the assistance of W.P. Dolan and Associates, a labor-management consulting firm that has developed successful E-I programs for dozens of major companies including Ford, John Deere, and Goodyear. "Wherever it takes hold, E-I gives employees a greater sense of dignity

and job satisfaction. It establishes better communication between supervisors and employees and it taps the underutilized creativity and knowledge of the organization," Weithoner said.

Dolan and his associates are widely acknowledged to be leaders in the field, partly because of their success in forging partnerships between unions and management, employees and supervisors. "The focus is on collaborative problem solving," Weithoner added, "but it involves deep changes throughout the organization."

A number of sites have been identified as possible locations for the trials. They will be announced as soon as final selection is made.

Two full-time coordinators, Michael Fanfalone and Al Sciscione, are assigned to the program. They will serve as a link between local site steering committees and the national steering committee.

The FAA members of the national steering committee are:

Administrator Engen; Gene Weithoner; Ed Kelly, Maintenance Engineering Division Manager

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FAA and PASS

(continued from previous page)
(APM-100); Joe Del Balzo, Eastern Region Director; and Arnold Aquilano, Manager of Airway Facilities Division in the Eastern Region.

The PASS members are: President Howard E. Johannssen; Mark Schneider, Executive Vice President; Warren Zents, Region I Vice President; Gordon Henry, President Local 131; and Michael Rock, National Coordinator.

The coordinators are Albert Sciscione, SFO Manager at Dulles Airport, and Michael Fanfalone, President of PASS Local 125, Capitol Sector.

TMU Officers Meet at Hq.

The agency's foremost authorities on keeping the nation's air traffic moving swiftly and smoothly gathered at headquarters June 18-20 for the second annual Traffic Management Unit (TMU) Officers Conference.

Twenty-one TMU officers, representing all of the domestic air route traffic control centers and the New York TRACON, came together to compare notes on the progress of their units. The TMUs were instituted in 1982 to assist controllers in balancing traffic flows and developing local traffic management programs. The 21 TMUs form a network with the Headquarters Central Flow Facility and together they manage the national flow of air traffic through 22 "pacing" airports.

The conference's agenda covered such topics as the rapid changes wrought by automation, training and staffing logistics, and modern traffic management techniques like en route spacing and arrival/departure metering.

Deputy Administrator Richard Jones addressed the meeting and credited the TMUs with contributing to the recent substantial drop in flight delays.

Dole Outlines Airport Security Measures

At a June 27 meeting of the International Civil Aviation Organization (ICAO) in Montreal, Secretary Dole outlined a number of steps FAA will take to strengthen security at U.S. airports and aboard U.S. carriers. During the session, convened to focus international attention on the threat of terrorism against civil aviation, Secretary Dole announced these actions:

- * FAA will expand its force of Federal Air Marshals;

- * Flight and cabin crews on U.S. carriers will be required to take enhanced security training, and an airline employee will be designated as security coordinator on each flight;

- * Surveillance of aircraft will be increased while they are being serviced on the ground;

- * FAA will require the elimination of curbside check-in for international flights and propose a system for matching passengers to baggage. Also, there will be increased physical inspection of carry-on items after X-ray checks;
- * On passenger carrying flights to certain designated areas, carriers will be required to hold for 24 hours or perform X-ray or physical inspections of all freight, cargo and mail.

FAA already has announced its intention to require action on the new baggage and freight procedures and asked the carriers to cooperate on a voluntary basis in the interim.

FAA INTERCOM is published weekly for Western-Pacific Region employees of the Department of Transportation/Federal Aviation Administration by the Public Affairs Office.

Articles and black and white photographs should be sent to Barbara Abels, Editor, AWP-5, 213/536-6431 or FTS 966-6431.

Elko FSS Goings-On

From the far northeast corner of the Western-Pacific Region comes this report on the Elko transition plan of today. It began in mid-March with the departure of FSS Manager Joe Reindl to Salinas FSS (the place from whence he came nearly 11 years earlier). The designated acting manager for Nevada, Ski Pisarski, arrived and replaced Joe. April brought on the departure of George Fourchy to the U.S. Air Force extended training tour in F-4s. Late April brought Terri Landon over from Reno for a temporary stay, as Bill Fennemore departed for Ontario FSS and Mitch Hegedus headed for Oklahoma City and thence to Ontario Tower. Along came Dennis Floyd in mid May from Ontario FSS.

Late May brought Art Moses aboard as the new facility manager from Fresno FSS. His arrival sends Ski back to Reno FSS and AFSS. Roy Blood is due in from Red Bluff FSS in early July. One stabilizing note is that the only remaining member of Elko FSS, Marvin Epstein, is very content holding down the fort. A late note indicates Terri Landon has been selected to the Reno AFSS. So...if you ever have a little spare time you might consider passing on through Elko FSS.

Mz. Management Sez . . . Use Your FTS

Telephones. They make the work-day progress so much easier. FTS stands for the Federal Telecommunications System. It could mean Fast Telephone Service, but it definitely does not stand for Freebie Telephone System.

The use of FTS for other than official Government business can earn a lot of freebies for you; such as, a free visit to your Manager's Office, a free visit to the unemployment office or even a free visit to your probation

An Invitation To

Fullerton Tower

Open House

Fullerton Tower is proud to invite you to our OPEN HOUSE on FRIDAY, August 2, from 2 to 6 p.m. Refreshments will be served and you are welcome to participate in tours of our facility. We hope you will take this opportunity to join us and meet some great local airport users City of Fullerton people and other members of our FAA family. The location is 4011 West Commonwealth Avenue, Fullerton, Calif. Hope to see you!



officer. Unauthorized telephone calls constitute fraud, waste and abuse.

THINK! Next time you must call your Sweetie, Twenty cents or Twenty years.

P.S. If you have questions, problems or observance of waste, fraud, abuse or mismanagement, you can call (legally) MZ. MANAGEMENT at FTS 966-6734 or 213/536-6734, or write C/O AWP-50C. Identities will be held in the strictest of confidences!