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Special Edition

Western-Pacific Intercom



HRM

*-- PROGRESS THROUGH PEOPLE --
-- HOW GOZIT IN THE FIELD --*

Cover Story

by Pat Faux
Administrative Assistant
Edwards RAPCON

Back in February, when Regional Director Mac McClure asked me if I would help put together a special INTERCOM, I eagerly accepted. After some thought on what direction the issue should take, I decided that the focus should be "things we want to brag about."

Information poured in from every corner of the region. To those of you who took the time to "brag" a bit about your facility or office, thanks for your help. And to those who chose not to "pat yourselves on the shoulder," perhaps after reading what others have accomplished, you'll recognize a little of yourselves anyway.

A short explanation is due those of you who wrote articles for this special issue. Because your information was received in many different formats, and because some rather lengthy articles were edited to fit publication guidelines, you may not recognize your articles as those that were submitted. So that the totality of your accomplishments aren't lost, your original articles are being sent to your respective Division Managers so that they will be aware of what's going on out there in the field.

Reviewing these accomplishments reinforced something I have always felt about FAA employees. That is, you are all exceptional people...People who care about your communities, about the quality of the work you do, and most especially about each other.

Editor's Note

On January 27, 1986, a special edition of INTERCOM highlighted Human Resource Management (HRM) in the Western-Pacific Region of FAA. That issue emphasized achievements, projects, and plans by the various divisions in the regional office. It also described the support provided by the Human Resource Management Division to personnel throughout the region. Because of space limitations, that publication was unable to provide adequate coverage of HRM activities taking place in the scores of

facilities throughout the region, other than the regional office. Consequently, it was decided to devote an entire issue to efforts and programs in HRM "in the field." Appropriately, this entire issue was coordinated by Pat Faux, a "field" employee at Edwards RAPCON, based on input received from throughout the region. Pat deserves special credit. She not only put the issue together, she also typed all the articles!

Honolulu FSS

Honolulu FSS operates almost entirely using employee participation groups. Two major bargaining unit Employee Participation Groups (EPG's) were established, a Facility Technical Advisory Committee and a Facility Assessment Team. Additionally, a supervisory/managerial group has been formed. These EPG's have made contributions to improve the operations, working conditions, and interactions within the workforce.

The Assessment Team provided an innovative approach to watch scheduling through something called "shift flex-time." This improved shift coverage conserves annual leave, lessens shift swapping, and heightens employee morale.

The Technical Advisory Committee is an interactive group which works on improving the technical aspects of the facility. In addition, it sets the stage for procurement of new equipment, new procedures and recommending training needed to improve operational efficiency.

The Supervisory/Management Group reviews, coordinates and promotes the various activities of the other groups. This team participates in the refinement and presentation of recommendations to all specialists.

This unique approach to participative management has seen almost 100 percent implementation of group recommendations, after ensuring that these recommendations meet agency policies and guidelines.

Managers at Honolulu FSS report, "It's fun to be a manager again."

Los Angeles TRACON

LAX TRACON began last year by honoring ATM Jim Holweger, with a letter from all employees commending Jim for "constantly seeking new ways to involve the workforce in the decision and policy-making process." The letter was presented by Mac McClure shortly before Jim transferred to his new position in the Air Traffic Division.

The TRACON welcomed a number of new and transferring FAA employees during the past year. Among these were Charles Halterman, Bill White, Richard Wiening, Bob Green, Don Eikenberry, Jo Ida Reed, Ed MacKnight, Doug Kenaga, Vickie Floyd, Nathaniel Hamilton, and new ATM, Richard Cox.

Among the awards presented recently were those to Shawn McMullen, Russ Moreno, Linda Anderson, Bob Reed, Mike Salisbury, Kari Gonter, Geri McReynolds, Diana Joubert, Kurt Mayo, and Don Meier. Nice work, folks!

Geri McReynolds, Administrative Assistant, and J. J. Johnston, Education Specialist, were on hand at Los Angeles High School to present information on careers with the FAA during the school's annual Career Day. This event is one of the most extensive career programs in the area with over 200 career fields being represented.



Top: LAX TRACON Annual Awards, from left--Neil Bettenhausser, Quality ATC Service Award; and Special Commendation Award recipients Jim Strother, Bob Forster and Ron McEwen. At the right is Manager Richard Cox.

Below: 1985 CFC Golden Eagle Award Recipients--from left--Ron McEwen, Paul Dempster, Walter White and Ray Mizell.

Hot Stuff From Thermal FSS

Journeymen at Thermal FSS have put in a lot of hard work the past year. Traffic was up over 20% while staffing levels remained low. Their extra effort has not gone unrewarded, however. Dan Cruz, Dan White, and Deyle Brown all received SAA's, while Carl Applegate received a QWI. Deyle Brown received an additional award based on his design, construction, and installation of KCRT/printer work stations that fit into the current work consoles. This not only improved the general appearance of the control room, but saved the government a significant amount of money. Nice goin' Deyle!

Toxic chemical fires in the area forced FSS personnel to evacuate the facility, but they made national

headlines in the process. FSSCOM and FATTAC continue to be alive and very active at TRM. All ATCS personnel are active in FATTAC, allowing input from all. This has been instrumental in helping the facility run as smoothly as it has.

On the community front, a couple of our more athletic types, John White and Tom Sullivan, regularly take part in 10K runs in the area. Deyle Brown (a busy man) and Dan Cruz can be counted on to work with school and youth swim teams.

For the third year in a row, TRM received an Award for Outstanding Contribution from the United Way of the Desert. Facility Manager Joan Thomson did a lot of the leg work necessary to make this a successful year for the United Way at TRM.

Honolulu



AFS

AF employees were on the move during the past year. HNL AFS welcomed transferring employees from all over the Pacific area, as well as a number of people from the regional headquarters. Mary Tomlinson and Joe Picon, were placed through the Upward Mobility Program. Additionally, a number of employees have been afforded opportunities for details to supervisory positions in the sector office and field offices. Over 40 sector employees were granted special awards for their outstanding performance. Especially noteworthy were Letters of Commendation for Meritorious Service which were given to Felix Schneider, Michael Tougher, and Kim K. Yee, all from Guam SFO. Director's Certificates of Achievement were granted to Noboru Nakao and Richard Miyashiro in January 1986.

In an effort to speed up and improve communications within the Sector, a call-in telephone system was initiated in 1985. The recording is updated each Friday by the Sector Manager and includes information on position announcements, employee benefits and recognition of Sector personnel.

Edwards AFSFO

This past year, a number of AFSFO employees received letters of appreciation from the Regional Director and the Acting Director of Program Engineering and Maintenance. Al McHugh, Phil Stange, Lonnie Freyler, Ken Pilkington, and John Hopkins were all credited with program support in the completion of a mathematical and empirical analysis of the R-2508 system.

Nice work, men!

Santa Barbara FSS/AFS

The course entitled Stress/Health Management is now a reality at the FAA in Santa Barbara, due to the dedication and perseverance of AF Technician Frank W. Heath, who designed and facilitated the class. The pilot class was given February 19, and was attended by a large cross section of agency employees including AF and AT managers, controllers and regional office personnel. Guest speaker was Dr. Arthur Kaslow who lectured on his unique approach to nutrition and chronic illness. His theories are an integral part of the course. Other topics covered included: Type A behavior, body function and age, migraine, the biologic reaction to stress, a history of stress, nutrition, and relaxation techniques. The purpose of the course is not to obliterate it, but to teach people how to deal with stress more effectively and productively.

Heath has divided the course into three segments: Pre-class, classroom and post-class work. The information provided is timely and up-to-date, with an appropriate amount of attention to the history and development of modern concepts relating to stress and its effect on the body.

In developing the course, Heath was assisted by Vela Hammer, FSS Clerical Assistant. In her pre-FAA life, Vela was a newswriter and had the opportunity to use some of her skills in the development of this course.

To those who attended the initial classes and those who developed the course, it was an extremely worthwhile experience. It is hoped by all that its use will range beyond the Santa Barbara facility limits.

- Vela Hammer





Long Beach FSDO

New employees at the Long Beach FSDO are welcomed aboard with a letter that has been extremely well-received and has helped to set the tone of employee/management relations. The letter reads, in part, "...Welcome to the Long Beach Flight Standards District Office of the FAA's Western-Pacific Region. I hope you will have a pleasant association with and satisfaction in providing essential services to the aviation community. We have an open-door policy in the district office so if at any time you have any questions which you believe may be resolved by a talk with your supervisor, or with me, please do not hesitate to call on us. I am pleased to have you as a member of our team."

Sounds like a great way to say "hi" to new people.

Falcon Tower

The employees at Falcon Tower (FFZ) are justifiably proud of the spirit at the Mesa, Arizona facility. During the past year, a number of FFZ people received letters of appreciation and Special Service Act awards.

In January of this year, Facility Manager Zeke Clark wrote special letters to each employee outlining those traits which he most appreciated in each person. A unique approach!

A letter of appreciation from all personnel to Area Supervisor Norm Cyphers, was instrumental in his receiving a special Certificate of Achievement from the Regional Director.

Northern California HRC

One of our region's better networking groups is alive and flourishing in Northern California. The Northern California HRC, which was the brain-child of some San Francisco employees, continues to be a lively and active group in the Bay Area.

San Jose Tower (SJC) hosted the last meeting which was held in early April. Fred Bland, SJC's Human Relations Committee Chairperson, reported that this was one of the more productive meetings. Ock-Ju Noh, HRM Division Manager, represented the region and took an active part in the presentations.

A number of the facility representatives discussed the various methods their facilities had used to implement "no-smoking" policies. This continues to be a sensitive issue, but most facilities have devised ways to make the transition to a smoke-free environment as painless as possible.

Oakland Center (ZOA) has developed a career planning videotape which is available for loan to other facilities. The tape which is approximately 49 minutes long, suggests avenues to follow in planning your career. Don Schmidt, Assistant Air Traffic Manager at Oakland Center, has presented a similar program at various locations throughout the region.

Also available from Oakland Center is a videotape (1 hour in length) on a topic which has received much media attention recently...AIDS. The tape includes a briefing by Mr. Les Pappas, San Francisco AIDS Foundation Educational Coordinator. Both tapes are available through ZOA's Training Department and they will be happy to make a copy for you if you provide a blank tape.

The No. Calif. HRC invites any and all FAA employees in their area to attend their meetings.

Oxnard ATCT

The folks at OXR are deeply involved in letting their community know about the FAA. An open house brought in over 300 people who enjoyed tours of the facility while munching on goodies provided by OXR personnel. Scott Thompson, both of whom are now at Burbank Tower (BUR), handled public relations in connection with the event by making posters, flyers and contacting the local news media.

A series of letters were mailed to all local colleges, high schools, middle schools, and junior high schools, announcing the availability of OXR employees for career day programs. The response has been gratifying, and plans are in the works for a similar program to be offered for public service agencies in the area.

Honolulu ARTCC

Honolulu Center sounds like the "place to be" for all the amenities. The very active Human Relations Committee at Honolulu Center (ZHN) reports the following improvements made at the facility using, for the most part, volunteer help.

A gazebo was built to cover the picnic area and a new barbeque added to the area. There is also a new paging system in the parking area near the gazebo.

Inside the facility, a new lighting system was installed in the locker area, new drapes and video games were purchased for the lunch room, and mail trays were installed near the sign-in logs. All these improvements were funded by proceeds from the video games and a very successful T-shirt sale which was sponsored by the HRC. These funds will also support a facility Open House in the celebration of the 50th Anniversary of ATC.

In the control room area, a no-smoking policy was implemented in response to overwhelming personnel support. A committee of volunteers is currently working on a revised watch schedule to accommodate spot annual leave, i.e., double mids, double swings, etc.

Now, do you suppose they can do something about the "horrible" weather they have in Hawaii????

Paso Robles FSS

Paso Robles has made some big changes in the facility this year despite the fact they are looking forward to closing the facility in July 1987. The entire complement at the FSS has been busy making the work area a bit more pleasant. New carpeting is being added now that Leased Service B Data Communication equipment has been added. One of the journeyman controllers modified the work stations to accommodate two new computers.

PRB welcomed a new controller in March - Maria Wolf, the first female controller at the facility in seven years. Maria's background includes a degree in architecture from Notre Dame University. With input from the entire workforce, a new schedule was developed. The new schedule, which includes permanent days off, appears to be working extremely well.

Rod Stahl, Facility Manager, was featured recently on a local radio show. He spoke about the role of the FAA in the community and about careers with the government.

Sacramento AFS

Improved working relationships have been evident in the SAC area over the past year. Managers from the Sector and the Air Traffic HUB facilities met to review their relationships and to establish goals toward improving the interaction between the two organizations.

The process involved reviewing the good things about the relationships and seeking ways to expand these areas. A steering committee was designed into the final outcome to periodically assess the progress and ensure that the goals were kept in view.

Three Beneficial Suggestions submitted by AFS employees were adopted, with a combined first-year savings to the FAA of approximately \$400,000.

Placement efforts following the Red Bluff/Sacramento consolidation have been very successful. One administrative assistant was placed and only three more people remain to be placed in new positions. All of the affected employees from the Sacramento-Fresno consolidation were placed prior to the end of the 18-month transition period.

Edwards RAPCON

So you want to be a "jet jockey"! ATCS personnel at Edwards RAPCON now have a chance to experience what it's like to fly a high-performance aircraft. In this case, it's the T-38 Talon, the aircraft favored for training student pilots in the U.S. Air Force.

Based on an agreement between the RAPCON and the Air Force Flight Test Center, Edwards personnel are scheduled for one flight per week in the T-38. The flight usually lasts from one to two hours and includes a tour of the entire R-2508 Complex area.

Controllers returning from their familiarization flights have reported that they have a whole new perspective on what the pilots experience.

This program, which was instituted through the efforts of Debra Sepulveda, the Edwards RAPCON Quality Assurance Training Specialist, is proving to be a popular program as well as an added enticement to new hires at Edwards.

When Deputy Director Keith Potts recently visited Edwards RAPCON, he was treated to one of the RAPCON's "sandwich luncheons." Following meetings with all Air Traffic and Airway Facilities personnel, the facility HRC hosted a lunch for all employees at the facility. Three six-foot submarine sandwiches, 25 pounds of salad and gallons of soda and coffee were



Debbie Sepulveda (right), Quality Assurance Training Specialist at Edwards RAPCON, goes on a familiarization flight in a T-38 with Maj. Connie Engel, U.S. Air Force pilot.

consumed by those present. Air Traffic Manager Bob Harik provided a huge strawberry whipped cream cake for dessert. (He insisted that he stayed up all night baking it.)

While we can't be certain about Mr. Potts, most Edwards employees groaned about gaining a few pounds after lunch.

Oakland FSS

Oakland FSS has maintained its perennial position as the number one AWP flight service station. CY85 yielded 582,595 operations provided by the facility's 45 specialists. The facility complement has been enhanced by additions from around the country including Jerry Dunn (Juneau, AK), Sandra Moore (Omaha, NE), Jose Mandawe (Stockton, CA), Carl Bastin (San Jose, CA), Edale Clark (San Diego, CA), Dave Hatt (Daggett, CA), Jackie Sykes (Charleston, WV), Dennis Redmond (Tonopah, NV) and Bill Lindemuth (Wilkes Barre, PA). Additionally we welcomed aboard new administrative personnel Janet Holbert and Judy Evans. New personnel from closer-to-home facilities include Kevin Coon, Ken Hougey, Ray Murphy, Andy Ondrejka and Pat Thomas. We're looking forward to two developmentals joining us in May--Lloyd Aguire and Greg LeGault.

Several EPG's are functional at Oakland FSS and have been instrumental in creating facility policy. A very active FATTAC has submitted over 60 items, 95 percent of which have been adopted. A "no-smoking" policy was established for the lunch room and operations area; a separate "quiet room" for smoking was set

Scottsdale FSDO

SDL FSDO has learned from "welcome wagon" the importance of making newcomers feel at home. The HRC at Scottsdale developed a "Welcome Kit" for new employees including maps, places of interest and all the forms required to ensure smooth transition to the area.

In setting up an office library for local colleges and correspondence courses, SDL employees stumbled on a gold mine. A number of their people are on their way to getting college degrees through a program offered by the New York State Board of Regents. This program gives credit for correspondence and Academy courses which lead to a bachelor's degree. For further information, contact Betty Bieber at Scottsdale FSDO.

What really makes SDL a great place to work is the GREAT PEOPLE who work there.

aside complete with piped in music.

A facility awards board was contributed by Paul Pagel, former Training Specialist, to display the numerous awards that were received by FSS personnel during the past year.

Flight service personnel are kept busy with outside activities on the off days. Bev Taylor and Sandra Acquistapace (now at SNS) participated in several outreach programs in the Bay Area during which they spoke to over 400 people. We have a number of people who are coaches for softball and soccer teams. Bruce Britos and Norm Largusa are two of the more prominent coaches in the local area and Bob Fahrenbruch "moonlights" as a golf professional. Dave Hatt substitutes at a Fremont area high school and plays the organ for his church on Sundays.

Facility Manager Marty Landers is volunteer support coordinator and serves on the Board of Directors for the California Conservatory Theater.

As if all this activity isn't enough, the entire facility recently appeared "en masse" on a local T.V. station's late late show entitled "Sleazy Arms".

- Marty Landers

Santa Barbara Tower/TRACON

Employees at SBA have initiated a Spousal Familiarization Program. The program involves a "welcome" letter and a four-hour tour of the facility.

The letter reads, in part, "Frequently we take for granted the jobs that our spouses are doing and occasionally find it difficult to relate to the job pressures, concepts, services, etc.... The impetus for this unique program was suggested by one of our new controllers and has the unqualified support of the entire facility.... We actively solicit your involvement in the facility...."

The success of this locally-initiated program has been most gratifying, and typically reflects the commitment that both the facility and other local FAA offices have to the human relations effort.

Bay TRACON

Employees at Bay TRACON are proud this year to have had their facility named as Western-Pacific Region Terminal Facility of the Year. Some of the events which brought this honor to Bay include:

- Establishment of a volunteer list of facility personnel to work on special projects involving air traffic procedures.

- Facility HRC designed a logo for caps and t-shirts for all facility personnel.

- Coordination and selection of dental plans which are now available to Bay TRACON personnel.

- Upcoming golf tournament (June 17-18) to be sponsored by TRACON personnel.

- Sponsored OJT instructor class for Bay Area at which 36 people were

trained.

- Sponsored Operation Rain Check for over 500 people in 1985.

- Reduced overtime use by 68 percent in 1985.

- Raised \$15,015 for multiple sclerosis through efforts of former Bay TRACON employee Wayne Waltrip.

- HRC-sponsored Christmas dinner/dance and picnic for all personnel.

- Sponsored career progression seminars for Bay Area employees, 118 people attended to learn about the new MPP, bid process, reassignments and other personnel-related items.

- Staff and supervisors sponsored four barbeques in the TRACON patio area for all AT/AF personnel.

- Upon completion of certification, all controllers are presented Special Achievement Awards from Air Traffic Manager Jack Ryan.

William J. Fox ATCT

At the top of the list of WJF accomplishments is the recent upgrade to Level II status. Congratulations to all!

The High Desert provides a perfect environment for some of the more unusual aircraft in the system today. Fox Tower was recently visited by a pilot flying a Pitts Special with landing gear mounted on top of the wings. A crowd gathered and was treated to a "mini" air show with the Pitts doing inverted touch and-go and full stop landings in the airport.

A one-day open house held recently attracted the public to a full day of activities including fly-bys, aircraft displays, US Forest Service tanker drops and remote control aircraft demonstrations.

ATC's Deborah Wood, Pat Karnstedt and Bob Faux have been busy upgrading various training programs including computer based instructions (CBI), phraseology improvement and BRITE radar training. Fox personnel recently sponsored a rather unusual contest for AT personnel in the area—a Beard/Plant Growing Contest.

Tim Berrow, ATM at Fox, and Deborah Wood, ATCS, were winners. Tim had the best beard and Deborah grew the tallest plant. (And they say, there's nothing to do in the Antelope Valley.)



Nope...your eyes aren't playing tricks on you. This is a Pitts Special which recently visited Fox Tower, completing a full stop, inverted landing on the runway.

Las Vegas ATCT

For those of you who haven't visited this desert oasis in a while, many positive changes have been taking place at Las Vegas. Prominent in the facility is a Commitment to Unity scroll which was designed by several of the tower personnel. The scroll is signed by all facility employees, as well as the Air Traffic Division Manager and Administrator Engen.

The HRC remains one of the busiest groups around. The committee arranged for CPR classes for interested personnel and sponsored a child ID program for employees' children. The HRC also created a memorial plaque to honor those employees who passed away while working at Las Vegas.

Tower personnel are highly visible in the communities around Las Vegas. Three local high school students visited the facility during a recent career day program. Twice a year, user forums are held for pilots flying into the Las Vegas area. Over 400 people were hosted during the last two meetings. At Christmastime, the facility shared their good fortune with a needy family in the area. Food, clothing and toys were provided by individual donations within the facility. Sherry Seward, Administrative Assistant, is deeply involved in the Federal Women's Program and serves as Vice President of the Interagency Council of Southern Nevada.

At a more "social" level, Las Vegas is one of the more popular spots to visit each March when FAA and other aviation people tee it up for the annual Las Vegas Tower Golf Tournament. Following closely is the annual picnic (allowing everyone to get out-of-doors and out-of-casinos). In February of this year, Carolyn Stokely and her husband hosted the Second Annual Soul Food Feast. This event, held in conjunction with Black History Month, has proven to be very popular since Carolyn and Company provide all the goodies.

An employee participation group was recently tasked with reviewing all internal operating practices and recommending ways to make an already outstanding facility even better.

Hayward ATCT

Hayward Tower recently played host to a group of controllers from Taiwan. It was an interesting experience for all concerned. Since there is no general aviation in Taiwan, the visitors really appreciated seeing the activity at HWY. Closer to home, 40 local pilots met with Area Supervisor Richard Parise and FAB members Betty Roque and Beverlyann Angros to discuss local procedures and generally, open some new lines of communication. Betty Roque recently received an SAA for her outstanding work in the training department. Letters of Commendation were presented to Betty, James Delong, Jimmie Turner, and Beverlyann Angros.

Letters of appreciation have gone to Bob Allen, Ken Andrade, Jeff Kutsch, Zane Watts, Jimmie Turner, and Betty Roque.

An outstanding group of people!

Honolulu ARTCC AFS

People Appreciation Week proved to be a major event at Honolulu (ZHN) Sector this year. The theme "progress through people" set the tone for a number of events held to honor the employees of the Honolulu area. A coffee hour, potluck lunch, and an after-hours party were attended by Center, FSS, Tower, and AFS people.

Two sector employees, Albert Lincoln and Shoichi Mizuba, were selected as recipients of the Director's Honorary Certificate of Achievement. Their photos, along with captions outlining their achievements, were posted on the newly-constructed Recognition and Awards board in the office.

The "Diamond Head family" (Honolulu FSS, Center and AFS) embarked on a joint venture by adopting the Association for Retarded Citizens of Hawaii. The facilities provided gifts for the group, gave tours and served refreshments to these special citizens.

Oakland Center AFS

The AFS at Oakland Center (ZOA) has, for a long time, provided a model of a fully-committed human resource oriented organization. The sector's concept of human resource centers on open communications from the manager through the chain to each employee, and laterally at each level among the units and staffs.

Some of the accomplishments which bring ZOA AFS its well-deserved reputation include:

- Weekly dial-a-message from the Manager in which he passes on general information to employees reference, selections, awards, etc.

- Bi-monthly newsletter which puts in print the information passed on the dial-a-message.

- All personnel networking meetings which stress two-way sharing of information about FAA/PASS agreement.

- Letter of appreciation from all CDC Display Unit employees to their supervisor, Laurel Thompson, expressing their appreciation for his support, empathy for their needs and listening to their suggestion. This letter was presented to Mr. Thompson by Regional Director Mac McClure during his visit to the facility.

- In cooperation with the Air Traffic side of the house, the facility arranged for a representative from COMP CARE Corp. to be available once a week at the facility to answer employee questions.

- A joint AT/AF Christmas Open House is held for families and friends to tour the facility and meet Santa Claus.

- Training in human relations skills has been provided for all supervisory personnel at the facility.



Phoenix AFS

The first Automated Flight Service Station (AFSS) was commissioned at Prescott on September 16. AF personnel contributed many long hard hours to accomplish the commissioning. The installation of a temporary tower at Prescott was instrumental in providing improved services to pilots and has enhanced community relations.

Prescott Country Club was the scene of the Christmas party for AF/AT personnel. More than 70 people attended and the occasion providing an excellent opportunity for everyone to meet in a relaxed atmosphere and to become better acquainted.

Sector Manager Kermit Clark was the recipient of a Letter of Appreciation from sector employees, commending him for setting the example for good human relations and conveying a positive atmosphere throughout the area.

Oakland FSDO

The Human Relations Committee at Oakland Flight Standards District Office has been a busy group in recent days. Employees from FSDO, TRACON, Tower, and Flight Service Station promoted a very successful party to help celebrate the Christmas holidays. As a community effort, the FSDO HRC donated to an underprivileged family a complete Christmas dinner and gifts for five children.

A quality control team was established to work on the office policy improvement program. One office coordinator has instituted a program of regularly-scheduled showings of individual personnel development videotapes from Management Training School.

Airworthiness Inspector Don Ogden is heavily involved in a rather unique community outreach program. He inspects an FAA-certificated Airframe and Powerplant school at Deuel Vocational Institute--a state prison--for personal development of inmates.

Livermore Tower



At Livermore Tower, the combination of high experience level and cooperative spirit creates a good training ground for new personnel. Many from LVK have gone on to careers at higher level facilities. Representing the high experience level are controllers Dave Keele (27 years), Jim Thompson (26 years), Ray Hughes (25 years) and Al Miller (18 years). Facility Manager John Ball, has over 33 years of service himself and believes that the combined controller experience of 96 years among these four employees has helped to make a smooth operation.

To promote better communications and understanding between controllers and pilots, participation in the fly-a-controller program has been high. Flights have been taken in all types of aircraft from Aeroncas to Lear Jets. LVK is known for its great variety of aircraft based on the field. Pitts Specials to P-51's can be seen on any weekend. The public can also see these aircraft and many others at the annual Livermore Airshow the last weekend in July.

Livermore Tower has ties to the community beyond aviation. Through the Career-Links program, high school students interested in careers in ATC or aviation can complete an 80-hour internship at the facility. ATCS Tony Megowan recently completed a new program study guide for the students' use. This program provides invaluable experience in a work setting to young people.

The CFC in the Bay Area benefitted greatly from the facility's participation in last year's campaign. ATCS Marlene Larson coordinated the facility effort which resulted in a 60 percent increase over last year's contributions. This earned the facility the CFC Silver Award. Livermore controllers have been assisting in the updating and reorganizing of the facility's manuals and files. Al Miller, Ken MacNeill, Jim Thompson and Dave Keele undertook the revision of training manuals, operations manuals and the updating of personnel files and monthly proficiency exams.

Ray Hughes and Rich Baker tackled the office filing system and reorganized to the point that almost all items can be found instantly. Nice job, guys!

In recognition of the fine efforts of LVK employees, Area Supervisor Tony Stas had the pleasure of presenting in 1985, 19 letters of appreciation, a QI, three SAA's, two Letters of Commendation and a Letter of Appreciation from the ATD Manager to Al Miller for not having used any sick leave in over nine years. (Wonder if he ever gets a sore throat!)

Livermore Tower personnel are proud of their team spirit and their contribution to the 50 years of Air Traffic Control excellence!

Palo Alto ATCT

During the past year, Palo Alto Tower (PAO) has strived to provide pilots and the general public with a better understanding of Air Traffic Control and the FAA as well. Local career day programs took several controllers and Area Supervisor Rose Cusic to Bay Area high schools where they were received enthusiastically. Groups of pilots, students, Girl Scouts and Cub Scouts have visited the facility. PAO people enjoy sharing their knowledge and love of aviation, and the visitors find their tours very rewarding.

The budget crunch hit hard when PAO lost their secretary and were unable to replace her. With 100 percent team effort, the extra duties and responsibilities were picked up by the staff. Learning the various administrative tasks has given all personnel a better understanding of facility operations.

Hank Barbachano, the new facility manager, was welcomed aboard during the past year. His commitment to the participative process has been very effective in implementing revised procedures and new attitudes at PAO.

- Rhonda Stuertz

Unsung Heroes Corner

What is an EST? Technically, it means "Environmental Systems Technician," and the name itself does not create a mental image of the position. The individuals who fill these positions have a long and interesting history. They have, however, remained in the background in the evolution of the agency.

The present day EST can be traced back to 1921, when the first night mail flight flew between North Platte, Nebraska, and Chicago, Illinois. The only NAVAID existing at that time was the occasional oil can bonfire or railroad fuse that lit the pilot's way. This crude form of airway lighting was credited with the first successful night flight and was the origin of the EST. It was also one of the more momentous steps in the development of civil aviation.

Congress was so impressed that they appropriated money to build the first transcontinental lighting system, and by 1926 the night lighted airway from coast to coast became a reality. Caretakers were hired to maintain these systems. They were called Airway Mechanics.

In 1948, the first school for these technicians was established in Virginia. The era of the "strong back" technician was over. Technology was replacing the "old ways," and these technicians were called on to maintain complex teletype equipment, high intensity lights and air conditioning systems.

The title of Airway Mechanics was no longer fitting, and in 1970, General Facilities Equipment Technician was selected as the new name for these employees. These individuals were required to be skilled electricians, plumbers, welders, and oil and gas furnace experts. They needed a broad knowledge of chemistry, physics, and psychometrics, as well as the ability to use a variety of precision instruments in their job.

Once again, it was decided that there was a more appropriate title that would cover the position. This time, 1975, the position received the

title of Environmental Systems Technician. With all of its complexity, and the skill required to maintain our modern-day equipment, the EST has kept pace with it.

The skills and duties of the Airway Mechanician, from which the EST has evolved, has expanded beyond all measure. The EST has been, and always will be, an important link in the development of the FAA. Their history is long, and the immediate future should add another page to it.

- Bob Nelson, GGA AFS

San Diego FSDO

Employees at SAN FSDO have experienced a tremendous sense of accomplishment during the past year. They not only participated in the improvement of their own work environment but shared some of their good fortune with those more needy.

During the Christmas season, a needy family was adopted. FSDO employees provided toys, food, clothing, and other gifts, to make the family's holiday, as well as their own a bit brighter.

On the work front, and with the support of the facility HRC, several work areas were improved with the addition of movable partitions to provide a greater degree of privacy for the administrative area. A reorganization of the administrative staff resulted in a more effective and efficient use of the staff. A new FSDO Systems/Procedures Management Manual was developed which stressed participative management, decision-making, interpersonal relations, mutual supportiveness and good management practices. The end result was a document which stressed QUALITY over quantity.

During off-duty hours, FSDO employees enjoyed cook-out parties at various employees' homes. All in all, teamwork and cooperation are a standard which all our employees have accomplished.

- John R. Hull

Prescott AFSS

Throughout the year, Prescott AFSS has had its share of obstacles. On opening day, April 1, 1985, we arrived at an empty building—no desks, no tables, very very few chairs. By the next day we had rented tables (with splinters) and enough folding chairs to go around. The telephone (one) worked sometimes. The building leaked and we had various other problems too numerous to mention.

Commissioning was set for early August, so we went to work. A few of the tasks we had to accomplish in four months were—writing standard operating procedures (SOP's), facility orders, operations binders, operational and administrative procedures, training materials, and on and on.

Our telephone system didn't work. Commissioning was delayed one month. In addition, our new teletype system was non-op; however, we commissioned on September 16, 1985, by staffing the teletype in the old station across the field. We began Model I training in October despite a system that, at the time, was down more than it was up. Through it all, we continued to find ways to provide a consistent level of quality service to our users. During this first year of operation, the positive aspects have far outweighed the negative. First and foremost is the teamwork and "can do" attitude, which was evident from Day One. No desks, chairs, or tables? We'll work on the floor, rent tables and chairs. Whatever it takes, we can do it. No SOP's, orders, procedures? We'll write them. Training began in early June. By October, over 40 people were trained and certified at Prescott AFSS.

The budget crunch and retirements have resulted in a staffing shortage. With management/journeyman cooperation, we are working toward mutual understanding of individual needs, and we are making it work. The cooperation between AT and AF at Prescott is tremendous. Each individual is aware of the needs of

others and strives to help and understand those needs.

All work and no play? Not at Prescott. On the 4th of July and again on Labor Day, picnics were held at the home of Air Traffic Manager Larry Bjork. We enjoyed volleyball, horseshoes, a barbeque and "pickin' and grinnin'." In August, Tommie McCable, our Administrative Assistant, hosted a poolside potluck for all employees and their families. At Christmas, we celebrated the retirement of four specialists, combining their party with the holiday party at the Prescott Country Club. Also at Christmas, the AFSS collected gifts for needy children in the community. March 1st saw our "Goodbye to Winter Picnic." While this was a bit premature, it was a great day for baseball, hiking, and "settin' around the fire."

Other accomplishments included new TV in the break room, installation of a stereo system for background music in the operations area and picnic tables for the outside lunch area. Funds for all of these amenities were provided by National Association of Air Traffic Specialists (NAATS) from its sale of candy, soda and coffee.

Our FATTAC has played an important role in soliciting employee involvement and recommendations for procedural and operational improvement.

In March of this year, six months after commissioning, employees were surveyed in an effort to seek out "areas of improvement" regarding facility management and employee involvement. The results indicated general satisfaction with management and supervision, while pointing out that we need to continue to work on improved communications at all levels.

Looking back, it has been a very eventful year. We have accomplished much and are proud of what we have done. We still have a way to go, and are looking forward to another year of progress.

- Thomas E. Moody

Los Angeles Center

The Human Relations Committee at Los Angeles Center (ZLA) helped implement some interesting changes this past year. A number of women at the facility had requested improved lighting in the parking area. This project was completed in November 1985 and has made the parking area a safer place to be at night.

HRC is also working with the City of Palmdale to have new traffic signals installed at 30th and Avenue P. This intersection has been the scene of several accidents, and the installation of new signals will make the ride to work at ZLA a lot safer.

For those people who work shifts at the Center and need to get back to work quickly, priority consideration is now being given to their orders in the cafeteria. More visible "No Smoking" signs were added to the eating area, and more improvements are planned for this area.

In order to acquire more input from a larger segment of the personnel at ZLA, an HRC suggestion form was designed and thus far, many of the changes that have been implemented have resulted from use of this form. Good idea!

The Civilair Committee at Los Angeles ARTCC has, for many years, promoted improvements in the work environment and provided some of the more memorable social events for the FAA family in the Antelope Valley. Working now with the HRC, we look for even more improvements at Palmdale.

- Anita Moore

Western-Pacific Region Hosts OPS Group

In February 1984, a group of ten controllers was assembled in Hawthorne, California, from across the United States. This group consisted of representatives from 7 of 9 regions, including 4 people from this region.

The group was tasked with the responsibility of developing operational Position Standards (OPS) for the terminal option. This was a major task, and as the original facilitator/regional support for this group, I would like to share some of the growing experiences we had.

The first great challenge was to take a group of ten individuals and transform them into a team. This took a lot of hard work, considering the personalities involved (especially mine). We used some managing conflict ideas, some management by team action (MTA) ideas, some facilitator ideas, and occasionally a 2 X 4!

Our success came, I believe from learning to work together to solve problems. The mutual respect we developed from watching a shapeless thought grow into a working idea was exhilarating. We screamed! We kicked! We shouted! Sometimes we sat there and didn't say anything. We had quiet ones and loud ones, funny ones and somber ones, those who sometimes didn't want to participate, and others who wanted to run the whole thing. But we worked! We worked at being a team, not just finishing the task. Slowly, and sometimes painfully, we nurtured to life this thing called teamwork.

The important thing was we did not give up - on ourselves or each other. We talked, we cared, we learned to work together. Developing teamwork is like any relationship; you have to give more than you receive. It's only the selfish ones who ask, "What's in it for me?"

I don't know if we did it right but we got to what we thought were the basics of human relations - teamwork and respect for the other person. I am very proud to have been associated with Angie Mencarelli (ONT), Emma Dotson (TOA), Richard Harden (SAN), Steve Ramirez (LGB), Bob Mellett (AEA), T. J. Wilkins (AGL), J. Bristow (ANM), Gary Near (AAL), Mark Deemer (ASW), and Mike Leary (ANE).

- Kitty Kuhlmann



INVOLVEMENT PLUS PARTICIPATION
EQUAL

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AND
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