



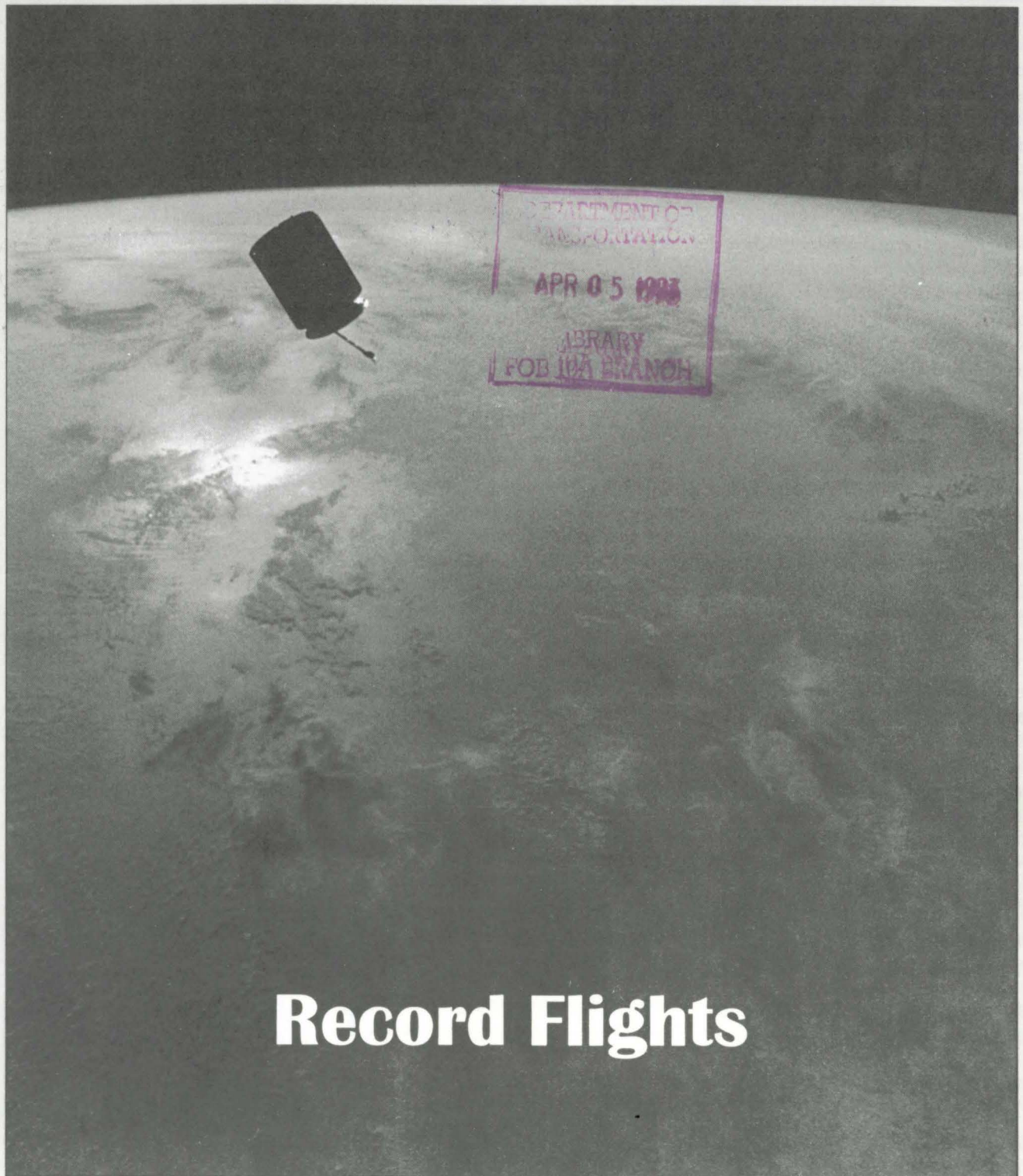
U.S. Department
of Transportation
**Federal Aviation
Administration**

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D. GRINDER

FAA World

March 1993



Record Flights

F or Y our I nformation . . .

At the end of last month, FAA held its 18th annual **Aviation Forecast Conference**. It focused on future growth trends of the U.S. aviation industry in light of changing economic, demographic, and world political conditions.

Speakers included acting Administrator Joe Del Balzo, Rep. James Oberstar, and president and CEO of Air Canada, Hollis Harris. A topic of panel discussions was "Forecasting Traffic in an Uncertain Environment."

For further information on conference proceedings, Lorraine Iritano can be contacted on (202) 267-8388.

Planning ahead? **Friday and Saturday, October 8 and 9**, have been selected as the dates of Bay TRACON's 26th reunion. A golfing get-together is planned for the first day and a dinner-dance is scheduled for the second evening. Rooms will be available at an attractive price. Reunion planner Bob Anolin is looking for volunteers to help with the event. He is also on the lookout for memorabilia of the TRACON's past, which can be returned. Photos, cartoons, and other reproducible artwork will be incorporated into a presentation for Saturday night.

Anolin can be contacted at (510) 273-6115 or (510) 273-6005. The address is Bay TRACON, 1029 Grumman Street, Oakland, CA 94621.

FAA Remembers. George C. Trott, former radar unit supervisor at the Tallahassee, Florida, Airway Facilities Sector Field Office died at his home in Daytona Beach after being diagnosed with a malignant brain tumor. He was 55.

Mr. Trott started his career as a radar technician in FAA's Eastern Region, later served as a Headquarters contracting officer's factory representative in the Great Lakes Region, and then worked as a program analyst in Headquarters. In addition to his duties in the radar unit, he also acted as an equal employment opportunity investigator for the Southern Region.

He is survived by his wife, Donna, who works at the Sanford, Florida, Airport Traffic Control Tower.

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

FAA World

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FAA World

Women Advance at Headquarters, Lag Nationwide

Cracking the Glass Ceiling

While women have moved up the career ladder at FAA Headquarters in the last five years, they still lag behind in many parts of the agency, says Herb McLure, Assistant Administrator for Human Resource Management. Despite FAA's many efforts to increase the number of women and minorities in FAA jobs, their share remained surprisingly similar from 1985 through 1991, McLure recently told members of the Headquarters Federal Women's Program Committee.

But there have been advances, including recent gains for women at Headquarters, especially in administrative positions. Currently, women hold one-quarter of the high-paying positions, GS-13 and above, in Washington. This is a different picture than FAA as a whole, however, where white men hold nearly 90 percent of the top jobs.

McLure believes that if recruiting and hiring practices are completely fair, an agency like FAA would have men and women in about the same proportions as they exist in the general population that qualifies for the jobs. For example, since the basic qualification for controller jobs is a high school diploma—something men and women have in about equal proportions nationwide—McLure believes FAA would be hiring close to 50 percent women as controllers if nothing else was influencing the process. But when he joined FAA five years ago, only 10 percent of the controllers were women, and after five

years of hard work by people all over the FAA to recruit more women, and a completely revamped screening process, the percentage has only grown to 13.6 percent. McLure believes the situation is not just the result of FAA

ting into the top jobs in FAA is hard for anyone, regardless of their gender or race. "There is no room at the top," he said, "and career advancement takes a lot more hard work and dedication than you may realize. Since

FAA only has 187 senior executive positions for its work force of 53,000—about .3 percent—it is more common to be a millionaire in the U.S. population—about .6 percent—than it is to be a senior executive in the FAA," McLure added.

"Checking all the boxes only gets you a chance to compete for top jobs with hundreds of other people who have also checked all the boxes," he continued. "Whether you are a

man or a woman you must try to distinguish yourself from the crowd, and the first thing is to do the job you have spectacularly well."

Also McLure said, "Other good ways are to acquire more education, to broaden your work experience so you know more about all of FAA's activities, and to do the jobs no one else wants to do. Helping out with the things that are hard to do is a sure way to be appreciated."

He also believes it takes a long time to change big organizations and cultures, but that the process can be accelerated as more people who select other people for jobs remember to focus on the skills actually required by the job, and not on the stereotypes we have about who should do certain kinds of work. "Collectively, we can all speed up the process of giving everyone a fair chance," McLure said. *

**'Whether you are a
man or a woman you
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spectacularly well.'**

Herb McLure
Assistant Administrator for
Human Resource Management



hiring practices, but grows out of subtle attitudes present in our culture that steer men and women toward particular careers regardless of their aptitude for other, less traditional jobs. In our culture, for example, we do not encourage women to aspire to careers as pilots, air traffic controllers, or electronics technicians, even though research indicates little difference between men's and women's capability to do those jobs.

Our culture also teaches us to expect to see white men as top managers and executives, though again, research does not show a gender or race difference in capability or aptitude. To help combat the stereotypes we are all taught by our culture, McLure recommends that FAAers start trying to assume women are generally competent for FAA jobs, the same as we do for men.

McLure also pointed out that get-

March 1993

Safe Landings

A Look at the Controller's Role in Preventing Landing Accidents

Over the past 30 years, about one-third of the fatal jet transport accidents worldwide have occurred in the relatively small amount of flight time spent in approach and landing.

Also, in more than 65 percent of the accidents, the primary cause involved the flightcrew.

Addressing the Flight Safety Foundation, Bill Hendricks, director of FAA's Office of Accident Investigation, talked about the relationship between air traffic control

practices and pilots' success in making stabilized approaches—the key to bringing planes in for safe landings.

Here's some of what Hendricks told the group.

Outside factors

When all is said and done, it's the pilot who must make the decision as to whether an airplane can be flown safely in a given situation. But to be realistic, outside factors, some of which are unpredictable, can affect the pilot's success. These factors can be especially treacherous during final approach and landing.

Due to the many variables at work, it is not surprising that approach and landing is looked on as the most difficult phase of any flight. Weather conditions and air traffic control adjustments are probably the outside factors that most influence the pilot's ability to conduct a smooth transition from the terminal descent and arrival phase of the flight into the approach and landing segment. Air traffic control adjustments include speed, maneuvering parameters (vectors for spacing), and descent rate changes.

'Stabilized approach' defined

Experts agree that making a stabilized approach is the key to a safe landing, and every approach should be accomplished in that way no matter what the conditions. Although the definition and requirements for a stabilized approach vary slightly among airlines, pilot groups, and airplane manufacturers, a generic description would include:

- flight on a desired glide path—

visual or electronic—with an approximate descent rate of 600 to 800 feet per minute, but not to exceed 1,000 fpm.

- airspeed within plus or minus five knots of target approach speed.
- airplane configured for landing.
- airplane in trim with engines spooled-up.

• aircraft in a stabilized approach condition, preferably no lower than 1,000 feet above the runway on all instrument approaches and no lower than 500 feet on visual approaches.

Handling traffic increases

Even though the air traffic system operates to position aircraft for making stabilized approaches, unplanned events and abnormalities can disrupt the process. In

addition to weather, one of the major variables affecting air traffic relates to the "hub and spoke" operation commonly used by most major air carriers today. During peak periods, traffic flow must be maximized and capacity increased at hub airports—the interconnecting points for scheduled flights to other destinations.

Speed restrictions

Controllers, therefore, must space aircraft as closely as possible—in some areas as close as 2.5 miles behind one another on the same final approach course—and keep the aircraft moving quickly throughout the arrival sequence. To maximize capacity at high-density airports, they sometimes ask arriving aircraft, particularly flights leading inbound streams of airplanes ("packs") at the beginning of a peak period, to keep up their speed. Higher speeds may be required all the way to the final approach fix so as not to slow down the following aircraft.

Building 'slots'

In some high-density areas, controllers must inject aircraft from one or more different streams of incoming traffic into the primary feeder stream for the active approach runway. Referred to as building "slots," the controller will, through various techniques of vectoring and speed control, create an interval or space in the primary approach stream of arrival aircraft and clear another flight from outside of that stream into the vacant slot. In that way the controller can speed up landings and place arriving flights in the primary inbound stream more efficiently.

Visual maneuvers

Also to move traffic along, controllers can initiate a visual approach from almost any location in the terminal area. Under some flight conditions, such as a "high" altitude close to the airport, the flightcrew must perform extensive maneuverings, handle high descent rates, and deal with increased speed.

What can happen?

The most common outcome from these various control techniques is increased speed in the approach transition area and with it a proportionate increase in cockpit workload at a critical phase in the approach. This is particularly true for the newer, more aerodynamically efficient airplanes that are harder to slow down than older models such as the B-727.

For example, the optimum maneuvering speed in the terminal area for the B-737-300 is about 170 KIAS (knots indicated air speed). This speed allows for a smooth, on-schedule transition to the gear down, full landing flap configuration, and attainment of target approach speed at or shortly after crossing the final approach fix.

At higher speeds, transition is delayed and, depending on the amount of increased airspeed beyond optimum values, can result in significant configuration changes inside the final approach fix. As a result of this speed "delta" at the final approach fix, extreme engine power, flap, and trim changes may be needed to change the inertia of the airplane so as to attain

the proper glide path, descent rate, and airspeed alignment.

In extreme cases, achieving a stabilized approach by 1,000 feet AGL (above ground level) can be difficult. Ballooning above the glide path, idle power settings, high descent rates, and large-scale pitch trim changes are among the undesirable circumstances that can occur.

The point at which the approach can be stabilized under these conditions depends on the skill, experience, and proficiency of the pilot.

A tiger by the tail

Clearly, those who operate the air traffic system face a paradox. For the most part, huge traffic demands are handled daily while still accommodating stabilized approaches. To respond to increasing capacity, however, controllers also must use a wide variety of options to move aircraft quickly. For many of these options the result can be greatly increased airspeed in the approach transition area and that may inadvertently induce flightcrew performance deficiencies resulting in nonstabilized approaches.

'Can do' attitude

The situation can be further complicated by a "can do" attitude. Pilots and controllers want to make the system work, so the "can do" syndrome provides the incentive to keep going and complete the approach in most situations.

Ninety-nine percent of the time, flightcrews can cope with almost any contingency in the system—including the variety of controller options—and complete the approach without incident, which reinforces their "can do" outlook. Coping strategies also give controllers feedback that flightcrews find the various control techniques acceptable, and thus they become frequently used in normal operations.

Training for the unusual

While it is necessary to have a cooperative aviation system where techniques designed to expedite air traffic are, within reason, routinely accepted by the flightcrews, Hendricks believes it is also necessary to provide training

that will enhance flightcrew performance in unusual situations. Currently airlines train flightcrews only in routine or normal approaches, so a pilot's first encounter with "abnormal" maneuvers is learned in the airplane and in passenger service rather than in a training environment.

Pilots could benefit from additional training in areas such as:

- A line oriented flight training (LOFT) phase—to demonstrate aircraft handling characteristics under conditions simulating various terminal area approach situations and air traffic control techniques.

- A cockpit resource management (CRM) phase—to anticipate, recognize, and respond to abnormal conditions in the system. Training should make flightcrews aware of ways to respond to unusual situations with sound judgment and a coordinated team effort.

- Visits to air traffic facilities at the airports in which they operate to become familiar with controller procedures and air traffic requirements in those areas.

Similarly, initial and recurrent training for air traffic controllers is being examined. Emphasis will be placed on aircraft performance characteristics and desired airspeed profiles in the terminal area. Familiarization flights could also be scheduled to demonstrate aircraft performance characteristics and limits, particularly in a controller's own area of responsibility.

In the end, says Hendricks, it is the pilot who must have the final say. If any air traffic requirement imposes a condition that will not allow for a safe transition to a stabilized approach or if the approach is not stabilized within safe parameters, an alternative course of action should be requested or a missed approach initiated. *

Bill Hendricks, director, Office of Accident Investigation, joined the FAA in 1985. He was previously chief of the NTSB's Aviation Accident Division, and was responsible for the investigation of major aviation accidents in the United States and for U.S. participation in foreign accident investigations.

An Accomplished Dozen

Profiles of FAA's First Twelve Administrators

Another chapter in FAA's history recently came to a close, and a new one is in the making. On Wednesday, January 20, Thomas C. Richards, the agency's twelfth Administrator, completed his term in office. During the transition period, Joe Del Balzo heads the agency as acting Administrator. Monte Belger is acting Deputy Administrator.

For those who can "remember when" and for agency history buffs, here's a brief look at the first twelve executives to be sworn-in to FAA's top spot:

ELLWOOD R. QUESADA

FAA Administrator
November 1, 1958-January 20, 1961.
Born April 13, 1904,
in Washington, DC.
Died February 9, 1993.
Education: The universities of
Maryland and Georgetown.

Quesada served as special assistant to the President for aviation matters and chairman of the Airways Modernization Board immediately before becoming the first FAA Administrator.

Before retiring from the U.S. Air Force in 1951 as a lieutenant general, his posts included command of the Tactical Air Command, chair of the Joint Technical Planning Committee of the Joint Chiefs of Staff, and com-

mand of Joint Task Force Three.

His awards included the Distinguished Service Medal with one cluster and the Distinguished Flying Cross.

NAJEEB E. HALABY

FAA Administrator
March 3, 1961-July 1, 1965.
Born November 19, 1915,
in Dallas, Texas.

Education: B.A. from Stanford, 1937;
law degree from Yale, 1940.

Halaby served the government in a variety of positions: aviation intelligence officer in the State Department, foreign affairs adviser to the Secretary of Defense, special assistant to the administrator of the Economic Cooperation Administration, Deputy Assistant Secretary of Defense for International Security Affairs.

He was vice chair of the Aviation Facilities Study Group, which determined the need for and recommended the comprehensive study that led to the creation of FAA.

During World War II, Halaby served as a naval aviator. He was practicing law in Los Angeles when he was named the second FAA Administrator.

WILLIAM F. MCKEE

FAA Administrator
July 1, 1965-July 31, 1968.
Born October 17, 1906,

in Chilowie, Virginia.

Died April 30, 1987.

Education: West Point,
commissioned a second lieutenant
in the Coast Artillery Corps,
Regular Army.

McKee rose to the rank of four-star general in his 35 years of military service, not as a field commander but as an exceptionally skilled administrator, logistician, and staff officer.

His principal military assignments included chief of staff of the Air Transport Command; assistant vice chief of staff, Air Force, when the Air Force became a separate service; commander, Air Force Logistics Command; and vice chief of staff, Air Force.

After his retirement from the military in 1964, McKee joined the National Aeronautics and Space Administration as assistant administrator for management development.

JOHN H. SHAFFER

FAA Administrator
March 24, 1969-March 14, 1973.
Born February 25, 1919,
in Everett, Pennsylvania.

Education: Graduated from West
Point, January 1943; M.S. from
Columbia University, 1946.

Shaffer flew 46 combat missions as a B-26 pilot with the 9th Air Force in Europe during World War II. He held

successive assignments as production project officer of the Army Air Force B-50 program and weapons system program manager of the Air Force B-47 program.

In January 1954 he resigned his Air Force commission with the rank of lieutenant colonel to become general production manager and assistant plant manager of Ford Motor Company's Mercury assembly plant in Metuchen, New Jersey.

Three years later he joined TRW, Inc., an aerospace conglomerate, as vice president, customer requirements.

ALEXANDER P. BUTTERFIELD

FAA Administrator
March 14, 1973-March 31, 1975.

Born April 6, 1926,
in Pensacola, Florida.

Education: Attended UCLA for two
years; received B.S. cum laude from the
University of Maryland;
M.S. from George Washington
University; also graduated from the
National War College.

Butterfield served 20 years with the U.S. Air Force and held the rank of colonel when he retired. He flew for several years with the "Sky Blazers," an Air Force jet aerobatic team.

His staff positions included military assistant to the special assistant to the Secretary of Defense and Deputy Secretary of Defense.

During the Vietnam War, he commanded the Air Force low- and medium-level air reconnaissance operations in Southeast Asia.

His last military assignment was in

Australia, where he was the Air Force F-111 project officer and senior Defense Department representative.

Butterfield retired from the Air Force to serve as Deputy Assistant to the President for four years before becoming the fifth Administrator.

JOHN L. McLUCAS

FAA Administrator
November 24, 1975-April 1, 1977.
Born August 22, 1920,

in Fayetteville, North Carolina.

Education: B.S. from Davidson
College, 1941; M.S. in physics from
Tulane University, 1943;
Ph.D. in physics with a minor
in electrical engineering from
Pennsylvania State University, 1950.

McLucas served as an officer in the U.S. Navy from 1943 to 1946 and was an electronics engineer at the Air Force Cambridge Research Center from 1946 to 1947. He was technical director and vice president of Haller, Raymond, and Brown, Inc., an electrical firm, from 1950 to 1957, and was president of that company when it became HRB-Singer.

In May 1962 McLucas joined the Defense Department becoming Deputy Director of Defense Research and Engineering. Two years later, he was appointed Assistant Secretary General for Scientific Affairs at NATO headquarters. In 1966 McLucas became president of MITRE Corporation and remained there until he was appointed Under Secretary of the Air Force in 1969. He was promoted to Secretary in 1973 and was serving in that post when chosen to head FAA.

LANGHORNE M. BOND

FAA Administrator
May 4, 1977-January 20, 1981.
Born March 11, 1937,
in Shanghai, China.
Education: A.B., 1959, and a law
degree, 1963, from the University
of Virginia; later studied at the
Institute of Air and Space Law at
McGill University, the London School
of Economics,
and Oxford University.

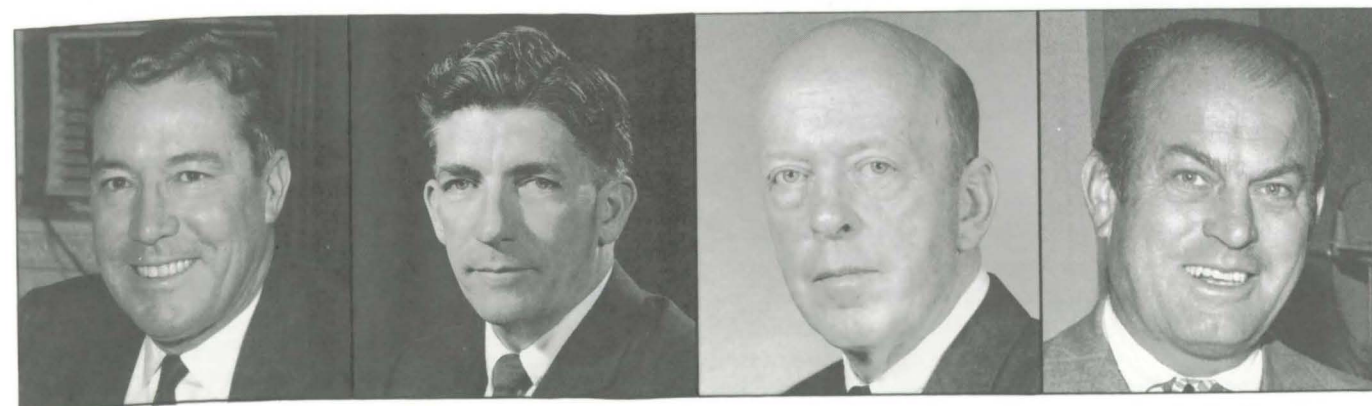
Bond was a member of the task force that developed the legislation establishing the U.S. Department of Transportation in 1967. He then served as special assistant to the first DOT Secretary, Alan S. Boyd, and as Assistant Administrator for Public Affairs in DOT's Urban Mass Transportation Administration.

Bond left federal service in 1969 to become executive director of the National Transportation Center in Pittsburgh, a nonprofit research organization. In March 1973 he was named Secretary of Transportation for the State of Illinois, the position he held when he was named FAA Administrator.

J. LYNN HELMS

FAA Administrator
April 22, 1981-January 31, 1984.
Born March 1, 1925,
in DeQueen, Arkansas.
Education: Attended the
University of Oklahoma.

Helms was an active pilot holding a commercial pilot's certificate with multiengine and instrument ratings. He received his flight training from the U.S. Navy during World War II,



Ellwood R. Quesada

Najeeb E. Halaby

William F. McKee

John H. Shaffer



Alexander P. Butterfield

John L. McLucas

Langhorne M. Bond

J. Lynn Helms

then entered the Marine Corps, remaining after the war to serve as both a test pilot and instructor pilot.

After leaving the Marine Corps with the rank of lieutenant colonel in 1956, he worked as a design engineer for North American Aviation in Columbus, Ohio. In 1963 he joined the Bendix Corporation, eventually becoming group vice president.

He became president of the Norden Division of United Aircraft in 1970, then president of Piper Aircraft in 1974. He remained with Piper for six years, serving as president, chief executive officer, and board chair.

DONALD D. ENGEN

FAA Administrator
April 10, 1984-July 2, 1987.

Born May 28, 1924,
in Pomona, California.

Education: B.A. in business administration from George Washington University; also graduated with distinction from the Naval War College; received an honorary Doctor of Science from Florida Institute of Technology.

Engen's 36-year career with the Navy included such assignments as Deputy Commander-in-Chief of the U.S. Atlantic Command and U.S. Atlantic Fleet, the post he held at the time of his retirement from the military in 1978. His 29 decorations included the Navy's highest award for valor, the Navy Cross.

Engen's aviation background included experience as combat pilot, engineering test pilot, air accident investigator, and executive with the Piper Aircraft Corporation.

He was serving as a member of the National Transportation Safety Board when appointed to the FAA post.

T. ALLAN McARTOR

FAA Administrator

July 22, 1987-February 17, 1989.

Born July 3, 1942,

in St. Louis, Missouri.

Education: B.S.E. from the U.S. Air Force Academy, 1964; M.S.E. in engineering mechanics from Arizona State University, 1971.

McArtor served as a fighter pilot in Vietnam, winning the Silver Star and Distinguished Flying Cross. He flew with the Air Force Thunderbirds precision flying team from 1972 to 1974.

In 1979 he joined the Federal Express Corporation and was senior vice president—telecommunications at the time of his selection as Administrator. He also chaired the Department of Transportation Commercial Space Transportation Advisory Committee from June 1986 to June 1987.

JAMES B. BUSEY

FAA Administrator

June 30, 1989-December 4, 1991.

Born October 2, 1932,

in Peoria, Illinois.

Education: Attended the University of Illinois in Urbana; B.S. and master's in management from the Navy Postgraduate School.

During a 37-year career with the Navy, Busey rose from enlisted ranks to become a full admiral. An experienced pilot and a winner of the Navy Cross for combat action in Vietnam, he served as commander of the Naval

Aviation System Command while a vice admiral. Busey's other positions included Vice Chief of Naval Operations, Auditor General of the Navy, and Deputy Chief of Naval Materiel, Resource Management.

Busey also served for two years as Commander-in-Chief of U.S. Naval Forces in Europe and Commander-in-Chief of Allied Forces in Southern Europe, a NATO command.

THOMAS C. RICHARDS

FAA Administrator

June 27, 1992-January 20, 1993.

Born February 13, 1930,

in San Diego, California.

Education: B.S. from Virginia Polytechnic Institute; M.A. from Shippensburg State College.

Also graduated from the Army War College.

Richards' military career began with the Army infantry in 1948 and included service in the Korean War. He received a commission as a distinguished graduate of the Air Force Reserve Officer Training Corps program at Virginia Polytechnic Institute in 1956 and earned his pilot's wings in 1957.

During his Air Force career, Richards flew 642 combat missions in two tours of duty in Vietnam and served as commandant of cadets at the Air Force Academy; vice commander, 8th Air Force, Strategic Air Command; commander of the Air University; and deputy commander in chief, U.S. European Command.

Upon retiring from the military in 1990, he worked as a corporate consultant in Bryan, Texas.

Helping Unravel the Mystery of KAL Flight 007

By Diane Spitaliere, editor, Headquarters Intercom

Ten years after Korean Air flight 007 was shot down over Russia, the FAA is helping the international aviation community figure out what really happened.

The jumbo jet strayed off course into Soviet airspace before it was shot down, killing all 269 aboard.

Now, a decade later, the missing "black boxes" from the airliner have surfaced and been turned over to the International Civil Aviation Organization (ICAO) for a reopening of the in-

ing up a joint resolution for submitting the tapes to ICAO and requesting the reopening of the investigation.

The Korean airliner departed Alaska and traveled for hours before straying into Soviet territory—including the sensitive Kamchatka Peninsula, the site of submarine and missile bases—before it was shot down near Sakhalin Island.

It was later determined that the flight was six miles off course upon departing Alaska.

"The meeting was very high level—



This Korean Air 747—about to depart Anchorage International Airport—is like the jumbo jet that was shot down over Russia more than 10 years ago.

vestigation.

FAA's Deputy Director of the Office of Accident Investigation Dave Thomas was part of a recent State Department conference in Moscow that addressed the disposition of the original digital flight recorder and cockpit voice recorder. It also explored various ways of proceeding with the investigation.

Russia, who had previously denied having the tapes, announced they would release the recordings to the ICAO.

"The accident investigation was always left 'open ended' because of the missing flight recorders," said Thomas.

The four countries involved in the tragedy—United States, Russia, Japan and Korea—were responsible for draw-

ing up a joint resolution for submitting the tapes to ICAO and requesting the reopening of the investigation.

Along with the Korean and Japanese ambassadors to Russia, President Boris Yeltsin's chief of staff attended as head of the Russian delegation. From the United States, the delegation was headed by the State Department's Charge d'Affairs.

Thomas was there as the aviation technical advisor to the U.S. delegation head.

"The conference was basically about process and form issues," said Thomas. "I was there to give advice on any issue that may have come up on ICAO Annex 13 and general accident investigation procedures."

Annex 13 is the congress of aviation

issues worldwide that sets international standards.

"Considering the circumstances that brought us together, the meeting was very cordial," said Thomas.

The "resolution writers" consisted of three Americans, three Japanese, three Koreans, and 10 Russians.

"We started working on the resolution at 4:30 p.m. and didn't finish until 2 a.m.," said Thomas. "It took all of that time to come up with an agreement that was acceptable to all parties."

"All of the participants—especially the Russians—were tough professionals on the issues but were open and friendly once we got 'off the record.' I really enjoyed working with them."

The joint resolution—which formally requested the reopening of the KAL 007 investigation—was then forwarded to ICAO where it was immediately adopted.

The ICAO team convened in France—chosen because of the country's neutrality in the affair—on January 8. Three days later, the Russians delivered the tapes. Representatives from the National Transportation Safety Board were on hand to assist with the tape analysis and determine what caused the jumbo jet to stray off course.

The investigation team then travelled to the United States where they met with FAA and DOD officials and conducted inquiries on areas not covered in the original investigation.

The team also went to Boeing in Seattle where they observed the downed airliner's simulated activities by programming information from the digital recorders, such as headings, altitude, air speed, and engine performance. All recorded settings and activities of flight 007 were monitored from takeoff to destruction.

"The reopened investigation hopes to ascertain how the Korean flight crew managed the flight from beginning to end," said Thomas. "It is hoped that the cockpit voice recordings will disclose exactly how and why the flight went off course."

The ICAO hopes to issue its final report this month, bringing the accident investigation of KAL 007 to a close after more than 10 years. *



Donald D. Engen

T. Allan McArtor

James B. Busey

Thomas C. Richards

Pacesetters

Record Flights of 1992

Chosen from more than 150 aviation records certified during the year, the National Aeronautic Association has announced its selection of the ten most memorable record flights for 1992.

These and other record-setters will be honored on March 22 at the NAA annual awards ceremony at the National Air and Space Museum in Washington, DC.

Here are the NAA's "top 10" choices:

TEST-FLYING A FACTORY-FRESH BEECHCRAFT BONANZA B36TC for review in *Flying* magazine, Tim Dolenz, Tony Marlow, and Fred George went from San Francisco to New York City in 11 hours, 20 minutes. This speed over a recognized course record of 227 miles per hour, set on February 19, broke the previous record of 159 miles per hour.



CLIMBING TO 9,000 METERS—NEARLY 30,000 FEET—IN 2 minutes, 11 seconds, members of the 319th Wing of the U.S. Air Force flew the Rockwell B-1B to this and 11 additional time-to-climb records. These records were set on February 28 and 29 and March 18 in Grand Forks, North Dakota.

ON THE COVER:

Intelsat VI floating over the Earth greeted the Shuttle *Endeavour* crewmembers as they prepared for their successful capture of the errant satellite.

DETERMINED TO BETTER THE SAN FRANCISCO-TO-NEW YORK record, Calvin Early made the same flight nonstop in 9 hours, 53 minutes, using a modified 1960 Beechcraft Bonanza M35. This record of 260 miles per hour was set on April 17.

STARTING IN SAN JOSE, CALIFORNIA, AND FLYING WESTBOUND in a Piper Aerostar 601P—via the Pacific Islands, Brunei, Bombay, Qatar, Greece, the Azores, and Washington, DC—Hamad Al-Thani returned to San Jose 12 days later, setting an around-the-world speed record of 82 miles per hour. This record, set April 17-29, broke the previous record of 37 miles per hour.



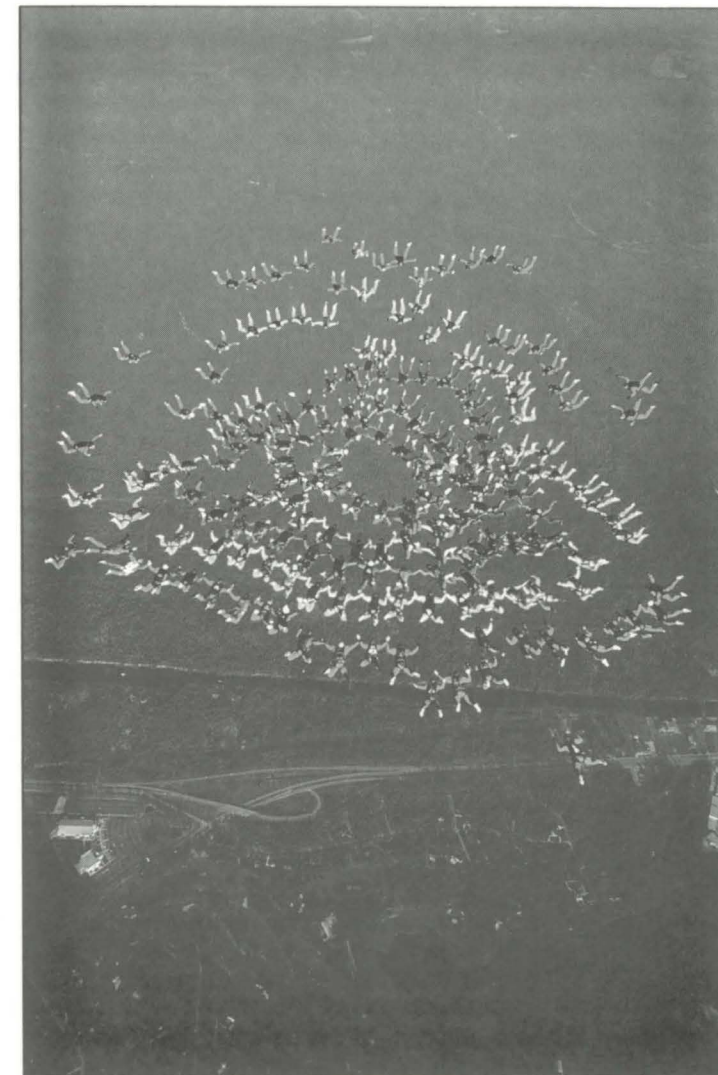
ORBITING THE EARTH OUTSIDE THE SPACE SHUTTLE *ENDEAVOUR*, NASA mission specialists Thomas Akers, Richard Hieb, and Pierre Thuot remained free of the craft for 8 hours, 20 minutes, during the repair of a satellite. This extravehicular duration in space record was set on May 13.



WEIGHING LESS THAN 660 POUNDS AT TAKEOFF, MICHAEL ARNOLD and his 65-horsepower homebuilt airplane averaged 213 miles per hour over a measured course of 3 kilometers. This record, set on August 30 in Davis, California, broke the previous record of 200 miles per hour.

BURNING ONLY THREE-AND-A-HALF POUNDS OF FUEL, MAYNARD Hill's piston-engine, radio-controlled model airplane flew for 33 hours, 39 minutes. This duration record, set October 1-3 in Hagerstown, Maryland, broke the previous record of 24 hours, 4 minutes.

CELEBRATING "100 YEARS IN AVIATION" BETWEEN THEM, Robert Brackett and Roy Peltz circled the continental United States in a Beechcraft Baron in 8 days, 10 hours. This record was set October 10 to 18.



JUMPING FROM SIX DIFFERENT AIRPLANES, 200 SKYDIVERS JOINED together over Myrtle Beach, South Carolina, for the largest freefall formation. This record, set on October 23, broke the previous record claim of 150.

CARRYING OVER 60,000 KILOGRAMS (66.7 TONS) OF PAYLOAD to 36,650 feet, pilots on the McDonnell Douglas C-17 set 14 records during testing of this long-range, cargo transport aircraft. These records were set on December 16 and 18 at Edwards Air Force Base, California.

Making a 'New World' for Women

'Never Let It Rest . . . until the Better is Best'

By Alrita Simons

It took courage for the young bicycle mechanics Wilbur and Orville Wright to make that first powered airplane flight in 1903. It also took courage for a black female, Bessie Coleman, to earn a pilot's license in 1922—a time



Bessie Coleman

when neither African-Americans nor women were supposed to fly. Despite discouraging voices, talented women such as Janet Waterford Bragg, Willa Brown, Bessie Coleman, Amelia Earhart, Ruth Law, Blanche Noyes, Harriet Quimby, Katherine Stinson, and Mildred Strelitz continued to set aviation records.

The theme for Women's History Month this March is "Discover a New World: Women's History." Over the years, many in the aviation field

have helped women achieve successful careers, opened up employment opportunities for them, and supported women through such groups as the National Federal Women's Program, the Professional Women Controllers,



Amelia Earhart

and the Technical Women's Organization.

Here's a closer look at just a few of those who are helping make a "new world" for women at the FAA.



Barbara Silva, president, Technical Women's Organization



Sheri Edgett Baron

• **Sheri Edgett Baron**, aeronautical information specialist, National Flight Data Center, Washington Headquarters
As chair of the Federal

Women's Program Committee at Washington Headquarters, Edgett Baron gained financial support for the committee's fiscal year 1993 activities. Previously the FWPC was unfunded. Through leadership and persistence, Edgett Baron also recruited senior-level management to advise the committee.



Dorothy Berry

• **Dorothy Berry**, Deputy Assistant Administrator for Human Resource Management, Washington Headquarters
Committed to equal

employment opportunity through affirmative action programs, Berry is a strong supporter of the Federal Women's Program Committee at Washington Headquarters.

She is the second manager to receive the committee's Sue Silverman Award.



Mary McBurney, president, Professional Women Controllers



Hank Elias

• **Henry "Hank" Elias**, manager, Air Traffic Division, Alaskan Region
Elias received the Administrator's Award for Excellence in

Equal Employment Opportunity in 1990. A long-time supporter of women's issues, Elias has provided many career opportunities for women. Instrumental in hiring qualified air traffic controllers, his female hires exceeded the civilian labor force by 2.35 percent. Also, he was at the forefront of managers to provide employees with training about sexual harassment.



Deborah Fonzelle

• **Deborah Fonzelle**, legal technician, Office of the Assistant Chief Counsel, Western-Pacific Region
Known as a "pacesetter," Fonzelle has

been active in mentoring women and providing resources for the recruitment of female applicants.

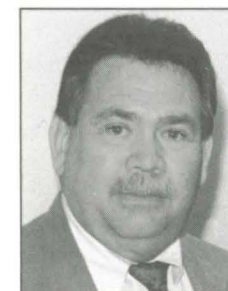
She says the motto she follows is, "Good, better, best. Never let it rest until the good gets better, and the better gets best."



Bobbye Gorden

• **Bobbye Gorden**, Civil Rights Officer, Alaskan Region
Noted for her original and creative ways of meeting affirmative

action goals and objectives for women, Gorden aims to identify and eliminate barriers to their recruitment. She works with managers to alert them to barriers to equal employment opportunity.



Larry Taylor

• **Larry Taylor**, manager, Human Resource Management Division, Aeronautical Center

Taylor has supported

women through promotions, supervisory and nonsupervisory selections, training, and awards.

The Federal Women's Program gave Taylor its Equality Day Leadership Award for his efforts in advancing equal opportunity for women in the FAA.



Jane Teufel

• **Jane Teufel**, Federal Women's Program manager, Aeronautical Center

In the forefront on issues concerning

women for many years, Teufel has motivated women at the Aeronautical Center to aim for their best, both professionally and personally. She set up the Leader for Women's Equality Award for the division achieving equity or near equity in merit promotion and supervisory selections. As chair of the Education and Training Task Force Committee for the Oklahoma State Federal Women's Council, she worked to provide tuition scholarships for women currently in government service.



Eulalia Trahan

• **Eulalia Trahan**, flight data processing engineer, Technical Support Staff, Houston Air Route Traffic Control Center, Southwest Region

The Southwest Region's representative for the Technical Women's Organization, Trahan is a member of the Society of Women Engineers, president of the Houston Center Employees Benevolent Association, and active in the region's Federal Women's Program. She is a role model for many.

These employees are only a few of those helping the agency tap into the valuable resources women bring to the work force. For more information on women in aviation, contact your local Civil Rights office, Federal Women's Program manager, or Public Affairs office.

Alrita Simons is FAA's National Federal Women's Program manager.

FEGLI Open Season

Life Insurance Coverage Made Easy, March 29 - April 30

Federal employees are receiving fatter paychecks in 1993 for several reasons. One is that effective with the first pay period beginning in the new year, premiums for Federal Employees Group Life Insurance (FEGLI) basic coverage dropped from 18.5 cents per \$1,000 of coverage to 16.5 cents. Based on a recent study of actuarial and demographic data, the Office of Personnel Management has reduced premium rates for basic life insurance and in some age categories for standard optional, additional optional, and family optional insurance.

During the FEGLI open enrollment period—March 29 through April 30—

employees will also be able to purchase additional life insurance. At that time, OPM is allowing federal workers to add to their existing coverage or enroll in FEGLI if they have previously waived or canceled coverage.

However, this will not be considered a first opportunity to enroll for purposes of meeting the requirements to carry life insurance coverage into retirement. As in the last open period—June 1985—employees who are satisfied with their current coverage need take no action.

Changes made during the open season will become effective on the first day of the first pay period beginning

on or after May 30, 1993, which immediately follows one in which the employee was in a pay and duty status for at least 32 hours, or one-half of the regularly scheduled tour of duty for part-time employees. For insurance purposes, duty status means that the employee must actually be working; it does not include time on annual or sick leave, excused absence, or other absence from duty.

There is no open enrollment period for annuitants.

For further information about life insurance coverage and the open season, contact your servicing human resource management division. *

Survey Scene

Want to keep tabs on what's being done with the agency's employee surveys? Check on how your survey is being used by reading this feature of FAA World.

This month's article answers some employee concerns included in a recent letter to "Survey Scene."

Are all employees required to participate in a Survey Feedback Action (SFA) meeting? Is the purpose of the SFA feedback meeting a way for supervisors to find out who said what on the survey? Are employees expected to tell a supervisor just how they responded to questions on the SFA questionnaire? Why should employees participate in an SFA feedback meeting only to have a supervisor "sock it to them" for speaking their mind?

Employee attendance and participation in an SFA feedback meeting is voluntary. However, all supervisors are required to have an SFA feedback meeting and to develop an action plan. Successful feedback meetings require the participation

of all work group members, and for both supervisor and employees to understand their roles and responsibilities at the meeting.

A common mistake for supervisors and employees is to try to fit the action plan to the survey results. Quite often what may have been an issue when the survey was taken is no longer an issue when the feedback meeting takes place. New issues may pop up that aren't readily apparent in the survey results. And not surprisingly, employees may find themselves doing a feedback meeting with a supervisor who wasn't around at the time they did the survey.

Survey results should be used as a tool for supervisors to begin the feedback meeting, and the action plan should address the work group's current concerns or plans.

Employee responses to the survey are anonymous, but many believe it's difficult to speak up at a feedback meeting without revealing how they responded on the survey. And negative feedback can be difficult for anyone.

Try shifting the focus from the supervisor to the work group issues, if possible. Avoid attacking the person and direct your comments on the behavior. Remember to focus on specifics. "You're

doing a lousy job" doesn't give a supervisor much to go on. What specifically could the supervisor do to improve? With constructive feedback from the work group, perhaps you can avoid having your supervisor become defensive and feeling there is a reason to "sock it to you."

The Great Lakes Region (AGL-17) produced an excellent 18-minute video for employees entitled *Making a Difference*. This video is informative and right on the money when it comes to capturing and expressing the concerns of employees about participating in an SFA feedback meeting. The video is also illustrative of how to give constructive feedback to your supervisor.

A video for supervisors and managers, *The Followthrough Process*, shows how to conduct effective SFA feedback meetings.

These videos, or updated versions, will be available for viewing for the 1993 SFA.

For answers to questions about surveys, contact the Employee Survey Staff, AHD-300, 400 7th Street SW, PL 1200, Washington, DC 20590. The FAX number is (202) 366-4440. *

Off Duty ... and in Person

Destination Haiti

Nora Brueggemann is never without ideas on where to go for the holidays. She plans well in advance to spend her leave and vacation time in third-world countries, especially in Haiti.



Brueggemann comforts a sick child.

Some years ago, the employee of Alaskan Region's Travel Section formed a corporation called "His Hands in Service." The nonprofit group recruits and organizes primarily medical teams to go into the jungle on short-term mission work to give

FAAers perform some challenging jobs, and they also share their exceptional talents after work hours are through. They may be community leaders, celebrated experts in a field, or just downright interesting people.

This column introduces a few of them.

Know someone who should be highlighted in print? News about notable FAAers can be sent to:

FAA World
Office of Public Affairs, APA-340
800 Independence Avenue, SW
Washington, DC 20591

health care. Each person pays his or her own way, and they carry their own food, water, medical supplies, sleeping bags, and whatever they need for 10 days to two weeks. Then they return home, save money and leave time, and do it all over again.

One trip was to Uganda to give immunizations and health care to babies and pregnant mothers. Only one percent of the children in the country are vaccinated against such diseases as whooping cough and measles. With the prevalence of illness and malnourishment, 50 percent of the children die before the age of five.

The teams also drill wells, develop food depots, put in cisterns, build schools, and perform other services for the community. For instance, Brueggemann, with a construction team, went to Kokstad, South Africa, to build a church for the people who were having their meetings in the open air. She also traveled with a medical team to Guyana. But Haiti is the

prime destination of her trips, which she takes at least once a year, and sometimes two or three times.

In addition she works to find sponsors willing to give \$15 a month for the children of the country. That money provides one hot meal a day, five days a week; buys shoes and a school uniform; and provides teachers for the children.

After flying all day from Alaska, the volunteers usually spend one night in Port-au-Prince, where they pick up water, interpreters, and rice to take to the villagers. Then they head out in a

"tap tap"—rightly named because the driver of the Haitian bus knows to stop when someone taps on the side. The rough journey lasts approximately six to nine hours.

Leaving the bus at the water's edge, team members are carried piggyback out to a little boat. The boat ride to the beginning of the jungle takes another two or three hours, and usually they arrive after dark. By torchlight, villagers guide team members with their heavy load of luggage, food, water, medical supplies, and other equip-



A long boat ride faces team members.

ment to the nearest village. There the team sets up a base camp and holds a clinic. From the base camp they visit outlying villages by canoe, boat, or foot.

Once the team leaves Port-au-Prince, the only communication they have with the outside world is by occasional two-way radio. They go where there is no electricity, no telephones, no running water, no bathrooms.

Yet in spite of the absence of modern methods of communication, it is

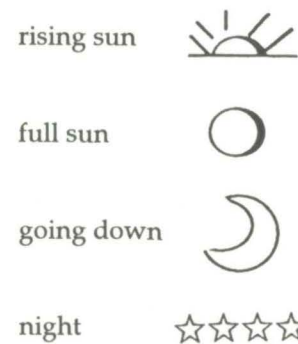
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amazing how fast word travels over the mountains. When clinics are held, hundreds of people show up. They make the journey by canoe, donkey, or foot carrying their sick and injured for many hours.

Malnourishment, dysentery, pneumonia, worm infestations, leprosy, AIDS, machete injuries, and burns are common. Open fires are frequently used for cooking, and children are burned by falling into them. Team members often witness death, which is very much a part of life in Haiti, and also new birth, a time of rejoicing.

Clinics are held almost anywhere—in banana groves, grass-thatched huts, and open air. They are organized into areas for diagnosis, scrubbing, injections, worm treatment, and the pharmacy for dispensing medicine.

Since 85 percent of the Haitians cannot read, instructions for using the medicine are given with the help of little pictures drawn to indicate when to take it:



Many Haitian women die in childbirth, leaving a newborn baby for the "papa" to feed. If he cannot find a wet nurse, the baby will not survive long on sugar water. "His Hands in Service" purchases goats to give to the father to milk for the baby, and the teams take as much baby formula as they can, along with bottles and nipples. On the last trip to Haiti, the group also bought over \$3,000 of rice for the hungry Haitians.

What's next for Brueggemann? Her plans for the spring are to work with Amerindians in Guyana as leave time permits and go on to Zaire, Africa, in midsummer. *

Thanks to the Alaskan Region Intercom and Ivy More for this information.

People

Information in the "People" section is extracted from the Consolidated Personnel Management Information System.

Space permitting, actions of a change of position and/or facility are published.

Aeronautical Center

Robert E. Murati, supervisor, Flight Operations & Procedures Section, Anchorage FISO ... **William V. Ritchards**, manager, Investigations & Internal Security Branch, Civil Aviation Security Div. ... **Stephen J. Siebs**, manager, Flight Inspection Field Office, Anchorage FISO, from Oklahoma City ... **Mark W. Sweeney**, manager, Compliance & Enforcement Branch, Civil Aviation Security Div.

Alaskan Region

Carol E. Giles, unit supervisor, Airworthiness Section, Flight Standards District Office, Anchorage ... **James L. Krause**, manager, Kenai ATCT ... **John A. Lane**, area supervisor, Anchorage ARTCC, promotion made permanent ... **Steven O. Maddox**, unit supervisor, Airworthiness Section, Flight Standards District Office,

Anchorage ... **James M. Miller**, area manager, Nome FSS, promotion made permanent ... **James N. Moffett**, manager, Kodiak ATCT, from Anchorage ... **Kristi L. Ritson**, area supervisor, Kenai AFSS, from Jackson, TN, AFSS ... **Karla M. Schommer**, unit supervisor, Anchorage ARTCC AFS ... **Allen L. Upicksoun**, unit supervisor, Nome AFSFO (Nav/Comm Unit 2), North Alaska AFS, Fairbanks, promotion made permanent ... **Wendell J. Wassmann**, area supervisor, Juneau AFSS, from regional office.

Central Region

Sydney M. Buff, unit supervisor, Wichita, KS, FSDO ... **Thomas A. Curtis**, manager, Wichita, KS, AFS, from regional office ... **David L. Jackson**, area supervisor, Wichita, KS, AFSS, from Ft. Dodge, IA, AFSS ... **Danny W. Simpson**, group supervisor, Investigations & Internal Security Branch, Civil Aviation Security Div. ... **Gary S. Thomas**, supervisor, ARTCC Environmental Engineering Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Connie R. Tuttle**, unit supervisor, Program Support Staff, Facilities Establishment Branch, Airway Facilities Div.

Eastern Region

Clinton C. Cottrell, manager, Pittsburgh (Allegheny) ATCT, from Washington Headquarters ... **Daniel E. Laswell**, area supervisor, Dulles ATCT, Loudoun County, VA ... **Patricia Mattone**, unit supervisor, Safety Analysis & Management Branch, Flight Standards Div. ... **Robert C. McLaughlin**, unit supervisor, Washington CASFO, Baltimore, MD, promotion made permanent ... **Susan P. O'Brien**, area supervisor, Andrews ATCT, Camp Springs, MD, from regional office ... **Raymond W. Whalen**, unit supervisor, New York CASFO.

Great Lakes Region

Jeri L. Alles, manager, Aviation Information Div. ... **Clifford D. Auxier**, area supervisor, Detroit Metro ATCT, from Cleveland Hopkins ATCT ... **Terry H. Bass**, asst. manager for automation, Indianapolis, IN, ARTCC, promotion made permanent ... **Stephen S. Berkeley**, area manager, Chicago ARTCC ... **Rodney D. Carver**, asst. manager, traffic management, Chicago ARTCC, from regional office ... **John C. Cooley**, area manager, Minneapolis ARTCC, Farmington ... **Gerald O. Crowell**, area manager, Columbus Port, OH, ATCT

People

... **Larry G. Cunningham**, area supervisor, Grand Rapids, MI, ATCT, from Peoria, IL, ATCT ... **Louis D. Hacker**, unit supervisor, Chicago AFS, from regional office ... **Eric Harrell**, asst. manager, quality assurance, Chicago O'Hare ATCT ... **Michael W. Heller**, area supervisor, Columbus Port, OH, ATCT ... **John T. Hogan**, unit supervisor, Cleveland FSDO, promotion made permanent ... **Larry L. Holcomb**, asst. manager, traffic management, Chicago ARTCC, from Chicago O'Hare ATCT ... **Barbara E. Jaeger**, asst. manager for training, Chicago O'Hare ATCT, from Chicago Palwaukee ATCT, Wheeling, IL ... **Albert R. Kennedy**, unit supervisor, Aurora AFS ... **Bruce A. Metz**, asst. manager, Chicago Midway ATCT ... **Phillip T. Mullis**, asst. manager, traffic management, Chicago O'Hare ATCT ... **Gary S. Munroe**, area supervisor, Columbus Port, OH, ATCT ... **Kenneth A. Myers**, area manager, Cleveland, OH, ARTCC, Oberlin ... **Andrea M. Orr**, staff engineer, Minnesota AFS, Minneapolis ... **Paul M. Porter**, asst. manager for program support, Minnesota AFS, Minneapolis, ... **Larry T. Roche**, area manager, Minneapolis ARTCC, Farmington ... **Lester D. Stinson**, area supervisor, Youngstown, OH, ATCT, from Green Bay, WI, ATCT ... **Thaddeus G. Wasilewski**, area supervisor, Flint, MI, ATCT, promotion made permanent ... **Raymond A. Whitaker**, area manager, Kankakee, IL, AFSS, from Washington Headquarters.

New England Region

Kenneth A. Jeffery, manager, Windsor Locks AFSFO, Windsor Locks, CT, AFS ... **Jonathan P. Jones**, area supervisor, Manchester, NH, ATCT, promotion made permanent ... **Bradford P. Weeks**, area supervisor, Bradley ATCT, Windsor Locks, CT, from Brainard ATCT, Hartford, CT.

Northwest Mountain Region

James C. Bristow, asst. manager, Denver ATCT ... **Neal T. Bushnell**, unit supervisor, Field Maintenance Party, Vancouver, WA, Airway Facilities Div., promotion made permanent ... **William E. Chord**, asst. manager, plans & procedures, Seattle-Tacoma, WA, ATCT ... **Edale L. Clark**, manager, Walla Walla, WA, FSS ... **Frank**

M. Frampton, unit supervisor, Field Maintenance Party, Salt Lake City, Airway Facilities Div., promotion made permanent ... **Jill R. Guthrie**, area supervisor, Salt Lake City ARTCC, promotion made permanent ... **Sylvia Meyer**, manager, Denver AFSFO (Colorado SFO-1), Denver Hub AFS, promotion made permanent ... **Frederick J. Miller**, unit supervisor, Field Maintenance Party, Denver, CO, Airway Facilities Div., promotion made permanent ... **Charles D. Osborne**, asst. manager for technical support, Billings, MT, AFS ... **Roger A. Sloan**, area manager, Seattle-Tacoma ATCT ... **Suzanne E. Stevens**, branch manager, Technical & Administrative Support Staff, Transport Airplane Directorate, promotion made permanent ... **Patrick A. Terry**, asst. manager, Great Falls, MT, AFSS ... **James R. Tschida**, manager, Redmond, OR, FSS ... **Walter L. Winter**, unit supervisor, Denver AFS, promotion made permanent.

Southern Region

Timothy R. Allen, unit supervisor, Memphis, TN, ARTCC, promotion made permanent ... **Bruce W. Blair**, area manager, Raleigh, NC, ATCT, from Dallas/Ft. Worth ... **Jimmy Ellis**, unit supervisor, Atlanta Hub AFS ... **Patricia Fier**, asst. manager for automation, Miami ARTCC ... **Herman G. Graham**, supervisor, Management Evaluation Section, Evaluation Staff, Airway Facilities Div. ... **Gregory A. Grice**, asst. manager, Raleigh, NC, AFSS, from Washington Headquarters ... **Billy J. Hill**, area supervisor, Anniston, AL, AFSS, promotion made permanent ... **Fay K. Hodge**, telecommunications manager, Hampton, GA, ARTCC AFS ... **Danny L. James**, area supervisor, Huntsville, AL, ATCT, from Augusta, GA, ATCT ... **Billy C. Joyce**, traffic management unit supervisor, Hampton, GA, ARTCC ... **Richard S. Krepps**, area supervisor, Sarasota, FL, ATCT, from Tampa, FL, ATCT ... **Alvaro A. Quesada**, area supervisor, Hartsfield ATCT, Atlanta, from regional office ... **Andrea Campbell Rigney**, traffic management unit supervisor, Hilliard, FL, ARTCC ... **Charles T. Sewell**, unit supervisor, Atlanta ARTCC AFS, Hampton, GA, promotion made permanent ... **John B. Shaffrey**, area manager, Raleigh, NC,

ATCT, from Baltimore, MD, ATCT ... **Clyde D. Sprouse**, field office unit supervisor, Memphis, TN, ARTCC AFS ... **Sallie M. Taylor**, unit supervisor, Memphis, TN, ARTCC AFS, promotion made permanent.

Southwest Region

Fairington J. Alleman, manager, New Orleans AFSFO, New Orleans AFS, promotion made permanent ... **Vernon L. Drake**, manager, Houston ARTCC AFS, from Aurora AFS ... **Vincent T. Higgins**, asst. manager for program support, San Antonio, TX, AFS, from Austin, TX, AFS ... **Mary E. Hokit**, area supervisor, Ft. Worth, TX, ARTCC, promotion made permanent ... **Susan K. Kinder**, manager, Houston AFSFO, Houston AFS, promotion made permanent ... **Dennis C. Lagerstrom**, asst. manager, traffic management, Intercontinental ATCT, Houston, TX ... **Deborah L. Maxwell Swilley**, area supervisor, Ft. Worth, TX, ARTCC ... **Fredric T. Ofsowitz**, area supervisor, Amarillo, TX, ATCT, from Tyler, TX, ATCT ... **Gene D. Skipworth**, area manager, Dallas/Ft. Worth TRACON ... **Douglas D. Southwick**, staff officer, Technical & Administrative Support Staff, Rotorcraft Directorate, promotion made permanent ... **K. Richard Stevens**, asst. manager, Civil Aviation Security Division, from Washington Headquarters ... **Danny C. Vincent**, area supervisor, Ft. Worth, TX, ARTCC ... **Michael R. Wisdom**, area supervisor, Shreveport, LA, RAPCON, from Houston Intercontinental ATCT.

Technical Center

Norman W. Hitchner, technical program manager, System Design/Transition/Communications Div. ... **Eugene P. Klueg**, manager, Aging Aircraft Research Branch, Aviation Safety Div. ... **Elizabeth A. Turcich**, technical program manager, Weather/Primary Radar Div., promotion made permanent.

Washington Headquarters

Leslie J. Brown, manager, Advanced Systems Branch, Training Requirements Program Div., Office of Air Traffic Program Management ... **Sherelle T. Carper**, manager, Field Development Branch, Training Requirements Program Div., Office of Air Traffic Program Management ...

Loretta R. Flanders, staff chief, Higher Education & Advanced Technology, Office of Training & Higher Education ... **Michael E. O'Neill**, planning & procedures specialist, International Organizations Branch, International Operations & Organizations Div., Office of International Aviation ... **Eileen R. Verna**, branch manager, Office of the Director, Flight Standards Service, promotion made permanent ... **John S. White**, asst. manager for training, Administration Branch, ATCSys-tems Command Center, Office of Air Traffic System Management, promotion made permanent.

Western-Pacific Region

Stanley J. Barker, journeyman, Los An-

geles, ARTCC AFS, Palmdale ... **Ward R. Billings**, journeyman, Los Angeles, ARTCC AFS, Palmdale ... **Paul B. Crampton**, unit supervisor, Golden Gate AFS, Hayward, CA ... **Robert W. Crosby**, unit supervisor, Southern California TRACON AFS (ARTS), Burbank ... **Ralph A. Dunham**, journeyman, Los Angeles ARTCC AFS, Palmdale ... **Robert D. Durben**, journeyman, Los Angeles ARTCC AFS, Palmdale ... **Donald J. Harand**, manager, Investigations/internal Security Branch, Civil Aviation Security Div. ... **Richard P. Harrington**, journeyman, Los Angeles ARTCC AFS, Palmdale ... **Richard J. Joswick**, area manager, NAS Miramar TRACON, San Diego, from Seattle-Tacoma, WA, ATCT ... **Gregory S.**

Kingery, area supervisor, Reid-Hillview ATCT, San Jose, CA, from Oakland TRACON ... **David L. Knudson**, manager, Singapore CASIFO, from Manama, Bahrain ... **Andre D. Moore**, area supervisor, Long Beach, CA, ATCT, promotion made permanent ... **Marvin Morgan**, manager, Mt. Kaala, HI, AFSFO, Hawaii-Pacific AFS, Honolulu, promotion made permanent ... **Louis E. Spencer**, journeyman, Los Angeles ARTCC AFS, Palmdale ... **Gregory S. Steffen**, manager, Molokai, HI, ATCT, from East St. Louis, IL, ATCT ... **Gail A. Walters**, units supervisor, San Francisco CMO ... **David E. Watson**, manager, Lihue, HI, ATCT ... **Calvin Yuen**, manager, San Francisco CASFO, from Brussels, Belgium.

Retirees

Aeronautical Center

Carl F. Borchers
Mary L. Brewer
Melva A. Brown
Andrew J. Burris
John M. Dawson
Gillis Eades
Bobby L. Easley
Robert A. Galpin
Walter S. Hadano
Mary A. McDonald
Sterling J. Moeller
David Y. Nakasone
Lorine Q. Powers
Patricia F. Prince
Lois M. Redpath
Ruth P. Shipman
Arturo Tellez
Rowell A. Tyau
Billy F. Tyson
Enos G. Veal
George E. Williams

Alaskan Region

John D. Brister
Edna H. French
John J. Key
Joselito H. Lauron
Gus E. McKenzie
Albert E. Noe
Ronald M. Way

Central Region

Gerald D. Aksamit
Richard E. Anfield
Jacob M. Anthes
Marvin D. Beene
Irving R. Bernhardt
Harry Boler
Russell W. Brueseke
Gerald L. Davis
Donald L. Eastman
Loreta Garber
Joseph O. Gaul
Lawrence A. Herron
Robert Lee Klapprott
Barbara A. Larkin
William L. Loman
Harold C. Luedtke
William D. Lynn
Hubert F. Miller
Vernon D. Morgan
Mathias J. Simmons
Carl J. Siwik
Joseph H. Snitkoff
John H. Squiers
Roby M. Stephens
Leo J. Tabaka
John J. Taylor
Daniel E. Williams
Fred M. Williams
Ronald W. Wright

Eastern Region

Peter W. Bernhard
James E. Byer
Theodore Cavooris
Wallace M. Cook

Edward J. Dietz
Sterling J. Dunton
Joseph J. Givens
Herman Gross
David I. Hart
Frank X. Heller
Arthur Hellmann
Richard A. Hill
Vincent T. Karolewics
Roger A. Le Croy
Richard B. Lehman
Patricia A. Lennon
Frederick A. Liebe
James I. Litherland
Edward M. Mickey
Jerry D. Morrison
Ronald C. Orie
Edward E. Price
R. Paul Riley
Edgar L. Saylor
Edward Singer
Thomas E. Slocum
August W. Sponaugle
James F. Stewart
Roger D. Stuller
David R. Venti
Frank Viscardi
James R. Watson
Jackie L. West

Great Lakes Region

Helen M. Ahlgren
Clayton L. Aumann
Anthony S. Belmonte
Dean L. Bradford
James E. Davidson

James M. Dermody
Donald E. Durkin
Arnold W. Edson
Robert L. Flower
Francis E. Foist
Wilbur A. Fredrick
Gerald E. Fricke
Paul F. Galo
William R. Hall
Robert F. Harpe
Robert W. Hartwell
Ronald A. Heilmann
Morris D. Hinton
Donald A. Hochschulz
Albert J. Hoss
Jean S. Hyland
Jane M. Jacobsen
Earl D. Johnson
Stuart D. Lewis
Pascal J. Mazuc
Gale A. Morris
William E. Morrissey
James R. Nelson
Odell Nelson
Richard N. Ouellette
Lee W. Peterson
Robert B. Peterson
Gene H. Printz
Gerald E. Richter
Albert C. Russell
Tedrick Vernon
Raymond L. Weaver
John M. White
Roger R. Wilson
Todd A. Woodford
Paul S. Zurales

New England Region

Herbert S. Anderson
Thomas G. Cassidy
James R. Chapman
Paul F. Erekson
John A. Fairbairn
George R. Fitzsimmons
Leonard W. Furgerson
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Search and Destroy

London FSS and Governor's Strike Force Smoke Out Marijuana Growers

By Anne Eldridge

The London, Kentucky, Flight Service Station may be a small, part-time operation, but the impact of its efforts is far-reaching. Supporting the Kentucky Governor's Marijuana Strike Force with flight services, the five-member FSS crew has helped with the location and destruction of well over \$1 billion worth of Kentucky-grown marijuana.

The station's reputation is growing in the process. In August 1991 former Vice President Dan Quayle commended the crew for their work after a visit to learn about the Marijuana Strike Force. Since then, numerous other groups have observed the operation.

"The Kentucky Governor's Marijuana Strike Force is a one-of-a-kind program," says Ernie Bilotto, accident prevention counselor and acting manager of the London FSS.

The Marijuana Strike Force was formed in 1990. Participants include the Civil Air Patrol, Federal Bureau of Investigation, Governor's Office for a Drug-Free Kentucky, and a host of other government agencies.

Some 30 strike force helicopters are

based at the London Airport. The crews begin aerial surveillance for marijuana plots in the early spring when growers set out the plants. The locations are mapped; then, eradica-



Strike force members destroy marijuana crops.

tion teams use the maps to fly in and destroy the crops systematically. When the terrain prevents landings, the teams rappel from the helicopters into the fields.

According to a 1991 Governor's report, "The use of helicopters for locating marijuana plots, relaying information to ground crews, and inserting rappel teams into marijuana plots

was essential for the success of the Strike Force. Without air support, the amount of marijuana located and eradicated would have been significantly lower."

The London FSS provides weather briefing information, airport advisories, and airport clearances for Instrument Flight Rules (IFR) and Visual Flight Rules (VFR) traffic. It is also a communications link between the base operator and the helicopters. Flight following of aircraft is especially important since the aircraft face hazards ranging from dangerous terrain to gunfire from the growers. Indianapolis Center provides discreet frequency and transponder codes to assist with the operation.

The London FSS has participated in the strike force campaign since its beginning. The staff's volume of flight services increased 95 percent over the 1991 season and an additional 30 percent during the 1992 season.

"We continue to strive for excellence," says Bilotto. *

Anne Eldridge is a public affairs specialist in Southern Region.



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