U.S. Department of Transportation
Federal Aviation Administration

FAA World
May 1992

Logan Airport is shown at sunrise. The Boston airport is one of the eighteen in the United States at which a federal security manager is located.

A Safer Environment

Federal Security Managers Added to Domestic Program

"They bring another dimension to the agency's domestic security programs," O. K. Steele, FAA's Assistant Administrator for Civil Aviation Security, says about the 18 federal security manager (FSM) positions new to the agency.

FSMs are responsible for approving airport security programs, acting as focal points for FAA security operations at airports, coordinating government and law enforcement activities in domestic security areas, and getting security information out to the aviation community at each of the 18 category X airports in the United States.

Category X airports are among the country's largest. They are determined by a number of factors—at a minimum, the annual numbers of persons processed for security, international air service, and the overall complexity of the airport's security environment.

Multidisciplinary outlook

FSMs were selected from among the ranks of FAA security's senior field agents, supervisors, and managers. Their backgrounds represent administrative and operational experiences typical of the FAA field in leadership, problem solving, crisis and systems management, public affairs, communications, and evaluations.

Trainers were from the air carrier and airport

*See **Airport Security** on page 6*

FYI
For our Information . . .

"Tot's Landing," the first child care center at an air route traffic control center, was dedicated in mid-March at the Oakland Center, Fremont, California.

Acting Administrator Barry Harris, who participated in the ceremony, said day care centers for FAAers make "good sense." He pointed out that having them near work helps the agency recruit employees, reduce turnover, and cut absenteeism.

Western-Pacific Regional Administrator Carl Schellenberg called Tot's Landing another step "in enhancing the quality of life for FAA employees at Oakland Center."

Open to federal employees of all government agencies, the center also accepts the community's children on a "space-available" basis. Although located on federal property, it operates solely on funds generated through enrollment.

Care is provided for infants, toddlers, and preschool children with emphasis on health, safety, care, and an educational curriculum.

The FAA is committed to valuing and managing diversity.

Here are some basics of that commitment:

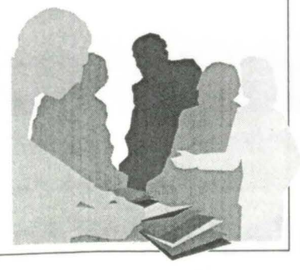
Definition. Diversity in the Federal Aviation Administration is valuing, using, and managing the differences that individuals bring to the workplace.

Vision. A diverse FAA will provide a richer, broader perspective with sweeping implications for the future of world aviation.

Strategy. Agency strategy is to insure that all individuals have the fullest opportunity to remain and grow within the organization. ✲

Diversity includes you!
Send ideas on diversity to:

David Benton
Diversity Manager
Staffing Policy Division
APN-200



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Shattering the 'Glass Ceiling'

Help Women and Minorities Climb Career Ladder, Stop Sexual Harassment

Acting FAA Administrator Barry Harris says he's determined to tear down barriers that stop women and minorities from advancing to jobs and put a stop to sexual harassment.

During a speech to the annual conference of the Professional Women Controllers meeting in Seattle on March 20, Harris also urged women who have already made it at the FAA to help others up the career ladder.

Words right, actions limited

Cracking the so-called "glass ceiling"—invisible barriers that keep women and minorities from moving up—has been something the agency has talked about for years, Harris said.

But he emphasized that after 20 years of affirmative action, FAA's culture "had not really changed."

When Harris joined the FAA almost three years ago, he noticed that the agency was mainly run by white males.

Although he saw "an organization that *said* it wanted to 'do the right thing,' that *said* it was committed to equal opportunity, and that *said* it wanted to improve its record on affirmative action," the FAA had "made very little progress in increasing the numbers of minorities and women in its work force," Harris told the group.

Few minority, women supervisors

"And what progress had been made was in the lower grades."

Harris said he "doesn't buy" talk from managers who say they would like to promote more minorities and women, but there just aren't enough good candidates.

'Passed over'

"I can look at the records in any region and find where scores, maybe even hundreds, of minority and women candidates were passed over for supervisory promotions," Harris said.

"When I see a region that promotes over 300 white males but only 20 minorities and women, I have to ask 'why'?"

Then Harris said he agreed with a work force diversity expert who believes many managers assume minorities and women in nontraditional jobs aren't competent.

Presumptions key

"If we hire a minority or a woman who turns out to be a superstar," Harris said, "we pat ourselves on the back and say, 'we got ourselves a good one.' No presumption of competence!"

White males are "lucky," he said, because they were born into a society that "presumes" they are competent until they prove themselves otherwise.

"Some of us just don't get it. Minorities and women must prove themselves every day, lest *they be presumed to be incompetent*."

A 'fair chance'

One of Harris' goals is to "change the way we value people. To give everyone a fair chance while encouraging differences. And I believe that's really what all of us want—just a fair chance."

Harris added that he didn't want to leave the impression that FAA's affirmative action programs have been unsuccessful.

Some progress

He said the agency is bringing more minorities, women, and handicapped employees into the workplace.

White women, in particular, he said, have made "real headway" at getting into supervisory development programs and competing for promotions.

"While we can take pride in this modest achievement, I've put our managers on notice," Harris said.

"It isn't enough to improve the status of just one group. I expect the same level of progress for all minorities and disadvantaged people in our work force."

Help others up ladder

To the women and minorities who have made it at the FAA, Harris urged them "to keep in mind that there are hundreds of others coming up behind you. This is your opportunity to give something back—to help someone else up the ladder. It's the best way I know to earn the respect of your peers and leave a legacy of true success.

"What troubles me is, more often than not, women and minorities who rise in the organization tend to abandon their peers," Harris said.

To overcome the effects of the "old boy network," Harris advised women and minorities to "supplant it with a network of your own."

Sexual harassment targeted

Eliminating sexual harassment is another top agency priority, Harris says.

"I expect all employees to be treated with dignity and respect. Sexual harassment demeans the individual, and it demeans the FAA. It cannot be tolerated. It must stop!"

Harris said that after he and other top managers attended a sexual harassment workshop in December, he was "shocked and appalled" at what he heard.

As a first step, Harris said, large air traffic facilities and top regional management are slated for "some serious awareness training."

He said the FAA has a new, strong policy statement against sexual harassment, and it will continue emphasizing training in cultural diversity "to confront our biases head-on and to make clear to all of us the consequences of our behavior, whether it is intended or unintended." ✲

Off Duty . . .
and in Person

Spousal Support

In a letter to *FAA World,* Jeanne Rives of Peachtree City, Georgia, sends this idea.

"After reading the articles on the two men with different talents that they used after work hours, I think you should do an article on my husband," she writes.

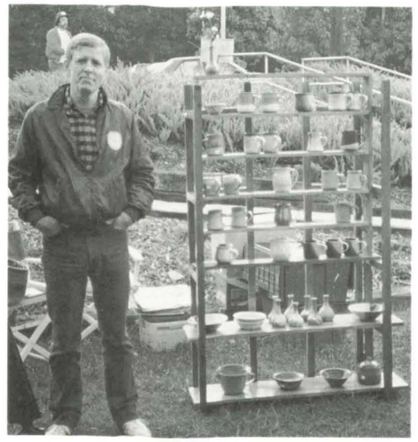
During working hours, Wayne Rives is manager of the NADIN Airway Facilities Sector Field Office in Hampton, Georgia.

Much of his free time, however, is spent in crafting hand-thrown stoneware. Wayne, who has been a potter for only about five years, quickly became adept at working with clay. Part-time over the past two years, he has taught the art form to others at the City of Atlanta Art Center in Chastain Park.

He has also won awards at local arts-and-crafts shows, which he attends several times a year.

FAAer Rives creates functional items like coffee mugs, bowls, and batter bowls, as well as decorative, one-of-a-kind objects—a paper-thin snake, for instance; African violets, all individualized; and a bird feeder.

"His work is really neat," Jeanne reports. ✲



Wayne Rives shows some of the stoneware he has created.

Rives is manager, NADIN Airway Facilities Sector Field Office, Hampton, Georgia.

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

The FAA has a world-class competitor and champion in its ranks, writes Sallie Rosenthal of Omaha, Nebraska, in a letter to *FAA World.*

Husband Brad Rosenthal is an area supervisor at Omaha tower.

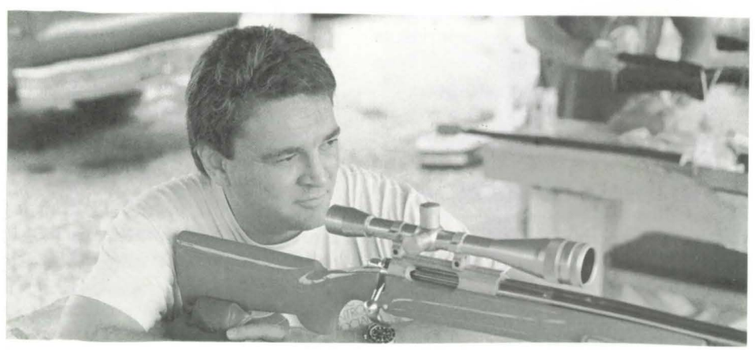
He is also a competitor in the sport of benchrest rifle shooting.

A holder of several world records, Brad has won local, regional, and national championships in the sport. He was a member of the 1991 U.S. team at the World Benchrest Championships in Frejus, France, which won a gold medal in "All Gun." He was also high medal winner for the competition, collecting three gold, two silver, and one bronze.

Sallie describes benchrest rifle shooting as "a sport, competition, and scientific research combined into one." Brad, who creates and builds his rifles and equipment and does ballistic research on the findings, is one of the competitors who "develop and prove the technology used by the defense industry, the arms manufacturers, and the U.S. Olympic shooting team," she says.

Sallie compares benchrest to formula 1 auto racing. She dubs it "high tech, fast paced, and contested in some of the world's most exotic locations."

Performance in benchrest rifle shooting "is measured in .0001 inches," she adds, "and this is often the difference between winning and losing." ✲



Brad Rosenthal demonstrates some of the equipment used in the sport of benchrest rifle shooting.

Rosenthal is an area supervisor at Omaha tower.

Accessible Answers

Drug Policy Information Available by Phone, Computer Modem

Callers who access the new Anti-Drug Information Center literally have at their fingertips the Department of Transportation's entire information network on drug regulations. They have immediate access to information on drug testing policy and regulations covering transportation workers from a phone or a computer modem.

By dialing 1-800-CAL-DRUG, a caller can communicate with a computer-generated voice program that provides short descriptions of drug testing programs for each mode of transportation and answers to the most frequently asked questions about the regulations. On this number, callers can request copies of documents by facsimile and receive them in minutes. For facsimile service, a small fee can be charged to the user's credit card account.

Those who wish to access the system by computer modem should call 1-800-225-3804. The caller can then punch up documents on a computer screen, request immediate transmission of the documents via fax, and download information to a computer.

Information available from the new system, which is operated around-the-clock by the Transportation Safety Institute in Oklahoma City, includes:

- DOT drug-related regulations, with section-by-section guidance and interpretations, policy, and enforcement practices and cross referencing to related regulations.
- Guidance on which agency rules are applicable to the user's operations.
- Availability of training opportunities.
- A list of certified and decertified drug testing laboratories from the National Institute of Drug Abuse, Department of Health and Human Services.

Using voice mail, callers can make comments or leave questions, which will be answered by the appropriate DOT agency.

Some four million transportation workers in safety and security-related jobs are affected by DOT's drug testing regulations, which became effective in late 1989.

Those covered by the DOT rules include pilots, flight engineers, and aviation mechanics. ✲

Dr. Frederica Dunn

By Frederica Dunn

Planning for the Year 2000

The FAA's major, multibillion dollar program to modernize the nation's air traffic control system is moving aviation toward higher levels of automation, and the revamping is expected to change much of the work of those employed in the field—controllers and pilots included. We are preparing for satellite-based navigation, surveillance, communication systems, and eventually the possible evolution of air traffic control away from a ground-based system to one centered within the aircraft itself.

Survey statistics

This expensive new technology needs to be operated by capable, trained personnel, so more people with the skills to work well in a technological environment will be needed in the work force.

Unfortunately, such people are in short supply. In the recent "Work Force 2000 Survey," 42 percent of employers report a skills gap, and the survey projects by the year 2000 demand for college graduates will far exceed those available. Thirty-three percent of all new jobs will require a college education, but the number of college-age individuals will have decreased by 25 percent.

Changing workplace

Training technology will be very different in the year 2000 and will be key to keeping workers productive in a rapidly changing environment. It will encompass a culturally diverse work force, one that is anticipated to be 44 percent women and 46 percent minorities. Because of rapid technological change, it will be geared to employees' attainment of flexibility, adaptation, and a set of competencies, not to a particular job. A shift will be seen from job specifics to individual diagnosis and development.

Maximize potential

Rapid change in the workplace also means employees will require retraining every four to five years and those born after 1958 will probably change occupations four times in their working lives. Some good news for employees is that organizations will have to maximize employees' potentials and find ways to use their skills most effectively. The work force pool will be too small to seek replacement personnel with new skills.

With the year 2000 fast approaching, it's time for us to think about training as more of a strategic weapon than a tactical tool. This broader concept must focus on preparing employees with clusters of competencies instead of for performing limited job duties. ✲

Dr. Dunn works in AHT-200, Regulations and Standards Training Program Division, Office of Training and Higher Education. She is the program manager for security training.

from page 1

A federal security manager works out of Dulles Airport.

national concern for rapid resolution.

"FSMs now provide the FAA with new capabilities to serve the needs of the aviation community with fairness and consistency," Steele said.

Focus on 'vulnerability'

The FSM program had to "hit the ground running" because of the major rulemaking and reporting mandates FAA acquired under the 1990 security improvement act.

As one of their initial tasks, the new federal security managers joined forces with experts from the Federal Bureau of Investigation to examine all facets of each category X airport and assess its vulnerability. By mid-December last year, these airports had been scrutinized for weaknesses in their physical plant, law enforcement support, and training of contract security services. FSMs also looked at the overall

industry, FBI, U.S. Customs Service, and Office of the Secretary of Transportation.

By law

Ushered in by an unprecedented legislative mandate, the FAA inaugurated its Federal Security Manager Program last October 1. Legislation establishing the program—the Aviation Security Improvement Act of 1990—put new emphasis on the agency's civil aviation security program. It also called for elevating FAA's aviation security organization and created several new positions in security management.

Added to the organization was an Assistant Administrator for Civil Aviation Security, O. K. Steele, who has oversight of FSMs and their foreign-based counterparts. Also, an Office of Intelligence and Security was created in the Office of the Secretary.

New capabilities

"FSMs can use their field positions to raise issues and recommendations to the agency's senior management," General Steele says of FAA's beefed up security operations. Targeting additional capabilities that FSMs bring, he says they:

- Give FAA's field organization a consistent voice and shorten the time it takes to get information back to Headquarters.
- Represent regional security division managers and the Assistant Administrator's office on matters of aviation security at the nation's most complex airports.
- Identify and elevate issues of effectiveness of the civil aviation security program.

Los Angeles International is a category X airport.

Rulemaking charge

At the same time, FSMs were collectively reviewing and approving airport security plans that affected thousands of airline and airport employees. The recent aviation security improvement act had charged FAA with rulemaking that affected airport security coordinators and display of airport security identification. FSMs were its implementors at category X airports.

In the works

Another major rulemaking, this on the requirement for criminal history checks for all airport workers in the security identification display area, is expected to involve federal security managers' expertise. Also on tap is the development of an FAA security emergency response plan and the creation of a comprehensive security plan for each category X airport.

"FSMs have been reviewing each of the statutory mandates to make sure that we are fully complying with the law," says Frederick Falcone, manager of the FSM Branch, ACO-220. Falcone cautions that new initiatives and the work of the FSMs, in general, must move forward in concert with resources and anticipated policy choices.

The program's success, he believes, is linked to effective communications and the establishment of a true partnership between federal security managers and others in the security organization.

Complex structure

Charlotte Bryan, manager, Airport/Air Carrier Liaison Division, ACO-200, says, "As a new member of the FAA security family, the FSM Program will be working within a structure where regional security divisions also have a major stake in what happens at each category X airport.

"This partnership and the relationships between field and Headquarters will be better defined as we move this program along," she adds. "The personnel who were selected as FSMs and the existing field organization will be working cooperatively and effectively to promote the security of domestic air travel." ✲

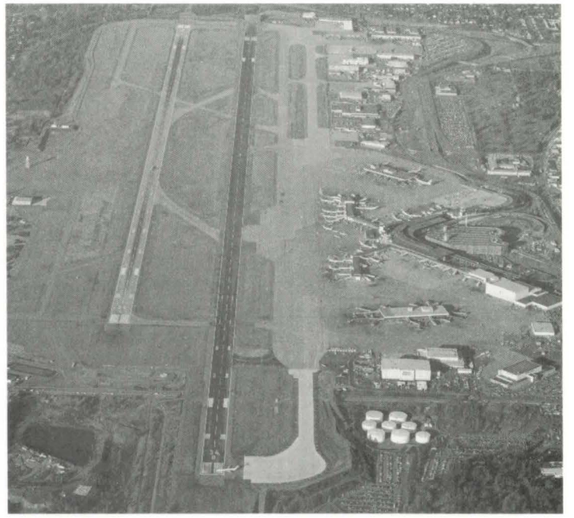


Photo courtesy of the Port of Seattle

Seattle-Tacoma is another airport served by a federal security manager.

Meet FAA's federal security managers:

Robert Cook, *San Juan*
William Fink, *Washington, DC Dulles Airport*
Scott Foulger, *Denver*
Michael Fufidio, *Miami*
Paul Gray, *Los Angeles*
Willie Gripper, *Dallas*
Sandra Hansen, *Baltimore*
Richard Hovel, *Seattle*
Stephen Luongo, *Boston*
John Mensing, *Houston*
Walter Meyer, *New York*
Zenobia Oue, *Honolulu*
Lawrence Peer, *Washington, DC National Airport*
Dennis Reading, *Detroit*
Sam Renfrew, *St. Louis*
Elizabeth Shockley, *Atlanta*
Donald Slechta, *Chicago*
George Teebay, *San Francisco*

Federal security managers are pictured with civil aviation security and other FAA officials.
First row, from left: Lynne Osmus, director, Civil Aviation Security Operations; William Fink; Dennis Reading; acting FAA Administrator Barry Harris; O. K. Steele, Assistant Administrator for Civil Aviation Security; Stephen Luongo; Michael Fufidio; Charlotte Bryan, manager, Airport/Air Carrier Liaison Division; and Walter Meyer.
Second row: Robert Cook; Lawrence Peer; Donald Slechta; Sandra Hansen; George Teebay; Zenobia Oue; Willie Gripper; Elizabeth Shockley; and Robert Blunk, deputy director, Civil Aviation Security Operations.
Back row: Richard Hovel, Sam Renfrew, Paul Gray, John Mensing, and Scott Foulger.

The Rise and Fall of Pan Am

By Theresa Kraus

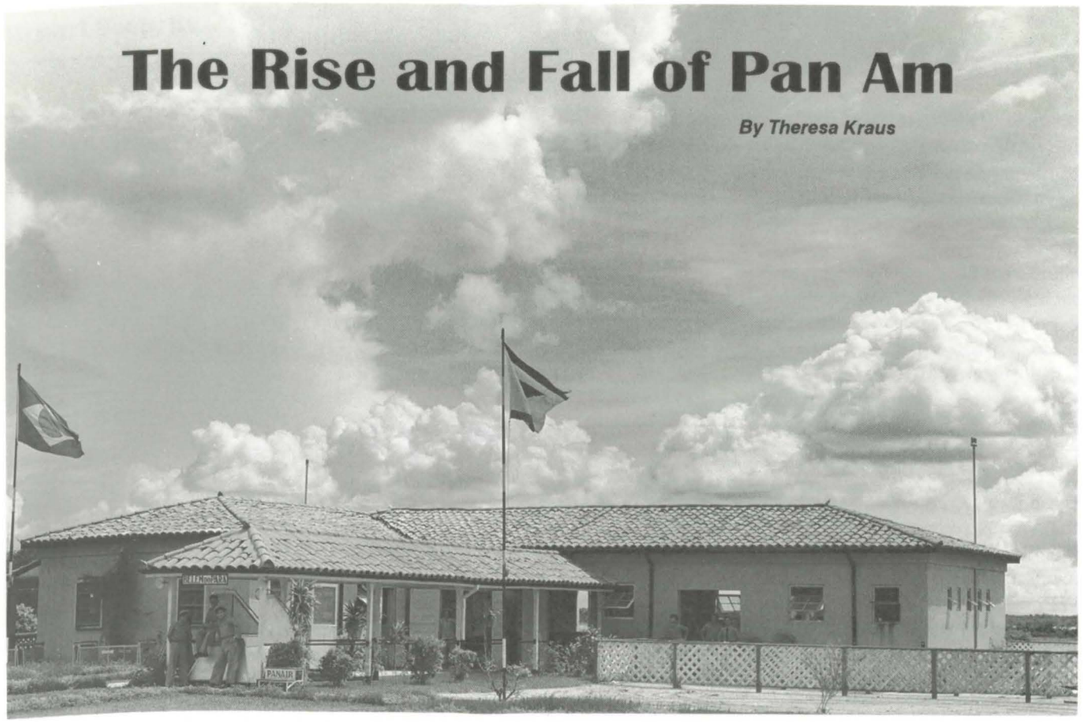


Photo courtesy of the Department of the Air Force

April 1943: Pan American Airways offices at Val de Cans Field, Belém, Brazil.

On December 4, 1991, Pan American World Airways ceased operations after 64 years. Initially established to carry mail between Miami and Cuba, and once the largest international airline in the United States, Pan Am's demise came after decades of deterioration.

As journalist Lawrence Kaufman recently noted, "once considered the premier airline in the world, Pan Am in decline is a microcosm of airline history of the last four decades."

Birth of a giant

Founded in 1927, Pan American Airways epitomized the glamour and romance of the early days of aviation. As the airline matured and developed over the years, its easily recognized Clipper planes and trademark sky-blue globes symbolized a growing U.S. airline industry. At the helm of this enterprise sat Juan Terry Trippe. Intrigued by airplanes and their commercial possibilities, Trippe made Pan American "his toy and his obsession."

The son of an investment banker, a graduate of Yale, and a World War I Navy aviator, he had the contacts and drive to prosper in the airline business. Aloof, secretive, and often unwilling to delegate authority to underlings, he almost single-handedly ran the company from shortly after his takeover until his retirement in 1968.

With a vision of how he wanted his fledgling airline to develop and with sufficient capital from backers such as Cornelius Vanderbilt Whitney and W. Averill Harriman, the enterprising young aviator quickly created a vast empire.

International scope

Trippe early saw the competitive advantages in creating an international airline. When he entered the airline business, competition for domestic routes was high, but few companies at the time seemed interested in obtaining foreign air carrier rights. Trippe wanted to encompass the Caribbean, and in 1928 began his conquest by merging his Aviation Corporation of America with Pan American Airways, which had received a 1927 Post Office contract to carry mail on the Key West-Havana route.

The fledgling Pan American Airways soon became the key beneficiary of the new Foreign Air Mail Act of 1928, receiving all seven of the routes for which the Post Office initially invited bids.

With these routes in hand, the aggressive Trippe began his conquest of Latin America. He often personally negotiated with Latin presidents for exclusive landing rights in their countries, and systematically eliminated the competition, creating a virtual air transportation monopoly in the Western Hemisphere.

In consolidating his hold over those routes, Trippe bought West Indian Aerial Express, Peruvian Airways, Chilean Airways, Compagnia Mexicana de Aviacion; New York, Rio, and Buenos Aires Line (NYRBA), created with W. R. Grace and Co.; Pan American-Grace Airways (Panagra); and became the major stockholder of SCADTA. These mergers and acquisitions not only provided Pan Am with valuable routes and landing rights, but also increased the company's fleet of airplanes.

From Pacific to Atlantic

Juan Trippe not only built the country's largest international airline, but during the first few decades after incorporation, helped revolutionize the airline business.

In 1931 Pan Am put into service the Sikorsky S-40, the largest civil aircraft at that time. Later during the decade, the company put into operation larger, four-engine, transoceanic flying boats, the Martin M-130 and the Sikorsky S-42A and S-42B, designed specially for the airline.

Using its new "Clipper" fleet, in 1936 Pan Am inaugurated the first regularly scheduled transpacific passenger service, flying from San Francisco to Manila. The following year the airline made the first commercial flight across the Pacific from San Francisco to Hong Kong. Transatlantic service followed in 1939, when Pan Am began the world's first regularly scheduled transatlantic passenger service using heavier-than-air craft.

In addition, it became the first U.S. operator to make regular use of instrument flying, began development of a loop-type direction finder for onboard use, and patented its version of the long-range, high-frequency Adcock radio equipment, first used by Britain in World War I.

An airline goes to war

By the 1930s Pan Am had a virtual monopoly on U.S. international air service, and because of that extended route and base system the government looked to the airline to aid in its war preparedness programs. In the late 1930s the State, War, and Navy Departments, as well as the Civil Aeronautics Authority, evolved a plan to obtain the peacetime use of Latin American air facilities. Those agencies agreed that in case of war the United States needed bases for the movement of military and naval aircraft between the United States and the other Western Hemisphere nations to Africa and the Mideast.

Since neither the United States nor any of the Latin American countries had yet entered the European war, President Roosevelt asked Trippe to negotiate for and then construct the necessary bases. The airline could obtain permission from the countries involved to improve and build bases without diplomatic negotiation because of Trippe's personal relationships with the Latin American governments and because of the airline's economic clout in the region.

Trippe agreed to undertake the project, and in November 1940 officials of Pan American Airports Corporation, a subsidiary of the airline, signed a secret contract with the U.S. government for the construction of a number of airfields in the Caribbean and South Atlantic. By the end of the war, Pan Am had built and maintained 59 airbases in 15 countries, opening 9,500 miles of strategic airlanes for the high-speed transports and bombers of the U.S. Army and Navy.

In addition to its Airport Development Program, Pan American Airways also provided invaluable ferry service for the War Department. In August 1941 Roosevelt announced that Pan Am would operate such a service for the government, flying American military aircraft to the Royal Air Force in the Middle East.

The following month, at Roosevelt's direction, the Civil Aeronautics Authority issued a temporary certificate of authority to Pan Am to operate a similar ferry service for the War Department between the United States and Africa, via its Latin American airfields. In addition, during the war, Pan Am Clippers shuttled passengers, mail, and war materials throughout the Pacific. The war proved exceptionally profitable for the airline, providing capital for further expansion and development.

Pan American Airways Boeing 314 Clipper at the New York Marine Air Terminal in 1940.

Continued growth

Pan American Airways entered a boom period in the 1950s with a new official name, Pan American World Airways, to signify its growing worldwide service. In 1955 it placed the first order for U.S. jet airliners, ordering both the Boeing 707 and the DC-8. In October 1959 Pan Am inaugurated near round-the-world jet service using intercontinental versions of the Boeing 707. The 1950s also witnessed the airline's development of improved navigation equipment. In 1950, for example, the corporation completed installing its round-the-world radiotelephone communications system, a long-term project for conversion from code to voice that involved 19,687 miles of voice radio link and 32 high-frequency ground stations.

During the 1960s the once two-plane company continued to make financial gains. Marking the height of its success, Pan Am opened its new corporate headquarters in New York City in 1963. Throughout this decade, the company continued its tradition of pioneering advances. The airline installed inertial navigation systems on most of its jet aircraft to provide increased accuracy in navigation over oceans. Trippe also purchased the country's first fleet of the new large wide-body subsonic jet aircraft, the Boeing 747. To complete its international route system, Pan Am added Moscow and Prague, Czechoslovakia, to its scheduled flights. This decade proved to be the last really profitable period for the airline.

Gradual decline

Many observers believe that the beginning of Pan Am's gradual decline coincided with Juan Trippe's retirement in 1968. Since he had groomed no strong successor, the company experienced a series of poor management decisions.

Whether or not Trippe's retirement adversely affected the company, the airline began to flounder in the early 1970s for a variety of reasons. In the wake of the Yom Kippur War and the subsequent Arab oil embargo, higher fuel prices skyrocketed operational costs. At the same time, the global economy's weakening caused a slump in international air travel.

To compound the airline's problems, the high-profile Pan Am seemed to be a favorite target of hijackers and terrorist threats. Passengers began opting for the relative security of the other airlines.

The 1978 airline deregulation further increased Pan Am's problems as other U.S. airlines quickly challenged its international franchise. In an attempt to build a domestic service, it merged with National Airlines in 1980, but the high acquisition price financially hobbled the airline.

Gradually Pan Am began liquidating its assets in an attempt to raise capital, selling its headquarters building in Manhattan in 1981; its profitable Intercontinental Hotels chain in 1982; and its Pacific Divisions and routes in 1985. The 1988 bombing of flight 103 over Lockerbie, Scotland, further crippled the airline as passengers flocked to other carriers. In 1990 the airline sold most of its London routes and other assets to United Airlines and its Inter-German service to Lufthansa.

Despite these revenue enhancement attempts, Pan Am proved unable to meet its operating costs and service its growing debt. It filed for chapter 11 bankruptcy protection early in 1991.

A tentative deal with Delta Airlines, which would have made Delta a 45 percent owner of a new, smaller Pan Am which concentrated on Latin America, fell through. Without a merge partner, the airline ceased operations that December.

As newswriter David Field recently noticed, Pan Am was "a victim of management mistakes, a turbulent world economy and U.S. airline deregulation favoring carriers with strong domestic route systems."

Once America's largest international carrier, Pan Am collapsed after over six decades of operations and aviation innovation. ✲

Dr. Kraus is a member of the FAA's history staff.

Mamie Eisenhower christens Pan Am's Boeing 707 "Jet Clipper America" in Washington, DC, October 16, 1958.

Stamp of Approval

Harris Corporation Awarded for Work on FAA Programs

"Quality is not a token word. It is a persistent state of mind," said FAA's acting Administrator at the presentation of the agency's "Quality Control Certificate" to Harris Corporation executives.

The company met the agency's quality control requirements for the Voice Switching and Control System (VSCS) and National Aerospace Data Interchange Network (NADIN II).

From the left are Phil Henderson, Dr. Allen Henry, FAA's acting Administrator Barry Harris, Phil Farmer, and Dave Halley.

The contractor for FAA's Voice Switching and Control System (VSCS) and the National Aerospace Data Interchange Network (NADIN II) was lauded recently for its commitment to quality.

Harris Corporation of Melbourne, Florida, received the agency's "Quality Control Certificate" for its work on the two programs.

VSCS and NADIN II are integral parts of FAA's National Airspace System/Capital Investment Plan—NAS/CIP—which is modernizing the nation's air traffic control system.

VSCS provides air-to-ground and ground-to-ground voice communications between pilots and controllers at en route centers. NADIN II transfers air traffic control information among FAA facilities and designated locations.

FAA's Quality Control System Certification Program highlights contractor-developed quality control and procedures to prevent and detect system deficiencies throughout the development process, from design to installation.

To be eligible for a quality certificate, contractors must submit a quality control system plan, which is subject to stringent FAA evaluations. Their post-award responsibilities include assigning "quality reliability officers" who continuously evaluate, audit, and monitor processes, equipment, and services, assuring they meet contract requirements.

Quality reliability officers in the Office of Acquisition Support are also responsible for in-plant acceptance of systems, equipment, and materials and for getting requirements to the field.

In addition, the officers assure that FAA field representatives know about the contractor's quality system requirements at site installations. ✲

Showcasing History

Cleveland Center Visited by General Davis, Aviation Notables

By Mark Mausser

Employees at the Cleveland Air Route Traffic Control Center were so happy with this year's Black History Month celebration, they sent pictures and an article about its impact to FAA World *for publication.*

From left are Clifford Armstrong, assistant manager, Cleveland center; General Benjamin O. Davis, Jr.; and Thomas Howell, center manager.

Cleveland ARTCC's Black History Committee planned and worked long and hard to set up this year's programs for FAAers and the community. During the three days of events, it gave center employees and local middle and high school students a chance to meet a variety of inspirational black role models.

A highlight was a visit by aviator Benjamin O. Davis, Jr., the U.S. Air Force's first black general. Davis, who recently published his autobiography, graduated from West Point, in 1941 became the first Tuskegee airman, and retired from the military as a three-star general.

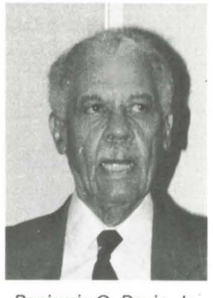
Center retiree William Johnston is a former Tuskegee airman.

"The contributions of Tuskegee Institute to the United States of America became what is probably one of the best things I've been associated with," Davis said.

"It was the time when people in the United States held blacks in very low esteem, yet these men were the pilots who escorted our bomber crews all over the world without ever losing one to hostile enemy fighter planes," he told the overflow crowd of some 200. Six of his colleagues from Tuskegee's pilot program were present.

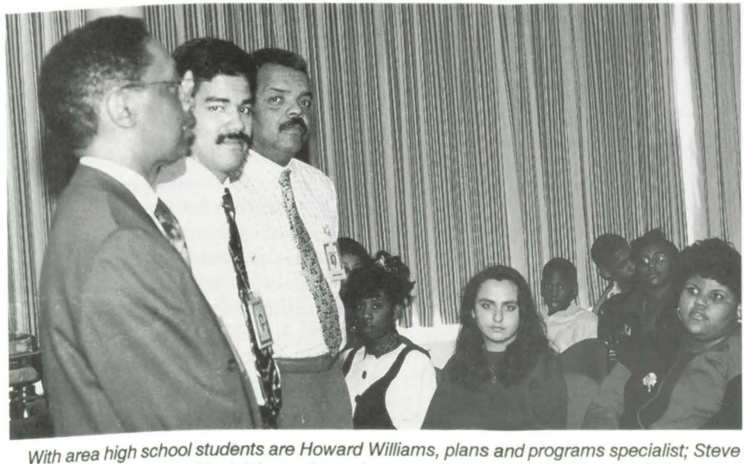
Davis believes the "march against racism has slowed."

"I hope when you reach my age you will have brought the United States far beyond where we are today," Davis, now 80, told the 50-plus students attending.



Benjamin O. Davis, Jr.

Other speakers at the programs included Municipal Court Judge John Howard; Dr. Wilbert Nichols, professor of history, Cleveland State University and Cuyahoga Community College; and center retiree William Johnston, a former Tuskegee airman. ✲



With area high school students are Howard Williams, plans and programs specialist; Steve Williams, controller and Black History Committee member; and John Brice, controller

The author is **Mark Mausser,** center EEO specialist. Photographs are by **James Ervin,** specialist, System Requirement Service Associates.

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 at the first supervisory level and to division manager in offices are published.

Aeronautical Center

David L. Carlson, supervisory airspace system inspection flight instructor, Flight Inspection & Procedures Section, Regulatory Standards & Compliance Branch, FAA Academy ... **James R. Huntington,** academy 3R instructor, Flight Inspection & Procedures Section, Regulatory Standards & Compliance Branch, FAA Academy, promotion made permanent ... **John E. Lawrence,** manager, Battle Creek, MI, Flight Inspection Field Office, promotion made permanent ... **Randell P. Smith,** supervisor, Automation Systems Section, Data Analysis Branch, Flight Procedures & Inspection Div., promotion made permanent ... **Danna D. Wolf,** unit supervisor, Electronic Production Section, Engineering & Production Branch, FAA Logistics Center.

Alaskan Region

Chandler D. Carter, unit supervisor, Operations Section, Anchorage Flight Standards District Office ... **Herbert W. Hinman,** asst. manager, Juneau AFSS ... **Edward J. Smith,** asst. manager, Anchorage ARTCC, from Boston ARTCC, Nashua, NH.

Central Region

Lloyd W. Adams, supervisor, Employee Relations Staff, Airway Facilities Div. ... **Christopher R. Blum,** manager, Olathe, KS, ARTCC, from regional headquarters ... **Terry L. Dobson,** asst. manager, plans & procedures, Kansas City International ATCT, from Sioux City, IA, ATCT ... **John C. Harkins,** area supervisor, Wichita, KS, ATCT, from Miami International ATCT ... **Glenn E. Helm,** supervisor, Kansas/Nebraska Section, Safety & Standards Branch, Airports Div., promotion made permanent ... **John W. Humphreys,** manager, Financial & Cost Accounting Branch, Accounting Div. ... **Douglas M. Perkins,** area supervisor, Kansas City International ATCT, from Wichita, KS, ATCT ... **Jeffrey L. Poole,** manager, Cape Girardeau, MO, AFSFO, St. Louis AFS, promotion made permanent ... **Gale A. Shelton, Jr.,** area supervisor, Olathe, KS, ARTCC, promotion made permanent ... **Keith E. Sublett,** area supervisor, Wichita, KS, ATCT, promotion made permanent ... **Ralph E. White,** area supervisor, Sioux City, IA, ATCT, from Waterloo, IA, ATCT.

Eastern Region

William R. Burns, area supervisor, Buffalo ATCT, from Kennedy ATCT ... **David J. Cohen,** area supervisor, New York TRACON, Garden City, NY, promotion made permanent ... **Raymond B. Connors,** unit supervisor, Washington ARTCC AFS, Leesburg, VA ... **Aitcheson H. DeGraw,** manager, System Capacity Branch, Airports Div., promotion made permanent ... **Nadine A. Farrell,** area supervisor, New York TRACON, Garden City, from Kennedy ATCT ... **Robert J. Franz,** unit supervisor, Washington ARTCC AFS ... **Anthony J. Lucernoni,** unit supervisor, Washington ARTCC AFS ... **Loretta J. Martin,** area manager, New York TRACON, Garden City, from Washington Headquarters ... **Kevin J. O'Donnell,** group supervisor, New York FSDO, Valley Stream, promotion made permanent ... **Thomas G. Simko,** asst. manager for technical support, Pittsburgh AFS.

Great Lakes Region

Charles E. Allaman, manager, Janesville, WI, ATCT, from Springfield, IL, ATCT ... **Richard D. Ames,** area supervisor, Terre Haute, IN, ATCT, from Lunken ATCT, Cincinnati, OH ... **Janis L. Benell,** area supervisor, St. Paul ATCT, from Grand Forks, ND, ATCT ... **Richard A. Birnbach,** asst. manager, Flight Standards Div., from Washington Headquarters ... **Jeffrey A. Braley,** asst. manager, operations, General Mitchell Field ATCT, Milwaukee, WI ... **Byron B. Bromley,** area supervisor, Cleveland ARTCC, Oberlin, OH ... **William H. Carpenter,** area supervisor, Cleveland ARTCC, Oberlin, OH ... **Michael A. Debb,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent ... **Kevin A. Delaney,** area supervisor, Lunken ATCT, Cincinnati, from Hebron, KY, ATCT ... **Jon P. Fieweger,** asst. manager, General Mitchell Field ATCT, Milwaukee, WI, from Fort Wayne, IN, ATCT ... **Frederick E. Gilbert,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent ... **Mark D. Hvezda,** unit supervisor, Minnesota AFS, Apple Valley, MN, from Minneapolis ... **Thomas E. Ilika,** unit supervisor, Minnesota AFS, Minneapolis ... **Carlton L. Knapp,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent ... **Gary W. Knapp,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent ... **Joseph R. Lawrence,** environmental support engineering technician (supervisory engineering technician), Milwaukee, Wisconsin AFS, Green Bay ... **John C. Leedom,** area supervisor, Cleveland ARTCC, Oberlin ... **Edward G. McKinley,** area manager, Minneapolis ARTCC ... **Wayne N. Meier,** asst. manager for technical support, Farmington, MN, AFS, from Minnesota AFS, Minneapolis ... **Larry S. Minor,** area supervisor, Port Columbus International ATCT, from Ohio State University ATCT, Columbus ... **Kenneth E. Perez,** AF watch supervisor, Ohio AFS, Cleveland, promotion made permanent ... **Jeffrey L. Peterson,** area supervisor, Grand Forks, ND, AFSS ... **Steven J. Reutepohler,** area supervisor, Cleveland ARTCC ... **John J. Schoeller,** area supervisor, Minneapolis ARTCC, Farmington ... **James Shadduck,** area supervisor, Wold Chamberlain ATCT, Minneapolis ... **William P. Smar,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent ... **Sharon K. Vala,** unit supervisor, Employee Relations Staff, Airway Facilities Div. ... **Lightel L. Whitaker,**

asst. manager, programs, Indianapolis ATCT ... **Barry W. Whitehouse,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent.

New England Region

Steven L. Anderson, area supervisor, Boston TRACON, from Cape TRACON, Otis Air Force Base, Falmouth, MA ... **Robert J. Campbell,** area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent ... **Alan J. Costa,** manager, Nantucket ATCT ... **Peter M. Goodwin,** manager, Bridgeport, CT, ATCT ... **Michael G. Hilliard,** area supervisor, Boston ATCT ... **Joseph A. Wozniak,** systems engineer, Nashua, NH, AFS.

Northwest Mountain Region

Walter L. Alexander, unit supervisor, Salt Lake City Flight Inspection District Office ... **Ali Bahrami,** section supervisor, Los Angeles Aircraft Certification Office, Transport Airplane Directorate, Long Beach, CA, promotion made permanent ... **Richard L. Carpenter,** unit supervisor, NAS Coordination Staff, NAS Coordination Branch, Airway Facilities Div. ... **Gerald M. Davis,** area supervisor, Eugene, OR, ATCT, promotion made permanent ... **Gaetano A. Girone,** team supervisor, Seattle Civil Aviation Security Field Office, Renton, promotion made permanent ... **Barbara L. Hayes,** asst. manager for automation, Seattle AFSS FSDPS, Auburn, promotion made permanent ... **Amanda Stott Iversen,** area supervisor, Salt Lake City ATCT ... **Michael L. Kelly,** unit supervisor, Seattle FSDO, promotion made permanent ... **Steven W. Kimsey,** area supervisor, Eugene, OR, ATCT, promotion made permanent ... **Frederick H. Monteil,** unit supervisor, Longmont, CO, ARTCC AFS, from Seattle (HUB) AFS ... **Michael L. Moss,** asst. manager, plans & procedures, Denver ATCT ... **Lori L. Scharf,** area supervisor, Salt Lake City ARTCC, promotion made permanent ... **Robert L. Wheeler,** area manager, Denver ATCT ... **Gerald E. Whitsett,** area supervisor, Seattle-Tacoma ATCT, from Boeing Tower, Seattle.

Southern Region

Andrew J. Bungo, area supervisor, Pompano Beach, FL, ATCT, from West Palm Beach ATCT ... **John M. Dunbar,** manager, Maintenance Branch, Flight Standards Div. ... **Moses Eshkenazi,** area supervisor, Miami ATCT, from Washington Headquarters ... **Joselin Garcia,** area manager, Miami ARTCC, from Miami ATCT ... **Raymond R. Johnson,** asst. manager for training, Miami ARTCC ... **Diana Maria Rivera,** area manager, San Juan CERAP, promotion made permanent ... **Henry M. Shelnutt,** supervisor, Facilities & Equipment Section, Resource & Planning Branch, Airway Facilities Div. ... **Lloyd C. Tillman,** area supervisor, Jackson, MS, ATCT, promotion made permanent ... **Walter O. Tylicki,** area supervisor, Miami AIFSS, promotion made permanent ... **Almer C. Ward, Jr.,** unit supervisor, Wilmington, NC, AFSFO, Raleigh AFS.

Southwest Region

Kenneth L. Baker, asst. manager, programs, Lubbock, TX, ATCT ... **Diane M. Barth,** unit supervisor, Albuquerque ARTCC AFS, promotion made permanent ... **Daniel Davila,** unit supervisor, San Antonio AFS ... **John A. Dobelman,** supervisor, Terminal Program Section, Resources & Planning Branch, Airway Facilities Div. ... **Rickey L. Endsley,** area supervisor, Lubbock, TX, ATCT ... **Robert R. Ferguson,** area supervisor, Redbird ATCT, Dallas, from Dallas-Ft. Worth TRACON ... **Euell W. Forbus,** area manager, Jonesboro, AR, AFSS, from Wichita, KS, AFSS ... **David E. Forrest,** supervisor, Air/Ground Security Section—Enhanced, Air Security Branch, Civil Aviation Security Div. ... **Victor R. Harp,** unit supervisor, Albuquerque AFS, Farmington, NM, from Amarillo, TX ... **Raymond Morantes,** team supervisor, San Antonio FSDO ... **Roger S. Myers,** supervisory public affairs specialist, Public Affairs Office, Office of Regional Administrator ... **Michael R. Thompson,** manager, Austin, TX, RAPCON, from Alaskan Region Headquarters.

Technical Center

Luan P. Jones, manager, Systems Engineering Branch, National Automation Engineering Field Support Div.

Washington Headquarters

Robert M. Barton, manager, Operations Branch, General Aviation & Commercial Div., Flight Standards Service, promotion made permanent ... **Loretta R. Flanders,** manager, Air Traffic Training Program Div., Office of Training & Higher Education ... **Charles H. Hall,** manager, Air Traffic Control System Command Center, Office of Air Traffic System Management ... **Michael J. Kruger,** manager, Airway Facilities Training Program Div., Office of Training & Higher Education ... **Marlene G. Livack,** manager, Technical Standards Branch, Field Programs Div., Flight Standards Service ... **Lorraine S. Nealis,** asst. program manager, Airspace & CARF Branch, Military Operations Div., Office of Air Traffic System Management ... **Arturo Politano,** operations specialist, System Analysis Div., Operations Research Service ... **Richard M. Rice,** staff chief, Strategic Plan, Policy & Budget Staff, Office of Training & Higher Education ... **Debra T. Timmerman,** manager, Coordination & Tracking Branch, Quality Assurance Div., Office of Air Traffic System Effectiveness ... **Charles C. Trowbridge,** supervisor Telecommunications Center, Office of the Deputy Administrator.

Western-Pacific Region

Norman G. Beria, unit supervisor, Southern California TRACON AFS, from regional headquarters ... **Stanley J. Dyer,** area supervisor, Palomar ATCT, Carlsbad, CA, from Oakland TRACON ... **Mark K. Gallagher,** area supervisor, Monterey, CA, ATCT, from Los Angeles ARTCC, Palmdale ... **Arthur Grueneberger,** asst. manager, plans & programs, McClellan Air Force Base TRACON ... **Stephen J. Lloyd,** area supervisor, Oakland ARTCC, Fremont, CA, promotion made permanent ... **Bernie R. Padget,** environmental support unit supervisor, Flagstaff, AZ, AFSFO, Phoenix AFS ... **James A. Shingledecker,** area supervisor, Stockton, CA, FSS, from Fresno FSS ... **Reed B. Sladen,** area manager, Oakland ARTCC, Fremont, CA ... **Larry E. Stewart,** unit supervisor, Long Beach, CA, FSDO, from regional headquarters ... **Frank B. Wilcoxen,** asst. manager, plans & programs, Oakland ARTCC, Fremont, CA.

Retirees

Aeronautical Center

John F. Adams
William J. Beyer
J. W. Byrd
Donald J. Devlin
Earl R. McKinney
Ellis M. States

Alaskan Region

Harry K. Higdon

Central Region

Raymond V. Boice
John R. Coulter
Michael J. Roche

Great Lakes Region

Lowell A. Jones
Leonard C. Klungle
Virgil A. McElwaine
Martin T. Mendel
Sammy M. Negron
James E. Thompson
Glenn L. Weibel

New England Region

Carole E. Lovejoy

Northwest Mountain Region

A. Lynn Alexander
Barton L. Cox
George M. Dirgo
Clifford Mattos
Jack T. Meligan
Leo Roeske

Southern Region

Jackie R. Alphin
Marion J. Anderson
Ralph J. Clanton
George E. Crotts
Gerald C. Guill
Delores M. Hartley
Edward F. Hoppe
Hoy B. Huff
Burnie G. Hughes
Earnest Joyce
William G. Palmer
Jack L. Rucker
Collier H. Sanders
Bobby G. Skyrme

Southwest Region

James M. Barnard
John R. Goodwin
Jimmie S. Honaker
James C. Meyers
Anthony Ziegler

Technical Center

Charles E. Baxter

Washington Headquarters

Irene F. Nowotny

Western-Pacific Region

Cecil A. Bowers
William L. Mayfield

Recently Published . . .

Houston joins five other metropolitan areas that have helicopter route charts: Baltimore-Washington, Boston, Chicago, Los Angeles, and New York. Charts, which are all at a scale of 1:125,000, familiarize pilots with essential information necessary for a safe flight.

The three-color ***Houston Helicopter Route Chart*** depicts current aeronautical information for the Houston metropolitan area and southeast to Galveston and the Galveston Bay area. Featured are helicopter routes, various classes of heliports, frequencies for routes and heliports, lighting capabilities at airports, navigational aids in the area, obstructions, pictorial symbols for landmarks, roads, and identifiable geographical features.

Helicopter route charts do not have expiration dates; they are in effect until major changes in the area of coverage create a need for revisions.

Charts cost $2.75. They may be purchased from the National Ocean Service's chart agents or from:

NOAA Distribution Branch, N/CG33
National Ocean Service
Riverdale, Maryland 20737

For credit card/phone orders, call (301) 436-6990.

FAAers should direct requests for charts to their regional distribution officers.

RTCA, Inc., has recently published **DO-181A,** ***Minimum Operational Performance Standards for Air Traffic Control Radar Beacon System/Mode Select (ATCRBS/Mode S) Airborne Equipment.*** It supersedes RTCA/DO-181.

The price of the new publication is $50, plus $5 shipping and handling for destinations in the United States, Canada, and Mexico. It is $65, plus $10 shipping and handling for all other countries.

DO-181A may be ordered from:

RTCA, Inc.
1140 Connecticut Avenue NW, Suite 1020
Washington, DC 20036-4001

RTCA, Inc., is a private, not-for-profit organization, which aims to bring industry and government together to address the needs of the aeronautical community, both in the United States and throughout the world.

The phone number for RTCA, Inc.—formerly the Radio Technical Commission for Aeronautics—is (202) 833-9339.

DC-3 and FAA Flight Inspection Aircraft

Scheduled Appearances for 1992

The DC-3 and FAA's flight inspection aircraft have already appeared at two airshows for the year.

April 5-11 they were shown at the Experimental Aircraft Association's Sun 'n Fun Fly-In, Lakeland, Florida—in FAA's Southern Region.

During April 25 to 26, FAA showed its flight inspection aircraft at the International Azalea Festival, Norfolk, Virginia, Naval Air Station, in Eastern Region. Here are more scheduled appearances:

April 28-May 2—*DC-3*
Southwest Region
SAFECON (Safety Conference)
National Intercollegiate Flying Association (NIFA)
Monroe, Louisiana

May 22-24—*DC-3*
Western-Pacific Region
West Coast Antique Fly-In and Air Show
Watsonville, California

June 6-7—*flight inspection aircraft*
Northwest Mountain Region
Air Show Colorado
Front Range, Colorado

Exact dates and locations to be announced:
Northwest Mountain Region
Seattle, Washington
DC-3 and flight inspection aircraft

Alaskan Region
Ketchitkan, Alaska
DC-3 and flight inspection aircraft

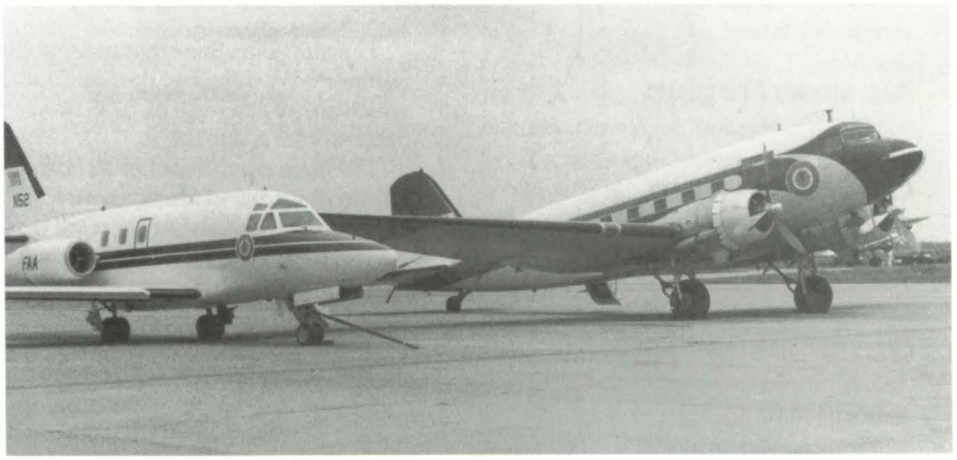
Alaskan Region
Juneau, Alaska
DC-3 and flight inspection aircraft

June 17-20—*DC-3 and flight inspection aircraft*
Alaskan Region
Rendezvous/Merrill Field Airshow
Anchorage, Alaska

July 31-August 6—*flight inspection aircraft*
Great Lakes Region
EAA Convention and Fly-In
Oshkosh, Wisconsin

August 23—*flight inspection aircraft*
Central Region
Columbus Days Fly-In
Columbus, Nebraska

September 26—*flight inspection aircraft*
New England Region
New England Air Fair
Hanscom Field
Bedford, Massachusetts



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