U.S. Department of Transportation
Federal Aviation Administration

FAA World

March 1992

New Air Traffic Training

'Train To Succeed' Its Guiding Philosophy

By M. Scott Turner

FAA's air traffic control training system is being revamped to improve training and make more effective use of resources.

Controller training has never undergone an overhaul of this magnitude.

It's been announced: The processes used to recruit, screen, and train air traffic controllers, both en route and terminal, are in for some sweeping changes.

"The air traffic control training system has never undergone an overhaul of this magnitude," says Barry Harris, acting Administrator. "The FAA has long recognized the need to continually strive for the best training program possible, and recent, intensive studies highlighted areas where we could most benefit from change," he continues.

Some changes to air traffic training will be readily visible while others are more subtle. "All, however, are designed to improve the quality of air traffic training and allow for more effective management

*See **New ATTP** on page 8*

Inside

FYI or our information . . .

The **National Energetic Materials Workshop and Study Groups** will be April 14-17 at the Golden Inn Hotel, Avalon, New Jersey. The fee is $100 for government personnel, $300 for nongovernment.

Leading experts will participate as instructors, and those involved in the study and development of explosives detection systems can learn more about energetic materials.

The **Explosive Effects Workshop** takes place April 29-30 at the FAA Technical Center, Atlantic City International Airport. It is part of FAA's investigation on the vulnerability of commercial aircraft to explosives and ways of reducing that vulnerability.

To register for the conferences or for information, contact Stephanie Creasey or Glenn Manoff at (609) 482-9550. FAA's Aviation Security Research and Development Service is organizing the conferences.

Nominations for the **Katharine Wright Memorial Award** must be received by April 6 at the offices of the National Aeronautic Association, 1815 North Fort Myer Drive, Suite 700, Arlington, Virginia 22209. For details on nomination format, contact the association at (703) 527-0226.

The formal presentation of the award takes place at the annual meeting of the Ninety Nines, Inc., normally in July.

Recipients of the award have included Anne Morrow Lindbergh and Olive Ann Beech.

The **1991/1992 NAS HRM** (National Airspace System Human Resource Management) Plan is scheduled to be published in June. The Human Resource Requirement Validation Team (HRRVT), a task force set up by the NAS HRM Steering Committee, recently met to address the significant human resource issues in NAS modernization.

On the validation team were William Ball, NATCA; Glen Owen Bridgeman, NATCA; Sherelle Carper, ATZ-100; Tom Demske, PASS (Washington Center); John Fung, AWP-11; Sam Hendrix, AAC-930; Paul Jester, AFS-834; George Peurifoy, ASO-500; Pat Pierce, ANM-17; Dave Pinner, AGL-13; Nick Richards, AAC-941; Sue Spurgeon, ACT-10; and Ken Towery, AAC-402.

From their organization's standpoint, they reviewed and commented on the draft plan and supplied feedback to the working and steering committees and agency management. ✲

FAA Remembers. **Thomas L. Walker** of Hilmar, California, died on September 30 at the age of 84, writes his wife Anita.

She says Tom started his career in aviation in 1930 in Cleveland, Ohio, as a radio operator for the Department of Commerce Lighthouse Service. Later assignments took him to Kansas City, St. Louis, and Washington, DC.

In 1937 he transferred to the air traffic control center in Washington, DC. Over the next 24 years he worked in Atlanta, Chicago, Cincinnati, Minneapolis, San Francisco, Great Falls, Montana, and Anchorage. Tom was chief controller in Great Falls and Anchorage.

When he retired in 1961, he was on temporary duty assignment with the U.S. Air Force, North American Air Defense Command, Hamilton Air Base. Tom's favorite hobby during his 30 years of retirement was operating his ham radio. ✲

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FAA's Attack on Unapproved, 'Bogus' Parts

What's Going on To Track Them Down, Stop Their Use

By David Broughton

FAA has a commitment to intercept the infusion of unapproved, "bogus" parts and to stop their proliferation in the aviation community.

Most purchasers of unapproved parts use them unknowingly. Others may use them because they are cheaper since they carry little cost for quality assurance. Unfortunately, unapproved parts are not easy to detect because their manufacturers and distributers go to great lengths to duplicate approved parts and coinciding part and serial numbers. Without detailed inspection or material analysis, unapproved parts can go undetected, entering the stream of aviation commerce.

Recent cases

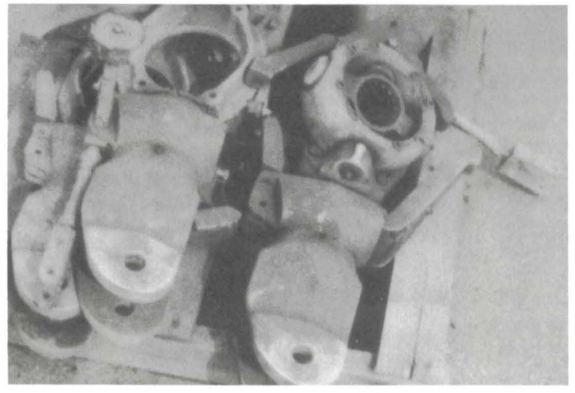
Isolated incidents of unapproved parts use have been reported in the past year. Most have involved either distributors or maintenance facilities. In one case, hydraulic fittings distributed by Bailey Hydraulic, Inc., were misrepresented as a higher quality fitting. Another case involved an unauthorized alteration of the Bell Helicopter Model 204 main rotor blades.

To alert the aviation community of the incidents, the FAA issued its advisory circular—AC 43-16, "General Aviation Airworthiness Alerts, Special Issue."

Most recently, a case was reported to the agency involving a bogus 4-1/2" bearing seal spacer, which a United Airlines mechanic found during routine maintenance on a JT8D engine. The FAA determined that the unapproved spacers would contribute to the rapid deterioration of the bearing seal elements and result in an early engine failure. Because there was a threat to flight safety, the FAA issued an airworthiness directive, AD 91-24-14, against the Pratt & Whitney JT8D series turbofan engines.

Parts in photos—main rotor hub assemblies, masts, and transmission cases—were acquired from a surplus supplier.

They were sent to a local processing source, stripped, and replated or repaired to look like new. After final finishes were applied, the parts were identified with stamps made to appear like the original approved manufacturer.



Main rotor hub assemblies

Reporting suspect parts

Last August FAA issued AC 21-29, which introduced FAA Form 8120-11, "Suspected Unapproved Parts Notification" for registering allegations about the use of unapproved parts. Information collected is entered into a database. This database is the agency's formal mechanism for coordinating the investigation of reports of suspected unapproved parts as well as the single, comprehensive source of information concerning those notifications.

Objectives of the data collection and reporting effort include tracking the investigations of alleged suspected unapproved parts use, recording enforcement actions and aviation community alerts identifying unapproved parts, and reporting to the agency and industry on apparent trends associated with unapproved parts.

Guides to detection

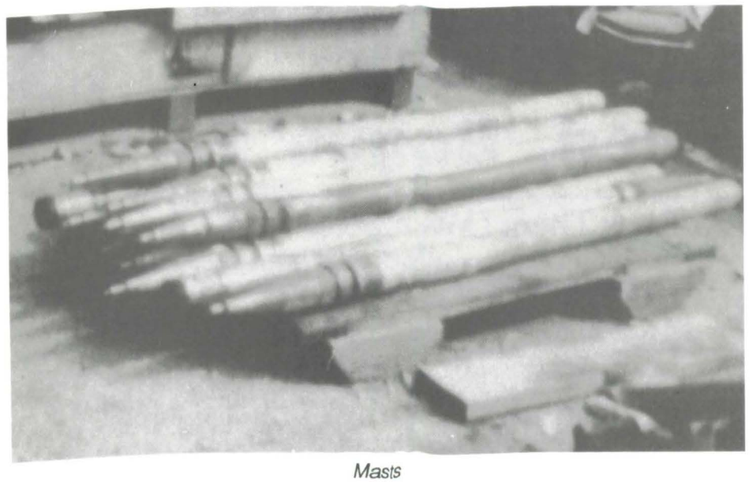
A revision to AC 21-29 is now in the works and will target ways to improve industry's quality assurance/control procedures for identifying unapproved parts. It will guide the aviation community in identifying and detecting suspected unapproved parts and screening out potential unapproved parts suppliers.

For instance, it is suspicious when:

- Quoted price or price advertised in trade magazines for a part is significantly lower than the price quoted by other suppliers of the same part.
- Delivery schedule is significantly shorter than other suppliers of the part.
- Suppliers are unable to provide drawings, specifications, or substantiating data to demonstrate the conformity of the part.

Buyers are advised to:

- Inspect product containers for required markings or possible damage.
- Crosscheck purchase orders with the delivery receipts for proper part numbers.
- Verify that part identification requirements have been met—for instance, checking to see that serial num-



Masts

bers are not stamped over, labeling is proper, and vibro-etch or serial numbers are in normal locations.

- Inspect parts for defects or abnormalities—altered or unusual surfaces, absence of required plating, evidence of prior use, scratches, new paint over old, attempted exterior repairs, pitting, corrosion, and the like.

Another way the FAA is combating the proliferation of unapproved parts is the development of procedures to initiate, prioritize, and terminate investigations, while ensuring the confidentiality of a reporter's information. This program will alert FAA offices and production approval holders of unsafe conditions related to unapproved parts allegations.

When warranted, copies of allegations will be provided to the Office of Aviation Security for coordination with government investigative agencies.

Task force participation

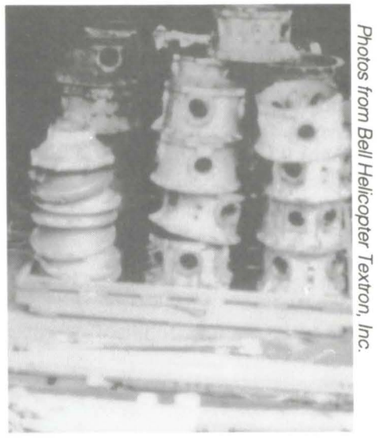
In other activities to combat the proliferation of unapproved parts, the Aircraft Manufacturing Division, AIR-200, during the past 17 months has participated in a joint task force formed by the Aerospace Industries Association of America and aimed at helping the aviation industry and the FAA work together to develop some solutions to unapproved parts issues.

Additional members of the task force include: General Aviation Manufacturers Association, Air Transport Association, Aeronautical Repair Station Association, and representatives from Boeing, General Electric, Pratt & Whitney, United Airlines, Delta Airlines, and Northwest Airlines.

Spreading the word

The task force has cited the need for an education program to increase understanding of FAA regulations and procedures with regard to detecting and reporting suspected unapproved parts use. In response, the FAA and volunteers from various industry organizations formed the Joint Task Force Education Program subcommittee to develop a training program.

Audiences targeted to receive training include personnel at repair stations, airline material/part receipt inspection stations, and airline purchasing departments; suppliers/distributors; mechanics; pilots; and FAA field inspectors. Fifteen-to-20-minute-long videotapes will be produced to give an overview of regulations pertaining to airline and repair station's quality assurance procedures; the perspective of suppliers/distributors; and general aviation's position on part installation, including end-user liability and compliance with regulations for mechanics, pilots, and individual owners/operators. They will also explain agency regulations on unapproved parts and their use.



Photos from Bell Helicopter Textron, Inc.

Transmission cases

A cooperative task

It's clear that combating the spread of unapproved parts takes cooperation and teamwork from both government and industry. In continually striving for greater levels of safety, aviation industry associations and the Aircraft Certification Service will continue to cooperate in halting the use of unapproved parts. ✲

David Broughton is an aviation safety inspector in the Aircraft Certification Service's Aircraft Manufacturing Division, AIR-200.

Suspected use of unapproved parts can be reported by telephone to the FAA Aviation Safety Hotline, (800) 255-1111.
For a standardized method of reporting suspicious parts, use FAA Form 8120-11, "Suspected Unapproved Parts Notification." It is available in Advisory Circular 21-29, from the Aircraft Manufacturing Division, or from any local FAA office.

Honors and Awards

Dynamic Recruiters

Recruiters in the Great Lakes Region Human Resource Management Division were in for some high praise for their work during fiscal year 1991. Top officials have praised their accomplishment in increasing women, minorities, and disabled employees in the agency's work force. Former DOT Secretary Sam Skinner presented the group with a "Way To Go" award in a ceremony at downtown Chicago's Meigs Airport.

Photo by Mort Edelstein

Former Secretary of Transportation Sam Skinner, at left, awarded the recruitment staff of the Great Lakes Region Human Resource Management Division.

To his left are staff members Gary Yackle, Myrna Rivera, Bernadette O'Brien, Richard Shewfelt, Linda Ross, C. J. Wright, Melinda Figueroa, Sandy Granger, Janette Ramos, Fran Murphy, Linda Smith, and Barbara Thomas-Bagrowski.

Ed Phillips, Great Lakes Regional Administrator, is at far right.

The dynamic group worked together effectively as a team and demonstrated their know-how with the following statistics: Of the women and minorities hired during the 1991 fiscal year in the Great Lakes Region, 211, or 48 percent of all personnel hired, were female and minority air traffic controllers. Eleven, or 60 percent, were female and minority aviation safety inspectors; 64, or 54 percent, were female and minority Airway Facilities engineers and technicians; and seven, or 58 percent, were female and minority security specialists.

In addition, 19 disabled employees were added to the work force.

Skinner said that the recruiters' accomplishment was just the direction we need to go in meeting the challenges of the future. Our energy needs to be focused towards the changing cultures in our society, thereby preparing for future staffing needs, he told the group.

Ed Phillips, Great Lakes Regional Administrator, also praised the recruiters for their success.

More 'Way-To-Go' awardees are, from left, Rita Hedland, Amy Malten, Leon Thornton, and Cindy Warrender.

Photo by Tanya Christopherson

Each member of the recruitment staff played a vital part in reinforcing the commitment to increase the number of women, minorities, and disabled employees in occupations where they are under-represented. ✲

Thanks to Linda Ross, supervisory personnel staffing specialist in the Great Lakes Human Resource Management Division, for this information.

Purposeful Design

A bomb detecting device, funded by the FAA and State Department, has won a Federal Design Achievement Award, the highest honor in design given by the National Endowment for the Arts. The EGIS Explosives Detector was one of 57 winners honored at a ceremony at Washington's Union Station in late January.

Accepting the award for the FAA were Lyle Malotky, scientific advisor for aviation security, Headquarters; Paul Polski, director, Aviation Research and Development Service, Technical Center; and Harvey Safeer, Technical Center director.

The detector consists of a free-standing analytical unit and a hand-held sampling unit that checks people and objects for plastic explosives. It was developed to give airports, embassies, and other high-security facilities a system to detect plastic explosives and complement traditional security measures such as X-ray and metal detectors.

In describing the detector, the awards panel said, "From a quantifiable point of view, it accomplished its task seemingly without compromise.... it is quite handsome as an industrial object although we recognize this as being a secondary consideration. To be more precise, we celebrate its reconciliation of purpose and aesthetics."

The EGIS Explosives Detector is manufactured by Thermedics, Inc., Woburn, Massachusetts. ✲

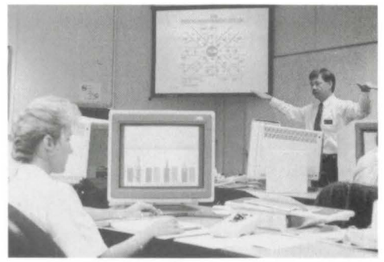
Training Talk

New Traffic Management Course a 'Standard'

FAA Academy Advanced Training Section managers and instructors celebrated the October opening of a new Traffic Management Lab in the Flight Inspection Building.

The advanced traffic management programs and procedures taught in the new facility are used by traffic management units across the country. They are tied to state-of-the-art technology to get the best use of airspace in an already crowded sky.

Course 50115, Traffic Management Coordinator Specialized Training, standardizes traffic management training for air traffic, en route, and terminal controllers. It is an 80-hour program geared to both domestic and international students.



Larry Tipton, air traffic control instructor, traffic management, uses computer-assisted graphics in the training.

Gene Cowgill, manager of the academy's Air Traffic Branch, welcomes traffic management students to one of the new training courses.

In development since 1989, this advanced course gives traffic management coordinators (TMCs) practical instruction on the functions, duties, and responsibilities associated with their sensitive positions. Also, the dynamic approach coordinators take to move large numbers of aircraft across U.S. skies has made the course a priority.

Classes receive real-time traffic data via satellite and can evaluate and analyze traffic management situations as they occur. A sophisticated projection system also aids the training.

The academy's use of Aircraft Situation Display (ASD) and Monitor Alert (MA) with "live" air traffic data significantly reduces later on-the-job training time when students return to the field.

Plans are for more than 250 full performance level controllers to be trained at the lab in fiscal year 1992, with an estimated 420 slated for fiscal year '93. ✲

Those at the ribbon cutting for the new lab's opening included Dave Carmichael, deputy director, Mike Monroney Aeronautical Center (AAC-2); Dr. Robert Bartanowicz, then superintendent, FAA Academy (AAC-900); Gene Hutchins, course manager (AAC-932D); Stan Mathews, deputy director, Office of Air Traffic System Management (ATM-2); Lori Niediewski, section supervisor (AAC-932D); Harry Kane, manager, En Route Automation/Traffic Management System (ANA-300); and David Ausherman, course instructor (AAC-932D).

Thanks to Roland Herwig of the Aeronautical Center's Public Affairs Office for this information.

Aeronautical Center photos are by Jack Iman.

30 Aim for Top Jobs, 35 Percent Are Women and Minorities

Twenty-nine FAAers and one candidate from the Air Force have started the agency's second Senior Executive Service Candidate Development Program. Of this year's group, 35 percent are women and minorities.

Those selected were chosen from 265 applicants nationwide last year. After a series of in-depth reviews of their qualifications, the original number of applicants was narrowed to 65, then to 34.

Late last year, 31 received final approval from the DOT Secretary. One of the finalists, Gerard Yoest of Washington Headquarters, opted for an SES position in another agency.

The program kicked off in January when all candidates convened in Washington to begin a thorough, individualized development that lasts up to two years, depending on a candidate's needs.

Those who graduate will be certified by the Office of Personnel Management for three years. They will be the primary pool for selection into entry-level SES positions at FAA. ✲

This year's candidates are:

Alaskan Region
Andrew Billick
Henry Elias

Central Region
Douglas Murphy

Eastern Region
Joyce Sexton
John Walker

Great Lakes Region
Robert Strong

New England Region
Paul Bermingham
Anne Harlan
Jay Pardee

Northwest Mountain Region
Le Anne Robbins

Southern Region
Billy Jeffers
Rubert Nobles

Washington Headquarters
David Bennett
Richard Birnbach
John Brown
Peter Challan
Richard Cox
Mary Karen Cronin
Marion Dittman
Michael Gallagher
Timothy Halpin
Nancy Kalinowski
Charles Reavis
Daniel Salvano
Donald Stadtler
Deborah Wilson
Elizabeth Yoest

Western-Pacific Region
C. Roger Wall
George Williams

U.S. Air Force
Michael Ball

Pictured are members of this year's Senior Executive Service Candidate Development Program. Seated, from the left are: Mary Karen Cronin, Michael Ball, Richard Birnbach, Le Anne Robbins, Timothy Halpin, John Brown, Paul Bermingham, Rubert Nobles, David Bennett, and Henry Elias.

Standing, left to right: Elizabeth Yoest, Andrew Billick, Jay Pardee, Robert Strong, Donald Stadtler, George Williams, Charles Reavis, Anne Harlan, John Walker, Deborah Wilson, Billy Jeffers, Marion Dittman, Richard Cox, Nancy Kalinowski, Peter Challan, Daniel Salvano, C. Roger Wall, Joyce Sexton, Douglas Murphy, and Michael Gallagher.

New ATTP 'Trains To Succeed'

from page 1

Air Traffic Training Program
- Recruitment
- Pre-training screen
- Curriculum
- Performance verification
- Field training
- Technology enhancement
- Organizational revitalization

Expected Results
- More efficient training process
- Increased confidence in training process
- Reduced dependency on live operations for training
- Better human resource and budgetary planning
- More satisfied employees
- Long–term cultural change

of training resources," says Bill Pollard, the agency's Associate Administrator for Air Traffic.

Input from the 'experts'

The new training program is based on input from the experts—those who work within the current system. In August 1990, the Associate Administrator for Air Traffic and the Executive Director for System Operations chartered the formation of an Air Traffic Training Work Group (ATTWG) made up of field facility managers, field training managers, National Air Traffic Controllers Association (NATCA) representatives, and Headquarters employees from training and human resources.

The group, headed by Ned Reese, manager of the Air Traffic Training Requirements Branch, met frequently over the course of the year to identify improvements that would benefit both en route and terminal air traffic training programs. These recommendations were consolidated into a comprehensive Air Traffic Training Program (ATTP), which the group presented to Harris last November.

"The ATTWG identified a need for FAA to shift the way it approached training, moving from a 'screening out' approach to a 'train to succeed' philosophy which would build student competence and confidence," Pollard notes.

Members of the group focused on the need for change in seven key areas: recruitment, screen, curriculum, performance verification, field training, technology enhancement, and organizational revitalization.

Solving the problems

Here are some details of the work group's recommendations for the new ATTP:

• **Recruitment.** New recruiting strategies will make the public more aware of the FAA as a viable employer and inform people about the air traffic control occupation, focusing on how to attract the best possible candidates from multiple sources.

A key recruiting goal is to increase the population of under-represented groups within the controller work force. Currently only 13 percent of the air traffic controller work force is female, and only 9 percent minority. Also, new procedures are being evaluated to further streamline pre-employment and hiring processes.

• **Screen.** As highlighted in the February *FAA World*, a new air traffic control screen has been developed, tested, and validated and is scheduled to be implemented this spring.

"The screen tests cognitive aptitudes in key areas that have been found to predict successful air traffic control performance," states Pollard. It will be computer administered and scored, with the entire process taking one week or less as compared to the nine weeks required by the present screen.

The applicant will not receive salary since he or she must successfully pass the screen before the agency will offer employment. However, the travel and expenses associated with attending the one-week screen will be paid by the FAA.

"Initially, the new screen will be administered at the Aeronautical Center in Oklahoma City. After the first year, however," says Pollard, "the screen will be portable, and it could be administered at multiple sites. This should significantly help our recruiting efforts," he adds.

• **Curriculum.** The changes in the screening process will result in significant savings, which will be used to bring state-of-the-art technology and instructional methods to air traffic control training. "Improvements in the air traffic equipment and procedures have created changes in the controller job which are reflected in the new training," states Harris.

Simulation is key to the new program both at the academy and in the field. Current simulation will be enhanced, and new systems are being designed and procured.

The new curriculum will provide students with the technical, cognitive, and interpersonal skills they need to enter site-specific field training, focusing on radar and tower cab tasks performed in a team environment rather than on individual manual control.

"This will allow us to instill a sense of teamwork and unity between FAA and its new employees," adds Pollard. "We believe that by working together in the training process, we can develop a more cohesive work force."

Using the "train to succeed" approach, students will master each block of instruction before proceeding to the next. Various simulation exercises will reinforce knowledge and skills as they are acquired. Students will receive timely feedback on their performance and have opportunities to improve individual performance through targeted, supplemental training.

• **Performance verification.** At the heart of the training program will be a performance verification process that will ensure every student is able to meet established benchmarks in all areas of training before moving on to field training.

For the en route option, student performance will be assessed in the radar and radar associate positions; for the terminal option, performance will be assessed in radar approach control and tower cab positions. Both individual and team performance will be evaluated, and students will have an opportunity to receive additional training to improve identified deficiencies.

• **Field training.** Students in field training will learn a given sector or position in a simulated environment and then enter on-the-job training. After a student is certified on that sector or position, he or she will begin training on the next.

"The field training will be based on current operational needs and requirements and will encourage successful learning through teamwork, cooperation, and a better understanding of individual differences and cultural diversity," says Pollard. Team training and coaching will be used, so that students can identify and improve their own performance.

Harris adds, "We also know that the placement of new controllers has always been a concern, especially among those employees currently in lower density facilities who are striving to move into career enhancing facilities. This new system will not create any new hurdles for our current work force. We are committed to work with all of our employees to ensure that they have opportunities to fulfill their personal capabilities."

• **Technology enhancement.** Simulation is critical to the new training program both at the academy and in field facilities. Current simulation systems will be enhanced, and new systems are being designed and procured to support the new program. All simulation systems will accommodate the impending transition to the Advanced Automation System.

• **Organizational revitalization.** "The new training program requires that we make a total transformation, including changes to the organizational culture," states Harris. "We must create a new culture that welcomes candidates into the organization and makes a commitment to their success."

The process of transforming the culture has begun. Efforts are now underway at the academy to train personnel in the "train to succeed" philosophy, and changes will soon begin at field facilities, regional offices, and Headquarters to support the new approach.

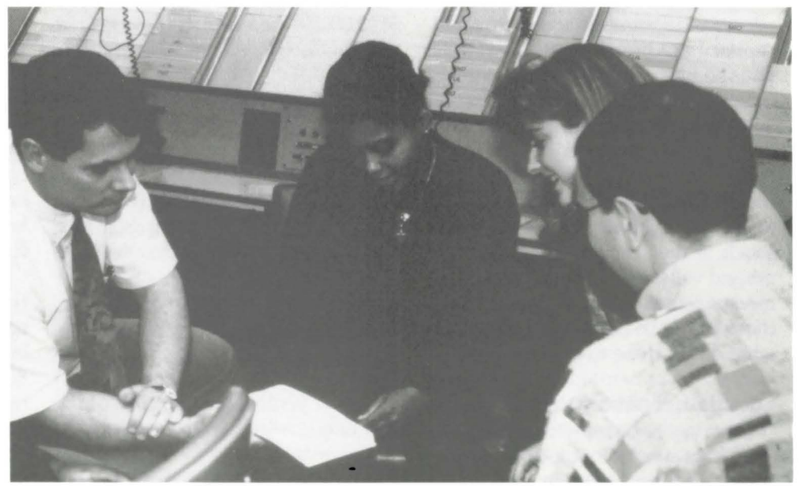
Implementation schedule

The new screen will be implemented this spring, the academy curriculum redesign is underway, several new simulation systems are in the design and evaluation phases, and the performance verification unit is being established. This summer, prototype training classes will begin at the academy with an abbreviated version of the new curriculum being tested in terminal and en route classes. The remainder of the changes will be phased in beginning in October 1992, with full implementation completed by September 1994.

Employees are key

"We have worked diligently to modernize the air traffic control system through changes in equipment, automation systems, communication systems, airspace configuration, and other technical changes," adds Harris. "But our people are the glue binding the other pieces together, and that is what makes the air traffic control system truly effective. With these changes, we are making a commitment to our people that the processes used to recruit, screen, and train our future generations of air traffic controllers are the very best we can provide." ✲

M. Scott Turner is an air traffic control specialist in the Air Traffic Training Requirements Program.



Strengthening teamwork and cooperative skills are targets of the new training program.

Home Sweet Home

The Perfect Investment, but What about That Low Appraised Value?

By E. M. Keeling

Are you a mover?

The agency's relocation services contract program aims to take the hassle out of transfers, so FAAers can face them with reduced stress. Naturally, transferees may still have some concerns, particularly during times when home prices in many areas have declined. This article zeros in on things to do when buying a home to be in the best position for the next transfer, how the appraisal process works, what you can do to get the highest appraisal, and how to beat the appraised value.

Home—the great investment

We have all been told that a home is a good investment, one that can be enjoyed while paying for it, and one that normally appreciates over time. There are also the tax advantages of deducting mortgage interest and real estate taxes.

You can sell at a profit and invest the proceeds in another house to avoid capital gains taxes. At the age of 55, your home can be sold resulting in as much as a $125,000 gain exclusion if you elect not to purchase another residence of higher value.

Barring any unforeseen or uninsured disasters, a home is expected to be a wise investment. No wonder shock is the reaction when the appraised value is less than expected or, in some recent cases, less than the purchase price. What went wrong and what can be done to avoid a reoccurrence?

Location, location, location

You may have heard that there are only three considerations in buying a home—location, location, and location—but don't be fooled into thinking that is all you need to consider in purchasing that dream home. It may be important from the standpoint of schools, shopping, commuting, and other general preference items. For example, in many areas a good school district is important to protect your investment even if you do not have children. Property in a desirable location may also appreciate more over the long haul.

Need a quick sale?

Will there be a lot of potential buyers if the property value exceeds the range of most purchases? Actually, it may take much longer to sell the home, even if it is in a "good" location.

The average sale price of FAA homes is $113,000, and the median price is $109,000. In comparison, the national median home sales price is up 5 percent from last year to $103,000. Of course, price varies by region. In the Northeast, the median price is $143,000; in the West, it is $144,000; in the South, $92,000; and in the Midwest, $79,700.

Since the median sales price means half the homes sold for more and half for less, it is wise not to be too far below or above this price range for the area if you want to reach the most potential buyers. Many of the better locations have expensive homes that may be slow to sell in a short market timeframe due to the limited number of potential buyers.

Accordingly, before buying you should evaluate a location in terms of how long you expect to be there and how easy it will be to sell the property in a normal marketing timeframe for the area, not to exceed 150 days.

The right price

You've finally found a place that you're satisfied with, and your real estate agent is ready for you to sign on the dotted line. The pressure is on. You want to get this purchase over with and get on with your life, but how do you know the price is fair: Because the agent says so? Because another similar house recently sold for more? Because the builder has a fixed-price schedule?

These assurances may still result in your paying too much for the property unless you have done your homework. Have you received recent and sufficient information on truly comparable properties in the area? Have you looked at a professional appraisal report on the property or considered getting one? Have prices in the area been going up or down in recent years? Are there things in the area that could affect the property negatively? Remember, if the property has been on the market a long time, it could be overpriced.

If you don't pay more than a fair market price, your chances of recovering your investment are much better in the short run, assuming a favorable economy for the area. It's as important to make a good deal in the purchase of a house as it is in the sale of one. As the saying goes, well bought is half sold.

If it looks good, it is good!

Your normal walk-through of a home may reveal obvious problems such as a tear in the wallpaper or a burner on the stove that doesn't work. But are you qualified to check in the right places for termite damage, to know whether a radon test should be conducted, to inspect and assess the remaining life of a roof, to evaluate the condition of plumbing and electrical systems, to evaluate other major problems related to water leakage, and so on?

If there are problems in these areas, they could adversely affect ease of resale, relocation assistance eligibility, and resale price, so make sure to get all the inspections generally required in the geographical area. In fact, a full home inspection prior to purchase is advisable, even though it is not reimbursable under Federal Travel Regulations.

It's what I've always wanted!

You've always wanted a house with 50 acres of ground. Better still, that houseboat looks appealing; or maybe you want a trailer that won't tie you down in retirement. Perhaps a nice condominium in an unfinished development is your dream.

Watch out! These types of properties may not qualify for the relocation assistance program if you later have to move. Talk to your relocation services coordinator for information about types of properties that are excluded or that may be a problem on resale due to type or location. Make sure you also discuss implications of renting out part of your property and possible issues that can arise from the titling of the property should there be a marital separation before or at the time of transfer. Title requirements must be met prior to the date you are officially notified of your transfer to the new duty station. These matters can all affect your reimbursement for home sale expenses and entitlement for the relocation assistance program.

Appraised value

The message you should be getting is that if a property is wisely bought, the chances of not being disappointed in the appraised value at the time of sale are greater. Since the economy is not always inflationary and certain parts of the country have, in recent years, experienced significant deflationary effects in the housing market, extra effort in assuring a sound purchase will lesson the chances of loss at time of resale.

So you want a liberal appraisal?

Yes, and you can select your appraisers from an approved list or suggest alternative appraisers not on the list. Keep in mind that appraisers are professionals who have standards to follow and who are evaluated on their accuracy. Since two appraisals are ordered initially, they can be analyzed comparatively, and the appraisers must be able to defend their position. When the first two appraisals are not within 5 percent of each other, a third appraisal is needed.

During much of the 1980s, home prices rose steadily, and lenders could count on getting their money out of the property if foreclosure was necessary. However, the recent crisis in financial lending institutions and swinging market values have made lenders very nervous. Accordingly, appraisers may appear to have new-found conservatism as they adapt to the realities of the marketplace.

Getting the most

There is always competition in the market. Recently buyers have had the edge over sellers because supply exceeds demand. The two key elements in selling a house in this type of market are condition and competitive pricing. Erroneously assuming minor items don't need to be fixed can put your home at a competitive disadvantage. Buyers are going to pick a home where they don't have to clean the carpet, touch up the paint, or spruce up the landscaping.

If you've lived in the home a couple of years, chances are it needs a good cosmetic facelift. Remember, it's got to look better than the competition, so make it show like it's new.

Honestly evaluate the condition of big-ticket items such as the roof, furnace, water heater, and septic systems. If their life expectancy is about up, give serious thought to replacement. It's better to spend one or two thousand dollars to get the asking price than to accept a bid of five or ten thousand less to cover repairs.

No buyer wants a large outlay after purchasing a home, so look at your house from that perspective. If you're not sure, you may want to have the home checked by a professional home inspector before listing the property. Remember you're trying to meet the competition to avoid delays, demands for big discounts, and a lost sale.

'Cosmetics' mean a lot

Your appraisal will depend primarily on the realities of the marketplace, square footage, type of construction, and other desirable or unique features. Just as buyers may be favorably influenced by cosmetics, appraisers may be as well. There is a subjective as well as an objective element in the appraisal process, so have the total property shipshape before the appraiser's visit. Also,

Smooth 'Sale-ing'

Here are some tips to ease your next move:

- ✔ Study available information about selling a home.
- ✔ Take steps to make your property competitive and marketable.
- ✔ Market the property as long as possible yourself or with a realtor attaching the exclusionary clause.
- ✔ Work with the relocation service coordinator and the contractor's counselor in making decisions that will benefit you.
- ✔ Be an "informed buyer" when making your next purchase.

select appraisers who are familiar with the local real estate market.

Finally, ask the appraiser questions and offer assistance. For example, point out features in your home that add value over typical homes in your area, and identify homes, called "comps," that have settled in the last five months. The appraiser will then check the values you quote, so value could be added to or taken away from your home based on differences in the comps, such as garage or swimming pool.

Your realtor can provide you with comps using the computerized Multiple Listing Service. They will give you a realistic view of what has sold and what may affect the appraiser's judgment, all other factors being equal. Keep in mind that appraising is not an exact science because appraisers are only human. Do all you can to help them, and you'll be helping yourself as well.

Market value

Homes are appraised based on what recent comparable properties sell for in the area in the normal selling time of up to 150 days. If a property is held longer, a higher price may be obtained, but the cost of carrying the property also increases. Naturally, homes kept on the market longer than 150 days may become shopworn, lose their market appeal, and have to be sold for less than the seller was paid under the agency's relocation services program. The contractor charges the government more in "carrying charges" when homes stay on the market, and this could ultimately impact the viability of the program.

Just as transferees need to get a fair market value for their home and be able to relocate quickly, the relocation services contractor must be able to resell the home from inventory quickly, minimizing the overall expense to the government. FAA's record is good because most properties are appraised at values that make them competitive on the market for the normal selling time.

For fiscal year 1991 through July, amended sales (buyer found by employee or employee's realtor) represented 32 percent of the closings, and regular closings (based on appraised value) represented 68 percent. Of the regular closings, 66 percent occurred within 150 days, 90 percent occurred within 240 days, and only 10 percent exceeded 240 days.

Congress never guaranteed that transferees wouldn't lose money on housing sales, so your decisions are very important. If you purchase wisely, don't move too frequently, and don't encounter economic slumps, your chances of not losing money are good.

Amended sales

To maximize the value received for your home, market it yourself or with a realty agent for at least 60 days so that you may qualify for an amended sale.

When listing with an agent, be sure to include the following exclusionary clause in the listing agreement.

1. The owner(s) hereby reserve the right that no commission or compensation shall be earned by, or be due and payable to, broker until the sale of the property has been consummated between seller and buyer, the deed delivered to the buyer, and the purchase price delivered to seller; and

2. The seller(s) reserve the right to sell the property to PHH Homequity (or any affiliate thereof) at any time, and in such event, this agreement is cancelled with no obligation for commission or continuance of listing thereafter.

This exclusion allows you to try for a higher price than what might result from the appraised value offer. Under the relocation program, the relocation services contractor buys the home from you at the higher price and sells it to the person who made the offer. Everyone wins—you get more money for your home, the government pays the contractor a lower fee, the contractor sells the house quickly, and the buyer still pays only the price offered.

If you don't get a sale, your listing price might be too high. For example, it will be difficult to sell a $250,000 house in a $200,000 neighborhood, even if it contains a lot of improvements. Of course, you can decide not to accept the appraised value offer. Your increased carrying cost could offset any higher price you eventually receive, however, so choose wisely.

Help!

OK, if you still have questions, there are people to help you. FAA's local relocation service coordinator will provide additional information and assistance for those considering a transfer. The contractor will be in touch with you, and counselors can answer questions and provide valuable advice at the time of transfer. The aim is for you to have a successful transfer, and counselors are ready and able to help. ✲

E. M. Keeling is director of Accounting, AAA-1.

Relocation Services Coordinators (RSCs)

Employees should contact the coordinator for the area to which they are relocating.

Aeronautical Center, Scott Wagner, AAC-14A, FTS 747-5286
Alaskan Region, Marge Cholometes, AAL-16C, FTS 868-5803
Central Region, Jake Anthes, ACE-52, FTS 865-2573
Eastern Region, Mary Vasquez, AEA-54B, FTS 667-1102
Great Lakes Region, Jonelle Balais, AGL-53B, FTS 384-7161
New England Region, Maureen Gross, ANE-52, FTS 836-7249
Northwest Mountain Region, Evelyn Meyers, ANM-52B1, FTS 392-2847
Southern Region, Robert Williams, ASO-52CT, FTS 246-7489
Southwest Region, Beverly Mayes, ASW-56B2, FTS 734-5080
Technical Center, Judith McMillen, ACM-140, FTS 482-6643
Washington Headquarters, Marion Isaac, AAA-300, FTS 267-7062
Western-Pacific Region, Alice Kimura, AWP-52, FTS 984-1154

Aeronautical Center

Dennis V. Canfield, branch manager, Toxicology & Accident Research Lab, Aeromedical Div. ... **Michael J. Lovvorn,** manager, Program Office Branch, Financial Management Staff, Office of Aviation System Standards ... **Jeffrey H. Marcus,** manager, Protection & Survival Laboratory, Aeromedical Research Div., from Washington Headquarters.

Alaskan Region

Darold Mike Betts, manager, Sitka, AK, FSS ... **John R. Copenhaver,** unit supervisor, Flight Standards District Office, Anchorage, promotion made permanent ... **Gordon B. Gruber,** asst. manager, military ops/plans & programs, Anchorage ARTCC, from Olathe, KS, ARTCC ... **Charles E. Moody,** manager, Information Resource Management Branch, Resource Management Div. ... **Dennis H. Powell,** asst. manager, Establishment Engineering Branch, Airway Facilities Div., from Washington Headquarters ... **Jed T. Williams,** unit supervisor, North Alaska AFS, Fairbanks ... **Wendell Williams,** unit supervisor, Flight Standards District Office, Anchorage, promotion made permanent.

Central Region

Bennett L. Beddall, unit supervisor, Olathe, KS, AFS, promotion made permanent ... **David R. Chaffee,** area manager, Columbus, NE, AFSS, from NATCOM, Kansas City ... **Joe G. Hokit,** manager, St. Louis ATCT, Lambert Field, from Des Moines, ATCT ... **David E. Sapp,** manager, Gardner, KS, AFSFO, Wichita AFS ... **Toni L. Tyson,** area supervisor, Wichita, KS, AFSS, from Columbia, MO, AFSS ... **Eleanor J. Williams,** supervisor, System Effectiveness Section, Facility Operations Branch, Air Traffic Div., from Olathe, KS, ARTCC ... **Larry D. Young,** unit supervisor, Des Moines, FSDO, promotion made permanent.

Eastern Region

Bryan J. Hayes, area supervisor, Newark ATCT, promotion made permanent ... **Robert Hirsch,** unit supervisor, Islip, NY, ARTCC AFS, promotion made permanent ... **Olden B. Johnson,** area supervisor, Andrews ATCT, Camp Springs, MD, promotion made permanent ... **Loretta J. Martin,** area manager, New York TRACON, from Washington Headquarters ... **Arthur T. Nash,** area supervisor, Binghamton, NY, ATCT, from Lafayette, LA, ATCT ... **John A. Reichenbach,** asst. manager, quality assurance, Philadelphia ATCT ... **Thomas M. Skahen,** area supervisor, Erie, PA, ATCT, promotion made permanent ... **Bernard G. Williams,** area supervisor, Erie, PA, ATCT, promotion made permanent.

Great Lakes Region

Donald B. Aspley, area supervisor, Indianapolis, IN, ARTCC, promotion made permanent ... **William J. Jessop,** asst. manager, programs, Dayton, OH, AFSS ... **Steven P. Koch,** area supervisor, Indianapolis, IN, ARTCC ... **Stanley J. Kubik,** manager, Toledo, OH, ATCT, from Portland, OR, ATCT ... **Brian G. Lucas,** area supervisor, Indianapolis, IN, ARTCC, promotion made permanent ... **Joseph C. Martino,** area supervisor, Lunken ATCT, Cincinnati, OH, promotion made permanent ... **Michael C. McAvoy,** area supervisor, Chicago ARTCC, Aurora, IL, from FAA Academy ... **Carolyn Y. Perkins,** area supervisor, Dayton, OH, AFSS ... **Ronald J. Popper,** asst. manager, Chicago ARTCC, Aurora, IL ... **Lawrence L. Ruby,** asst. manager, airspace & procedures, Minneapolis ARTCC.

New England Region

Douglas R. Booth, area supervisor, Beverly, MA, ATCT, from Lake Charles, LA, ATCT ... **Richard A. Jodoin,** unit supervisor, Nashua, NH, AFS ... **William McMakin,** supervisor, Technical Inspection Section, Systems Maintenance Engineering Branch, Airway Facilities Div. ... **Peter P. Pasquale,** area manager, Boston ARTCC, Nashua, from regional headquarters ... **Carl L. Smith,** asst. manager for program support, Nashua AFS ... **Robert Snow,** unit supervisor, Warwick, RI, AFSFO, Boston AFS ... **Leonard A. Steele,** journeyman, Technical Standards Section, Systems Maintenance Engineering Branch, Airway Facilities Div.

Northwest Mountain Region

William S. Baldwin, section supervisor, Seattle FSDO ... **James L. Beall,** asst. manager, Salt Lake City, ATCT, from Washington Headquarters ... **Patricia A. Cates,** section supervisor, Facility Operations Branch, Air Traffic Div. ... **Billie H. Ellis,** manager, National Air Traffic System Effectiveness/Evaluation Branch, Evaluations Div. ... **Jeanette C. Haggland,** staff officer, Regional Operations Center, promotion made permanent ... **Philip J. Hoy,** unit supervisor, Seattle FSDO ... **John E. Rainbolt,** unit supervisor, Billings, MT, AFS, promotion made permanent ... **Leanne M. Robbins,** sector manager, Longmont, CO, ARTCC AFS, from Oakland, CA, ARTCC AFS ... **Dianne L. Steward,** section supervisor, Information Systems Branch, Financial & Information Resources Div., promotion made permanent.

Southern Region

Richard A. Birdsall, asst. manager for automation, Hilliard, FL, ARTCC ... **Bobby H. Brown,** unit supervisor, Atlanta (Hub) AFS, promotion made permanent ... **Fred Carroll,** area manager, Hilliard, FL, ARTCC ... **Walter R. Coker,** manager, National Air Traffic System Effectiveness/Evaluations Branch, Office of National Air Traffic System Effectiveness/Evaluations ... **Mack P. Cunningham,** area supervisor, Asheville, NC, ATCT, from Pensacola, FL, ATCT ... **Ronnie O. Farmer,** manager, Raleigh, NC, AFS, from Charlotte AFS ... **Richard B. Hancock,** unit supervisor, Fort Fisher Air Force Base, Raleigh, NC, AFS, promotion made permanent ... **George T. Harrell,** area manager, Miami ARTCC ... **Nelson A. Hines,** area supervisor, St. Petersburg AFSS ... **Ralph C. Humphrey,** area supervisor, Gulfport, MS, ATCT, from Miami International ATCT ... **Ashley Hurt,** area manager, Hilliard, FL, ARTCC ... **Robert R. Lachance,** unit supervisor, Atlanta CASFO, promotion made permanent ... **William L. Lindsey,** manager, Resource & Planning Branch, Airway Facilities Div., from Jackson, MS, AFS ... **Malcolm C. McCullough,** unit supervisor, Miami CASFO, promotion made permanent ... **Bruce S. Miller,** area super-

visor, St. Petersburg AFSS, promotion made permanent ... **Mark G. Palazzo,** asst. manager, quality assurance, Miami ARTCC ... **Kenneth R. Vanauken,** asst. manager, NAS implementation, Miami ARTCC ... **Michael D. Veale,** area supervisor, Daytona Beach ATCT, from Orlando ... **Eugene W. Wygal,** asst. manager, traffic management, Hilliard ARTCC.

Southwest Region

Stephen L. Burks, area supervisor, Shreveport, LA, ATCT, from FAA Academy ... **John Ciasca,** manager, Little Rock, FSDO, from Oklahoma City FSDO ... **Charles N. DuBois,** manager, Ft. Smith, AR, ATCT, from Harlingen, TX, ATCT ... **Kirk M. Hallett,** asst. manager for automation, Albuquerque, AFSS, from Gallup FSS ... **Phillip L. Latta,** asst. manager, Resources & Planning Branch, Airway Facilities Div., from Russellville, AR ... **Robert A. Martinez,** area supervisor, Albuquerque ARTCC ... **Karl S. Ruckman,** asst. manager, programs, San Antonio International ATCT ... **Richard A. Small,** manager, Baton Rouge, LA, FSDO, from Dallas FSDO.

Washington Headquarters

Jane P. Caldwell, staff officer, Office of Executive Director for System Development ... **Charles E. Keegan,** section supervisor, Air Traffic Advanced Automation System Requirements Branch, Advanced Systems & Facilities Div., Air Traffic Plans & Requirements Service ... **Richard J. Worch,** branch manager, Engineering & Specifications Div., Office of Airport Safety & Standards.

Technical Center

Francis J. Valleley, technical program manager, Visuals & Exhibits Branch, Facility Engineering & Operations Div.

Western-Pacific Region

Thomas R. Anthony, security specialist, Civil Aviation Security Div., from Washington Headquarters ... **Rita C. Avanzino-Luce,** area supervisor, Gillespie Field, ATCT, San Diego, from San Diego AFSS ... **John R. Caldeira,** area supervisor, Hilo, HI, ATCT, promotion made permanent ... **Edward L. Couch,** staff chief, Office of the Manager, International Aviation Staff ... **David J. Dodd,** area supervisor, Los Angeles ATCT, promotion made permanent ... **Kenneth Doty,** manager, Edwards AFB AFSFO, Los Angeles AFS ... **Diana Lea Erazo,** manager, El Toro AFSFO, El Toro AFS, from regional headquarters ... **Nadine L. Grundy,** area supervisor, Reid-Hillview ATCT, San Jose, from Oakland ATCT ... **George W. Harvey,** special assistant, Office of the Regional Administrator, from Honolulu ... **Rose L. Marino,** area manager, Hawthorne, CA, AFSS ... **James A. Mathews,** area supervisor, Monterey ATCT, from Technical Center ... **James D. Myers,** area supervisor, Brackett Field, La Verne, CA, ATCT, promotion made permanent ... **Ronald J. Oberlercher,** area manager, operations, Golden Gate (Hayward), CA, AFS, from San Francisco AFSFO ... **Richard C. Ostergren,** manager, San Francisco AFSFO, from Monterey AFSFO ... **Betty J. Roque,** manager, Salinas, CA, ATCT, from San Jose ATCT ... **Ralph M. Utterback,** unit supervisor, San Francisco CMO, Flight Standards Div. ... **Cecil R. Wall,** asst. manager, Air Traffic Div.

Retirees

Aeronautical Center

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Owen H. Magruder
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Samuel D. Lang
William G. Russell
Cornelia W. Triplett

Western-Pacific Region

Loyd T. Blowers
Albert E. Boisvert
James C. Brantley
John E. Breen
Raymond L. Brown

continued on next page

People

from page 15

James J. Contos
Salvatore J. Cultrera
James M. Currier
Charles E. Custer
Charles D. Halterman
Richard D. Harden
Janie L. Harris
Gordon D. Heinkel
Richard L. Jacobson
Edward K. Jee
Kenneth K. Kato
James H. Lamb
Charles C. McCusker
Wayne V. Miller
Edgar C. Perry
Robert W. Prentis
Mary Jean Pyatt
Ellsworth A. Ritter
Frank Schuh
Robert A. Speraw
Robert D. Stakely
Pedro C. Tellez
Jimmie Turner
Theodore R. Walters

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

Space permitting, actions of a change of position and/or facility at the first supervisory level and to branch manager in offices are published.

Other changes usually cannot be accommodated because there are thousands each month.

Penobscot Indian Nation, an FAA 'Partner'

These New England Region FAAers and Penobscot Indian Nation representatives are dedicating the Penobscot Indian Aviation Education Resource Center in Maine, the first such center to be established on an Indian reservation.

Pictured from the left are New England's Aviation Education Program manager Shelia Bauer; Bangor, Maine, Airway Facilities electronics technician Albert Sockbeson, who is a Penobscot Indian; Manchester, New Hampshire, Tower air traffic control specialist James Sappier, Jr., also a member of the Penobscot Indian Nation; Deputy Regional Administrator James Haight; Governor of the Penobscot Indian Nation James Sappier, Sr.; and regional Human Resources Division Operations Branch manager Ernest Landry.

Some teachers at the reservation school report they are now incorporating the FAA's aviation education curriculum material into their regular lesson plans.

The center, which began operations in mid-December, gives young people access to information on aviation science as well as aviation careers.

Since the center's opening, the nearby Passamaquoddy Indian Tribe has also expressed interest in aviation education as well as career opportunities in the aviation field.

U.S. Department of Transportation

Federal Aviation Administration

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