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LIS Marks New Era for Supply

By Cheryl Cooley

"When you climb on an airplane, you need to know that all the parts in the system, all the communication between the pilots and controllers, all the ground radar systems, all the navigational aids, are in good working order," says Mike Zink, program manager of the Logistics and Inventory System (LIS). "The only way that can be done is for us to ensure the parts are where they are supposed to be when they are supposed to be there."

Managing the vital functions of logistics and supply automation at the FAA has taken a giant step forward with the October 3 implementation of LIS at the FAA Logistics Center—the agency's supply facility—in Oklahoma City.

"We started developing this system, got the go-ahead and the budget in March 1989. Since that time we have been on time and under budget," continues Zink.

LIS provides automated requisitioning for the agencies' ordering offices. It makes possible online inventory management by Logistics Center personnel and better support of the National Airspace System equipment.

Real-Time Customer Service

LIS is an online real-time supply management tool. It allows the FAA Logistics Center to support the many customers who request materials. The Oklahoma City supply center supports 14,000 field facilities and 2,500 ordering offices worldwide. When LIS was implemented, 5,000 customers everywhere from Billings, Montana, to San Juan, Puerto Rico, Hawaii, Tokyo, and Frankfurt, gained real-time access to records through security-controlled identification.

Billie Davis, a lead analyst for the system, acknowledges how LIS allows "people in the center to know what has been ordered, and the computer will automatically order from the inventory. This makes things a lot easier and more efficient," she says.

(Continued on page 2)

'A Job Well Done'

Forty FAAers from as far away as London, England, and other DOT award winners were praised during the 23rd Annual Secretary's Awards Ceremony for their "personal service, dedication to duty, and creativity and innovation beyond the normal high standards of excellence expected of public employees."

Secretary of Transportation Sam Skinner presented the awards and congratulated the winners. "These few deserve special commendation, and I salute each of them on a job well done," he said.

The Secretary also related that "all DOT employees are special, extraordinary, and hardworking. You are all part of the most outstanding team in the United States government."

Departmental officers and heads of operating administrations, the U.S. Coast Guard Band, the U.S. Coast Guard Color Guard, and Hine Junior High School students also participated in the ceremony at the Departmental Auditorium, which was packed with an audience of friends and family of the awardees.

Before the formal presentations, FAA Administrator James Busey hosted a morning reception in the MacCracken room for FAA's award winners and their guests where he thanked the recipients for the work they had done on behalf of the agency.

Busey told the audience, "I have been most impressed with the professionalism and dedication of the FAA work force, so it is good to see this quality work being recognized."

See pages 6 and 7 for photos of FAA's award winners.

'Quality Care for Our Children'—

A Contribution to the Future That Reaps Benefits Today

By Fraser Jones

Child care has become a crucial issue for the FAA. "Providing quality care for our children is one of the most important contributions we can make to our nation's future," Secretary of Transportation Sam Skinner said. "The Department wants to support employee efforts to obtain appropriate care for their children."

Administrator James Busey recently spoke on child care. "Child care is not a women's issue. It affects both men and women," he said. "FAA's task is to create a workplace that accommodates the worker—male or female."

Assuring access to high-quality child care—where employees can leave their children knowing they are in good hands and are in a reliable, convenient place—benefits employee and employer alike. It has been proven to relieve employees' stress, improve morale, reduce absenteeism, increase productivity, and help retain employees who might otherwise seek employment where the benefit is provided.

In today's society, the FAA must compete to attract qualified employees in highly technical fields and to retain those already onboard, strong reasons to provide agency employees with child care benefits comparable to those found in the private sector.

Against this background, the agency is continuing to increase its emphasis on the establishment of on-site child care centers where the need exists.

Here's a snapshot of the day care facilities currently available for employees' use: FAA-sponsored child care centers include those at the Aeronautical Center, the FAA Technical Center, and the Great Lakes Regional Headquarters. The Alaskan Region, in cooperation with the Anchorage Federal Executive Association, led in the development of the first federal child care center to open in Alaska. The center, named "Tundra Tykes," was dedicated on October 25. The DOT Daycare Center in the Headquarters building serves FAA employees in Washington, DC. GSA-sponsored child care centers in Seattle and Kansas City are available for the use of FAA employees at those locations.



A big treat for Aeronautical Center employees was this Halloween visit by "Launching Pad Kids" who enjoyed trick-or-treating in the center's headquarters building.

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FAA World

January 1991

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Barbara Abels—Western-Pacific Region

The LIS staff in Oklahoma City designed a system that will provide diverse services. As of October 1990, eleven new automated functions were implemented, so LIS can serve its customers as well as provide specialized logistics functions for the Logistics Center. To do this, many new technological features were added, and some existing subsystems got a facelift. This was not a simple redesign of the thirty-year-old National Supply System (NS); LIS is a state-of-the-art system designed for the 21st century.



Standing (left to right) are Mike J. Zink, LIS program manager; Bill Bailey, former FAA Logistics Center manager; Danny Russell, supervisor, Information Systems Section; Larry Gausman, supervisor of Supply Systems; and Dr. H. C. McClure, Director, Mike Monroney Aeronautical Center.

Towards a Paperless System

LIS Core functions and features now available are:

- **Issues.** Processes actions that reduce the on-hand quantity of assets on the master inventory record.
- **Online requisitioning.** Replaces the Interim Online Requisitioning system. It allows input of priority 1 and 2 requirements, as well as noncataloged requisitions. It also includes requisition tracking.
- **Receipts.** Processes actions that increase the on-hand quantity of assets on the master inventory record.
- **Procurement system.** Allows for the preparation of procurement requests and maintains control of funds and status by procurement requests number and line item.
- **Adjustments.** Adjusts data and quantity fields on the master inventory record.
- **File maintenance.** Allows for changing nonaccountable data on the master inventory record.

Additional features that are especially helpful to customers are:

- **Queue management.** An innovation that transmits requirements from one user to another for action or electronic signature via the computer. It is the beginning of a truly paperless system.
- **Ad hoc reporting capabilities.** Allows for the continuation of reports developed in the old NS system.
- **Windowing.** Enables users to call up additional information without losing access to the computer screen in use. It is similar to split-screen viewing on a television where viewers can watch two separate channels at once.
- **Fast path.** Permits the user to navigate from one function to another without returning to the main menu.
- **Online help facilities.** Provide help for all customers, especially in training new users.

All LIS features and functions accommodate easy-to-use menu-driven systems and employ easy-to-read and understandable return messages.

History of LIS

The project's long, tumultuous history made October 1990's right-on-schedule implementation especially satisfying. "People began thinking about having a system like this about ten years ago, and we started coming up with ideas and what we needed to make it work," says Larry Gausman, a supervisor with the system.

Development began in 1985, with the automation of ten subsystems by the FAA Depot (now the FAA Logistics Center). In 1987 Arthur Andersen and Company, the forerunner of Arthur Andersen Consulting, was selected to develop forty-four remaining functions with the off-the-shelf software package MAC-PAC-D. One year into the development, software modifications to meet FAA's unique needs became too costly, and a stop work order was issued to the contractor.

In March 1989 a federal manager's overview committee authorized the FAA Logistics Center to develop the software inhouse. Program manager Zink and the LIS staff formulated a detailed, three-phase plan and sprang into action. The team worked weekends and split shifts and, despite the threat of proposed furloughs on the eve of implementation, finished the project's initial phase (LIS Core) on time.

Changes Ahead

The most exciting news is these improvements are only a first step for continued technological changes ahead. Another eighteen functions are targeted for design, development, and implementation within the next three years, in two separate phases.

During the second development phase (called Core +15), systems for budget, excess, and determination of stock replenishment levels will be designed. The major data exchange functions of LIS between the existing Aircraft Management Information System (AMIS), the Departmental Accounting Financial Information System (DAFIS), and the Computerized Dispatch System (CDS) will also be coordinated and developed.

In the third planning phase (Core +30), LIS staffers will tackle total transaction tracking and bill of materials, which is a file of all components, by equipment type, used and supported by the FAA Logistics Center for the National Airspace System (NAS).

Also on the drawing board are engineering integration, online reporting for Logistics Center management, and much more.

LIS is now FAA's primary agency logistics system, but the possibilities for further improving the supply system aren't exhausted yet. LIS staffers will keep on looking for ways to keep the agency's supplies management out in front of the field. ■

Cheryl Cooley, a supply systems analyst for the Oklahoma City FAA Logistics Center, assisted in the development and design of the LIS Receipts function.

Quality Care for Children from page 1

FAA Photo by Mary Lou D. Wojtalik



Standing by the Alaskan Region Tundra Tykes Child Care Center dedication plaque are (left to right) Ted Beckloff, Alaskan Regional Administrator; Grace Davis-Nerney, Alaskan Region Human Resource Management Division manager; and Francis Smith, Anchorage Federal Executive Association president.

On the drawing boards and approved for construction in fiscal year 1991 are FAA-sponsored child care centers at the Oakland Air Route Traffic Control Center in Fremont, California, and at the Jacksonville Air Route Traffic Control Center in Florida. The Oakland Center project, scheduled to open in mid-1991, will be the first child care center to be operated at an ARTCC.

For fiscal year 1992 construction, the agency has budgeted $2 million for four child care centers to be constructed at the Minneapolis, Kansas City, Houston, and Memphis ARTCCs. These sites were selected based on employees' need and high levels of employee/management support. Two alternate sites were also selected—Indianapolis ARTCC and Denver ARTCC.

Planning for fiscal year 1993 construction is also underway. The Southern and Western-Pacific regions have established a definite need for child care centers for their headquarters employees. The projects are in varying stages of approval and funding through the budget process.

Jim Adler, manager, Employee Relations Division, Office of Labor and Employee Relations, relates this about funding child care centers: "In the past, child care centers have been funded on an individual basis through regional initiatives. Beginning in FY '92 four child care centers will be funded centrally under the air route traffic control center modernization program."

"For FY '93 and beyond, we are looking at methods to expand funding from the national level in cooperation with the Office of Budget and the Airway Facilities and Air Traffic organizations."

Starting a child care center requires coordination between FAA, the Office of the Secretary and the General Services Administration. Usually interested employees form an organizing committee. To make sure a need exists at the location, employees at the facility must be surveyed as must the availability of day care provided privately within a three-to-five-mile radius. In addition, nearby employers are contacted to find out if they have similar needs to FAA and would be available for cooperative efforts with the agency.



Moms say goodby to their daughters at the beginning of the day at the Great Lakes Region Day Care Center: At left, Susan Greco, manager, Management Systems Division, to Gina; Joyce Oster, center, administrative program manager, Air Traffic Division, to Danielle; at right, child development specialist Nancy Skrzypiec looks on.



Children at play in the toddler room of the Technical Center's day care facility.

Once the need and support are verified, the organizing committee can begin deciding other important issues such as type of care required according to ages (infant, toddler, preschool, before and after school) and child care center design. During this phase, the method of locating a suitable provider and staff, curriculum, and tuition issues are addressed. Headquarters gives its assistance through program and procedural guidance from the Office of Labor and Employee Relations as well as a child care consultant hired by the Department to provide additional expertise regarding opening and operating a day care center.

The committee can also form a nonprofit corporation to carry out the business of the center and apply for tax-exempt status. Child care centers within the Department should be run as nonprofit corporations because by law federal agencies cannot operate them. They can build and furnish the centers, however, and provide them rent free to the provider if at least 50 percent of their enrolled children are those of federal employees. Once a center opens, tuition and fundraising efforts by the nonprofit corporations help pay the costs of the salaries of staff.

Here at the FAA, says Adler, "we are trying to make sure that if the need for a child care center exists, the agency can respond with adequate funding and support." ■



It takes a lot of organization to run a child care center. The Launching Pad's inaugural board of directors posed on the new facility's playground. They are (from left): Clauddia Jackson (AAC-81); Helen Burgard (AAC-933); Jim Bitner (AAC-16); seated—Becky Pritchett, president (AAC-53); Anita Hankins, center operator; and Susan McCarthy (AAC-93). Not shown is board member Rick Garcia (AAC-431).

FAA Photo by Jean Hunter

Fraser Jones is editor of FAA World. *Ginny Bachman, National Child Care Program manager, assisted in the preparation of this article.*

FAA Teamwork Uncovers Aeronautical Needle-in-a-Haystack

By Duncan B. Pardue

A 16-by-24-inch fiberglass panel falls from the sky, hitting a sidewalk a few feet from a nine-year-old boy in Paterson, New Jersey.

Police report the incident to the Teterboro Flight Standards District Office.

Airworthiness inspector John Ho is assigned to the case. His job is to determine:

- Is the object part of an airplane?
- If so, what type of aircraft?
- If it is from an airliner, which carrier and which flight?
- Does it affect the airworthiness of the aircraft?

"When I saw that the panel was a particular light gray, I knew it probably came from a Boeing or a Douglas aircraft," Ho said. That meant it was probably from an airliner flying over New York. Proximity of the point of impact to the Paterson navigation beacon suggested that it was traveling to or from one of the New York airports, but the FAA had no record of a reported missing panel on that day.

Ho visited local air carrier maintenance facilities and studied parts catalogs for Boeing 727s, 737s, 747s, and 757s; DC-9s, MD-80s, A-300s, and L-1011s. He could not locate the part.

"I asked the Teterboro Manufacturing Inspection District Office (MIDO) for help. Manager Phil Westbrook determined that the part is an access panel on the lower side of the leading edge of the right wing of a 767, the only aircraft whose parts catalog I had not analyzed," Ho said.

Starting in 1981, the 767s—all 332 of them—have been manufactured and sold worldwide to such airlines as American Airlines, Delta Airlines, TWA, USAir, United Airlines, Air Canada, Polish Airlines and SAS. All of those carriers fly into New York.

Ho asked for help from each of the certificate management units (CMU) responsible for the domestic carriers: Dallas FSDO for American; Burlingame, California, FSDO for United; Kansas City FSDO for TWA; Pittsburgh FSDO for USAir; and Atlanta FSDO for Delta. None of the airlines had filed a report of a missing panel on a 767.



Airworthiness inspector John Ho displays dislodged Boeing 767 access panel that fell to the ground in Paterson, New Jersey.

Ho could probably have closed out the case at that point. The panel could have fallen from a foreign carrier, maintenance records for which are not directly accessible by the FAA. He chose not to.

"Parts are not supposed to fall from airliners," he said.

"The fact that it had almost hit a young boy reminded me that I, too, have a young son. The thought of a possible undetected flaw, which might cause the panel to fall again from a 767, troubled me," he said.

Ho had noted a four-digit number on the panel. At first he thought it might be a vendor number, but then he found out that vendor numbers are five digits.

Again the Teterboro MIDO was asked to help. Further evaluation and information from outside sources revealed that the number represented a customer order for whom the aircraft was built. The Seattle MIDO, where Boeing aircraft are manufactured, was asked to enter the case. Inspector Kevin Mullins cracked the customer number code and found that the panel came from a 767-332 delivered to Delta Airlines in December 1986.

Further investigation revealed that the aircraft had flown from LaGuardia to Atlanta on the day of the incident. Correlating the coordinates of the street where the part fell with the aircraft's flight path appeared to confirm that the panel had fallen from Delta flight 867.

Ho then asked inspector Reed L. Wiglesworth, assistant principal maintenance inspector for Delta at the Atlanta FSDO, to check the carrier's maintenance records further. There was in fact a maintenance record of a missing part from the aircraft on the day of the incident. It took a two-hour delay for its replacement and then went on its way.

Since the missing panel did not affect the immediate safety and airworthiness of the aircraft, Federal Aviation Regulations do not mandate that it be formally reported. The agency's overall responsibilities, however, include close monitoring of any visible or potential structural flaws. If Ho had not determined what the part was and the aircraft it came from, the FAA would not have a record of the incident.

Pending further investigation by the Atlanta FSDO, the panel will be sent to the Seattle MIDO for analysis in conjunction with Boeing. A "Service Difficulty Report" will also be filed with the aviation community.

A native of Manhattan in New York City, Ho began his aviation career in 1980 after graduating from the College of Aeronautics. He has been a mechanic at Eastern Airlines, a team leader for quality control at People Express, and inspection manager at Continental Airlines. He joined the FAA in September 1989. ■

Duncan B. Pardue is a public affairs specialist and contributing editor to the Eastern Region Intercom.



CAMI Employee of the Year Mary R. "Gin" Warren.

CAMI Employee of the Year

The Civil Aeromedical Institute (CAMI) employee of the year for 1990, Mary R. "Gin" Warren, is a registered nurse in the Occupational Health Division. Warren was selected from a group of nominees of the divisions making up CAMI—Aeromedical Certification, Aeromedical Education, Human Resources Research, Aeromedical Research, and her own Occupational Health Division.

Raised in Columbus, Georgia, Warren has been a nurse for 22 years, 20 of which have been with the FAA.

In addition to being an outstanding nurse at the CAMI clinic, Gin Warren is a wife of 22 years and the mother of a 20-year-old daughter and a 13-year-old son. In 1984 the Warren family moved to Oklahoma City, and Warren took her present position at the CAMI clinic, where her warm, friendly smile and professional attitude reassure clinic patients. Her patients include employees of the Mike Monroney Aeronautical Center and many students receiving training at the FAA Academy. Her boss, clinic director Dr. Bill Davis, says Warren does her work "dependably, cheerfully, and in the best tradition of nursing."

Warren is also an innovator. In an action typical of her concern for people, she recently coordinated a blood pressure testing program for Aeronautical Center employees. Rather than waiting for people to show up in the clinic, she "took the program to the people" by setting up testing stations in several of the buildings where large numbers of people work. The screening program was a huge success; some employees learned they were hypertensive and sought medical treatment sooner than they otherwise might have.

CAMI's employee of the year, Gin Warren, is truly a valuable asset to the institute. ■

Aviation Training Cooks with HEAT

By Genise A. Stancil

FAA trains for safety, and HEAT—the Higher Education and Advanced Technology staff—helps it happen within a recently restructured training and higher education organization.

To keep up with the dramatic growth and the increasing complexity of American aviation, the agency's higher education and training program has been revamped and revitalized. The restructuring of the program kicked off in the summer of 1988 with a commitment to prepare FAA's work force for the demands and challenges of the 1990s and beyond. The agency announced eight new initiatives for improving FAA's training and recruitment programs. These initiatives formed the basis for the development of the "Flight Plan for Training."

The Office of Training and Higher Education (AHT), under the leadership of Director Joseph Kisicki, was created to administer technical training and related higher education activities contained in the Flight Plan.

Initiative three of the plan states, "The FAA must forge a new partnership with the academic and industrial communities to meet the agency's human resource challenges." To develop this partnership, the HEAT staff unit was created within the new office.

HEAT staffers work with the academic and industrial communities to prepare the technically trained men and women needed in aviation careers such as air traffic control, computer sciences, electronics, aircraft operations, safety occupations, and aviation maintenance management.

New concepts for equipment and procedures and new ways of solving problems require a certain type of individual—one who can flourish in a technical environment, a person who can think, plan, organize, and manage both machines and people. Dr. Michael Kruger, manager of HEAT, believes many of these men and women will come from collegiate aviation education programs, and the FAA has a number of these programs underway.

The Airway Science (AWS) Program is an important aviation education partnership with the academic community. It prepares qualified individuals for the jobs in FAA's modernization program and the aviation industry.

Margaret Powell heads up the AWS Curriculum Program, part of a long-range effort to upgrade the future technical and managerial work force of FAA and the aviation industry. This highly structured baccalaureate degree program emphasizes critical thinking, cognitive and analytical skills, communications skills, mathematics, science and technology, computers, management, and aviation.



The Higher Education and Advanced Technology staff seated from left: Virginia Krohn, manager, AWS Grant Program; Michael Kruger, HEAT manager; Genise Stancil, former staff intern; and Paul Lackovic, contractor assisting with grants management. Standing from left: Margaret Powell, acting head of the AWS Curriculum Program; and Frederica Dunn, manager, Pre-Hire Air Traffic Control Demonstration Project.

AWS curricula are recognized in 44 colleges and universities with one or more of the following areas of concentration:

- Airway science management
- Airway systems management
- Airway computer science
- Aircraft electronics systems
- Aviation maintenance management

Over 2,000 students are enrolled in a recognized AWS curriculum, each of which has been reviewed by the University Aviation Association and approved by the FAA.

Virginia Hancock Krohn administers the AWS Grant Program, which defrays the cost of collegiate aviation programs through the award of grants to four-year public or private colleges and universities with FAA-recognized AWS curricula. Appropriated funding for fiscal year 1991 reached a record breaking $10 million. Congress designated only $300,000 of that amount, leaving $9.7 million to be awarded on a competitive basis. The FAA Administrator makes such awards, based on the recommendations of an evaluation panel who rate and rank school proposals according to established evaluation criteria.

Under the grant program, 26 colleges and universities have received 45 individual grants for the purchase or construction of academic buildings and associated facilities to be used in conjunction with an FAA-recognized AWS curriculum. AWS funds can also be awarded for nonexpendable instructional materials or instructional equipment used in the actual teaching of AWS courses—for example, flight simulators, meteorological equipment, air traffic simulators, and computers.

HEAT is also testing improved recruitment and training of air traffic controllers through the Pre-Hire Air Traffic Control Demonstration Project, managed by Dr. Frederica Dunn. Currently, this demonstration project tests whether accredited, post-secondary educational institutions can accomplish air traffic control (ATC) screening and training. Its goal is to prepare students for the ATC profession with a level of competence that qualifies them for direct placement in an FAA air traffic control facility.

The FAA has three Pre-Hire Demonstration Programs in various stages of operation. Hampton University in Hampton, Virginia, is preparing to initiate a prototype project to train enroute air traffic controllers in an academic environment.

Community College of Beaver County (CCBC) in Beaver Falls, Pennsylvania, operates a control tower and has an ATC program for the terminal option as one of its associate in applied science degrees.

The Mid-America Aviation Resource Consortium (MARC) ATC Training Center at Flying Cloud Airport, Eden Prairie, Minnesota, is using the state's post-secondary technical education system to develop and conduct a prototype ATC program for the enroute option.

Three additional educational institutions will soon be selected to participate in the Pre-Hire Demonstration Project. HEAT is currently soliciting non-financial proposals from post-secondary institutions that have the necessary infrastructure and experience to train air traffic controllers.

A similar pre-hire effort for airway facilities electronics technicians is also underway. Dunn is working on the project which will involve an agreement with several schools to provide technical training to students interested in becoming FAA electronics technicians.

Dunn also coordinates an annual training symposium to identify strategies and structures that will meet existing and future training requirements and to discuss, review, and demonstrate the latest technologies in instructional techniques and delivery. The information sharing and collaborative research effort involved in conducting the symposium have fostered valuable interaction among government, academia, and industry.

Today, American aviation faces many challenges and offers a wide range of employment opportunities stemming from its dramatic growth since deregulation—from 247 million domestic airline passengers carried in 1978, to over 415 million in 1987, with growth to 714 million forecast for 1999. To meet current and future technological and operational demands, the FAA must maintain a highly trained and motivated work force to control aircraft, manage staff, repair equipment, and make an increasingly complex aviation system work.

HEAT is revitalizing FAA's cooperation and involvement with academia and industry in keeping this professional work force trained to handle the changing high-tech requirements of the U.S. aviation system.

The establishment of the AWS Program provided the foundation for HEAT's partnership with academia and industry. The next step will be to involve industry in all aspects of the AWS Program, to refine the AWS curricula, and to expand the number of institutions with program curricula.

Tomorrow's demands on the U.S. aviation system must be met, and HEAT is helping FAA prepare for the future. Its Airway Science Curriculum Program, the AWS Grant Program, the Pre-Hire ATC Demonstration Project, and the training symposia provide a set of strategic initiatives to stimulate interest in aviation, enhance recruitment of qualified men and women to the aviation field, and reduce the cost of FAA's technical training. ■

Genise A. Stancil is a personnel management intern formerly assigned to the Higher Education and Advanced Technology Staff, AHT-30.

Transportation Secretary's

Secretary's Award for Excellence

The award is granted to employees in grades GS-1 through GS-9 and WG-1 through WG-8 who have achieved outstanding performance in all aspects of their work and deserve special commendation.

Ten FAA employees received the award.

With Administrator Busey are Gail M. Rollins, administrative officer, Office of Human Resource Management, Washington, DC; Robert S. Reed, computer operator, Air Route Traffic Control Center, Hilliard, FL; Mary A. Pryor, procedures data specialist, Flight Inspection Field Office, Battle Creek, MI; and Tawana E. Springfield, secretary, Civil Aviation Security Field Office, Houston, TX.





Award for Excellence winners Gail D. Meltzer, secretary, AEU-LON, London, England; Rose E. Marra, secretary, Office of Advanced Automation, Washington, DC; and Bonnie J. Kaznecki, secretary, Air Traffic Control Tower, Pontiac, MI.



Excellence Award winners Lollie O. Brashears, administrative assistant, Human Resource Management Division, Kansas City, MO; Stacey R. Helmer, program assistant, Flight Standards Service, Washington, DC; and Marilyn M. Golden, evaluation assistant, Air Traffic Division, Des Plaines, IL.

Lawrence R. Schneider Award

The award commemorates the Chief Counsel of the National Highway Traffic Safety Administration from August 8, 1971, until his death on July 12, 1974. Presentation is made annually to an especially competent and productive practicing DOT attorney who has been admitted to the bar within the last ten years.

Denise Daniels Ross from the FAA received the award this year.



Denise Daniels Ross, special counsel to the Chief Counsel, Washington, DC.

Secretary's Award for Exceptional Service

Nine FAA employees at the Whitehouse, FL, Airway Facilities Sector Field Office received this award for exceptional leadership, dedication, and professionalism demonstrated through effective teamwork in providing service to aviation system users.



Pictured are F. Calvin Wollitz, electronics technician, Kenneth O. Woodward, electronics technician, Johnnie Merrill, AFSFO manager, and John W. Bartruff, electronics technician—all from the Whitehouse, FL, Airway Facilities Sector Field Office.

Others from the AFSFO who received the award were David M. Aiken, electronics technician; Judy Coleman, secretary; electronics technician Rondle J. Keefer (deceased); Samuel J. Moore, electronics technician; and Harold L. Vance, electronics technician.

Secretary's Meritorious (Silver

Given in recogniti meritorious service t Federal Government, achievement that sub uted to accomplishm ment's mission or m

Eleven FAAers rec Medal this year.







With Administrator James Busey medalists, from the left, Michael Director, Office of Management Washington, DC; Michael Zielin Aircraft Evaluation Group, Seat Gene S. Mercer, manager, Forec Office of Aviation Policy and Pla ton, DC.

Awards Go to 40 FAAers

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Silver medalists Seymour Everett, supervisory general engineer, NAS System Engineering Service, Washington, DC; Margaret Gilligan, Chief of Staff, Administrator's Office, Washington, DC; Joseph A. Ferrucci, Jr., supervisory aviation safety inspector, Flight Standards District Office, Portland, ME; and David J. Hurley, Director, Air Traffic Systems Management, Washington, DC.



Silver medal winners John W. Brown, Jr., supervisory accountant, Office of Accounting, Washington, DC; Cynthia J. Burbank, staff director, National Transportation Policy, Phase II, Washington, DC; M. Craig Beard, Director, Aircraft Certification Service, Washington, DC; and William E. Cress, National Airspace System Program manager, Oklahoma City, OK.



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Secretary's Award for Special Service Commendation

B. Keith Potts was honored for outstanding leadership of the System Safety and Efficiency Review of the General Aviation Compliance and Enforcement Program, which significantly improved system safety and efficiency and enhanced working relationships among the general aviation community, the FAA, and the DOT.



Keith Potts, Assistant Administrator for Aviation Safety, and Administrator Busey chat at the morning reception held in the MacCracken room for the award recipients.

Yvonne D. Williams-Ruff, personnel staffing specialist, Human Resource Management Division, Jamaica, NY; Claudia M. Williams, secretary, Air Traffic Division, Fort Worth, TX; and Arthur F. Fregoso, manager, Logistics Division, Seattle, WA.



Secretary's Award for Outstanding Achievement in Equal Employment Opportunity

The award honors and recognizes those employees, supervisors, or managers who have excelled in their efforts to promote equal employment opportunity through unusually effective leadership, skill, imagination, and perseverance.

Three FAA employees received the award this year.

Secretary's Award for Valor

This is the highest departmental award for acts of heroism or courage involving great risk by civilian employees under unusual circumstances. To be eligible, an employee must have demonstrated heroism or courage in an emergency on or off duty.

Four from the FAA were awarded.



Manfred F. Keller, automation specialist, Air Traffic Division, Anchorage, AK; Brigitte Lewkowicz, who accepted the posthumous award for John D. Lewkowicz, former air traffic manager at Ann Arbor, MI; Scott A. Wolfgang, air traffic control specialist, Air Route Traffic Control Center, Leesburg, VA; and John A. Moss, air traffic control specialist, Air Route Traffic Control Center, Hampton, GA.

Secretary's Award for Volunteer Service



Henry R. Verbais, air traffic control specialist, Flight Service Station, Santa Barbara, CA.

The award honors an employee who has made significant contributions to improving a community organization or program for which the Department provides support or sponsorship by unselfishly donating personal time and effort.

Henry R. Verbais was the recipient.

Understanding Affirmative Action

By Gregory Pender

What is *affirmative action* (AA)? By simple definition, it is the effort to eliminate employment imbalances and barriers to equal job opportunity affecting minorities, women, and the handicapped.

As a concept, equal opportunity is well accepted. It means a working environment in which personnel actions and employment decisions are free from discrimination on the basis of race, color, national origin, sex, religion, age, handicap, or reprisal for participating in a protected activity.

Affirmative action, however, is often less accepted—and certainly less understood. Lack of acceptance may be caused by fear of personally giving up something (a job, promotion, etc.) if equal opportunity is realized for someone else. A greater understanding of AA should help allay that fear.

How does it work?

To be most effective, EEO efforts must be joint undertakings. FAA's Administrator James Busey has stated the responsibility for equal opportunity rests with each manager, supervisor, and employee of the FAA. Various approaches can be taken to ensure that equal opportunity is a reality—not just a concept. Affirmative action is one of them.

It may take the form of examining selection practices to be sure they are fair and equitable. It may be ensuring that a special employment program such as Cooperative Education has a representative number of minorities and women; or it may be targeting recruitment efforts to ensure that all qualified candidates are provided an opportunity to bid on FAA vacancies.

Under no circumstances does any EEO or AA effort call for selection or promotion of unqualified candidates. AA does not mean minorities and women are afforded special privileges. Every employee is held accountable for performance and actions to the same extent as others.

A plan for action

The vehicle used to help the FAA's Northwest Mountain Region fulfill its EEO and AA goals is the *Multi-Year Affirmative Employment Plan (MYAEP)*. It identifies EEO barriers in several areas (including recruitment, selection, training, and sexual harassment) and action items to remove those barriers.

For example, if analysis showed recruitment of minorities and women is hampered by the lack of women or minority recruiters, the remedy would be to hire and train women and minorities as recruiters.

A similar analysis is done on the representation of women and minorities in the regional work force. Percentages of the FAA's women and minority employees are compared to the U.S. Census Bureau's civilian labor force figures, which estimate the number of women and minorities available in the work force. Where underrepresentation is found, appropriate hiring goals are established.

Responsible persons and target dates are included in the plan to assure that supervisors and managers place high priority on the action items.

Although the plan addresses each major job category, it looks primarily at the most populous job series in the FAA, such as air traffic controller, aviation safety inspectors, and electronics technicians.

By analyzing and remedying underrepresentations in the job series with the largest numbers of people, it is easier to affect representation in the overall work force. For example, nearly half the FAA's employees are air traffic controllers; therefore a significant increase of AA hires into the controller ranks significantly increases affirmative action representation for FAA's entire work force.

Reverse discrimination?

Some individuals may say AA by its nature is unfair—that promoting women, minorities, and handicapped persons ahead of white males, when all other qualifications are equal, looks like "reverse discrimination." But there is another way to look at it.

For a variety of cultural and societal reasons, some groups in this country have traditionally not had the same employment opportunities as other groups. Our government made the moral and legal choice to correct past injustices by affirming the concept of equal opportunity and by taking action to assure the federal work force is representative of all groups distributed in the labor force. ■



FAA Photo by Matt Brown

Equal Employment Opportunity specialist Gregory Pender.

Gregory Pender is an equal employment opportunity specialist in the Northwest Mountain Region's Civil Rights Office, ANM-9.

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Central Region

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Eastern Region

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The information in this feature is extracted from the Personnel Management Information System (PMIS) computer. Space permitting, all 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.

from Washington Headquarters . . . **Philip J. Kain,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent . . . **Kenneth Klasinski,** area manager, Dulles International ATCT, from Washington Headquarters . . . **Louis M. Klinker,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent . . . **Mark J. Marchese,** area supervisor, Rochester, NY, ATCT, promotion made permanent . . . **Kenneth H. Maus,** area supervisor, Capital City Tower, New Cumberland, PA, from Harrisburg International ATCT . . . **Robert B. Mendez,** manager, Washington Airports District Office, Airports Div., from Valley Stream, NY . . . **Walter J. Meyer,** unit supervisor, New York CASFO . . . **Doyal W. Miller,** principal maintenance inspector, Pittsburgh FSDO, Coraopolis, PA, promotion made permanent . . . **Pierce H. Murphy,** asst. manager, New York ARTCC, Islip, NY . . . **James R. Repucci,** aviation safety insepctor, Pittsburgh FSDO, Coraopolis, PA . . . **Jackie W. Stell,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent . . . **Philip J. Tortorice,** section supervisor, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent . . . **James M. Verdon, Jr.,** area supervisor, Williamsport, PA, AFSS.

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David J. Adams, manager, Pasco, WA, ATCT, from Seattle . . . **Arnold R. Ainge,** area supervisor, Salt Lake City ARTCC . . . **Wallace Allen,** unit supervisor, Denver CASFO, Salt Lake City, UT, promotion made permanent . . . **Michael N. Asahara,** manager, Airframe Branch, L.A. Aircraft Certification Office, Transport Airplane Directorate, promotion made permanent . . . **Alan M. Borg,** area supervisor, Salt Lake City ARTCC . . . **Lawrence D. Butler,** area supervisor, Salt Lake City ARTCC, from Anchorage ARTCC . . . **Stephen P. Chamberlain,** area supervisor, Medford, OR, ATCT, from Portland ATCT . . . **Lois G. Duell,** supervisor, Services Section, Material Management Branch, Logistics Div., promotion made permanent . . . **Shelley R. Egan,** area supervisor, Portland, OR, ATCT, from Salem ATCT . . . **Billie H. Ellis,** section supervisor, National Air Traffic System Effectiveness Evaluations Branch, from Des Moines, IA, ATCT . . . **Ronald H. Fracchia,** unit supervisor, Longmont, CO, ARTCC AFS, promotion made permanent . . . **James C. Frisbee,** unit supervisor, Glenwood Springs, CO, AFSFO, Denver AFS, promotion made permanent . . . **Loren M. Gibbons,** area supervisor, Great Falls, MT, AFSS, from Missoula FSS . . . **Donald E. Gonder,** manager, Airframe Branch, Seattle Aircraft Certification Office, Transport Airplane Directorate . . . **Richard A. Groo,** technician in charge, Salt Lake City, UT, AFS, promotion made permanent . . . **Thomas P. Hansen,** unit supervisor, Denver Airport Section, Establishment Branch, Airway Facilities Div., from Great Lakes regional headquarters . . . **Michael L. Hopkins,** area manager, Seattle, WA, ARTCC, Auburn, from regional headquarters . . . **Thomas M. Iversen,** area supervisor, Salt Lake City ARTCC . . . **George E. Johnston,** supervisor, Radar/Automation Section, Maintenance Branch, Airway Facilities Div., promotion made permanent . . . **William T. Lowe,** traffic management unit supervisor, Salt Lake City ARTCC . . . **Gary H. Mattson,** asst. manager, Denver, CO, AFS, from regional headquarters . . . **Donald J. McGurk,** asst. manager, Cedar City, UT, AFSS . . . **Steven L. Nelson,** asst. manager, plans & programs, Cedar City, UT, AFSS . . . **Daniel A. Piper,** area supervisor, Salt Lake City ARTCC, from Salt Lake City ATCT . . . **Willard R. Probert,** group supervisor, Navigation/Communications Installation Engineering Section, Establishment Branch, Airway Facilities Div. . . . **Joseph F. Saladino,** manager, Aspen, CO, ATCT, from Miami ATCT . . . **Phillip Sandoval,** section supervisor, Procurement Branch, Logistics Div., promotion made permanent . . . **Jere A. Sheppard,** systems engineer, Longmont, CO, ARTCC AFS, from Billings, MT, AFS . . . **Jeff L. Tichenor,** area supervisor, Seattle-Tacoma ATCT, from St. Paul, MN, ATCT . . . **Gary L. Wilson,** area manager, Auburn, WA, ARTCC . . . **Jerry E. Woodhouse,** supervisor, Navigation/Communications Engineering Section, Maintenance Branch, Airway Facilities Div., from Portland, OR, AFS . . . **Robert F. Woody,** section supervisor, Salt Lake City, UT, FSDO.

Southern Region

Jessie F. Addison, Jr., unit supervisor, Fayetteville, NC, AFSFO, Raleigh AFS . . . **Dale C. Anderson,** chief, Flight Procedures Staff, Flight Standards Div., promotion made permanent . . . **Douglas R. Baker,** unit supervisor, Bristol, TN, AFSFO, Charlotte AFS, from Covington, KY, AFS . . . **Thomas R. Benson,** area supervisor, Miami ARTCC, from New England regional headquarters . . . **Charles E. Blair,** manager, Jackson, MS, Airports District Office, promotion made permanent . . . **Charles C. Blankenship,** area supervisor, Jackson, TN, AFSS, from Knoxville FSS . . . **Billie D. Brandt,** manager, Isla Verde, San Juan, PR, ATCT . . . **James E. Brogren,** maintenance mechanic foreman, Hub AFS, Miami, promotion made permanent . . . **Wendell F. Cavalier,** area supervisor, Mobile, AL, ATCT, from Gulfport, MS, ATCT . . . **Richard A. Childers,** area manager, Memphis, TN, ATCT . . . **Walter R. Coker,** section supervisor, National Air Traffic System Effectiveness/Evaluations Branch, from Chicago O'Hare ATCT . . . **Robert B. Copeland,** unit supervisor, Patrick AFB AFSFO, Tampa, FL, AFS . . . **Ronald H. Dorriety,** asst. manager for program support, Jacksonville ARTCC AFS, Hilliard, FL, from regional headquarters . . . **Kenneth L. Dossett,** unit supervisor, Memphis, TN, ARTCC AFS . . . **William Dubis,** principal operations inspector, Atlanta FSDO, College Park, GA, promotion made permanent . . . **Percell Duckett,** sector manager, Memphis, TN, ARTCC AFS, promotion made permanent . . . **Cager Durden III,** section supervisor, Engineering Services Support Staff, Civil Aircraft Engineering Group, Establishment Engineering Branch, promotion made permanent . . . **Andy J. Eastman,** area supervisor, Daytona Beach, FL, ATCT, promotion made permanent . . . **Stephen T. Elkins,** section supervisor, Atlanta CASFO, College Park, GA . . . **Michael V. Fufidio,** section supervisor, Miami, FL, CASFO . . . **James L. Garringer,** area supervisor, Gulfport, MS, ATCT, from Mobile, AL, ATCT . . . **Norman L. Gilbert,** area supervisor, Hampton, GA, ARTCC, promotion made permanent . . . **Robert S. Goldman,** area supervisor, St. Petersburg, FL, AFSS, from Nashville, TN, AFSS . . . **Richard T. Griffith, Jr.,** unit supervisor, Radar Section Installation Unit, Establishment Engineering Branch, Airway Facilities Div. . . . **James C. Harber,** unit supervisor, Melbourne, FL, AFSFO, Tampa AFS . . . **William L. Horton,** area supervisor, Macon, GA, RAPCON, promotion made permanent . . . **Joseph R. Hunt,** section supervisor, North Florida FSDO, Orlando . . . **Richard E. Jacobs,** manager, Dothan, AL, FSS, from Anniston AFSS . . . **Clarence L. Jones,** area supervisor, Jacksonville, FL, ATCT, from San Juan, PR, ATCT . . . **James E. Kellett,** asst. manager, Gainesville, FL, AFSS . . . **Donald R. Kemp,** area supervisor, Hampton, GA, ARTCC, from regional headquarters . . . **Samuel F. Kemp,** unit supervisor, Nashville, TN, FSDO, Memphis . . . **Carmel J. Leese,** area supervisor, San Juan CERAP, promotion made permanent . . . **Brian E. Lentini,** manager, Montgomery, AL, RAPCON, from Pensacola, FL, ATCT . . . **Heriberto Lopez,** area supervisor,

San Juan CERAP, promotion made permanent . . . **Richard F. Martz,** manager, Nashville, TN, FSDO, from Washington Headquarters . . . **Jack E. Miller,** section supervisor, Miami, FL, CASFO, Orlando, from Tampa . . . **Jerry L. Miller,** area supervisor, Miami, FL, ATCT, from Vero Beach, ATCT . . . **Miles R. Miller,** area manager, Pensacola, FL, ATCT, from Boston ARTCC, Nashua, NH . . . **Richard E. Moser, Jr.,** area supervisor, Hampton, GA, ARTCC, promotion made permanent . . . **Paul E. Parish,** asst. manager for training, Memphis, TN, ATCT . . . **James R. Piccoli,** unit supervisor, Ft. Lauderdale, FL, FSDO, promotion made permanent . . . **Rory J. Reed,** area manager, Miami ATCT . . . **Bonnie S. Schultz,** area supervisor, Miami ATCT, promotion made permanent . . . **Joseph Stuppiello,** manager, West Columbia, SC, FSDO, from Farmingdale, NY, FSDO . . . **Ronald L. Vick,** area manager, San Juan CERAP, from Fort Worth, TX, ARTCC . . . **Jimmy R. Wall,** supervisor, Real Estate/Utilities Section, Real Estate Branch, Logistics Div., promotion made permanent . . . **Denzil C. Wallace,** crew chief, Hampton, GA, ARTCC, Atlanta AFS, promotion made permanent . . . **Billy J. Watson,** manager, Jackson, MS, FSS . . . **George W. Webb,** Greensboro, NC, AFSFO, Raleigh, NC, AFS . . . **Harold S. Wood, Jr.,** asst. manager for training, Hartsfield International Airport ATCT, Atlanta, from regional headquarters . . . **Rex M. Wyatt,** supervisory aviation safety inspector, North Florida FSDO, Orlando, promotion made permanent.

Southwest Region

Roy L. Allen, principal maintenance inspector, Houston, TX, FSDO . . . **Eric E. Anderson,** manager, General Litigation & Rulemaking Branch, Office of Assistant Chief Counsel . . . **Harry R. Anderson,** unit supervisor, Little Rock, AR, FSDO . . . **John B. Archibald,** manager, Amarillo, TX, AFSFO, Albuquerque AFS . . . **David F. Bitonti,** principal operations inspector, Houston, TX, FSDO . . . **Marvin C. Brynterson,** asst. systems engineer, Ft. Worth, TX, ARTCC AFS, promotion made permanent . . . **Wendie F. Chapman,** supervisor, Telecommunciations Administration Section, Telecommunications & Spectrum Management Branch, Airway Facilities Div., from Washington Headquarters . . . **George D. Conley,** manager, Airports Programming Branch, Airports Div. . . . **William G. Crow,** unit supervisor, Ft. Worth Certificate Management Office, Flight Standards Div., promotion made permanent . . . **James T. Doar,** area supervisor, Fort Worth, TX, ARTCC . . . **John A. Dobelman,** unit supervisor, Terminal Electronics Engineering Section Facilities & Equipment, Establishment Engineering Branch, Airway Facilities Div. . . . **Richard W. Dodgen,** area supervisor, Oklahoma City, TRACON . . . **Theodore E. Fusch,** unit supervisor, Little Rock, AFS . . . **Barry R. Hartz,** unit supervisor, Enroute Electronics Engineering Section, Establishment Engineering Branch, Airway Facilities Div. . . . **Ray M. Helman,** area supervisor, Albuquerque, NM, ARTCC . . . **Benny M. Hilburn,** asst. manager, Austin, TX, RAPCON, from Houston, ATCT . . . **Clifford E. Hubbs,** area supervisor, Jonesboro, AR, AFSS, from Fayetteville FSS . . . **Walter H. Hunter,** unit supervisor, Dallas/Ft. Worth FSDO, from Houston FSDO . . . **Earl Jackson, Jr.,** area supervisor, San Antonio, TX, ATCT . . . **Dennis C. Lagerstrom,** asst. manager for training, Houston Intercontinental ATCT . . . **Donald O. Knight,** team supervisor, Houston FSDO, promotion made permanent . . . **James C. Meyers,** team supervisor, Houston FSDO . . . **Carmen B. Mondragon,** supervisor, Acquisition Section A, Procurement Branch, Logistics Div., promotion made permanent . . . **Ray B. Moore,** unit supervisor, Ft. Worth, TX, FSDO . . . **Martis H. Nettles,** unit supervisor, Houston AFS . . . **Jack L. Oxford,** manager, Oklahoma City (Bethany) AFS, from Houston AFS . . . **Mark G. Parker,** unit supervisor, Construction Management Section, F&E, Establishment Engineering Branch, Airway Facilities Div. . . . **Brenda L. Perry,** area supervisor, Albuquerque, NM, ARTCC . . . **Robert N. Stevens,** supervisor, Enroute/FSS Section, Facility Operations Branch, Air Traffic Div. . . . **Freddie Sutton,** asst. systems engineer, Ft. Worth ARTCC AFS, promotion made permanent . . . **James A. Ward,** area supervisor, Tulsa, OK, International ATCT, from Dallas/Ft. Worth ATCT . . . **Thomas R. Wayson,** area supervisor, Meacham Field ATCT, Ft. Worth, from Dallas/Ft. Worth ATCT . . . **Otis T. Welch,** manager, Airports System Capital & Planning Branch, Airports Div. . . . **Lynette Word,** manager, Safety Enforcement Branch, Office of Asst. Chief Counsel.

Technical Center

Alfred L. Adkins, Jr., technical program manager, ATC Technology Branch, Concepts Analysis Div. . . . **Holly J. Baker,** staff officer, Public Affairs Staff, promotion made permanent . . . **Noel Hansen,** supervisor, Enroute Requirements Section, Enroute Field Support Branch, National Automation Field Support Div. . . . **Robert D. McQuown,** supervisor, Conformance & Measurements Section, Enroute Field Support Branch, National Automation Field Support Div. . . . **Sreerangapatam G. Sampath,** technical program manager, Propulsion & Structures Branch, Aviation Safety Div., from Cambridge, MA . . . **John E. Townsend,** technical program manager, Airborne Systems Technology Branch, Concepts Analysis Div., promotion made permanent . . . **Rosanne M. Weiss,** technical program manager, Airborne Systems Technology Branch, Concepts Analysis Div., promotion made permanent . . . **Christopher J. Wolf,** technical program manager, Airborne Systems Technology Branch, Concepts Analysis Div., promotion made permanent.

Washington Headquarters

Matthew E. Asai, team leader, Navaids/MLS Branch, Contracts Div., Logistics Service . . . **Gene M. Barnett,** area supervisor, Traffic Flow Management Branch, Operations Div., Air Traffic Operations Service, from Miami International Airport ATCT . . . **Clifford D. Bennett,** team leader, Navaids/MLS Branch, Contracts Div., Logistics Service . . . **Geraldine A. Cappello,** manager, Employee Relations & Career Development Branch, Human Resource Management Div., Associate Administrator for Human Resource Management . . . **Sherelle T. Carper,** section supervisor, Advanced Systems Branch, Training Requirements Program Div., Office of Air Traffic Program Management, from Philadelphia ATCT . . . **Joseph R. Demeo,** staff chief, NAS System Engineering Service . . . **Joseph F. Doubleday III** supervisory aviation safety inspector, Certificate Management Branch, Field Programs Div., Flight Standards Service . . . **Cecelia G. English,** chief, Executive Staff, Flight Standards Service . . . **Garrome P. Franklin,** chief, Information Resources Management Staff, Airway Facilities . . . **Julia Lively Gatling,** unit supervisor, Financial Management Staff, Associate Administrator for NAS Development, promotion made permanent . . . **David C. Gilliom,** asst. manager, Field Programs Div., Flight Standards Service . . . **Anthony C. Jennings,** team leader, Resource Management Branch, Contracts Div., Logistics Service . . . **Valdis I. Krumins,** branch manager, Associate Administrator for Airway Facilities . . . **Harold M. LeBlanc,** team supervisor, Automation/Advanced Automation Branch, Contracts Div., Logistics Service . . . **Thomas Longridge,** section supervisor, Air Carrier Training Branch, Air Transportation Div., Flight Standards Service . . . **James H. Loos,** chief, Air Traffic Staff, Brussels, Belgium . . . **Jane A. Mayne,** chief, Executive Staff, Associate Administrator for Human Resource Management . . . **Deborah A. Osipchak,** chief, Financial Programs Staff, Office of Accounting, promotion made permanent . . . **Helen M. Pernell,** team supervisor, System Operation & Engineering Branch, Contracts Div., Logistics Service . . . **Laurence L. Silvious, Jr.,** chief, System Coordination Branch, System Improvement Div., Office of Air Traffic System Effectiveness . . . **Paul T. Steucke,** manager, Public & Employee Communications Div., Assistant Administrator for Public Affairs, from Alaskan Regional Office . . . **John Henry Vogt,** team leader, Communications/Aircraft & Weather Branch, Contracts Div., Logistics Service . . . **Sonja M. Whitson,** team leader, Surveillance Branch, Contracts Div., Logistics Service.

Western-Pacific Region

Sandra L. Acquistapace, asst. manager for training, Oakland, CA, FSS . . . **Donna M. Braxton,** group supervisor, Aviation Medical Div., Hawthorne, CA, promotion made permanent . . . **Spencer E. Buxton,** facility manager, Reno, NV, FSDO . . . **Kenneth G. Caplan,** director, Office of Assistant Chief Counsel . . . **Diane Coghlan,** section supervisor, Long Beach, CA, FSDO, from Washington Headquarters . . . **Malachy T. Coghlan,** manager, Employee/Labor Relations Branch, Human Resource Management Div., from Washington Headquarters . . . **Roger G. Davis,** asst. manager, San Diego AFSS, from Washington Headquarters . . . **Carol A. De Felice,** area supervisor, Lindbergh International Airport ATCT, San Diego, from Brown Field Airport ATCT . . . **Raymond J. Delucia,** area supervisor, Sacramento, CA, AFSS, from Red Bluff, CA, FSS . . . **Roberta A. Etling,** director, Travel & Transportation Branch, Accounting Div. . . . **Robert G. Fahrenbruch,** area supervisor, Reno, NV, AFSS . . . **Levino R. Garcia,** asst. manager, Oakland, CA (Fremont), ARTCC . . . **Bruce J. Greer,** asst. manager, Edwards AFB RAPCON, from Palmdale, CA, ATCT . . . **Martin J. Hardy,** asst. manager, Phoenix ATCT, from Phoenix TRACON . . . **Harvey L. Hartmann,** asst. manager for training, Oakland, CA, TRACON . . . **William B. Heyer,** manager, Palm Springs, CA, ATCT, from Phoenix, AZ, ATCT . . . **Charles W. Johnson,** area supervisor, Los Angeles, CA, TRACON, promotion made permanent . . . **Kenneth G. Kaplan,** director, office of assistant chief counsel, Hawthorne, CA, from Washington Headquarters . . . **George H. Kimura,** unit supervisor, San Francisco CASFO, promotion made permanent . . . **Ora B. King,** manager, Ontario, CA, ATCT, from regional headquarters . . . **Gary D. Koch,** manager, Phoenix (Scottsdale), AZ, FSDO, from Washington Headquarters . . . **Michael A. Medina,** manager, Travel & Transportation Branch, Accounting Div. . . . **Caroline D. Miller,** manager, San Luis Obispo, CA, ATCT . . . **Jocelyn A. Nakashima,** area manager, Honolulu ARTCC . . . **Barry D. Rosenberg,** branch manager, Flight Inspection & Procedures Staff, Flight Standards Div., from Sacramento FIFO . . . **Alvin B. Schene,** unit supervisor, San Diego, FSDO . . . **Marcia L. Sessions,** area supervisor, Sacramento (Rancho Murieta), CA, from Marysville, CA, FSS . . . **Burleigh J. Stokes,** manager, Phoenix, AZ, ATCT, from Washington Headquarters . . . **Richard L. Tornquist,** manager, Operations Center, Office of the Regional Administrator, promotion made permanent . . . **Robert J. Warnke,** manager, Prescott, AZ, AFSFO, Kingman, from Los Angeles AFS . . . **Leland J. Wingard,** manager, Napa, CA, ATCT, from Concord, CA, ATCT . . . **William J. York,** area manager, Ontario, CA, TRACON, from Phoenix, AZ, TRACON.

On Active Duty

Lots of familiar faces are missing from FAA facilities all over the country. As of January 22, there have been 105 fellow FAA employees activated as reservists to support the action in the Middle East.

Of the men and women the military has called from the FAA ranks, 19 work as air traffic controllers, 41 are aviation safety inspectors, 15 are electronics technicians, one is an airspace systems pilot, and 29 perform other types of jobs.

Here is the roll call of the agency's active reservists supporting Operation Desert Shield and Desert Storm.

Aeronautical Center
Ricky R. Barnes, *AVN-336*
Douglas Burdette, *AVN-124*
Ron DeCost, *AAC-936*
Michael S. Eidenshank, *AAC-442D*
Danny E. Goss, *AAC-953*
Carl Green, *AAC-443D*
Robert Hanson, *AAC-934*
Charles R. Hartley, *AAC-442A*
James D. Lenning, *AAC-431*
Thomas Marcotte, *AVN-124*
Arthur I. Marlin, *Atlantic City FIFO*
John W. Maurer, *AAC-943B*
Kenneth A. Pesmark, *AAC-53*
Joe A. Washington, *AVN-463*
Terry Watts, *AAC-60*

Central Region
Mark Chambers, *Kansas City Center*
Kenneth Christgen, *Kansas City Center*
Ronald Cop, *Regional HQ*
George R. Gurnett, *NATCOM Kansas City*
Fred P. Harms, *St. Louis FSDO*
Don Muschler, *St. Louis CASFO*
Eric Smith, *Kansas City Center*
Charles Van Soltten, *Topeka SFO*
Nathaniel Watts, *Nashville MISO*

Eastern Region
Donato Belskis, *Harrisburg AFS*
Anthony Capaldi, *Poughkeepsie Tower*
James Couzens, *Washington FSDO*
Fonda Curry-Greenhill, *Richmond Tower*
Raymond Daugherty, *Pittsburgh FSDO*
Michael DiMatteo, *Washington Center*
Robert France, *Rochester FSDO*
Aldwin E. Humphrey, *Washington Center*
John Ingman, *Washington Center*
John Lesniak, *Teterboro FSDO*
David Maloy, *New York FSDO*
Angelo Marino, *New York Center*
Terrence W. Meyers, *Teterboro FSDO*
Dieter Remus, *Buffalo FSS*
William Schultz, *Poughkeepsie Tower*
Quinten Smith, *Washington FSDO*
Phillip Thiemann, *Regional HQ*
Joseph Trippi, *Buffalo Tower*
William Wilson, *Syracuse AFSFO*

Great Lakes Region
Marlana S. Bernheisel, *Lansing AFSFO*
Victor Carter, *NAVCOM Chicago*
James Davidson, *Cleveland FSDO*
Donald A. Feely, *Milwaukee Tower*
Edward Goodwin, *Cleveland FSDO*
William Hanes, *Fargo Tower*
Fred Rathke, *Regional HQ*
Charles Kevin Reeve, *Minneapolis CASFO*
John Sihrer, *Regional HQ*
Norman Thompson, *Regional HQ*

Headquarters
Daniel C. Beaudette, *AFS-1*
Louis Cusimano, *AFS-800*
Gary E. Davis, *AFS-240*
Denise Hursey, *AGC-220*
Gary P. Martindell, *AFS-540*
Marlene H. Mayer, *AAM-220*
Thomas Toula, *AFS-210*
Lawrence Youngblut, *AFS-240*

New England Region
Warren Anastasia, *Boston AFS*
Joseph Butler, *Windsor Locks FSDO*
Quinn Hefflin, *Boston Center*
Robert Martens, *Windsor Locks FSDO*
Alan Olmstead, *Windsor Locks FSDO*
Kent Stephens, *Bedford FSDO*

Northwest-Mountain Region
Steven Cummins, *Seattle FSDO*
James Eitell, *Seattle FSDO*
Christopher Hovey, *Seattle Center*
James Kling, *Regional HQ*
Rodney Lalley, *Seattle AEO*
Lester Martin, *Seattle FSDO*
Brian Prudente, *Seattle AEO*
Keeton Zachary, *Seattle FSDO*

Southern Region
Ernest Foushee, *Raleigh AFSS*
Don Gardner, *North Carolina FSDO*
James Glenn, *Georgia FSDO (Atlanta)*
Alan Moore, *Macon AFSS*
Larry Oliver, *Orlando FSDO*

Southwest Region
George Antochy, *Regional HQ*
Wayne A. Beckmann, *Regional HQ*
Stanley H. Cobb, *Ft. Worth FSDO*
Thomas F. Connolly, *New Orleans AFS*
James D. Davis, *Houston Center*
Steven R. Davis, *Regional HQ*
Ken Forbes, *Amarillo Long Range Radar*
Walter E. Garrard, *Ft. Worth FSDO*
Bill Hoglan, *Austin FSS*
Jack Jetton, *Houston FSDO*
Otis R. Key, *Ft. Worth FSDO*
Marischa Love, *Houston Center*

Western-Pacific Region
Manuel Bettencourt, *Phoenix AFSFO*
Eric Bowring, *Concord ATCT*
Roman Buettner, *Scottsdale FSDO*
Richard Fauquier, *Sacramento FSDO*
Lawrence Finney, *Reno ATCT*
Kenneth A. Hays, *Los Angeles AFS*
Laura L. Helm, *Los Angeles AFS*
Ronald Herda, *Orange County ATCT*
Patricia Mays, *Los Angeles AFS*
Robert Morrison, *Sacramento TRACON*
Gary R. Noyer, *San Diego ESU*
Daniel P. Slate, *Phoenix AFSFO*
Christopher Werlhof, *Oakland FSDO*

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