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FAA World

Aerostat Reborn

A New Face for a 200-Year-Old Technology

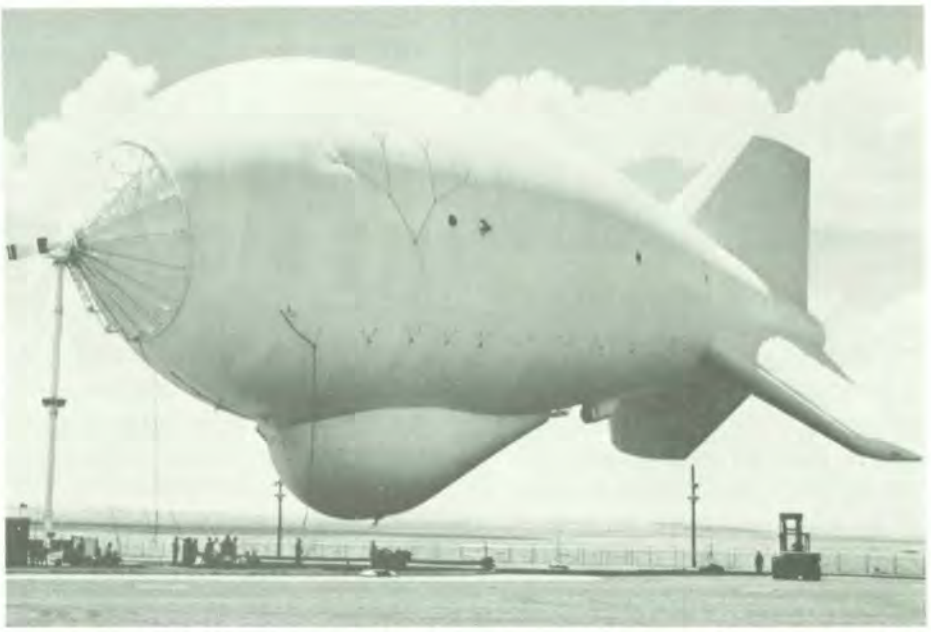
Why aerostat technology—today which features balloons the length of a 747 jumbo jet tethered at 15,000 feet—is only a bit over 200 years old and not 2,000 is a mystery.

After watching smoke rise, it's a mystery why someone didn't capture some of it in a bag sooner and float the bag away.

The ancient Egyptians had fabrics that would do for a bag, and so did the Chinese.

Back then, of course, urethane or tedlar-coated polyester—the composition of some modern aerostat balloons—didn't exist, but the ancients did have paper and linen, or a light, linen-like material, generally

turn to **aer • o • stat** *on page 8*



By Phillip M. Swatek

Phillip M. Swatek, a retired FAA official, was a journalist and a free-lance writer before his government service.

This "big" aerostat is three-and-a-half times the size of the Goodyear blimp. It contains 600,000 cubic feet of helium and normally "flies" at 15,000 feet. Here the crew is preparing to launch.

New Program Dubbed a Success

Retrospective: FAA's Remedial Pilot Training a Year Later

A little over a year ago, Administrator James Busey announced a new compliance and enforcement philosophy for the FAA, one based on voluntary compliance through mutual cooperation.

One of the cornerstones of this policy for noncommercial aviation was the "Corrective Action through Remedial Training Program."

This was a process emphasizing continuing education rather than punitive enforcement action and a program that allowed FAA inspectors to assess the circumstances surrounding noncompliance with the FAR (Federal Aviation Regulations) in determining an appropriate sanction.

Basically, if the act of noncompliance was not deliberate, was not the cause of an accident, did not compromise safety, did not indicate a lack of qualification, was not caused by gross negligence, or was not of a criminal nature, the airman could be

turn to **Remedial Training** *on page 6*

By Phyllis A. Duncan

Phyllis A. Duncan is editor of the FAA Aviation News, *published by the agency's Accident Prevention Program Branch (AFS-20), General Aviation Staff, Flight Standards Service.*

Getting Ahead

Getting ahead in the FAA is a "two-way street," says Peggy Gilligan, the first woman Chief of Staff for an FAA Administrator.

Gilligan, who recently spoke at a "Salute to Managers" luncheon, said FAA's top management is sincere in its efforts to offer more advancement opportunities to women and minorities.

Creating opportunity isn't enough, Gilligan emphasized. "There is a responsibility which you must bear, too," she said. "This is a two-way street. You must go the extra mile to meet management in its quest for helping you reach your goal."

Find out more on page 12.

Payroll 'Magic'

Employees Are 'Driving Force' for Timeliness, Accuracy

From time to time in the* FAA World, *you have read articles about employees who have assisted in saving another person's life, contributed to the improvement of safety, performed a good deed for a charity organization, or aided families recovering from hardships due to an act of God or loss of a family member; but seldom have you had an opportunity to read an article about this one particular group of Department of Transportation employees whose daily contributions are so fundamental to our lives and are never ending.

For performing valuable service, I would like to give recognition to those individuals who are responsible for seeing that employees of the DOT and the National Transportation Safety Board are paid timely and accurately.

The following article is about the people who are the driving force behind the Consolidated Uniform Payroll System. We all owe them thanks for what they do.

Brooks Goldman
Associate Administrator
for Administration

The statistics themselves are mind boggling: Twenty-six times a year, without fail, more than 68,000 Department of Transportation employees throughout the world get paid from the Aeronautical Center and Southern Region payroll offices. It takes 2 million time-and-attendance reports (T&As) and 500,000 documents a year to get it done.

Few know the ins and outs of how the offices at the Aeronautical Center and Atlanta accomplish this feat of paying out $3 billion a year with amazing accuracy and speed.

Who does the work to make sure we get paid? Jim Pitman, manager of the Aeronautical Center's Accounting Division, gives a list:

Receivers, time-and-attendance clerks, supervisors, mail distribution people, personnel employees, financial organizations, FAA Headquarters offices of Accounting and Personnel, their counterparts in the DOT Office of the Secretary, payroll technicians at Oklahoma City and Atlanta, payroll and data processing staffs, the Treasury Department, the Federal Reserve System and the FAA-wide data processing operations support division.

"We have good, dedicated personnel in accounting and data processing," Pitman says.

Some 125 payroll technicians and supervisors staff the Atlanta and Oklahoma City offices, with each payroll technician handling more than 1,000 pay accounts.

Updating master records

The bi-weekly cycle starts in the second week of the pay period with an update of the "Employee Master Records" (EMRs) to make them current for the pay period so that pay can be computed for the following week. Updates are based on SF-50s; notification of personnel actions; federal, state, and local tax filing status; enrollments; changes between carriers and cancellations for health insurance coverage; initiation, changes, or cancellation of saving allotments; union dues; Combined Federal Campaign money; miscellaneous recurring collections for salary overpayments; court-ordered payments; tax levies; U.S. savings bonds; and Thrift Savings Plan contributions.

Also completed this week are late and amended T&As from previous pay periods, retroactive payment of entitlements, and other actions received too late for processing the prior pay period.

"One area where supervisors can enhance the timeliness and accuracy of employee pay," Pitman explains, "is the timely and correct issuance of Request for Personnel Action, SF-52," forms.

SF-52s received in the Personnel Office in sufficient time for administrative processing and entry into the personnel system are transmitted to the payroll system on the second Sunday of the affected pay period. The pay entitlement to the employee should be timely. SF-52s not received in the Personnel Office in time to permit processing are transmitted to the payroll system on the second Sunday after entry into the personnel system. This causes a delay in payment as well as retroactive adjustments in pay.

After the EMR update is completed a "dry pay" tape is produced. In the event of a natural disaster, this "dry pay" tape could be used to generate a "tour only" pay for all DOT employees. Everyone could get paid as planned, but this is a contingency that has yet to be used.

T&A cycle

The T&A cycle begins the week after the pay period ends. T&As are delivered to Oklahoma City or Atlanta via priority mail, U.S. Postal Service, agency pouch mail, or electronic transmission via the Electronic Time and Attendance Management System (ETAMS). Data on T&As not electronically

text continued on page 5



Southern Region's Jenny Kinny, left, lead payroll technician, and payroll technician Sandra Mosel, take problem calls.
FAA has about 125 people on the payroll staff in Atlanta and Oklahoma City. **FAA photo by Wayne Meredith**



Southern Region-based payroll staffer Anita Harris (Southwest payroll) works at Southern Region's Phoenix Center office complex.
Region pay specialists scan over 10,000 accounts per pay period.
FAA photo by Wayne Meredith



Paying 68,000 people every two weeks requires lots of calculations. Data Services Division systems analysts Jane Hays and Don Forrester, AAC-321, and systems accountant Joel Thomas, AAC-25, stand in the IBM host computer tape library in Oklahoma City.
FAA photo by Mike Harvey



Eastern-New England payroll's Cheryl Nelson, AAC-24C, works with region pay records in Oklahoma City. Each payroll technician handles more than 1,000 pay accounts.



Involved in a dynamic process, programmer Linda Shields, Data Services' Payroll and Personnel Systems Section, AAC-321, reprograms pay software to meet a wide variety of Congressional mandates.



Aeronautical Center systems accountant Earl W. "Bo" Peeler and systems specialist Carol Howland, AAC-25, certify bi-weekly payroll payments. Yearly $3 billion in pay is dispensed from Atlanta and Oklahoma City.

FAA photos by Mike Harvey



Payroll technician Virginia Rackley puts payroll information into the system for the Alaska-Great Lakes section.

transmitted are scanned or keyed into a Data General (DG) mainframe. The T&A date is initially edited at entry time permitting correction. T&A processing continues through Wednesday noon, Central Standard Time, the cut-off for processing.

Temporary pay adjustments are processed during the T&A cycle. These adjustments, which a payroll technician must calculate manually, affect only the current pay period. The DG mainframes at Oklahoma City and Atlanta daily transmit the data to the payroll system host IBM computer in Oklahoma City.

Once there, additional edits are made to the T&As based on information in the EMR, other files, and various tables. The IBM mainframe is programmed to convert the start-stop times recorded on the T&A to work hours according to payroll rules and regulations.

What about missing T&As? For one pay period, the system will calculate pay for the individual's tour as reflected in the EMR. If the T&A is missing for two consecutive pay periods, however, no pay will be issued for the second pay period.

Calculating pay

The pay calculation process, which lasts from noon Wednesday through Thursday morning, involves computing all pay entitlements, deductions, and adjustments. Payments employees have authorized for direct deposit electronic funds transfer (DDEFT) and "check to home" are electronically transmitted to the Kansas City Treasury Disbursing Center (KCTDC). A U.S. savings bond tape goes to the Treasury Center in Philadelphia to start bond issuance. The release of both the DDEFT and "check to home" disbursements are timed so that employees receive their money on the official pay date, 10 days after the close of the pay period.

In the process, many different payroll reports are produced. For example, organizations receive leave and overtime reports; individuals receive their Statement of Earnings and Leave (SEL).

A dynamic process

Congress passed the Federal Employees Pay Comparability Act (FEPCA) of 1990 (PL 101-509) on November 5, 1990. Along with modifications to agency and departmental payroll and personnel policies, these changes make the payroll process so dynamic. Some of the mandatory provisions of the 1990 pay act—the 4.1% general schedule pay increase, the Senior Executive Service (SES) pay increase, the 8% interim geographic adjustment (IGA), the civilian law judge pay increase, and supervisory differential—have been put into the system or are in the process of being implemented.



Denise MerVeldt, AAC-24A, organizes time and attendance reports at the Alaska and Great Lakes region mail desk at the Aeronautical Center.

Several of the discretionary items are currently undergoing evaluation.

Change to the payroll system means that the staffs at the Aeronautical Center—both accounting and data processing—must respond by analyzing the requirements, deciding on systems design, programming necessary software changes/enhancements, testing the revised software, and implementing the changes. With change accomplished in conjunction with the day-to-day operational workload, the combined staff of 30 employees must launch vigorously into such activities and frequently work long hours, weekends, and holidays in order to provide timely, accurate pay. There is much to do in the often short, mandated timeframe for implementation, since the payroll system is made up of over 900 programs and 20 major data files requiring a variety of automated equipment. The most significant piece of equipment is an Oklahoma City-based mainframe computer with a processing speed of 44 million instructions per second.

How to handle errors

Many organizations, processes, and steps are taken to ensure pay is accurate and timely, yet with so complex an operation, errors can occur. The payroll community is continually striving to eliminate those errors.

If a pay problem does occur, the first step should be to notify the T&A clerk or pay liaison. For discrepancies that relate to a personnel action, the T&A clerk should promptly notify the servicing personnel office; for discrepancies relating to payroll processing, the T&A clerk needs to get in touch with the appropriate payroll processing inquiry office.

The tough job is for all links in the chain to be right the first time and on time. "Paying 68,000 people means there are 68,000 auditors, and this check-and-balance system facilitates the integrity of the process," Pitman says. ■

Remedial Training

continued from page 1

eligible for a course of training designed specifically to address the incident.

Working with flight standards district office (FSDO) inspectors (both the investigating aviation safety inspector and the accident prevention program manager), the airman "went back to school" to learn how not to make the same mistake again. The goal: The return of a better airman to the airspace.

Now, over a year later, how is the Remedial Training Program faring?

Flight Standards could call it a resounding success and let it go at that. In the interest of objectivity, here are the words of some of the nearly 400 persons who participated in it. Their comments came with a questionnaire that FAA asked 300 of the participants to complete. FAA hoped to get honest opinions on how it was doing *and* where it needed improvement.

Frankly, there were some rough spots in the beginning. FSDO inspectors were not quite sure what cases were eligible. Some thought they could ignore it entirely and continue to do business the old way. To ensure each inspector understood the program, FAA conducted a series of training sessions across the country. Literally, every inspector "on the books" received training in the new compliance philosophy and on the workings of remedial training. By the end of last summer the program was on track.

To date some 360 enforcement actions have been closed out using remedial training as the recommended corrective action. The number of cases runs from a high of nearly 100 in the Western-Pacific Region to a low of five in the New England Region. (The figures reflect airman populations, not support, or lack thereof, of the program.) FAR Part 91 was cited more than any other regulation — 92% of the total number of regulations cited. Airspace violations led the way — 69% of the total noncompliant actions and 75% of the FAR Part 91 citations.

As might be expected, TCA violations (FAR Section 91.131) led the way—116 of 290 airspace-related violations. Noncompliance with controlled airport regulations, incursions into restricted or prohibited areas, and airport radar service area penetrations followed.

This can serve as a lesson: As airspace becomes more complex and as pilots fly more into areas previously not under positive control, each should have a clear understanding of that airspace—its dimensions and the requirements for operating within or around it. Rather than adopting the unconscious attitude, "It won't matter if I penetrate the TCA because I'll get remedial training," pilots should be thinking along the lines, "I'll learn my airspace so I won't need remedial training."

Of the 300 questionnaires sent to Remedial Training Program participants, 166 returned them to FAA Headquarters, where each remedial training letter of correction was also reviewed. To the questionnaire respondents, at least, the Remedial Training Program was overwhelmingly effective. Only 1% indicated that the program was ineffective in assuring their future compliance. Respondents were also pleased with the curricula designed for them, the training source the FAA approved, and with FSDO performance overall.

And Accident Prevention Program managers came up with some unique training alternatives for participants. Mechanics went to brush-up courses at local universities. Some airspace violators not only got some handy dual flight instruction but also a trip to a tower, approach control, or center facility. Other participants went to cockpit resource management and decision-making courses, to industry-sponsored safety clinics and refreshers, or to FAA Accident Prevention Program seminars. One participant learned so well from the prescribed training that he hired a flight instructor for the rest of his flying club so they could learn from his mistake.

But no more numbers. The quotations that follow are all from actual comments from the questionnaire respondents.

One respondent said, *"I feel it is much better to teach than to simply punish. This program helps ease the fear/hate relationship between pilots and the FAA. It helps build a better rapport and a good working relationship."* This, essentially was one of the reasons for instituting the program, to re-establish lines of communication with airmen.

"I felt very fortunate to be able to participate in this program," said another participant. *"It definitely made a positive outcome for both of us. . . . I guess I'm living proof there is a 'kinder, gentler FAA' and I make it a point to tell people this."* The "kinder, gentler FAA" was the joke that made the rounds when rumors of this new program first circulated. As the remedial training program produced successful results, the sarcasm dropped out, and the joke was no longer funny.

This respondent summed up the program well: *"I would like to take this opportunity to commend you on the excellent program which you have developed to handle minor infractions. The system was beneficial to me in that I was allowed to concentrate on the areas which caused me to violate the FAR and to ensure that they would not recur. Had my case been handled under the old system, I would have had my certificate suspended and not been required to correct the causes of my violation."*

Other respondents talked about remedial training as an eye-opening experience—they had become dependent on controllers to keep them legal, they had relied on navigation equipment without cross-checking, they had become complacent. With the remedial training program they were able to take a look at their skills and improve them in a positive manner—no need to sit on the sidelines and watch the rest of the world and watch the rest of the world fly while they sat out a suspension.

Novice pilots weren't the only participants in remedial training. There were quite a few "gray hairs," relatively speaking. Basically, remedial training helped them realize that they had flown IFR for so long that their VFR skills had suffered. Remedial training offered them the opportunity to rectify that.

One flight instructor had this meaningful comment. *"As a flight instructor I have given remedial training as well as now having received it myself. . . . With the EGO that we pilots seem to carry with us, a less than positive attitude used to be the norm. . . . The remedial training program now in effect seems to not give that 'being punished' feeling, but a feeling that a genuine effort is being made to educate and assist the pilot, thereby giving us a better, safer system in which to operate. . . . Not only did I benefit from the program, but my present and future students will also. I keep no secrets."* Plaudits to an instructor who can put aside the ego and can admit to being less than perfect to his or her students. In this case another generation of pilots will keep on learning from this instructor's positive relationship with the FAA.

Participation in remedial training assures that an airman's record will be expunged after two years. A logbook entry lasts a lifetime.

Probably the most common complaint came from people who felt that, although they had plenty of time to accomplish their training, the overall process took too long—in some cases months after the initial occurrence. There were bugs to iron out and information to disseminate, and future participants in the program will benefit from their predecessors' complaints. The FAA is working on ways to shorten the overall process: sample curricula for the most common occurrences that would need little or no changes, and, perhaps most importantly, communication of the need to process the cases in a timely manner from FAA top management down to the field level.

Several respondents indicated that they regretted having to sign something where they would be admitting some deficiency. The point is not to get hung up on admitting guilt or innocence but rather to take advantage of an excellent opportunity to improve skills. This shows the inspector an attitude of receptiveness that would lead the inspector to conclude remedial training is appropriate.

So, is the Remedial Training Program a success? FAAers in Flight Standards think so, and not just because they have to say that. They sincerely believe it is successful, based on formal and informal data they have collected.

In addition to formal data, Flight Standards received unsolicited calls and letters with these kind of comments: *"Great program," "Keep it up," "Glad to have a benevolent FAA back."*

One participant enclosed a $20 check with his questionnaire, hoping to help us offset some of the costs so the program could continue.

Of course, Flight Standards feels good when it hears good things about remedial training, not because it feeds egos but because it means the FAA is pleasing customers. That is an attitude Flight Standards will be slow to lose.

Remedial training could be around for a long, long time. ■

Author's note: FSDOs should have copies in the fall of a new advisory circular on the Remedial Training Program. If you have any questions, please contact your local Accident Prevention Program manager.

The original article appears in the July-August 1991 *FAA Aviation News*.

Conferences on Tap

The **National Black Coalition of Federal Aviation Employees** will hold its 15th annual conference *Wednesday-Saturday, September 18-21,* in St. Louis, Missouri, at the Embassy Suites Hotel.

FAA Administrator James Busey will be the keynote speaker at the opening ceremony.

This year's theme is "Controlling Our Destiny through Empowerment."

Workshops, seminars, and presentations are planned to address cultural awareness and diversity, career development, Total Quality Management (TQM), team-building, and sexual harassment.

Contacts are Annette Baldwin, conference coordinator, FTS 667-0426, commercial (718) 917-0424; or Marcia Adams, public affairs officer, FTS 267-3488, commercial (202) 267-3488.

The **National Hispanic Coalition of Federal Aviation Employees** will hold its 13th annual national training conference *Tuesday-Thursday, August 20-22,* at the Sheraton Hotel on Baltimore's Inner Harbor.

FAA Administrator James Busey will be keynote speaker at the opening ceremony.

This year's theme is "Preparing Today for Tommorrow." Workshops are planned on SF 171s; how to write responses on knowledge, skills, and abilities; individual development plans; the supervisory identification program; and communication skills.

This conference is a training opportunity for FAAers who wish to "package and market" themselves for career enhancement. All FAAers are welcome.

For further details contact: Raul Ratcliffe, conference chairperson, Civil Rights Staff, AEA-9, FTS 667-1002, commercial (718) 917-1002.

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used by the Egyptians in mumification.

But ballooning history didn't begin until the Montgolfier brothers flew a balloon created of paper with a linen lining on June 5, 1783, near Lyon, France.

The balloon, 35 feet in diameter and filled with hot air from a straw fire beneath it, rose to 6,000 feet, a happening that astounded the world.

Benjamin Franklin, then U.S. Commissioner to France, saw one of the early "Montgolfiers" fly and declared it a "discovery of great importance which may possibly give a new turn to human affairs."

It didn't take long for the "new turn" to develop.

Military balloons were used by the French at the Battle of Fleurus in Belgium, June 26, 1794. Two airborne French soldiers directed artillary fire from above the battle lines with signal flags. It was reported this "confused, demoralized, and dispersed the enemy."

Napoleon, the great artillerist, promptly made balloons part of his arsenal, and the Russians, Danes and Austrians quickly followed suit.

Enthusiasts were in the New World, too. Extensive use was made of balloons in the Civil War, principally by the Union forces, which established the Balloon Signal Service.

Abraham Lincoln himself became very interested in using balloons to gather intelligence and urged his generals to expand the opportunities they promised.

His generals, often not very responsive to the President, were in this case. They advanced operational usefulness of balloons, even establishing the Federal Army's Balloon Signal Service.

Later ballooning as a sport that features the wonderfully colorful hot air bags stirred the romanticism in millions, fliers or not.

While the sport caught the limelight, no-nonsense, intelligence gathering balloons were again coming into their own.

Modern aerostat vehicles came into use during the Vietnam War as communications relay stations.

There was not much difference between these aerostats and World War II barrage balloons at first, but the U.S. Advanced Research Projects Agency (ARPA) continued to improve them. Companies built on this technology and launched commercial businesses.

Two companies still in the field are GE and TCOM.

Today large aerostat systems frequently carry "payloads" of airborne radar systems weighing from 750 to 4,000 pounds, but the companies make a "family" of vehicles—aerostats of different sizes.

GE's aerostats are identified by the number of cubic feet of helium they contain—56,000 cubic feet for the smallest models, the "56-K"—up to 600,000 cubic feet for the largest, the "600-K."

TCOM balloons are identified by length in meters—25 meters to 71 meters—the "25M" up to the "71M."

There are design differences in the vehicles made by the different companies, but it is difficult to tell similarly sized balloons apart at any distance.

Big aerostats are about three-and-a-half times the size of the Goodyear blimp—232 to 240 feet long and about 80 feet wide—and contain approximately 600,000 cubic feet of helium. They are aerodynamically shaped—like a very fat sausage with a tail—to provide some lift and to be as stable as possible.

Balloons of different sizes have varied uses.

Some containing approximately 56,000 cubic feet of helium can be used for shipboard operations, and a balloon containing 275,000 cubic feet of helium has been set up to beam TV signals, for instance.

The very first balloon "passengers" were ducks and geese who tested what the high altitudes would do to them. Human passengers didn't risk ballooning aloft until November 1783.

Today the greatest single purpose of aerostats is to take aloft special, surface-sensitive radar, some of which has been developed specifically for that purpose. Such radar is designed to minimize, if not eliminate ground clutter, and is hypersensitive to moving targets.

Aerostat systems are used primarily in the drug war to detect surface or very low flying targets. Big balloons operate in Florida, Texas, and Puerto Rico. Shipboard systems are also operated for the U.S. government in the Caribbean Basin. Systems also operate on the "southern frontier," including shipboard units.

Balloons aren't exclusively for drug interdiction, however. It was through an aerostat system that the royal Kuwaiti family was alerted to the Iraqi invasion, permitting the Emir and his family to escape across the Saudi border.

Target information picked up by the radar gets back to the ground through a telemetry system in the case of the larger balloons, and through optical fibers inside the tether for the shipboard model. There are copper conductors inside all the tethers to get power up to the radar.

The big ones operate at about 15,000 feet, and their radars have ranges between 150 and 200 miles. Shipboard models are tethered about 2,500 feet up and pick up targets 60 miles away in any direction.

In toting up their pluses and minuses, a big plus for aerostats is the comparatively low hourly cost of operation.

A land-based system costs approximately $300 to $400 an hour to operate.

The shipboard system runs about $400 to $500 an hour, and a crew of seven, with 15 Coast Guard members can stay at sea 27 days.

In either case, the hourly cost is modest compared to aircraft. A Navy or Customs Service P-3, a Lockheed, four-engine turboprop, costs about $4,000 an hour to operate; the Air Force E-3 (AWACS) surveillance jet aircraft costs about $8,000 an hour.

Aerostats'original costs are low as well. An estimate for preparing the ground site for a big balloon, buying the launch and recovery system, the radar, and the balloon itself is $25 million. The smallest part of that—$2 million—covers the balloon itself.

An obvious difference between aerostat balloons and airplanes is that balloons stay put. Surveillance range is what the radar provides. Airplanes that carry radars with about the same range as the aerostat also have extended flying ranges. Either of the aircraft mentioned can cover about 125,000 square miles on a single flight.

"It's not an either/or situation," explains Chris Gates, GE's systems engineering manager. "Aerostat makes sense where there are choke points in the sea lanes, or where you know there is going to be traffic, sea or air. If you need to sweep the western end of the Caribbean Basin, you don't want a balloon."

Glenn Beach, TCOM vice president for engineering and research, agrees and adds, "Aerostat systems offer unparalleled endurance at the lowest possible cost compared to alternative means of lifting electronic payloads. The systems provide exceptional value to the U.S. taxpayer in the war on drugs."

Gates admits that lightning can be a problem and that the practice is to haul balloons down when it is obvious there will be a lot of lightning in the area. Winds of more than 65 knots can also mean trouble.

Putting that into perspective, more than 50,000 operational hours have been logged on some aerostats, with operational availability reaching 96 percent, wind and lightning included.

Others have more than 100,000 hours on the systems, and the vehicles have survived 90-knot winds without a single loss to lightning with the advent of better tether cables.

The aerostat is one of those simple good inventions that works. Of course, that would be no surprise to Ben Franklin, Napoleon Bonaparte, or Abraham Lincoln. ■

aer • o • stat: ***'An aircraft, especially a balloon or dirigible, deriving its lift from the buoyancy of surrounding air rather than from aerodynamic motion.'***

Webster's Dictionary



Shipboard operations can use an aerostat containing about 56,000 cubic feet of helium. The aerostat generally "flies" at about 2,500 feet.
Ships and their aerostats stay at sea, on station, for about 27 days.

Training the Trainers

By Yvonne Duncan

Yvonne Duncan is an instructional systems specialist in FAA's Faculty Development and Certification Branch, AAC-970.

From technological changes to funding shortages, today's FAA trainers are facing some of the toughest challenges in the agency.

With a demand for innovative solutions to those challenges, the need to upgrade trainers' skills has become even more critical.

Who does what

Good instructors, like good technicians, must be developed, and the agency organization with that focus is the Faculty Development and Certification Branch (AAC-970). Located at the FAA Academy in Oklahoma City, the branch trains approximately 1,200 FAA and contract instructors yearly.

Dr. Michael Hakim is manager of the branch. "People often lose sight of the importance of the trainer in implementing training," he notes.

Branch members work as a team to satisfy FAA's overall training needs. Each well-versed instructor can teach any faculty development class; assist in planning, developing, and revising courses; and determine the most effective training methods.

The branch trains instructors, who represent every organization in the agency, at the academy itself and in field locations.

Focus on quality

Potential FAA instructors must possess excellent technical skills, but since having technical skills and being able to communicate them to others are not necessarily synonymous, the branch's courses build teaching skills to match technical competence.

"Instructors and training specialists must never underestimate their influence on the attitude and capabilities of the FAA work force," says Jerry Amend, instructional systems design specialist. He adds, "The ability of the FAA to fulfill its mission depends on the excellence of its people. Appropriate training of agency trainers helps ensure that excellence. That's why there is an increased sense of urgency to continually refine the quality of faculty development courses."

Content of faculty development courses includes basic instructional techniques, curriculum development, instructional testing, and on-the-job training methods.

AAC-970 teaches Basic Instructor Training (BIT) courses in the Thomas P. Stafford Building at the Mike Monroney Aeronautical Center, Oklahoma City.





The FAA Academy is also located at the Mike Monroney Aeronautical Center in Oklahoma City.
It houses AAC-970's branch offices and faculty development classrooms.

Investing in people

Branch manager Hakim says this about having an able pool of trainers for the agency: "As an organization seeking to develop a well trained work force, we can't afford to overlook the potential of its instructional personnel."

"We can invest millions of dollars in technology, but if we don't have thinking, caring, communicating individuals training people to use that technology, we simply have missed the mark," he concludes.



Revision and development of faculty development training courses are done using state-of-the-art computer technology.
Pictured are Jerry Amend, instructional systems design specialist, and Phyllis Mitchell, education specialist.



Instructor Cissy Lennon teaches in the Thomas P. Stafford Building.



Linda McCoy instructs a faculty development course in an AAC-970 classroom at the FAA Academy.



Instructor Bill White teaches a Basic Instructor Training (BIT) class in the Stafford Building.

The courses

'BIT' course. The principal course the branch offers, Basic Instructor Training (BIT), is for all potential FAA Academy instructors and facility training specialists. It is required training before final selection as an instructor.

"The BIT course consists of practical teaching exercises, varying in length from a 5-minute oral presentation to a 50-minute lesson in the student's technical area," says Linda McCoy, course manager. "Students are required to demonstrate competency in applying adult learning principles, preparation and presentation skills, questioning skills, evaluation skills, and classroom management."

'FIT' course. The training most in demand for field personnel is the Facility Instructor Training (FIT) course. Doyal Swinney, course manager, explains: "The approach is to provide classroom instruction in training theory and methodology."

After learning about instructional planning, organizing, conducting, and evaluating formal training, students develop and give a general topic presentation and a technical lesson.

'OJT' techniques. On-the-job training, a low-cost, realistic training method, can generate high levels of student motivation, and the On-the-Job Training (OJT) Techniques course is popular as training at sites throughout the agency increases. Ann Jackowski, OJT course manager, says, "The transfer of learning is not as difficult in OJT as in other instructional methods, if those providing the training are skilled instructors."

'OJT' cadre. The branch also offers On-The-Job Training Cadre courses that train instructors who teach on-the-job techniques for examiners and instructors at field locations.

"In both courses, the focus is on the responsibilities of the examiner and instructor positions, with strong emphasis on the importance of effective communications and interpersonal skills," says Alma Pringle, course manager.

On curriculum. Offered both in the field and at the academy is the Curriculum Development course. "It consists of classroom instruction and workshops, with emphasis on the application of an instructional systems approach in designing, developing, and validating training," reports Darla Burns, course manager. Students develop training proposals, job task analyses, training development plans, course design guides, lesson plans, and course reports.

'AIT' course. The Advanced Academy Instructor Training (AIT) course is for instructors who have at least one year of teaching experience. Phyllis Mitchell, course manager, says, "activities include discussions of case studies concerning instructional accountability, team interaction, managing the learning environment, student counseling, and instructional effectiveness."

On testing. Instructional Testing is another course the branch presents for FAA Academy instructors and course developers with at least one year of teaching experience. Sue McCarthy, course manager, reports that, "At the end of the course the students are able to plan, construct, and administer different types of tests and analyze test results."

International training. The branch also offers faculty development courses to international students, and the Office of International Aviation is looking into delivering instructional training in several overseas locations.

Some members of the branch staff are bilingual and can provide instruction in the language of the country requesting the instruction.

Yvonne Duncan, course manager, says, "The International Instructor Training (IIT) course unites aviation personnel from all over the world. Since aviation is a major factor in making our world smaller, it's important that we standardize training." ■

'Two-Way Street'

Don't Pass up FAA Career Opportunities

Career advancement in the FAA is a "two-way street," says Peggy Gilligan, FAA Administrator James Busey's Chief of Staff.

Speaking at a "Salute to Managers" lunch sponsored by the Headquarters Federal Women's Program Committee, Gilligan said FAA's top management is sincere in its efforts to offer more advancement opportunity to women and minorities.

Creating opportunity isn't enough, Gilligan emphasized. "There is a responsibility which you must bear, too," she said.

"This is a two-way street. You must go the extra mile to meet management in its quest for helping you reach your goal."

While Gilligan pointed to the importance of taking advantage of the agency's numerous career seminars and training, she gave this advice.

Communicate well. "Communication skills are a key. We all have to work at speaking and writing more effectively.

"Don't focus on a big vocabulary. Focus on a clear thought. Don't focus on a fancy slide presentation. Focus on organizing your presentation and on how to be persuasive.

"Ask someone you know well—someone you respect—to critique your written work. Review corrections that are made by your supervisors or others who review your work.

"If you don't understand why a correction was made, ask for an explanation so you can learn from it.

"Volunteer to do any task, no matter how small. This increases your visibility as a 'can do' person and will lead to bigger and better opportunities. I believe that."

Tough career path. "It won't always be easy. Even as you are doing the best you can, you will hear—as I have heard—that you've succeeded at the FAA because you were just lucky enough to be in the right place at the right time.

"But if you've worked hard to get where you are—if you've volunteered for the details, traveled at a moment's notice to wherever you were needed, worked the extra hours or the weekends it took to finish the job—you'll know it wasn't just luck.

"You demonstrated your abilities and willingness to work hard, and those efforts have been rewarded."

Become an FAA expert. "Find out as much as you can about FAA and its programs. Read everything you can about FAA and aviation in general.

"Follow what's happening in the organization, look for things that interest you, and show people that you can help them accomplish their missions.

"Volunteer to assist them, offer your time and skills to gain experience. This lets them know you are a 'go-getter.' Let managers know you are interested in your job, your agency, and its mission."

Don't forget others. "Once we've made it, we have an obligation to reach back and help others by networking and serving as mentors.

"Mentors have shared their institutional knowledge with others. They have taken employees under their wing and assisted with career planning and career changes. They have helped prepare job applications and 171s, or they have just simply listened.

"They act like a 'godfather or godmother,' guiding and helping. There are lots of managers who would be willing to be a mentor. Just ask!

"Continue to encourage other managers in your organizations to be sensitive to the needs of all staff members."

In the trenches. "A manager, after all, is only as good as his or her staff. Staffers must be motivated and must be shown that their hard work and efforts are appreciated.

"We must all show our employees that if push comes to shove, we are willing to get down into the trenches with them to accomplish a task.

"We must work as a team and create a work environment where everyone has the opportunity to excel and contribute."

Untapped potential. "Examine the untapped potential in your organization, and work harder to unleash it.

"The year 2000 promises a majority female work force, and in keeping with FAA's tradition, let us all work diligently to ensure that our work force is ready for that eventuality." ■



Meet Peggy Gilligan

Peggy Gilligan was officially designated Chief of Staff, Office of the Administrator, earlier this year. She had been acting in the position since January 1989.

In her job, which is part of the Senior Executive Service, Gilligan advises and helps Administrator James Busey in providing management guidance, oversight, and coordination of all activities dealing with aviation transportation policy and programs.

Gilligan is the primary contact for the Office of the Secretary of Transportation and between the Administrator and the Administrator's Management Team. She supervises the Executive Secretariat, the Administrator's Hotline staff, and the AOA-1 staff and promotes, supports, and participates in the agency's Equal Employment Opportunity Action Plan.

Gilligan's previous FAA jobs include acting special counsel to the Administrator, September 1988-January 1989; special assistant to the Chief Counsel, starting in October 1987; and general attorney in the Office of the Eastern Regional Counsel, January 1980-October 1987.

Before coming to the FAA, Gilligan worked in a private law practice. She received a B.A. degree from Manhattanville College in Purchase, New York, in 1975 and a J.D. degree from Boston University School of Law in 1979. She is a member of the New York State Bar and has training in federal employment law and environmental law.

Retirees

Aeronautical Center
Ralph A. Fredrickson
Donald W. Gilchrist
Roger E. McCullah
Vernon L. Morgan
June E. Nix
Marvin L. Pickert
Ethan E. Pursell
Betty M. Ray

Alaskan Region
Earl R. Hakari
Roy E. Hoyt
James M. Nelson

Central Region
Ikars A. Cakarnis
Warner W. Maddox

Eastern Region
William F. Cannon
Mary K. Cramer
William F. Givens
James E. Pousont
Barbara Williams

Great Lakes Region
Garry D. Clements
Cecil A. Curtiss
Cyrus G. Hennek
Phil R. Holcomb
John J. Joswick
Gerald J. Kalifoot
Donald R. Light
Hugh F. Robbins
Ronald J. Sapochak
Homer E. Stamper
Ethel G. Walker

New England Region
Keith A. Allbright
Vincenzo Cerbone
Alfred A. Maila
Donald W. McKeen
James L. Watson

Northwest Mountain Region
Merle J. Abbott
Paul N. Bucich
Clark A. Corey
George R. Harding
Russell L. Miller
Raymond L. Sales

Southern Region
Anthony Gonzalez
Larry D. Hewitt
Jerry K. Pace

Southwest Region
Anthony R. Chiavario
Terry J. Jacob
Robert C. Leader
Richard L. Stallcup

Technical Center
George W. McCullough, Jr.

Washington Headquarters
Kenneth J. Cohen
Gilbert R. Jackson
Patrick J. Jaques
Marvin L. Olson
Charles W. Pilgrim
Richard N. Tedrick
Sylvia J. Woodcock

Western-Pacific Region
Shigeto Agena
David L. Alley
Lila M. Fielden
Robert H. Husen
Robert C. Kaminski
Joe E. Leaseburg
William Raymond Merrill
Jon W. Simeon
Constance E. Wood

People

Aeronautical Center
Cassius W. Brookshire, unit supervisor, Engineering Section, Engineering & Production Branch, FAA Logistics Center, promotion made permanent.

Alaskan Region
Daniel M. Cryer, unit supervisor, Fairbanks AFSFO, North Alaska AFS.

Central Region
Charles E. Bagby, section supervisor, Kansas City, MO, FSDO, promotion made permanent ... **Saundra L. Carlin,** asst. manager, St. Louis, MO, AFSS, Chesterfield, from Miami, FL, AIFSS ... **Timothy J. Griffith,** manager, Des Moines, IA, FSDO ... **Gregory E. Guthrie,** area manager, Olathe, KS, ARTCC, from Memphis, TN, ARTCC ... **Kathryn L. Keegan-Slater,** area supervisor, St. Louis, MO, ATCT, Berkeley, from Indianapolis, IN, ATCT ... **Charlotte A. Luce,** area manager, St. Louis, MO, ATCT, Berkeley, from Memphis, TN, ARTCC ... **David Nixon,** supervisory electronics engineer, Resource & Planning Branch, Airway Facilities Div. ... **Charles R. Raymond,** area manager, Kansas City ATCT, from Olathe, KS, ATCT ... **Stephen J. Rethmeyer,** systems engineer, Olathe, KS, AFS, promotion made permanent ... **Jose L. Vasquez, Jr.,** section supervisor, National Communications Center, Air Traffic Div., promotion made permanent ... **Timothy R. Vranna,** manager, Cleveland, OH, MIDO, promotion made permanent ... **Ricky J. Ward,** area supervisor, St. Louis, MO, ATCT, Berkeley.

Eastern Region
Harold A. Albert, area supervisor, Washington ARTCC, Leesburg, VA, from FAA Academy ... **John I. Choate,** unit supervisor, Office of the Assistant Chief Counsel, promotion made permanent ... **Ralph Hunter,** unit supervisor, Richmond FSDO, Sandston, VA ... **Philip J. Kain,** asst. manager, programs, Washington ARTCC, Leesburg, VA ... **Kenneth A. Krieger,** area supervisor, Elmira, NY, FSS, promotion made permanent ... **Lawrence C. Lee,** manager, Teterboro, NJ, FSDO ... **Robert J. Lenuzza,** unit supervisor, New York Airports District Office, Valley Stream, promotion made permanent ... **Robert S. Levine,** staff engineer, Terminal Sub Branch/Establishment Engineering Branch, Airway Facilities Div. ... **Joseph A. McNeil,** principal maintenance inspector, manager's office, Flight Standards Div., promotion made permanent ... **Carl R. Rosenow,** manager, Utica ATCT, from Syracuse ATCT.

Great Lakes Region
Richard D. Ames, manager, Cincinnati Lunken ATCT, from Dayton Vandalia ATCT ... **Kristia L. Converse,** manager, Battle Creek, MI, ATCT, from Detroit Metro ATCT ... **Richard L. Day,** asst. manager, Minneapolis ARTCC ... **Richard J. Duchscher,** area supervisor, Bismarck, ND, ATCT, from Portland ATCT ... **Raymond B. Foltz,** manager, Chicago AFSFO, Chicago AFS, from

San Antonio, TX, AFS ... **Jay W. Galbrecht,** area supervisor, Princeton, MN, AFSS, promotion made permanent ... **Merle J. Hickey,** area supervisor, Green Bay, WI, AFSS, promotion made permanent ... **Darrell J. Hudson,** area supervisor, Ft. Wayne, IN, ATCT, from FAA Academy ... **Denise R. Mason,** area supervisor, Champaign, IL, ATCT, from South Bend, IN, ATCT ... **Robert L. Picken,** section supervisor, System Requirements Branch, Air Traffic Div., promotion made permanent ... **John M. Schnebelt,** area supervisor, Lansing, MI, ATCT, from Detroit Metro ATCT ... **Michael L. Simon,** unit supervisor, Wisconsin AFS, Green Bay, Brown County, from FAA Academy ... **Richard M. Skotnicky,** area supervisor, Champaign, IL, ATCT, from Akron-Canton ATCT ... **Jill A. Stauffer,** manager, Chicago DuPage ATCT, from Chicago Meigs ATCT ... **Jeffrey R. Ullom,** area supervisor, Wold Chamberlain ATCT, Minneapolis, from Dayton Vandalia ATCT ... **Clifford Underwood,** manager, Chicago AFS, Schiller Park ... **Sally M. Weed,** asst. manager, airspace & procedures, Indianapolis ARTCC ... **Tamara A. Williams,** area supervisor, Flint, MI, ATCT.

New England Region

Cheryl Banks, area supervisor, Bridgeport, CT, AFSS, promotion made permanent ... **Michael H. Borfitz,** staff officer, Engine & Propeller Standards Staff, Engine & Propeller Directorate, from Denver, ACO ... **John F. Esdale,** unit supervisor, Boston, MA, AFS, from Bedford AFSFO ... **Robert G. Isibel,** area supervisor, Bridgeport, CT, AFSS, promotion made permanent ... **David L. McCracken,** asst. manager for automation, Field Automation Support Facility, Air Traffic Div., from Miami ATCT ... **Donald F. Perrault,** manager, Manufacturing Inspection Office, Engine & Propeller Directorate, promotion made permanent ... **Herbert S. Sellers,** manager, Bangor, ME, ATCT, from Chantilly, VA ... **Bradley J. Wallace,** asst. manager, Boston AFS, from Grand Island, NE, AFS.

Northwest Mountain Region

Joseph C. Beke, area supervisor, Spokane International ATCT, promotion made permanent ... **Mark P. Bunge,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Frank Helander,** asst. manager, Denver FSDO ... **Reynaldo M. Herrera,** unit supervisor, Seattle, WA, AFSFO, Seattle AFS, from regional headquarters ... **Hurschal F. Howard,** manager, Cheyenne, WY, AFSFO, Billings, MT, AFS, promotion made permanent ... **Virginia A. Jimenez,** section supervisor, Information Systems Branch, Financial & Information Resources Div., promotion made permanent ... **Robert E. King,** unit supervisor, Salt Lake City, UT, AFS, promotion made permanent ... **John J. Liebig,** asst. manager for training, Longmont, CO, ARTCC AFS, from Denver AFS ... **J. Lynn Montgomery,** unit supervisor, administrative staff officer, Airway Facilities Div. ... **Jo Ann M. Murray,** area supervisor, Boeing Tower, Seattle, WA ... **Dale E. Neds,** unit supervisor, Program Support Section, Establishment Branch, Airway Facilities Div. ... **Edward D. Olson,** traffic management unit supervisor, Denver ARTCC, Longmont, CO ... **Richard T. Pelkowski,** area manager, Denver ATCT ... **Charles A. Ullmann,** area supervisor, Portland, OR, ATCT, from Washington Headquarters.

Southern Region

Jeffery C. Barry, traffic management unit supervisor, Hilliard, FL, ARTCC ... **Daniel Boyce,** section supervisor, Atlanta CASFO, College Park, GA, from Hapeville ... **Ronald S. Boyd,** manager, Pompano Beach ATCT, from West Palm Beach ATCT ... **John O. Burkett,** unit supervisor, Greer, SC, AFSFO, Charlotte, NC, AFS, from regional headquarters ... **Timothy L. Carroll,** manager, Birmingham FSS, from Anniston, AL, AFSS ... **Charles A. Cavin,** asst. manager for program support, Jackson, MS, AFS ... **Thomas J. Chastant,** area supervisor, Pensacola, FL, ATCT, from Moisant ATCT, New Orleans ... **Maurice E. Earnest,** manager, Dothan, AL, ATCT, from Columbus, GA, ATCT ... **Harold L. Goforth,** systems engineer, Memphis, TN, ARTCC AFS ... **Robert L. Hankins,** section supervisor, Nashville, TN, FSDO, Memphis ... **Robert E. Hayden,** area manager, St. Petersburg, FL, AFSS ... **Eddie C. Head,** area supervisor, Hilliard, FL, ARTCC ... **Thomas F. Hofbauer,** asst. manager, St. Petersburg, FL, AFSS, from New Bern, NC, FSS ... **Billy R. Holdaway,** area manager, St. Petersburg, FL, AFSS ... **Milton J. Jones, Jr.,** asst. manager for training, Nashville, TN, ATCT, from Honolulu ATCT ... **David D. Lucas,** unit supervisor, Tampa, FL, AFS, Patrick AFB, from Orlando ... **Geraud L. Moreland,** unit supervisor, Jacksonville, FL, AFSFO, Jacksonville AFS, promotion made permanent ... **Johnny L. Morrow,** area supervisor, Pensacola, FL, ATCT, from Montgomery, AL, RAPCON ... **Edward W. Owens,** area manager, Orlando, FL, ATCT ... **Jerry G. Parish,** asst. manager for training, Charlotte, NC, ATCT, from Washington Headquarters ... **Bolivar T. Perez,** asst. manager, San Juan, PR, CERAP ... **Robert B. Pierson,** area supervisor, Isla Verde ATCT, San Juan, PR ... **Wilson H. Powers,** unit supervisor, San Juan, PR, AFS, promotion made permanent ... **Robert A. Robinson,** unit supervisor, Miami, FL, FSDO, from Baltimore, MD, FSDO ... **John C. Roseborough, Jr.,** unit supervisor, Ft. Lauderdale, FL, FSDO ... **Bonnie S. Schultz,** asst. manager for automation, Miami, FL, ATCT ... **Richard D. Shaffer,** unit supervisor, Ft. Lauderdale, FL, FSDO ... **William L. Smith,** asst. manager for technical support, Montgomery, AL, AFS, from Jackson, MS, AFS ... **Fred N. Tharpe,** unit supervisor, Greer, SC, AFSFO, Charlotte, NC, AFS ... **David R. Thornton,** area manager, Miami, FL, AIFSS ... **Jimmie R. Watson,** systems engineer, Memphis, TN, ARTCC AFS ... **John J. Watson,** unit supervisor, Jackson, MS, AFS ... **Aldean R. White,** area manager, St. Petersburg, FL, AFSS ... **Douglas Q. Yarbrough,** Covington, KY, AFSFO, Louisville AFS, promotion made permanent.

Southwest Region

Barbara G. Allgood, manager, Baton Rouge, LA, ATCT, from New Orleans Lakefront ATCT ... **Leonarose Jordan Byrne,** area supervisor, Ft. Worth, TX, ARTCC, from Washington Headquarters ... **William R. Compton,** area supervisor, San Angelo, TX, ATCT, promotion made permanent ... **Isaac Cooper,** unit supervisor, Dallas/Ft. Worth AFSFO II, Dallas/Ft. Worth AFS ... **Gary R. Gomes,** unit supervisor, Albuquerque, NM, FSDO, from Salt Lake City, UT, FSDO ... **Mark E. Gordon,** area supervisor, Ft. Worth, TX, ARTCC, from Albuquerque, NM, ARTCC ... **Donald C. Harris,** supervisor, Master Planning Section, Airports System Capacity & Planning Branch, Airports Div., promotion made permanent ... **Jay A. Jones,** area supervisor, De Ridder, LA, AFSS, from Ft. Worth, TX, AFSS ... **William H. Lagaly,** unit supervisor, Houston ARTCC AFS, promotion made permanent ... **Stanley J. Massett, Jr.,** asst. manager, programs, New Orleans, LA, Moisant ATCT, from Baton Rouge ATCT ... **Michael J. Masson,** manager, New Orleans, LA, Lakefront ATCT, from Houma, LA, ATCT ... **William H. Miller,** manager, Tyler, TX, ATCT, from San Antonio Stinson ATCT ... **Stephen M. Nye,** area supervisor, Dallas/Ft. Worth TRACON, from Tulsa, OK, ATCT ... **Johnny L. Pipes,** area supervisor, Ft. Worth, TX, ARTCC, promotion made permanent ... **Thomas A. Sanderlin,** area supervisor, Ft. Worth, TX, ARTCC, from Houston ARTCC ... **Raul C. Trevino,** area manager, Ft. Worth, TX, ARTCC ... **Harry A. White,** asst. manager, airspace & procedures, Ft. Worth, TX, ARTCC.

Technical Center

Mitchell Grossberg, technical program manager, Requirements Analysis & Integration Div., from Washington Headquarters ... **Ellis R. Peopples, Jr.,** manager, Information Resource Management Div. ... **Edward J. Schuman,** manager, National Automation Engineering Field Support Div. ... **Virginia J. Shamy,** manager, Management Systems Div.

Washington Headquarters

James C. Adler, deputy director, Office of Labor & Employee Relations ... **Willie R. Hardeman,** team supervisor, Employee Relations & Career Development Branch, Human Resource Management Div., Associate Administrator for Human Resource Management, promotion made permanent ... **David L. Lankford,** manager, Procurement Management Branch, Management, Plans & Evaluations Div., Logistics Service ... **Patricia Ann McNall,** manager, Policy & Regional Procurement Branch, Procurement Legal Div., Office of the Chief Counsel ... **George I. Petros,** manager, Automation Branch, Field Programs Div., Flight Standards Service, promotion made permanent ... **Elliott Reid, Jr.,** assistant manager-operation, Operations Branch, ATC Systems Command Center, Office of Air Traffic System Effectiveness, from Hampton, GA, ARTCC.

Western-Pacific Region

Charles B. Aalfs, air traffic manager, Air Traffic Div. ... **Nina Adams,** manager, Human Resource Management Div. ... **David H. Alford,** area supervisor, Los Angeles ARTCC (Palmdale), promotion made permanent ... **Donald L. Apperley,** area supervisor, Santa Ana John Wayne ATCT ... **Tommy E. Barclay,** manager, Operation Branch, Air Traffic Div, from Oakland, CA, TRACON ... **Bobby J. Cobb,** manager, Lancaster, CA, Fox Field ATCT, from Palmdale ATCT ... **Thomas R. Davidson,** section supervisor, Operation Branch, Air Traffic Div., from Lubbock, TX, ATCT ... **Fred N. Griffin,** manager, Los Angeles FSDO ... **Terry L. Griffith,** area supervisor, Los Angeles ARTCC, Palmdale, promotion made permanent ... **Stanley E. Griscavage,** area supervisor, Hawthorne, CA, AFSS, promotion made permanent ... **James L. Hampton,** asst. manager for automation, Los Angeles, ARTCC, Palmdale, promotion made permanent ... **Bernard J. Hoffmann,** area supervisor, Hawthorne, CA, AFSS, promotion made permanent ... **William T. Ipock,** area manager, Sacramento (Rancho Murieta) AFSS, from Sloughhouse, CA ... **Anita L. Johnson,** supervisor, Programming Maintenance Section, Information Resource Management Branch, Financial & Management Div., promotion made permanent ... **John Kurywchak,** area supervisor, San Diego Gillespie Field ATCT, from Oakland TRACON ... **Jerry D. McCullough,** manager, McClellan AFB, CA, AFSFO, from Sacramento Airport AFSFO ... **Peter T. Melia,** supervisor, Airport Capacity Section, Planning & Programming Branch, Airports Div., from Denver Airports District Office ... **William L. Miller,** unit supervisor, Honolulu FSDO, promotion made permanent ... **Edward P. Moy,** manager, Systems Maintenance Engineering Branch, Airway Facilities Div. ... **Terry L. Rhodes,** area manager, Edwards, CA, RAPCON, from Lancaster, CA, Fox Field ATCT ... **Kenneth H. White,** unit supervisor, CSIF program section, Establishment Engineering Branch, Airway Facilities Div.

FAA World

July/August 1991

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Job Survey on the Way

Employees Asked To Tell It Like It Is

How do FAAers view their work environment?

A way to find out is on the way.

The 1991 Survey Feedback Action (SFA) Program starts in August with the distribution of a survey questionnaire to all FAA employees.

The questionnaire gives employees a chance to discuss the ways they see their work environment and how the behavior of managers and supervisors affect work productivity.

Those who return the forms are guaranteed anonymity.

Completion of the survey form is voluntary but strongly encouraged, say the people in the Office of Human Resource Development, the program's sponsors.

Set up to be action oriented, the SFA process includes follow-up meetings between supervisors and employees to discuss feedback and plans to improve the work environment.

Employee involvement does yield results, say the program's sponsors.

The response rate from the 1989 SFA was an impressive 77 percent, and a follow-up evaluation of that last survey showed that 71 percent of the facilities noted positive change and nearly 49 percent attributed the change to the SFA.

Changes most often cited were improvements in communications between management and employees, such as more information sharing and employee participation in decisions; personnel changes; improvements in the physical environment; and higher morale.



Fresno's First

California Team Wins Best Flight Standards Field Office Award

California's Fresno Flight Standards District Office (FSDO) has won the 1991 Flight Standards Field Office Award.

Fresno was selected for the nationwide honor for its outstanding achievements and significant contributions to the Flight Standards Service's safety program during the 1990 fiscal year.

In addition to Fresno, which represented the Western-Pacific Region, other top nominees were:

Fairbanks FSDO
Alaskan Region
Lincoln FSDO
Central Region
Pittsburgh FSDO
Eastern Region
DuPage FSDO
Great Lakes Region
Windsor Locks FSDO
New England Region
Salt Lake City FSDO
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