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In this issue:

1 'Manage to Budget'
1 La Juene at Mitchell Field
1 EAP Program
4 AT Awards—1990
6 Training for Safety
10 Evaluation Team
13 Retirees/People
16 Around and about ...

FAA World

Testing a New Authority

By Karen Davis

Karen Davis, a staff member of the Headquarters Position and Pay Policy Division, Office of Personnel, is project manager for Manage to Budget.

About 2,000 FAA employees and their managers—or 3.6 percent of the agency work force, who represent 56 different occupations—are being put to the test.

The test is called "Manage to Budget," and under it line managers are

turn to **'Manage to Budget'** *on page 2*



"Sponsors" of the Manage to Budget test: Brooks Goldman, Associate Administrator for Administration (AAD-1); Herbert McLure, Associate Administrator for Human Resource Management (AHR-1); Pamela Foss, formerly manager, Position and Pay Policy Division of the Office of Personnel, the lead AHR organization involved in planning and implementing the test; and Nicholas Stoer, director of Budget (ABU-1).

'Star Search'

Training Film among Plans on EAP's Drawing Board

By Frank Pirhalla

Frank Pirhalla is National Employee Assistance Program manager.

Some faces now familiar at only their homebase FAA facility may soon be captured on film and viewed agencywide.

Employee Assistance Program (EAP) managers plan to produce an EAP training film that shows FAA employees at their work sites. Since

turn to **EAP Services** *on page 12*

'True Grit'

La Juene Overcomes Tough Odds To Teach Others

Michael La Juene has that same stuff—that indomitable spirit—usually found in heros of books and films.

La Juene, awarded as FAA's 1990 Handicapped Employee of the Year, is to his knowledge the only air traffic control instructor in the world with quadriplegia. Quadriplegia is a loss of both lower and upper body mobility.

Still La Juene has never considered himself "disabled."

"Disabled to me sounds like we are not capable of doing things—which is farthest from the truth," he explains in the newsletter *Paragram*. The newsletter is one he edits for others with spinal cord injuries and the professionals who work with them.

In the nearly seven years since a diving accident changed his life, La Juene, who joined the FAA in August 1981 as an air traffic controller, has kept to an increasingly busy schedule. He works from 7 a.m. to 3:30 p.m. at his FAA job at Milwaukee's General Mitchell Field Tower. There he is responsible for classroom and simulator training of all developmentals in upgrade training. After a shift at the tower, he gets into his specially equipped van and heads for the Sacred Heart Rehabilitation Hospital where he volunteers, usually until about 10:30 p.m., for the

turn to **La Juene** *on page 9*

Line Managers 'Manage to Budget'

from page 1

delegated authority to:

✈ Set the grades of their organizations' positions that are not nationally standardized.

✈ Determine the required number of positions or full-time equivalents (FTE) for their organizations, while working within a set budget figure.

Line managers selected to participate in the Manage to Budget pilot project are:

✈ Southwest Region and Headquarters Airway Facilities associate, service, division, regional branch, and sector managers.

✈ Headquarters Management Systems director and division managers.

✈ Southwest Regional Administrator and Human Resource Management, Logistics, and Resource Management division managers (called "non-straightlined" or "direct report" divisions).

Pilot project goals have top-level support. Administrator James Busey aims to improve the delivery of services within FAA, and he believes that changes in two administrative elements would bring about the needed improvements. First, administrative processes time must be reduced, and second, an effective, requirements-driven budget process should be in use.

The Manage to Budget pilot project, set up in large part to address these two elements, plans to reduce the administrative time needed for personnel actions by removing several staff levels normally involved in their review and approval. It would allow budget execution to be more requirements-driven for the pilot project organizations by allowing line managers, who are most knowledgeable of their organizations' requirements, to decide the number of staff needed within the constraints of available funding. Following Total Quality Management (TQM) philosophy, Manage to Budget also delegates decisionmaking to lower management levels and gives line managers flexibility to tie together decisions on their two most prominent organizational resources, people and funds.

Simply put, the pilot project allows managers to grade and fill positions within their organizations as will best meet their organizational needs, controlled primarily by a bottom-line budget dollar. These managers have been allotted over $180 million for fiscal year 1991.

Normally staff of the Associate Administrator for Human Resource Management set the final grades of positions—a process called position classification—and Budget Office staff under the Associate Administrator for Administration control the number of FTEs for an organization.

Simply put, the pilot project allows managers to grade and fill positions within their organizations as will best meet their organizational needs, controlled primarily by a bottom-line budget dollar.

The Manage to Budget pilot project, which began October 1, 1990, will run for a minimum of one year. During that time, data will be collected on actions taken and managers' experiences with the process. Results from a formal evaluation, which will take place toward the end of the year, will be deciding factors in whether to extend the pilot project for a longer period, expand the pilot project to other organizations, return to standard operating procedures, or start to implement the delegation FAA-wide.

Line managers and administrative staffs of the pilot project organizations are getting the benefit of extensive guidelines and training as they begin classifying jobs and making the most of their new budget flexibilities. Approximately 150 of them have taken two-and-a-half days of training in position classification and budget execution during September and December 1990 or March 1991.

This training will not make the line managers "instant experts," so the Human Resource Management and Budget staffs are available to advise and assist them through the rough spots. They are also ready to monitor and provide the newly empowered managers with feedback on the classification and budget decisions they make.

For years, federal government managers have been looking for ways to improve efficiency and effectiveness in delivering the services they manage. Today much attention is being focused on improvements in day-to-day production practices within federal agencies and also on better ways of managing the people, funding, and other resources that ultimately deliver the services.

Because excessive controls, especially in personnel and budget, sometimes hinder managers' ability to deliver quality services, initiatives to lessen these controls are being adopted in agencies throughout the government. These initiatives are often combined with TQM approaches—for example, delegating decisionmaking close to the point of service delivery, thereby improving the overall quality of service to the customer.

Although Manage to Budget is a novel test for the FAA, several other government agencies have tried similar delegations with successful results. The Department of the Navy, the Defense Logistics Agency, the Department of the Air Force, the Forest Service, and the Transportation Systems Center are just a few that are either testing or have permanently implemented such a delega-

to next page



Line managers and administrative staff received two and one-half days of classification and budget training to help prepare for Manage to Budget authority. Pictured at left is one of the sessions.

A workgroup composed of test manager, human resource management, and budget representatives spent several months planning and developing guidelines for the Manage to Budget test. Shown below are E. B. McCoy, ASW-43; Robbye Langenfeld, AHR-150; Eugene Lane, APN-300; Karen Davis, APN-300; Joy Herndon, AAF-30; Thad Uehling, AMS-10; Covin Bennett, Dallas/Fort Worth AFS; Renee Anderson, AHR-150; Rodney Herron, ABU-210; Mary King, ASW-41; Joan Guarino, AHR-105; and Asher Cohen, ASW-15.





A workgroup of compensation specialists and managers planned the course content and contributed to the resource manual used in Manage to Budget training. From left are Eugene Lane, APN-300; Dorothy Tharnish, AAC-15; Vincent Roots, AHR-150; Dolores Ranhofer, ASW-15; Kevin Sullivan, APN-300; Jean O'Connor-Link, ANM-14; and Suzanne Shanks, ACE-14.

Executive managers who are testing the Manage to Budget authority have given enthusiastic support to the project. Here, Arnold Aquilano, Associate Administrator for Airway Facilities, speaks to a group of Southwest Region managers during their training session.

tion, and the FAA has been able to draw on these experiences in developing its pilot project guidelines.

FAA managers who have been delegated the Manage to Budget authority seem to have gone into the test with their "chins up" and a positive attitude. Initial results from the first few months' activities show these managers to have been cautious in their classification and budget decisions with the goal of exercising the new authority wisely.



Time and feedback analysis will soon allow the agency to tell the full story. ■

1990 Air Traffic Facilities of the Year Awards

Five FAA locations have been named Air Traffic Facilities of the Year for the 1990 calendar year. Facilities of the Year Award winners were selected from 39 facilities nominated in five categories.

Award winners for 1990 and their categories are:

Enroute Center
Memphis Air Route Traffic Control Center
Memphis, Tennessee
Southern Region

Flight Service Station
Redmond Flight Service Station
Redmond, Oregon
Northwest Mountain Region

Automated Flight Service Station
San Angelo Automated Flight Service Station
San Angelo, Texas
Southwest Region

Airport Traffic Control Tower, Level I-III
Pontiac Airport Traffic Control Tower
Pontiac, Michigan
Great Lakes Region

Airport Traffic Control Tower, Level IV-V
Minneapolis Airport Traffic Control Tower and Approach Control
Minneapolis, MN
Great Lakes Region

Kathy Shotts, personnel management specialist, and Terrice Winfield, personnel secretary, staff the facility switchboard and provide administrative support at the Memphis Air Route Traffic Control Center.





Photo by Mark D. Schreier

From left to right: Doug Krommenhoek, Ed McKinley, Lorelle Sondreaal, Tom Petersen, Chet Jacobsen, and Bill Margis of the Plans, Procedures & Automation Staff of the Minneapolis Airport Traffic Control Tower and Approach Control.

The top facilites were singled out for a wide range of accomplishments, such as productivity gains with fewer errors, high morale among employees, excellent internal and external communications, high employee involvement, few employee grievances, and excellent community rapport.

Highlights of the facilities' achievements are as follows:

The **Memphis Air Route Traffic Control Center** reduced operational errors by 50% in 1990 and reduced overtime expenditures by 53%. The facility also eliminated all static miles intrail restrictions and played a significant role in Memphis International Airport's on-time performance.

The **Redmond Flight Service Station** scored above average or higher in all nine areas of consideration. It increased productivity 15%.

The **San Angelo Automated Flight Service Station** also scored above average in all nine areas of consideration. Its lost call percentage was 1.3%, and its call waiting time averaged 20 seconds.

The **Pontiac Airport Traffic Control Tower** experienced only one operational error during 1990. The operational error occurred after one million error-free operations. Individual development plans were completed by 94% of its controller work force.

The **Minneapolis Airport Traffic Control Tower and Terminal Approach Control** provided air traffic service to 533,750 aircraft during 1990 while experiencing one operational error. The facility provided six flight assists, including one outstanding flight assist, which resulted in safe landings. ■

Scenes from the facilities



Staff members of the Pontiac Airport Traffic Control Tower, left to right: Kevin Kitson, south local control; Rob Florian, cab coordinator; Chris Fairbanks, north local control; Bob Hissom, flight data; Bert Ouellette, supervisor; and Ken Kuhlmann, ground control.



Glinda Zumwalt, air traffic control specialist, is pictured at preflight in the Redmond, Oregon, Flight Service Station.



Photo by Mark D. Schreier

Staff members of the Minneapolis Airport Traffic Control Tower and Approach Control, left to right: Nick Conom, Robert Hucker, Tom Hartley, Bill Perrotti, Keith Elliason, Jeff Larson, Cindy Greene, Mark Qualey, Dick Hinz, Chanel Ward, Steve Dennis, and Alice Rosenlund.



Memphis Air Route Traffic Control Center air traffic manager Charlie Taylor (seated) reviews plans for the future with (left to right) Ray Massey, assistant airway facilities sector manager; Tom Sammons, local Supervisory Committee representative; Steve Ford, local National Air Traffic Controllers Association representative; Dacus Grant, Facility Advisory Board representative; and Steve Vail, National Supervisory Committee chairperson.



Mary Helen Nuñez, air traffic control specialist, San Angelo, Texas, Automated Flight Service Station.

'Training Is Safety'

An Insider's Look at FAA's Training Program

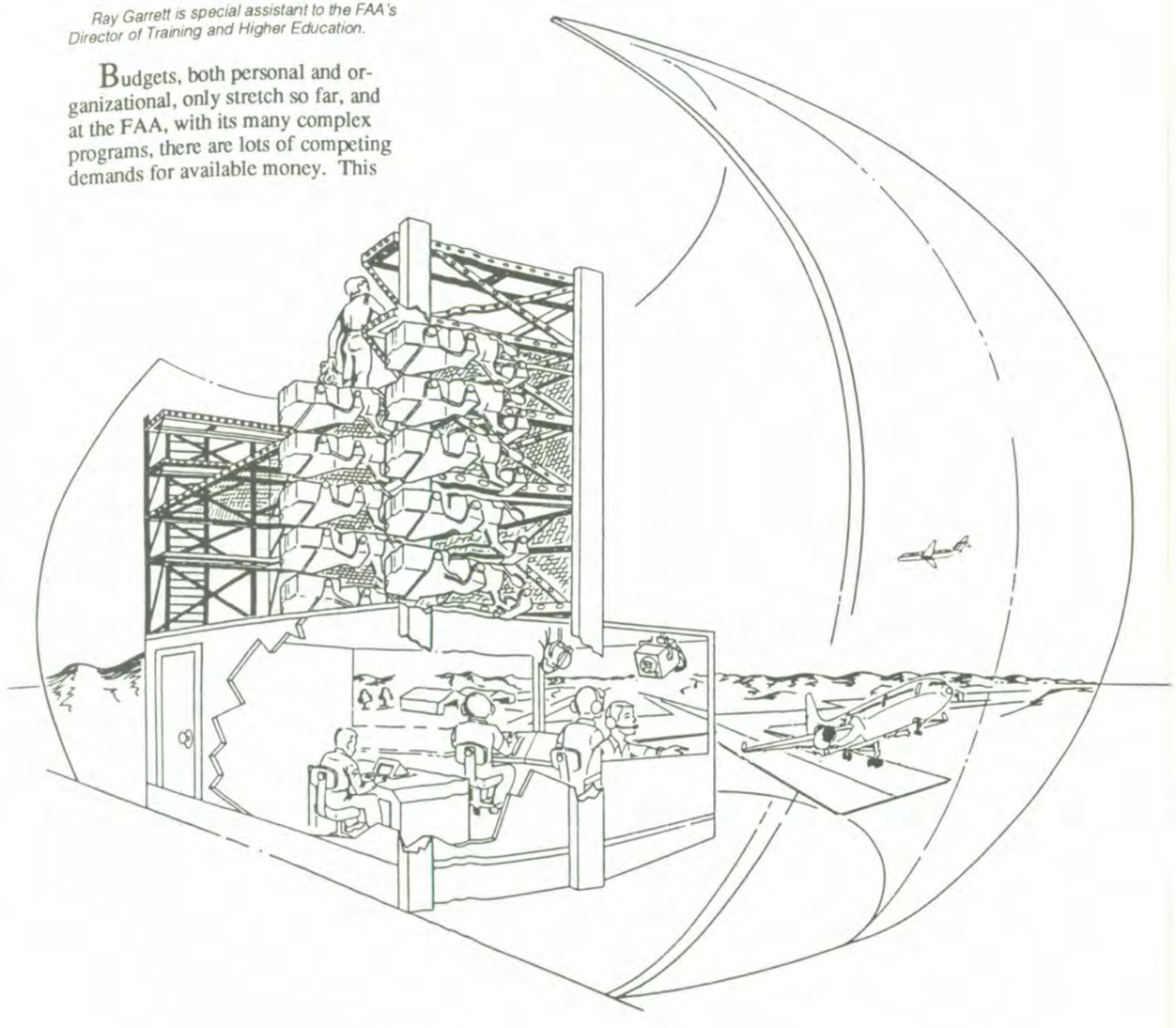
By Ray Garrett

Ray Garrett is special assistant to the FAA's Director of Training and Higher Education.

Tower cab simulation brings training closest to the real thing for tower air traffic control students at the FAA Academy in Oklahoma City. This artist's conception diagrams the interior of one of two such units in the FAA Aeronautical Center's General Thomas P. Stafford Building.

Up to three controller students at a time train in a replicated tower cab inside a multistory room. They look out from a perspective height of 180 feet, at a 210-by-60-degree view with variable day-night and weather conditions and up to 10 aircraft in motion on the ground and in the air.

Banks of projectors above the cab generate images and motion.



Budgets, both personal and organizational, only stretch so far, and at the FAA, with its many complex programs, there are lots of competing demands for available money. This is true in the agency's training program, where the need to fund modernization projects must be carefully balanced against the costs of providing the training that is needed today to meet operational requirements. Although an across-the-board overhaul of the training program cannot take place immediately because of budget limitations, a training revolution has begun.

Back in 1988, FAA's top-level executives agreed that the agency's training program needed to be revitalized. Results of several studies were in, weaknesses were identified, and changes were begun. After all, "training is safety" in our sophisticated National Airspace System where the skill levels of the operational work force—controllers, technicians, and inspectors—determine the safety of the flying public.

Organizationally, the revitalization included setting up a new Office of Training and Higher Education under Director Joe Kisicki. Operational training functions formerly performed at Headquarters were reassigned to Superintendent of the FAA Academy Bart Bartanowicz.

Among the new goals set to chart the future of FAA training were to:

✈ Establish clear lines of authority and responsibility among all FAA training organizations.

✈ Implement a strategic training plan that drives and streamlines the budget process.

✈ Provide adequate staffing and funding for all FAA training organizations.

✈ Install a Training Management Information System to track training operations and costs and provide meaningful evaluation of training effectiveness.

✈ Establish programs at colleges and universities training candidates for selected FAA occupations in the basics prior to their employment with FAA.

✈ Sponsor symposia for all members of the training community, within and outside the FAA, to encourage a free exchange of ideas.

✈ Provide training that is both state-of-the-art and cost efficient.

✈ Provide training that works and is interesting and helpful.

✈ Develop a training system that fully supports operations—making training available when needed.

✈ Reduce the conflict between maintaining operations and conducting training; minimize and focus the need for on-the-job training.

✈ Establish the FAA Academy as an international model of excellence in aviation training.

✈ Attract the best talent for technical instructor positions.

The goals were clearly identified, and now, some two years later, the agency can claim many specific results:

✈ The Office of Training and Higher Education now functions as the single FAA organization accountable for the performance of the technical training program.

✈ An analysis of requirements for a training management information system has been completed, and development of the system has begun. Eventually the initial elements of the system will serve the training information needs of managers at all levels—from field facilities to program offices in Headquarters.

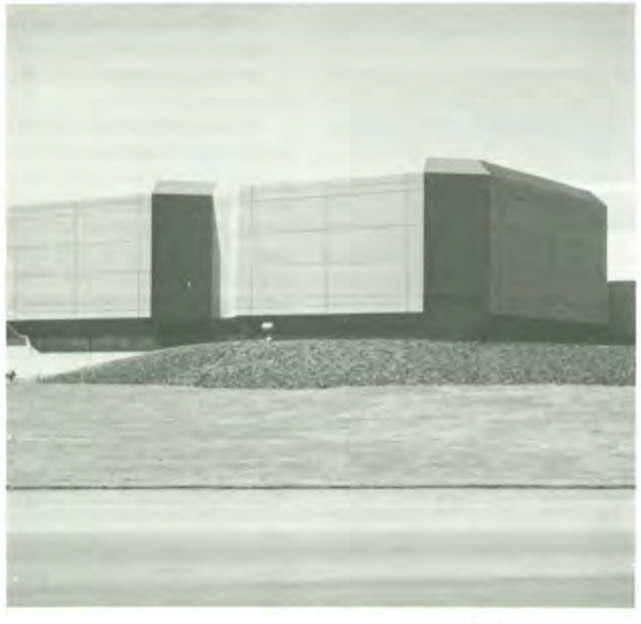
✈ Work has begun on three pilot tests of a program to have air traffic controller candidates screened and trained by colleges and universities before they are hired by the FAA. If this program is a success, graduates who are hired would be eligible for direct placement into advanced FAA Academy or field facility training.

✈ A job task analysis is underway to identify skills required for electronics technicians in repairing and maintaining the NAS equipment of the future. Analysis results will form the basis for modernizing the airway facilities training curricula.

✈ Sponsorship of two technical training symposia with participation

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Outside the $10 million simulation laboratory, rooms housing the tower cab simulators look like pods. They, and the rest of the General Thomas P. Stafford Building are sheathed in metal to shield the interior from radio frequency interference.



FAA photo by Roland Herwig

Training for Safety

continued from page 7

by industry, academia, other government agencies, and foreign countries has provided an excellent forum for exploring future requirements and sharing information on the latest developments in training methodology and technology.

✈ New courses have been developed for air traffic OJT (on-the-job training) instructors and examiners. These courses are now being conducted at the FAA Academy and in the field.

✈ The training program for airway facilities new hires has been revised and updated. The training is now conducted at the FAA Academy.

✈ An analysis of the cognitive components of the enroute air traffic controllers job is being conducted to identify the mental processes used by the best controllers. Analysis results will serve as the basis for a complete overhaul of the curricula for developmental controllers.

✈ Studies are underway to determine the best way to improve air traffic field simulation, permitting more controllers to train more effectively in less time and without reliance on the operating system.

✈ New training on communications, conflict resolution, emergency evacuation and ditching, and proving tests is being provided to aviation safety inspectors in support of Project SAFE (Safety Activity Functional Evaluation).

✈ FAA's computer-based instruction (CBI) program is being expanded and upgraded. All existing CBI terminals will be replaced with state-of-the-art terminals to be purchased through the OATS (Office Automation and Technology Services) contract. Several hundred new terminals will be purchased for placement in air traffic, airway facilities, and aviation standards field offices—facilities that have not had convenient access to CBI training in the past. Steps are also being taken to enhance FAA's CBI courseware library by using current development techniques to make the training more interactive, challenging, and interesting.

Classes have begun in the simulation lab's new tower cab simulators at the FAA Academy in Oklahoma City. They are part of controller students' follow-on training after they have completed the "Air Traffic Screen"—the initial course and screening.



FAA photo by Jack Iman

✈ An intensive study of the recruitment and retention of Academy instructors has been completed, and study recommendations have been implemented. The recommendations provided for: grades equivalent to those of full performance level personnel in the field, an improved process for screening and selecting instructor candidates, credit for instructor experience on national career progression programs, regular temporary assignments to the field to maintain job currency, and opportunities for professional development.

More changes are yet to come for FAA's training program. In the near future, priority will be given to projects with the most potential for maintaining aviation safety and those that promise to reduce the ongoing cost of operating the training program. Completion of the following key projects is targeted for the next few years:

✈ Development of new training curricula for the air traffic, airway facilities, flight standards, aircraft certification, and security work forces.

✈ New OJT programs for the airway facilities and aviation standards work forces.

✈ Improved simulation capability in air traffic field facilities.

✈ An expanded and improved CBI system.

✈ Development of pre-hire training programs in colleges and universities for air traffic controllers and airway facilities technicians.

Although we're off to a good start, the training revolution has just begun; there's much yet to be done to achieve a modern, efficient training program for FAA, one that is capable of meeting demands through the 1990s and beyond. Good training is not cheap, either in time, effort, or dollars, but the agency has made the commitment. "Training is safety" are its watchwords. ■

La Juene Shares Knowledge

continued from page 1



Administrator James Busey presents Michael La Juene with the agency's 1990 Handicapped Employee of the Year award during the equal employment opportunity awards ceremony at Headquarters.

The February visit was La Juene's first trip to Washington, DC.

He says he was "very impressed" by the city's metrorail system and how it affords the physically challenged "a great deal of independence."

Greater Milwaukee Chapter of the National Spinal Cord Injury Association of which he is president.

The FAAer counsels others with spinal cord injuries and their families and conducts a peer support group. "Spinal cord injury does not just affect the injured but also his or her spouse, family, friends, and peers," he says.

Involved in the national "Feet First First Time Program" and other programs with a safety focus, La Juene also talks to school children and lifeguards about preventing spinal cord injuries of which there are about 10,000 each year. His schedule as a spokesperson is particularly busy during the spring when he tries to spread safety information before kids get into their summer activities.

His own injury happened in July 1984 when his neck was broken by diving into a shallow lake while at a family gathering. It was not alcohol related, but many such accidents are, especially those involving drinking and driving. These injuries can also be attributed to reckless driving, particularly on motorcycles; taking dares; and high-risk activities such as diving, racing, and skydiving. La Juene reminds lifeguards and others who rescue people with suspected spinal injuries to support the victim's neck to prevent further damage.

A video, *When I'm Back on My Feet Again,* focuses on preventing spinal cord injury. It is available from the association for $5. The number to call is (414) 384-4022.

Other of La Juene's activities in educating the public about spinal cord injury include appearing in ads that explain Sacred Heart's physical rehabilitation services. He makes an effective representative, he believes, because "aviation is in the limelight" and "an aviation career is much in the public eye."

August 17 is a day La Juene has been working toward all year. That's the Saturday of the third annual "Wheels and Heels" race for spinal cord research, and he expects Olympic wheelchair athletes as well as sports celebrities, elected officials, and local media to participate in the walk and run.

He is especially interested in the "Miami Project," research seeking ways to rejuvenate damaged nerve cells.

The mainstay of his life, says La Juene, is his deep religious faith, which he shares in ways such as working with the AWANA group for youngsters at his church and singing in the church choir.

"I never did think I would get back to work, but with the grace of God I did," he says.

La Juene also wants to share his good experiences at the FAA with others. Fellow workers and agency employees have been generous with their time, efforts, ideas, and contributions. Among other things, they helped with insurance matters, collected money to offset expenses and to buy a van that could be driven from a wheelchair, and kept on the lookout for advances in medical treatment. One air traffic assistant, for example, wrote a well-known specialist in spinal injury cases about La Juene. The doctor visited and advised him of soon-to-be available equipment that would stimulate the use of his hands, but unfortunately the treatment was cost prohibitive.

With the support of those around him and his own work and determination, La Juene was back at the agency in October 1985. Starting off as an air traffic assistant, he was able to progress to his present job as facility training instructor in April 1990.

Some current on-the-job accomplishments include work with ETG (enhanced target generator) scenarios, training folders, lesson plans, and initial qualification tests; incorporating a slide presentation into the lesson plans; and conducting monthly controller briefings and facility tours.

La Juene still sees many things to do on his agenda, however, and an important one for him is to get back to the boards as a controller.

"Right now that's my main goal," he says, "and one day—with God's help, of course—I will accomplish that goal as well." ■

The 'E Word'

In days gone by, the country-western ballad might have said, "Momma, don't let your babies grow up to be evaluators." Thanks to an agencywide focus with an increased emphasis on quality, that's all changing. Here's why.

By Anthony Willett

Anthony Willett is manager of the New England Region Management Systems Branch. He has been published previously in FAA World.



AAD-2 staff members Sheri Martin, Charlotte Bryan, Bev Daniel, and John Romaine.

It used to be a dirty word—evaluation. You know: "I'm from evaluation, and I'm here to help you." You knew to file it with statements like "The check is in the mail." Time was when undergoing an evaluation ranked right up there with root canal work or other such life experiences, but not anymore.

Under a nationwide effort—spearheaded by Deputy Associate Administrator for Appraisal Theron Gray, AAD-2 staff, and regional evaluation officers—that's all changing at the FAA. The appraisal group is sponsoring a series of workshops across the country designed to change the once-typical evaluation emphasis from "check list" to "quality." This year, three workshops—in Boston, Seattle, and Fort Worth—already have been conducted.

The push is to create evaluations with an impact on decision-making. The traditional approach to evaluations has been to collect data, review data, and make recommendations, but an evaluation shouldn't just be a check list to make sure someone's triennial requirement for looking things over is satisfied. The new approach is quality-based, an evaluation of the process behind the examination. It is meant to be nonthreatening, a partnership with managers to improve, to expedite, to maximize. The evaluator searches for solutions from the people who are closest to the task at hand with a focus on improving the process, not finding mistakes.

"Our goal is to be able to use evaluations to make better decisions," says Gray. "This agency is very good—and in many ways extremely skilled—at collecting data points. Our aim is to insure that we 'connect the dots' to make the right decisions."

The bottom line is that choosing the best path for agency decision-making shouldn't be based on "what's left," or "that's the way we've always done it before," or even "let's study the problem further and make a decision in six months."

One of the thrusts of these evaluation workshops is utilizing evaluation information from the "advocacy" standpoint. The more a manager knows about his or her program, the more successfully it can be represented—to the boss, the budget committee, or the public. The result is the same: evaluations are an important key in obtaining the knowledge for managers to explain their program.

To this end, the workshop addresses team building, evaluation methodologies, interviewing techniques, interpersonal communications, data analysis, evaluation design, and follow-up/tracking systems. Checklist evaluations have their place, but in a dynamic, breathing, changing environment that features the most unpredictable item—people—evaluations must be designed to translate the intangible to the tangible. An evaluator needs to look at the process and the people who create and perform it. Evaluating the numbers on a spread sheet is not enough.

A poorly designed evaluation can miss the mark completely, or it can commit another offense: miss the forest for the trees. Knowing where to go is part of the answer, but building the right team with the right mix of specialties is crucial. An evaluation doesn't neccesarily mean that everyone must be a subject matter expert, but a mix of skill and healthy skepticism is a prerequisite. The team also generally needs the perspective of an "outsider," someone who knows about the problem but can provide a fresh eye toward seeing the forest beyond the trees.

The evaluation workshops are designed with interaction in mind. At the Boston conference, attendees did some quick arithmetic and determined that the group of 65 had over 1,000 years of government service to offer. That's a millennium of resources waiting to be applied to the evaluation equation. The idea is that everyone has something to contribute, says Gray. "We want people to interact among themselves, with the instructor, with the course work. This is not, nor should it be, a typical teacher-talks-students-listen environment. The people of this agency have a lot to offer. This workshop taps that resource and provides the tools to maximize evaluation products. The people do the rest, and they've got a wealth of experience, information, and talent to do it."

Marketing the results of evaluations is another big part of the process. Many an evaluation is destined for a life of nothing more than a spot on the shelf next to last year's evaluation: No sparkle. No insight. No one cares.

The quality-based approach examines the topic in light of the customer and moves out from there. Internationally recognized quality-in-management expert W. Edwards Deming puts it bluntly: If you've got a problem recognize first of all that it's your problem. Your customer can point you in the right direction, but the burden rests on your shoulders.

"You must insure that your report meets the needs of your customers," says Gray. "You are trying to persuade with your words. Step one is making sure you understand your customer's business and deciding on clear objectives tied to the success of that business. Then you decide a clear scope to pursue. But above all, make sure that you understand the context of what you're dealing with. Your stress should be placed on quality: Be accurate, be fair, but most of all be useful.

Evaluations: A primer

Even the most basic evaluation program has five components.

Planning. This phase often is done on a long-range basis. For a single evaluation, evaluators need to identify the objectives and specific resources, determine a methodology, and select and assign tasks to team members. Preliminary background data gathering begins. Evaluators "pretest" data-gathering instruments.

Scheduling. Negotiate the exact start and completion dates of an individual evaluation. Team leaders train members on procedures to be used. Organizations to be reviewed are notified officially. An entrance conference is held.

Execution. Interviews are held. Documents and records are reviewed. Pre-execution data is validated. The scope of the evaluation may be modified slightly during this phase, depending on what preliminary analysis reveals. Evaluators draft the report and conduct an exit conference with management regarding the results.

Follow-up/Tracking. Management formally responds to an evaluation report. Consultations and any recommendations, along with corrective actions, are entered into an organization's tracking system. A follow-up study may be employed to assure corrective actions are taken.

Trend Analysis. The evaluator examines comparable sets of subject matter data over selected time periods to discern patterns suggesting remedial or continued management involvement. Quantitative and qualitative data can be measured to determine this big picture.

OK, OK, where do I sign?

If you're interested in learning more about the evaluation workshop, upcoming training, or conducting evaluations, contact your regional evaluation officer or an AAD-2 staff member:

- Charlotte Bryan
- Mary Cheston
- Bev Daniel
- Sheri Martin
- John Romaine

They can be reached at FTS 267-7203. The area code is 202. ■



Approximately 70 people attended the East Coast evaluation workshop in Boston. They came from Washington Headquarters, the FAA Technical Center, and Eastern, New England, and Southern regions.

EAP Services

continued from page 1

commercial EAP training films do not portray aviation-type jobs, a film using people in the agency should be more relevant to FAAers as well as more interesting.

Employees and their family members who have benefited from using the EAP and want to share their successes on film should contact their local EAP manager or Frank Pirhalla, National EAP manager, on FTS 267-3976 (area code 202).

The EAP had a busy fiscal year 1990. It provided services to about 3,500 employees and their families. Its services included such things as helping resolve problems, short-term counseling, and referral to an expert for longer-term care when needed.

About 89% of the problems concerned either family issues—marriage counseling, child care, remedial tutoring for teenagers, care of an elderly family member—or health, legal, and emotional problems.

Some 11%, or 375 of the cases, concerned substance abuse involving alcohol and other drugs.

In February all 13 EAP managers met in San Antonio, Texas, to discuss improvements in services. Topics included ensuring that employees and family members receive quality counseling services from the contractor, maintaining confidentiality as stipulated under federal regulations, developing agency training and promotional films, providing services at agency work locations in remote areas, and improving services and resources for care of the elderly.

Finetuning the agency's Critical Incident Stress Debriefing Program (CISD) also received attention. The program focuses on minimizing the common disruptive physical, cognitive, emotional, and behavioral factors that can result when an employee or family member witnesses or is involved in a disaster. It helps employees deal with the unexpected and sudden death of a coworker or family member in a car accident, aviation accident, or natural catastrophe. The EAP also provided CISD services after Hurricane Hugo and to FAA employees at the Detroit Metro and the Los Angeles Airports following aviation accidents.

Planning for the future centered on discussing ways to obtain a single agencywide EAP contractor, closer professional working relationships with other agency organizations, employees' feedback on the program and ways to improve it, and better communication with unions.

Listed are the names and phone numbers of the regional, center, and Headquarters EAP managers and the 800 numbers of contractors available to help employees.

Aeronautical Center
Jim Bitner
FTS 747-5583 or 800-327-9306

Alaskan Region
Carol Marvel
FTS 868-3572 or 800-478-2812

Central Region
Susan Burleson
FTS 867-3043 or 800-227-1060

Eastern Region
Jim Duffy
FTS 667-1902 or 800-548-1259

Great Lakes Region
Jane Lebovitz (acting)
FTS 384-7416 or 800-328-5000

Headquarters
Jerry Meade
FTS 267-3945 or (301) 774-8898

New England Region
Sherrille Beverly
FTS 836-7337 or
800-842-2248 (within Massachusetts)
800-638-8005 (outside Massachusetts)

Northwest Mountain Region
Rob Ramsey
(206) 227-2023

Southern Region
Dell Powell
FTS 246-7666 or 800-227-1060

Southwest Region
Randy Williams
FTS 734-5848 or 800-327-9784

Technical Center
Chris Greco
FTS 482-6627 or 800-426-2238

Western-Pacific Region
Rosa Maddox
FTS 984-1834 or 800-328-1952

Retirees

Aeronautical Center
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Harvey B. Gray

Alaskan Region
Carrol P. Shirk

Central Region
Donald J. Phillips

Eastern Region
David L. Hanner
Robert J. Manno
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Great Lakes Region
John E. Barnes
Andrew Detroi
Richard C. Ternes

Southern Region
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Arthur J. Gomez
Therald F. Jackson
William M. Kowalik
Serena M. Lewis
Willis C. McCook

Southwest Region
Donald V. Buster
Dempsey Lance

Technical Center
Norman W. Ingham
Francis R. Mullin

Washington Headquarters
Anthony J. Froehlich, Jr.
Gerald J. Goren
Joseph T. Mitchell

Western-Pacific Region
William R. Colbert, Jr.
Walter H. Conley
Robert Y. Lee
Beatrice H. Mathewson
John J. Montebello
Robert G. Perkins
Shirley A. Robbins

People

Aeronautical Center
Shirley J. Dark, manager, Program Support Branch, Aeromedical Certification Div. ... **Robert A. Enoch,** manager, Washington Liaison Staff, Aviation Standards National Field Office ... **Gerald V. Goodnight,** supervisor, Engineering Section, Engineering & Production Branch, FAA Logistics Center, promotion made permanent ... **Charles P. Jewell,** manager, Honolulu FIFO, from Tokyo FIFO.

Alaskan Region
Robert O. Mowery, asst. manager for training, Anchorage FSS ... **Timothy R. Rahmn,** asst. manager, Fairbanks AFSS, promotion made permanent.

Central Region
Wilbert R. Brewton, manager, Berkeley, MO, AFSFO, St. Louis, AFS, from Chesterfield, MO, AFSFO ... **Alexander Garcia,** supervisor, Electronics Engineering Section, Systems Maintenance Engineering Branch, Airway Facilities Div., promotion made permanent ... **Jerry N. George,** asst. manager, Facilities Establishment Branch, Airway Facilities Div. ... **Joe G. Hokit,** manager, Des Moines, IA, ATCT, from Corpus Christi, TX, ATCT ... **Robert E. Horn,** manager, Kansas City, MO, AFSFO, St. Louis, AFS, from Grand Island, NE, AFS ... **Lewis E. Kitson,** supervisor, F&E Planning Section, Resources & Planning Branch, Airway Facilities Div.

Eastern Region
Carl F. Didio, unit supervisor, Norfolk AFSFO, Norfolk AFS, promotion made permanent ... **Timothy J. Eastburn,** area manager, Philadelphia ATCT ... **Joseph Figliuolo III,** asst. manager, programs, Elkins, WV, FSS, promotion made permanent ... **Charles L. Freeman,** asst. manager, airspace & procedures, Philadelphia ATCT ... **Bradley K. Holway,** section supervisor, Real Estate & Utilities Branch, Logistics Div., promotion made permanent ... **William S. Kimmel,** area supervisor, Albany ATCT, promotion made permanent ... **Frances A. Mulkey,** manager, Dulles ATCT, from Southwest Regional Headquarters ... **George E. Murgitroyde, Jr.,** unit supervisor, Albany FSDO, promotion made permanent ... **Thomas J. Palowitch,** manager, Pittsburgh AFSFO, Pittsburgh AFS, from South Alaska AFS ... **Michael P. Pumphrey,** asst. manager, military operations, New York ARTCC, Islip from Washington Headquarters ... **Gilbert J. Rugulo,** manager, Philadelphia FSDO, from Teterboro, NJ, FSDO ... **Thomas M. Skahen,** area supervisor, Erie, PA, ATCT, promotion made permanent ... **Leroy Thomas,** systems engineer, New York ARTCC AFS, Islip ... **Erwin J. Tobey,** area supervisor, Albany ATCT, promotion made permanent ... **Susan E. Ward,** aviation safety inspector, Flight Procedures Branch, Flight Standards Div., promotion made permanent.

Great Lakes Region
Mark E. Ambrosen, area supervisor, Wold Chamberlain ATCT, Minneapolis, MN ... **John L. Armstrong,** area supervisor, Indianapolis, IN, ATCT ... **Richard E. Bown,** unit supervisor, Rapid City, SD, FSDO, promotion made permanent ... **James E. Harris,** asst. manager, Huron, SD, AFSS, from Miami, AIFSS ... **Gerald Heard,** asst. manager, Chicago ARTCC, Aurora, IL, promotion made permanent ... **Richard N. Holloway,** asst. manager, Belleville, MI, AFS, Wayne County, from Central Region Headquarters ... **Michael J. Hoover,**

area supervisor, Indianapolis, IN, ARTCC, promotion made permanent ... **Mark E. Hyde,** area supervisor, Chicago O'Hare ATCT ... Margaret **A. Israel,** manager, Mitchell Field ATCT, Milwaukee, WI, from Detroit Metro ATCT ... **Jerry L. Kincaid,** unit supervisor, Indianapolis, IN, AFS ... **Dan D. Kissee,** area supervisor, Chicago O'Hare ATCT, promotion made permanent ... **Gary E. Krupczak,** area supervisor, Belleville, MI, ATCT, from Detroit City, MI, ATCT ... **Robert J. Kuh,** area supervisor, Indianapolis, IN, ARTCC, from FAA Academy ... **Chester F. Lament,** manager, Oberlin, OH, AFS, promotion made permanent ... **Richard J. McNeal,** asst. manager, plans & procedures, Chicago O'Hare ATCT ... **Harold J. O'Hare,** AF watch supervisor, Ohio AFS, Cleveland ... **Carl E. Rydeen,** area supervisor, Wold Chamberlain ATCT, Minneapolis ... **Edward W. Simpson III,** asst. manager for training, Green Bay, WI, AFSS ... **Patricia C. Siwak,** asst. manager, traffic management, Chicago ARTCC, promotion made permanent.

New England Region

Richard M. Batts, manager, Boston CASFO, promotion made permanent ... **Daniel D. Bueno,** area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent ... **Robert H. Currier, Jr.,** area supervisor, Burlington, VT, ATCT, promotion made permanent ... **William M. Ebersbach,** area supervisor, Bangor, ME, AFSS, from Millville, NJ, AFSS.

Northwest Mountain Region

Matthew J. Cavanaugh, manager, Safety & Standards Branch, Airports Div. ... **James C. Edmunds,** area supervisor, Salt Lake City ARTCC ... **Raymundo C. Garcia,** section supervisor, Denver, CO, FSDO, from Long Beach FSDO ... **Bruce M. Hall,** supervisor, Navigation/ Communication Installation Engineering Section, Establishment Branch, Airway Facilities Div., promotion made permanent ... **Robert H. Hallman,** systems engineer, Salt Lake City, UT, ARTCC AFS, promotion made permanent ... **Clyde N. Hinderliter,** unit supervisor, Salt Lake City, UT, ARTCC AFS, promotion made permanent ... **Robert S. Johnson,** manager, Cheyenne, WY, ATCT ... **Noel F. Keane,** chief, Resource Management Branch, Air Traffic Div. ... **Ronald K. Perkes,** asst. manager for training, Salt Lake City, UT, ARTCC AFS, from Longmont ARTCC AFS ... **Wyman G. Shell,** manager, Van Nuys, CA, MIDO, from Los Angeles MIDO ... **Richard P. Sowa,** unit supervisor, Facilities & Equipment Program Section, Program & Planning Branch, Airway Facilities Div., promotion made permanent ... **Lewis E. Sparkman,** supervisor, Technical Standards Section, Maintenance Branch, Airway Facilities Div. ... **Rex E. Stucker,** manager, Portland, OR, AFSFO II, Portland AFS, from Boise AFSFO II ... **Armand Tom,** area supervisor, Salt Lake City, UT, ARTCC, from Washington ARTCC, Leesburg, VA.

Southern Region

Jeffrey W. Abbott, manager, Lexington, KY, ATCT, from Raleigh, NC, ATCT ... **Duane Atwood,** area supervisor, Florence, SC, ATCT, from Raleigh, NC, ATCT ... **David E. Craig,** supervisor, Dothan, AL, AFSFO, Montgomery AFS, from Columbia, SC, AFS ... **Richard C. Dorosh,** area supervisor, Jackson, TN, AFSS, promotion made permanent ... **Richard L. Faber,** manager, North Branch, Office of the Assistant Chief Counsel ... **John D. Fox, Jr.,** unit supervisor, Tennessee FSDO, Nashville, from North Florida FSDO, Orlando ... **Leland W. Gupton, Jr.,** area supervisor, Memphis, TN, ARTCC, promotion made permanent ... **Jeffery R. Hall,** area supervisor, Nashville, TN, ATCT, from Miami International Airport ATCT ... **Ronald L. Harper,** area manager, Miami, FL, AIFSS ... **Hershal S. Helton, Jr.,** asst. manager, Standiford Field ATCT, Louisville, KY, from Raleigh, NC, ATCT ... **Philip A. Knapp,** traffic management unit supervisor, Memphis, TN, ARTCC ... **William C. Leak,** area supervisor, Standiford Field ATCT, Louisville, KY, promotion made permanent ... **Scott L. Matthews,** unit supervisor, Atlanta, GA, ARTCC AFS, Hampton, GA, from Memphis, TN, ARTCC AFS ... **Eliezer Nieves,** unit supervisor, Caribbean FSDO, San Juan, PR, promotion made permanent ... **Rhonda D. Oldham,** area supervisor, Memphis, TN, ATCT, from Greenville, MS, ATCT ... **Elbert G. Parks,** manager, Louisville, KY, AFSS, from Greenwood, MS, AFSS ... **Michael J. Peay,** area manager, Raleigh, NC, ATCT ... **John F. Raby III,** asst. manager for automation, Miami AIFSS ... **Robert C. Rauen,** area supervisor, Hebron, KY, ATCT ... **Mark J. Reeves,** area supervisor, San Juan CERAP, promotion made permanent ...

Gregory A. Sackett, area manager, Orlando ATCT ... **Neil E. Singletary,** unit supervisor, Fayetteville, NC, AFSFO, Raleigh AFS ... **John R. Stiers,** area manager, Hebron, KY, ATCT, from Atlanta Hartsfield ATCT ... **Michael A. Tallman,** area supervisor, Hilliard, FL, ARTCC, promotion made permanent ... **John L. Valdez,** asst. manager for technical support, Hebron, KY, AFSFO, Covington AFS, from FAA Academy ... **Gerald R. Wright II,** area supervisor, Bristol, TN, Tri-City ATCT, from Nashville ATCT ... **Mary Ann Zdunczyk,** area manager, Miami, AIFSS.

Southwest Region

Kenneth L. Baker, asst. manager, plans & procedures, Lubbock, TX, ATCT, from Morristown, NJ, ATCT ... **Paul A. Laven,** manager, Houston, TX, AFS, promotion made permanent ... **Byron H. Melius,** manager, Little Rock ATCT from Baton Rouge ATCT ... **Zack L. Smyer,** area supervisor, Roswell, NM, ATCT, from San Antonio International Airport ATCT.

Technical Center

Gary E. Poulsen, manager, Plant Engineering & Services Div. ... **Glynn Turk,** technical program manager, NAS Control Section, En-route Field Support Branch, National Automation Field Support Div., promotion made permanent.

Washington Headquarters

Timothy W. Carrico, staff chief, Special Projects Office, Office of Management Systems ... **Barbara A. Edwards,** technical program manager, Program & Resource Management Staff, NAS Transition & Implementation Service ... **James M. Faber,** chief, CORN Acquisition Staff, Special Projects Office, Office of Management Systems ... **William P. Ford,** chief, Program Management Staff, Systems Maintenance Service ... **Gwen R. Jones,** staff chief, Internal Program, Office of Civil Rights ... **Mark D. Lash,** branch manager, Special Projects Office, Office of Management Systems ... **Cogan G. Marshall,** project manager, Concepts & Policy Program, Maintenance Operations Div., Systems Maintenance Service ... **Dennis H. Piotrowski,** asst. manager, Aircraft Maintenance Div., Flight Standards Service ... **Stephen M. Soffe,** associate director, Office of Personnel.

Western-Pacific Region

Robert C. Bloom, manager, Safety & Standards Branch, Airports Div. ... **Paul J. Collander,** manager, Operations Program Section, Program & Planning Branch, Airway Facilities Div. ... **Kenneth R. Flaherty,** area supervisor, Chino, CA, ATCT, from Lindbergh ATCT, San Diego ... **Ora B. King,** manager, Ontario, CA, ATCT, from regional headquarters ... **Willard J. Mattingly,** unit supervisor, Van Nuys, CA, FSDO, Los Angeles, from San Francisco CMO ... **James E. McClenahen,** asst. manager, San Francisco ATCT, from regional headquarters ... **Rhuno J. Nelson,** unit supervisor, Phoenix (Scottsdale), AZ, FSDO ... **David J. Quecke,** area supervisor, Stockton, CA, TRACON, promotion made permanent ... **John M. Rivers,** manager, Logisitics Div. ... **Geoffrey L. Ross,** area supervisor, Monterey, CA, ATCT, from Honolulu ATCT.

FAA World

May 1991

Secretary of Transportation
Samuel K. Skinner

FAA Administrator
James B. Busey

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Hugh O'Neill

Manager—Public & Employee Communications Division
Paul Steucke, Sr.

Editor
Fraser Jones

Staff Editor
Pat Tomasetti

Art Director
Vacant

FAA WORLD is prepared by the Public and Employee Communications Division, Office of Public Affairs, FAA, 800 Independence Avenue, SW, Washington, DC 20591. Articles and photos for FAA WORLD can be submitted directly to regional FAA public affairs officers:

John Clabes—Aeronautical Center
Joette Storm—Alaskan Region
Sandra Campbell—Central Region
Bob Fulton—Eastern Region
Morton Edelstein—Great Lakes Region
Mike Ciccarelli—New England Region
Richard Meyer—Northwest Mountain Region
Kathleen Bergen—Southern Region
Roger Myers—Southwest Region
Holly Baker—Technical Center
Elly Brekke—Western-Pacific Region

Around and about ...



Visitors to Alaska have included Vladimir I. Skrypnik (at left), manager, Far East Civil Aviation Administration, Khabarovsk, USSR. He received an FAA airman certificate based on his holding a certificate issued by an International Civil Aviation Organization member nation. John Hallinan (at right), who was acting manager of the Anchorage Flight Standards District Office, presented the pilot certificate to him. The overlapped photos first appeared on the cover of the Alaskan Region Intercom.

'New Era' for Property Accountability

Inventorying, Bar-Coding To Be Done Agencywide

The agency is gearing up for the beginning of a new era for property accountability.

FAA's designated property custodians will be conducting an inventory that involves all offices, services, regions, centers, field offices, and facilities. Beginning July 1, the inventory will be done within a designated time schedule according to regional property managers.

In addition to the inventory, bar-code labels will be applied to all in-use personal property located within a custodian's area of responsibility. Once applied these labels will stay with equipment throughout its life.

Any new items, regardless of source, will have bar-code labels applied as soon as they are received at offices, facilities, and sites.

For answers to questions on bar-code labels, custodians should call their logistics personnel.

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