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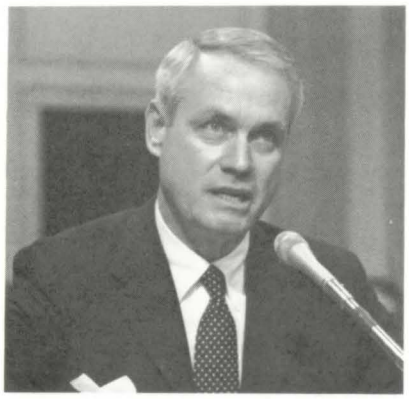
U.S. Department of Transportation
Federal Aviation Administration

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FAA World

'Pride Comes from Doing Our Best'



Deputy Administrator Barry Harris

Black Coalition Meets in St. Louis

Is failure always bad? No, says FAA Deputy Administrator Barry Harris, who likes to quote this Chinese proverb: "Greatness requires the taking of risks; that is why so few achieve it."

Harris talked about taking risks, the positive aspects of failure and other components that help make people a success at the 15th Annual Training Conference of the National Black Coalition of FAA Employees.

Harris spoke in place of FAA Administrator James Busey, who was recuperating from an appendectomy.

"Too many people assume that risk leads to failure and failure is bad," Harris told the group on September 18.

"I agree that risk can lead to failure, but I disagree that failure is always bad." Harris told the confer-

turn to **Harris on Success** *on page 4*

Employee Survey

64.6% Indicate 'Overall' Job Satisfaction
91% Say They Like the Kind of Work They Do

An FAA employee survey that randomly polled agency workers last year shows a slight dip in overall job satisfaction from a similar questionnaire two years earlier.

Results of the 1990 Job Satisfaction Survey, which went to 8,000 agency employees nationwide at the end of 1990, show that 64.6% of those responding indicated overall job satisfaction.

That's almost a 2% slip from the 1988 survey in which 66.5% of respondents indicated overall job satisfaction.

While overall job satisfaction is up significantly from 53.3% in 1984—when the first survey was taken—it is about 10 points below a goal set by

turn to **Job Survey** *on page 10*

FAA Reorganizes

FAA has made several major organizational changes geared to improve operations by integrating the agency's management structure and streamlining its acquisition process.

Administrator James Busey announced the changes at the end of September.

They cover these areas.

System Operations

✈ Joe Del Balzo, formerly Execu-

turn to **Organizational Changes** *on page 5*

These FAAers knew what to do when every second counted. Read their dramatic stories starting on ***page 2.***

Here Robert Aluni, Charles Konikoff, Michael Julius, and Alton Humphrey display their Outstanding Flight Assist of the Year Awards.



A Life-or-Death Difference

Controllers Lauded for Outstanding Flight Assists

It's not every job that comes with a built-in opportunity to save lives, but some at FAA do.

Because of the top-level performance of the agency's air traffic controllers in handling emergency situations in the air, many accidents have been prevented, and flyers' harrowing experiences have ended safely.

Annually, the FAA recognizes air traffic control specialists who have given exemplary flight assists to pilots in trouble.

FAA's Office of Air Traffic System Effectiveness maintains the national database of flight assist reports that reflect how potential disasters were avoided and thousands of lives were saved by air traffic professionals on the job.

In 1990 there were 1,197 flight assists—assistance to pilots of aircraft in trouble or distress—recorded: 442 at flight service stations, 269 by en route centers, and 486 at terminals.

Based on these reports, the annual selections for the "Outstanding Flight Assist Award" have been made. The winners for 1990:



Robert R. Aluni
Flight Service Station
Hibbing, Minnesota
(now at Princeton, Minnesota, Automated Flight Service Station)



Alton O. Humphrey
Air Route Traffic Control Center
Houston, Texas



Michael A. Julius
Air Traffic Control Tower
Muncie, Indiana
(now at Indianapolis, Indiana, Air Traffic Control Tower)



Charles E. Konikoff
Air Route Traffic Control Center
Houston, Texas

The four controllers received their awards at the August 12 Air Traffic Management Team meeting. On the next three pages are details of how they prevented disasters in the air.

Robert R. Aluni

Air traffic control specialist Robert Aluni was working all operating positions at the former Hibbing Flight Service Station when the emergency call came late one evening in January.

The pilot of a Cessna 150 reported he was in instrument meteorological conditions and was not instrument-rated.

Communications on the emergency frequency were poor, so Aluni directed the pilot to a frequency, which had a transceiver closer to the aircraft's departure point of Orr, Minnesota.

With improved communications, the pilot repeated he was in the clouds, adding that he was trying to climb to VFR-on-top but was having trouble controlling the aircraft.

Taking icing into account, Aluni told the pilot to keep his wings level by reference to the artificial horizon, pull out the carburetor heat knob, and begin a descent to VFR—visual flight rules—conditions below the clouds.

"I'm stalling!" the pilot shouted back.

Aluni's answer was to keep his wings level, lower the nose of the plane to slightly below the horizon bar on the altitude indicator, and establish a shallow descent of not more than 500 feet per minute (fpm).

Complying, the pilot recovered from the stall but began exhibiting signs of vertigo.

Aluni told him to limit his head movements, believe his instrument indications, disregard navigation, and fly the aircraft, with wings level, in a slight descent using small control inputs.

Soon the pilot reported the plane was under control in a wings-level descent at 5,500 mean sea level (m.s.l.), heading 220, at 300 fpm and 70 knots.

Aluni said to break out of the clouds between 3,500 and 4,000 m.s.l. The pilot reported back that he was below the clouds and in sight of the ground at 4,400 m.s.l.

Hibbing FSS lost direct radio contact with the Cessna 13 minutes into the occurrence, but another aircraft reported that the Cessna was in VFR conditions below the clouds and following highway 53 to Duluth.

Twelve minutes later Aluni reestablished communications with the Cessna pilot and confirmed his position using a direction finding steer.

Some time later the pilot reported Eveleth in sight, and Aluni told him to contact Duluth Approach Control.

The pilot landed at Duluth without further incident. ■

continued on next page

Alton O. Humphrey
Charles E. Konikoff

On an April evening, Houston Air Route Traffic Control Center controller Charles Konikoff received a distress call from an A7 on its way from Kelly Air Force Base in Texas to Robins Air Force Base in Georgia. Currently located about 30 miles southeast of McComb, Mississippi, the plane was losing oil pressure and needed to land at a military airfield or airport with a runway longer than 7,000 feet.

Konikoff immediately responded with the options of New Orleans Naval Air Station or Jackson, Mississippi, both about 80 nautical miles from the aircraft's position.

The pilot turned toward New Orleans but soon realized there was not enough time to get there. He then asked for a vector to the nearest 5,000-foot runway. Again without hesitation, Konikoff directed the aircraft to McComb, Mississippi, and issued the pilot a descent clearance.

The pilot, who had then been handed off to low altitude controller Alton Humphrey, requested and was issued continuous bearing and distance calls from the controller. Humphrey continued heading and distance calls until radar and radio contact was lost.

McComb Flight Service Station was brought in on the emergency and had fire and rescue services available.

Although the aircraft lost all oil pressure and its engine seized, the pilot was able to reach the airport and make a successful landing.

Alive and well, the thankful pilot wrote about his brush with danger.

"Successful recovery of this aircraft was directly attributable to the actions of the controllers involved," he said.

"When options and information were needed, they provided them without delay. Their quick assessment of the airfield options allowed a timely decision to be made to select the only airfield that could have been reached in the time allowed.

"Their accurate heading and distance calls . . . permitted early visual contact with a difficult-to-find runway for a situation that provided only one shot at landing. The time their actions bought resulted in the aircraft being safely landed rather than landing uncontrolled (euphemism for crash) in a populated area, with probable injury and possible loss of life to personnel on the ground and aircrew." ■

more **Flight Assist** *on page 4*

Flight Assist Awards

continued from page 3

Michael A. Julius

August 19, 1990, was anything but peaceful for the team of Mike Julius, Joyce Davidson, and Randy Hillenburg.

Shortly after noon, they received a routine call from an inbound VFR—visual flight rules—aircraft preparing to land at the Muncie, Indiana, airport. The aircraft received instructions on where to enter the traffic pattern, wind, altimeter, and runway in use.

Seven minutes later the controllers again heard from the Grumman Tiger, but this call was not routine.

"Mayday, Mayday, Mayday!" cried a woman passenger. "I think my husband has just had a heart attack!"

Julius, who was working the local control position, asked the caller if she was a licensed pilot. The response was that she was not licensed but had some flying experience from 13 years ago.

Julius calmed the distraught passenger and then instructed her to keep the plane straight and level. The most important thing was to concentrate on flying the aircraft, he explained.

Davidson, who was working the flight data position, called Muncie Aviation to find a pilot familiar with the Grumman plane. A local pilot volunteered his services to help "talk" the aircraft down and started for the tower.

Meanwhile, Julius continued to reassure the inexperienced flyer and tried to find out her exact position. After receiving position reports of her location, the team feared she was heading away from the airport.

Davidson called Grissom Air Force Base Approach for help in finding the aircraft. Grissom issued a transponder code—squawk—for her. When Julius relayed the squawk, the new flyer at first could not find the transponder. After locating it, she entered the squawk, but Grissom could not place her.

Hillenburg, who was on the ground control position, recalled Grissom and asked them to bring Indianapolis Approach into the search.

Michael Nodley, at the Indianapolis east departure position, issued a squawk to Grissom, which relayed it to Muncie Tower. Nodley was then able to radar in on the Tiger. It was eight miles south of Muncie, southbound.

Julius relayed a suggested heading of 360 degrees to the distressed flyer, and a few minutes later she reported the airport in sight.

Hillenburg and Davidson continued their coordination with other facilities and emergency crews as they tried to spot the Grumman.

Eventually the aircraft was lined up for final, and Julius relayed the correct airspeed numbers, flap configuration, and overall aircraft configuration to the flyer. She was able to make a perfect landing.

Sadly, the woman's husband had suffered a heart attack. He was pronounced dead at Ball Memorial Hospital. ■

continued from page 1

Harris on Success

ence, which met in St. Louis, that recovering from failure "forges our character and brings us to confront our weaknesses and recognize our real strengths."

The Deputy Administrator went on to say, "to never fail is to never appreciate life as it really is. To have experienced the agony of defeat is to define the ecstasy of victory.

"Both are required to make us whole. They are our emotional and psychological balanced diet."

Harris also urged FAAers to do their best.

As he has become older and increasingly aware of his own mortality, Harris said he realizes that "those things the world bestows upon us like fame and power and money—the conventional measures of success and achievement—do not always last.

"What does last, what can never be taken away from us, is the satisfaction of a job well done, the companionship of colleagues and friends, and the sense of accomplishment and pride that comes from knowing we have done our best," Harris said. ■

Organizational Changes

continued from page 1

tive Director for System Development, became Executive Director for System Operations.

✈ In addition to overseeing the Air Traffic, Airway Facilities, and System Capacity organizations, Del Balzo assumes responsibility for two other key operating units—Aviation Standards and Regulations and Certification.

"The associate administrators will continue to be responsible for the daily operations of their organizations," said Busey. "Mr. Del Balzo will set broad agency policy and ensure that our long- and short-term planning considers the needs of all the operating organizations."



Joe Del Balzo
Executive Director for System Operations

✈ Regional administrators now report to Del Balzo. They "continue to serve as the 'eyes and ears' of the Administrator," Busey said. "However, they will now have an enhanced role in issues that cross organizational lines within their areas of geographic responsibility."

✈ The NAS Support Division, ALG-200, and the Headquarters Building Management Division, ALG-500, are reassigned to the Associate Administrator for Airway Facilities.

✈ Included in the expanded directorate for System Operations is the Aeronautical Center in Oklahoma City.

System Development

✈ The contracts function was reassigned to the Executive Director for System Development placing the development and acquisition of major systems under a single senior agency executive.

✈ John Burt, Executive Director for Acquisition, has responsibility for integrating the contracts function into the System Development (AXD) organization.

✈ The Executive Director for System Development position will be advertised as soon as possible.

✈ The procurement law division continues to report to the Chief Counsel, but an "enhanced dotted line relationship will be established between the legal staff and the program managers," Busey said.

✈ The parts composing System Development are to be relocated at a single site, along with the legal staff.

✈ The agency's Chief Scientific and Technical Adviser for Human Factors is reassigned to AXD.

Human Resource Management

✈ The director of the Center for Management Development was reassigned to the Associate Administrator for Human Resource Management.

The remaining vacant executive director positions were abolished. ■

DOT Fellows. Seven FAAers and two alternates from the agency have been named to the new DOT Fellows Program.

In making the announcement, DOT Secretary Sam Skinner said the program's "ultimate goal is to create a cadre of talented managers from throughout the department who share an enhanced understanding of the overall mission of the department."

Skinner called those selected an "outstanding group of talented employees."

DOT fellows for 1991 include the following FAAers:

Anthony Fazio
Washington Headquarters
AAE-20
Joyce Fischlin
Northwest Mountain Region
ANM-205
Dennis Hupp
Washington Headquarters
AXD-3
René Matos
FAA Technical Center
ACN-342
Marcia Payne
Washington Headquarters
AFS-520
Charles Sullivan
Aeronautical Center
AAC-54
Glenda Whiting
Washington Headquarters
AHR-100

Alternates from the FAA are:

Christine Novosad
Alaskan Region
AAL-41
Reva Potter
Eastern Region
AEA-10

Off Duty . . . and in Person

FAAers perform some challenging jobs, and they also share their exceptional talents after work hours are through. They may be community leaders, celebrated experts in a field, or just downright interesting people.

This column introduces a few of them.

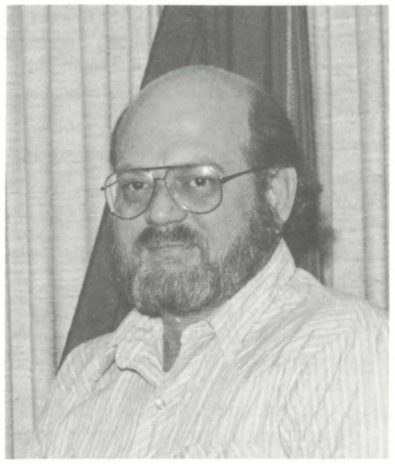
Know someone who should be highlighted in print? News about notable FAAers can be sent to:

FAA World, APA-340
Office of Public Affairs
800 Independence Avenue SW
Washington, DC 20591

Combining Rock-and-payRoll

"We've got clear skies and 75 degrees at your good-timing oldie station, K-O-M-A," vocalizes the Aeronautical Center's Clay Crook before he broadcasts the next song and then turns off the microphone. Once again the sound of the Beatles, Paul Revere and the Raiders, Marvin Gaye, or another "oldie but goodie" comes blasting over the airwaves.

At the FAA's Aeronautical Center, Crook is known for his job as a pay site coordinator for ETAMS—the Electronic Time and Attendance Management System. He terms his last name—which draws some comments because of his close association with payroll—an acronym for **C**redibility, **r**esponsibility, **o**ut of the ordinary, and **ok**ay. He and his wife Linda, who works for the Internal Revenue Service, are known as "the honest Crooks."



Clay Crook at the Aeronautical Center

In over a decade of working with federal payrolls, Crook has been employed in several offices servicing the U.S. Coast Guard and the FAA's Western-Pacific, Northwest Mountain, Alaskan, New England, and Eastern Regions.

Just like other active FAAers, Crook has a host of interests after his day at work is done. He has been a member of the choir at his church for some time and has coached a softball team for years. Crook is especially proud of the team's achievement in winning the state championship in 1988.

Another side to FAAer Clay Crook, though, is his hobby, which has grown into a part-time job, as a disc jockey. He began his radio work in weather reporting, then moved to sports broadcasting. In 1979 he filled in on a live show for a disc jockey who was hospitalized with a sudden illness, and Crook's second career took off from there.

Now Crook devotes 25 to 35 hours a week to his disc jockeying.

Conveniently, Crook lives within a block of KOMA, one of the first radio stations established west of the Mississippi River. The station now broadcasts with 50,000 watts of power and can be heard all over the world.

It was a leader in its field (rock-and-roll) during the '50s and '60s, but with the growth of FM radio and a change in the music played a decline set in. That is until recently when the station returned to its original format.

For old-time rock-and-rollers or those who just like the rock-and-roll beat, Clay Crook keeps Oklahoma City's airwaves alive with the sound at 1520 on the AM dial. ■

'Out Spokin' against Muscular Dystrophy

Mike Quinlin has strong legs, remarkable stamina, and a mighty big heart.

Quinlin, an air traffic controller at the Burbank TRACON, recently completed a 3,060-mile bicycle ride across America to help others who can't ride bikes.

He christened his ride "Out Spokin' against Muscular Dystrophy" and raised $5,000 to combat the disease.

After a midnight shift on May 14, Quinlin flew to Maryland's Baltimore-Washington International, accompanied only by his bike and supplies. He began his transcontinental ride from the shores of the Cheasapeake Bay where he dipped his wheels in east coast waters.

Most of the journey was through rural, small-town America. Quinlin plotted his course on a map following a line from Annapolis, Maryland, to Santa Monica, California. He chose cities near the line and targeted the best roads for cycling.

A typical day began before 7 a.m., so he could get on the road no later than 8 a.m. He stopped for four meals daily—two breakfasts, a lunch, and finally a high-carbohydrate dinner. While riding, he ate fruit and drank about a pint of water every half hour.

The shortest riding day was seven hours—the longest 16. Quinlin stayed at motels along the way, checking in daily with progress reports to Larry "Jake" Jacobson, an area supervisor at the Burbank TRACON.

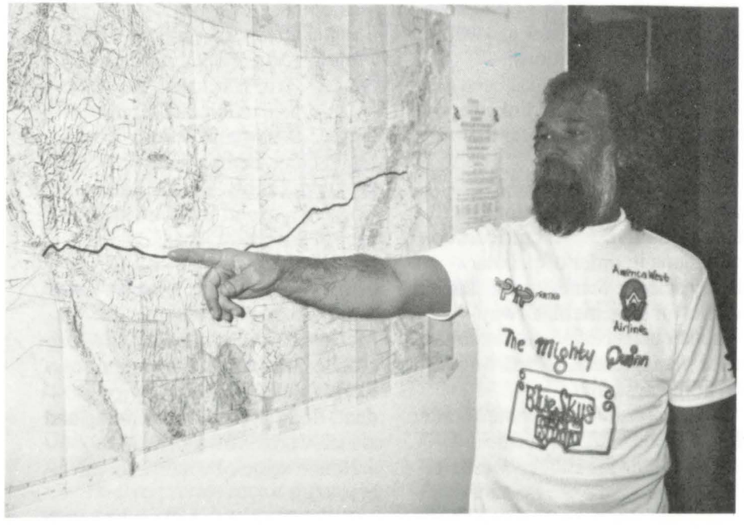
After 29 days and nearly 3,000 miles of rugged terrain, adverse weather, and sore muscles, he had but one obstacle left to conquer—Los Angeles traffic.

Luckily, downtown Los Angeles was comparatively tame, so Quinlin arrived in Santa Monica two hours earlier than expected. In fact, he got home just in time to shower and dress for work. ■

Thanks to the Western-Pacific Intercom *for this information.*

Air traffic controller Quinlin plotted his 3,060-mile bicycle ride on a map following a line from Annapolis, Maryland, to Santa Monica California.

Most of the journey was through small-town America.



Airway Science Program Update

FAA Searching for Aviation Professionals of the Future

In the next few years, the FAA will need thousands of new flight inspectors, computer specialists and people who can create things that don't now exist.

Ditto for the aviation industry. It's looking for well-trained people who can work with advanced aeronautical systems.

That's why over 130 FAA executives, other government and industry officials, and university leaders from all over the nation came to share their views at the Airway Science National Symposium on "Achieving Excellence in Airway Science through Partnership Linkages."

The agency began the Airway Science Program (AWS) under the Higher Education and Advanced Technology Staff, AHT-30, in 1982 to set up an educational path to train those seeking careers in aviation.

The FAA seeks to hire qualified airway science graduates; however, a number of them need to gain experience in industry in order to qualify for certain FAA positions.

Consequently, FAA has been developing partnership linkages with industry to facilitate hiring the graduates.

Today there are 45 FAA-recognized AWS institutions in 30 states. The five AWS curricula concentrations in order of popularity are airway science management, aircraft systems management, airway computer science, aviation maintenance management, and airway electronic systems.

The symposium's keynote speaker Herb McLure, FAA's Associate Administrator for Human Resource Management, said the aviation community has never really taken full advantage of the U.S. educational system to train aviation professionals.



Clauddia Jackson receives the 1991 AWS Contributor of the Year Award from Herbert Armstrong.

She is manager, Western States Operations Branch, Career Examining Division, at the Aeronautical Center in Oklahoma City.

Faced with an expensive, major hiring challenge, the agency is trying through AWS to tap into the expertise of the nation's huge, established educational infrastructure to train new professionals for agency employment.

From 1958 to 1965, the FAA hired the vast bulk of its 50,000-plus employees. In just a few years, replacements for 40% to 50% of its employees will be needed due only to retirement, not counting attrition.

For the agency to train one air traffic control specialist current costs are more than $100,000.

A unique feature of the symposium was the panel of industry experts who gave feedback about the AWS performance, specifically internship opportunities, from their companies' viewpoint.

Panel members were moderator Walt Coleman, vice president of operations, Air Transport Association — an organization that represents 19 large U.S. carriers; Thomas Connolly, chair, aeronautical science program, Embry-Riddle Aeronautical University; John Bauserman, manager of United Airlines' college relations program; Roland Desjardins, manager, flight contract training, American Airlines; Lance McDonald, vice president, flight operations, American Eagle; and John Kern, former FAAer and vice president, flight procedures, training and standards, Northwest Airlines.

Here's some of what panel members said.

• AWS member colleges are "performing miracles" in preparing young people to discuss all kinds of academic subjects while at the same time getting them ready to fly a 747.

• Aviation is becoming more and more technical, and it needs young people to come onboard who are capable of operating in an advanced system. There is no learning curve or farm team at airlines. A suggestion was that the FAA set up a new rating below the current commercial rating for AWS grads who are pilots.

• During training more emphasis needs to be placed on simulation.

• Airline companies are not "benevolent institutions," and they are looking to hire people who demonstrate the focus and discipline of military pilots.

• Aviation professionals work in a rigid, highly regulated environment. AWS students need to learn more about things like Jeppesen charts, high altitude meteorology and physiology, crew resource management, first officer's duties and operating certificates.

• AWS institutions need to check into the companies with which they form intern programs. They should find out the purpose of the program, make sure the company has lots of time for the interns, determine if the company follows practices it teaches, and see that it really likes college students.

• There's "fertile ground" at airlines for those trained in mechanics, crew resource management, safety analysis, meteorology, and information and management systems.



These AWS people are Margaret Powell, manager, AWS Curriculum Program; Herb Armstrong, president, University Aviation Association; Joe Kisicki, FAA's director, Office of Training and Higher Education; Mike Kruger, manager of the Higher Education and Advanced Technology Staff; Virginia Krohn, manager of the AWS Grant Program; Gary Kiteley, executive director, University Aviation Association; and Lee Ohrt, chair, AWS Curriculum Committee.



Industry leaders comment on internship opportunities. On the panel were Thomas Connolly, chair, aeronautical science program, Embry-Riddle Aeronautical University; John Kern, former FAAer and vice president, flight procedures, training and standards, Northwest Airlines; Roland Desjardins, manager, flight contract training, American Airlines; moderator Walt Coleman, vice president of operations, Air Transport Association; Lance McDonald, vice president, flight operations, American Eagle; and John Bauserman, manager of United Airlines' college relations program.

Here are a few more of the symposium's highlights.

• Clauddia Jackson, manager, Aeronautical Center's Western States Operations Branch, Career Examining Division, received the 1991 AWS Contributor of the Year Award.

• Averett College, Danville, Virginia, was recognized as the most recent school to become an AWS institution. David Ruev, aviation coordinator, represented the college.

• The Harris Corporation of Melbourne, Florida, offered to donate weather equipment through the University Aviation Association to AWS institutions and other schools.

• Twelve private sector organizations and AWS schools shared an array of technologies and services.

• Technical support workshops held focused on strengthening program officials' skills.

Until last year AWS was a demonstration project that was locked into rigorous parameters. Now a regular FAA program, "it is time to broaden our sights, learn from our past experiences, and consider how AWS can more effectively address the human resource challenges of tomorrow for not only the Federal Aviation Administration, but the aviation industry as well," says Mike Kruger, AHT-30's manager. ■

Job Survey Results

continued from page 1

FAA Administrator J. Lynn Helms of 75% overall job satisfaction by 1992.

"Overall" job satisfaction includes a variety of components including satisfaction with the work itself, the work group, supervision, management, the organization, pay, benefits and federal issues.

About 71% of the 8,000 who received the survey filled it out and returned it.

When asked the specific question if they like the kind of work they are doing, 91% answered positively.

That's a very high number, say the survey's analysts at the Civil Aeromedical Institute in Oklahoma City.

It's the same percentage of FAAers who said they liked the kind of work they do in the 1988 Job Satisfaction Survey. "It's an amazing figure," says survey analyst and psychologist Dr. Jennifer Myers. "That's about as high as an organization can go."

Four groups improve

The agency-wide decline in overall job satisfaction, however, was not shared by all the regional and occupational groups that were examined.

Four groups—New England Region, Washington Headquarters, Flight Standards field employees, and the Aeronautical Center in Oklahoma City—showed some increases in overall job satisfaction.

All of those groups, with the exception of the Aeronautical Center, had been targeted after the 1988 survey for special attention from senior management.

Negligible impact

Although the survey was conducted at the end of 1990 when Congress and the White House were grappling with a federal budget crisis and all federal agencies, including the FAA, had set up plans for possible employee furloughs, the impact of these concerns on overall job satisfaction was negligible, the survey analysts say.

The results suggested that FAA employees separated issues under control of the FAA from those determined by Congressional and Presidential action.

During the budget crisis, FAA Administrator James Busey told employees that the agency was doing everything to avoid employee furloughs.

New England Region, Washington Headquarters, Flight Standards field employees, and the Aeronautical Center in Oklahoma City showed some increases in overall job satisfaction.

The survey also showed that relatively more FAAers said they were satisfied with the work itself, coworkers, and supervisors in comparison to attitudes expressed about the organization, management, their pay, and federal issues that affect government workers.

Strong points

The survey pointed up several strengths and weaknesses.

In addition to the fact that 91% of FAAers said they like the type of work they do, here are some other pluses the survey turned up.

- ✈ 85% said they used their skills and abilities in their jobs.
- ✈ 84% said they experienced personal accomplishment from their work.
- ✈ 78% said their job is challenging.
- ✈ 83% felt their supervisor is a person they can tell their ideas to.
- ✈ 75% said their supervisor sets a good example, understands their views, and successfully balances people with jobs.
- ✈ 78% said the FAA is successful in its mission.

Weak links

On the down side, the survey showed these results.

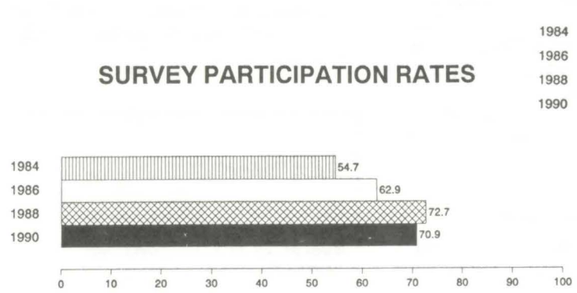
- ✈ Less than half of the FAAers who answered the survey felt that the best qualified people were promoted or filled supervisory positions.
- ✈ 50% said management acted on the results of the previous Job Satisfaction Survey taken in 1988, and 32% thought management would use the current survey's information.
- ✈ 46% said management encourages hard work, and 52% said management rewards good performance.
- ✈ About half said their supervisors provided useful counseling, help with their careers, and quality feedback.
- ✈ 46% felt the FAA is committed to people, 45% said the agency considers the impact of change on its employees, and 41% said the FAA is making positive changes in its emphasis toward managing people.

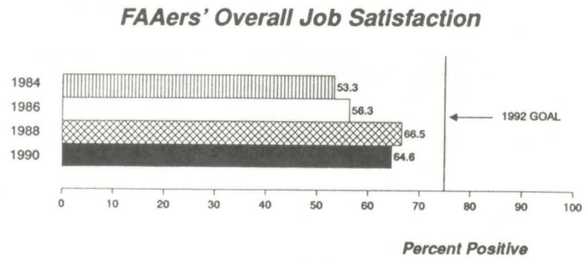
Two days of survey briefings were provided to associate administrators, office directors, and service directors in Washington, DC, at the end of August.

National, regional, and occupational group reports have been distributed to human resource management offices in Headquarters, the two centers, and the regions. ■

See next page for graphs of survey results.

Graphs for View





FAA Remembers

Keith Potts. B. Keith Potts, FAA Assistant Administrator for Aviation Safety, died on Saturday, September 28, after a long illness. He was 61.



A Nebraska native, he joined the FAA in 1957. His 34-year federal career started as an air traffic controller in the Midwest.

In 1986 as Deputy Director of the Western-Pacific Region, Mr. Potts was instrumental in redesigning airspace in the congested Los Angeles Basin after a tragic aviation accident.

Later as Associate Administrator for Air Traffic, he managed an organization of 25,000 employees and over 700 facilities in an era when the FAA was rebuilding its controller work force, introducing new technologies in the National Airspace System, and coping with rapid increases in aviation traffic.

Mr. Potts directed the development of the airport radar service areas (ARSAs) and initiated plans to reclassify and simplify the National Airspace structure.

The architect of a general flight rule that expanded aircrafts' use of altitude encoding equipment near high-density airports, he also played a major role in developing state-of-the-art air traffic control tower simulation at the FAA Academy.

As the Assistant Administrator for Aviation Safety, Mr. Potts established the National Aviation Safety Data Center and a Safety Indicators Program.

He also developed the System Safety and Efficiency Review (SSER) process in which government and nongovernment experts evaluate activities and processes directly affecting aviation safety in or near a facility or geographic area.

Coworkers remember him in the following comments from an editorial in the next edition of the *FAA Aviation Safety Journal.*

Mr. Potts started the publication to enhance formal aviation safety policy discussions with the commercial aviation community.

While pursuing aviation safety, Keith also demanded that all people be treated fairly and equally in the work place.

For example, Keith insisted that his managers show legitimate concern for equal employment opportunity, affirmative action, and diversity.

His point was straightforward: the quality of public service suffers if we seek the best from only a portion of the people; instead, get the best everyone has to offer.

Working for Keith was very challenging. Given his energy, his ethic, his experience and intelligence, you knew you had to be on top of your work!

However, provided you showed him you knew what you were doing, he backed you up all the way.

He never hesitated to take a controversial position or to ask the tough question if he thought it was the right thing to do.

Keith always demanded creativity and integrity from employees and held us to the same high standards by which he judged his own performance.

His contributions to aviation are matched by the respect of all those who had the privilege to work with him. The FAA, the entire aviation community, and the public have lost a valuable friend and advocate.

He is survived by his wife Mary Helen of Springfield, Virginia; a son, Randall C., of Victoria, B.C.; a daughter, Kimberly A. Adams, Everett, Washington; a sister, Harriet Kingshorn, Fort Collins, Colorado; and a granddaughter. ■

Conferences on Tap

WAKE VORTEX CONFERENCE

The FAA is sponsoring an international symposium on the problems posed by air turbulence when aircraft take off and land.

Slated for *Tuesday-Thursday, October 29-31,* in Washington, DC, the symposium is the first formal meeting on the topic since 1977.

It brings together experts from around the world to discuss a variety of vortex subjects including detection and tracking, new technology, history, pilot training and theoretical and experimental research.

The meeting also focuses on airport capacity, which is affected by operating standards that require aircraft to be separated by many miles, especially on takeoff and landing.

Wake turbulence, circular patterns of air created by air moving over an aircraft when it generates lift, varies in strength with the weight, wingspan, and speed of the generating aircraft and can be hazardous to the following aircraft.

The symposium will be held at the Quality Hotel Capitol Hill, 415 New Jersey Avenue, NW.

For technical information, contact Dr. Bob Machol, FAA Chief Scientist, Washington Headquarters, FTS 267-9451, Fax: FTS 267-5117.

MARKETING STRATEGIES

The Federal Laboratory Consortium fall 1991 meeting is scheduled for *Monday through Thursday, November 4-7,* in Atlantic City.

This year's theme is "Marketing Federal Technology: Strategies for Success." Featured topics include marketing strategies, laboratory director's perspective, and technology transfer for the future.

Invited speakers include DOT Secretary Sam Skinner; New Jersey Congressman Robert Torricelli, who is a member of the Committee on Science, Space, and Technology and Competitiveness; and Dr. Robert White, Under Secretary of Commerce for Technology, who will focus on technology transfer for the future.

For more information, contact Robin Kuchova, FTS 482-6922 or (609) 484-6922.

PACIFIC RIM CONFERENCE

The FAA is hosting an International Oceanic Airspace Conference, *Wednesday-Friday, November 13-15,* in Honolulu.

The conference is expected to attract 200 representatives from nations that provide air traffic control services within the Pacific Rim.

Headlining the agenda are presentations on global satellite navigation, oceanic and other new air traffic management technology, the effects of volcanic activity on aviation, Pacific area weather forecasting and TCAS, the traffic alert and collision avoidance system.

TARGETING EXPLOSIVES

FAA's Aviation Security Research and Development Service will host the first international symposium on "Explosives Detection Technology" on *Wednesday to Friday, November 13-15,* at the Sands Hotel in Atlantic City, New Jersey.

Those interested in attending and/or submitting papers should contact Glenn Manoff at (609) 482-9550 or Siraj Khan at (609) 484-6825 for information.

International experts in aviation security, physics, electrical and electronics engineering, and systems integration will discuss an array of technologies to improve explosives detection equipment and aid the human screener.

The symposium aims to focus on the development and future deployment of promising biological, chemical, and physical explosives detection technologies for luggage and personnel screening; share technologies for improving existing explosives detection equipment; facilitate technology transfer; and promote unified and efficient international security for aviation.

FAA World

October 1991

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FAA Administrator
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Sandra Campbell—Central Region
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Mike Ciccarelli—New England Region
Jane K. Inaba—Northwest Mountain Region
Kathleen Bergen—Southern Region
Roger Myers—Southwest Region
Holly Baker—Technical Center
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Retirees

Aeronautical Center
Betty L. Doll
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Billy R. Rhodes

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Wendell L. Nelson

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Robert W. Elliott
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Charles E. Haines
Rodney E. Jensen
Paul J. Longtine
Paul G. Marsh
John K. McDermott
Kenneth L. Poorman
Betty S. Porter

Southern Region
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Scott E. Heiman
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David W. Langley
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Constance M. Johnson
Victor S. Jones
Elston B. McCoy
Robert J. Tarbet
Marvin L. Walker

Technical Center
Robert M. Miller

Washington Headquarters
Johnnie B. Gamble
Kathryn T. Rizzardi
Frank L. Yohe

Western-Pacific Region
Robert H. McWilliams

People

Aeronautical Center

Dennis R. Beres, academy 3R instructor, Terminal Training Section, Air Traffic Branch, FAA Academy, from Santa Maria, CA, ATCT ... **Barry A. Farnsworth,** supervisor, Certification Section A, Airmen Certification Branch, Airmen & Aircraft Registry Div., promotion made permanent ... **Lloyd D. Hawley,** section supervisor, Line Maintenance Section, Frankfurt, Germany, FIFO ... **Barbara T. Holland,** section supervisor, Certification Section B, Airmen Certification Branch, Airmen & Aircraft Registry Div. ... **Jon A. Phelps,** manager, Flight Inspection Operations Branch, Flight Procedures & Inspection Div., from Battle Creek, MI, FIFO.

Alaskan Region

Tommy L. Dome, deputy manager, Civil Aviation Security Div., from Brussels CASIFO ... **Harvey A. Kolberg,** area supervisor, Anchorage ARTCC, promotion made permanent ... **Shirley J. Rohl,** area supervisor, Anchorage ARTCC, promotion made permanent ... **Frederick Sam,** unit supervisor, Anchorage AFSFO, South Alaska AFS ... **Karla W. Shaw,** section supervisor, Acquisition Management Branch, Logisitics Div. ... **Robert R. Simpson,** maintenance mechanic foreman, Nome AFSFO, North Alaska AFS, promotion made permanent ... **Dolores L. Washburn,** section supervisor, Acquisition Management Branch, Logistics Div.

Central Region

Warren E. Barlow, area manager, Olathe, KS, ARTCC ... **Mary Z. McBurney,** area manager, Olathe, KS, ARTCC ... **David L. Pieper,** manager, Grand Island, NE, AFSFO, Grand Island AFS ... **David A. Price,** area supervisor, Omaha, NE, TRACON, Bellevue, from Dallas/Ft. Worth TRACON.

Eastern Region

Patricia S. Adams, manager, Washington National ATCT, from Ft. Worth ARTCC ... **Lester Bragin,** asst. manager, Farmingdale, NY, FSDO, from regional headquarters ... **David C. Burr,** aviation safety inspector, Teterboro, NY, FSDO ... **Theodore E. Czerwinski,** area supervisor, Altoona, PA, AFSS ... **Dean R. Dungan,** area supervisor, New Castle, (Wilmington), DE, ATCT, promotion made permanent ... **Robert Falco,** unit supervisor, Enroute Sub Branch, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Norman Lizzul,** asst. manager, quality assurance, New York ARTCC, Islip ... **Gilbert Magnan,** area supervisor, Syracuse, NY, ATCT, from Binghamton ATCT ... **John M. O'Connor,** unit supervisor, Terminal Sub Branch, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Thomas L. Parks,** manager, Facility Operations Branch, Air Traffic Div., from Indianapolis ARTCC ... **Dean A. Pesato,** area supervisor, Erie, PA, ATCT, from New York TRACON ... **Stephan A. Popovich,** asst.

systems engineer, Washington ARTCC AFS, The Plains, VA ... **Beverly C. Tyler,** area manager, New York AFSS, Islip, promotion made permanent.

Great Lakes Region

Bobby J. Bowers, manager, Evansville, IN, ATCT, from Chicago O'Hare ATCT ... **Dean L. Bradford,** unit supervisor, Installation Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Monica R. Bradford,** area supervisor, Cleveland, OH, AFSS, promotion made permanent ... **Charles D. Eckman,** area supervisor, Youngstown, OH, ATCT ... **Gregory Evans,** AF watch supervisor, Illinois AFS, Springfield, from San Juan AFS ... **Michael J. Gilmer,** AF watch supervisor, Minnesota AFS, Minneapolis, promotion made permanent ... **Robert E. Grissom,** unit supervisor, Ft. Wayne AFSFO, Indiana AFS, promotion made permanent ... **Robert D. Groszer,** manager, Cincinnati, OH, FSDO ... **Scott W. Gyssler,** area supervisor, DuPage ATCT, West Chicago, promotion made permanent ... **Michael J. Hanlon,** area manager, Cleveland, OH, ARTCC, Oberlin ... **William E. Herbert,** unit supervisor, Madison County, OH, field office, Michigan AFS, Belleville, from Emmet County ... **Larry L. Holcomb,** asst. manager, quality assurance, Chicago O'Hare ATCT ... **Robert A. Hutson,** area supervisor, General Mitchell Field, Milwaukee, ATCT, promotion made permanent ... **Frank C. Johnson,** unit supervisor, Ohio AFS, Cleveland, promotion made permanent ... **Gerald L. Johnson,** unit supervisor, Installation Section, Establishment Engineering Branch, Airway Facilities Div., from Oberlin, OH ... **Donald E. Kent,** security specialist, Chicago CASFO, Schiller Park, IL, promotion made permanent ... **Dennis K. Kolbusz,** unit supervisor, Madison, WI, AFSFO, Wisconsin AFS, Green Bay, from Milwaukee, AFSFO ... **William W. Kribble,** supervisor, Procedures & Traffic Management Section, System Management Branch, Air Traffic Div., from Chicago Midway ATCT ... **Kathryn E. Kuhlmann,** manager, Indianapolis, IN, ARTCC, from Los Angeles (Palmdale) ARTCC ... **Ronald F. Leoni,** asst. manager for automation, Cleveland ARTCC, Oberlin, OH, promotion made permanent ... **Penelope Lloyd,** area supervisor, Mansfield, OH, ATCT, from Akron-Canton ATCT ... **Richard R. Lukon,** asst. manager for training, Cleveland ARTCC, Oberlin ... **Beverly K. Mansfield,** asst. manager for program support, Indianapolis, IN, AFS, from Michigan AFS ... **Adamy Martinez,** supervisor, Materiel Management Section, Materiel and Services Branch, Logistics Div., promotion made permanent ... **Harold L. Nordstrom,** area supervisor, Huron, SD, AFSS, from Aberdeen FSS ... **George R. Pepon,** area supervisor, Youngstown, OH, ATCT, promotion made permanent ... **Richard K. Petersen,** asst. manager, Dayton Vandalia ATCT, from regional headquarters ... **Robert L. Picken,** supervisor, Planning Section, System Requirements Branch, Air Traffic Div. ... **Dennis R. Ragle,** manager, Detroit Metro ATCT, from Cleveland Hopkins ATCT ... **Darrel J. Shepack,** manager, Real Estate Branch, Logistics Div., promotion made permanent ... **David E. Slosson,** area supervisor, Ft. Wayne, IN, ATCT, promotion made permanent.

New England Region

Robert L. Anderson, facility coordination officer, Boston, MA, AFS, from regional headquarters ... **Christopher J. Lenfest,** area supervisor, Bangor, ME, AFSS, promotion made permanent ... **Robert W. Moore,** unit supervisor, Nashua, NH, AFS, promotion made permanent ... **Eileen B. Seaman,** asst. manager, Boston TRACON, from Providence, RI, TRACON, Warwick.

Northwest Mountain Region

Michael L. Andrews, manager, Missoula, MT, FSS, from Cut Bank FSS ... **Daniel A. Boyle,** manager, Facility Operations Branch, Air Traffic Div. ... **Jose Fabela,** unit supervisor, Auburn, WA, ARTCC, promotion made permanent ... **David A. Field,** manager, Planning, Programming & Capacity Branch, Airports Div., from Seattle ADO ... **Joe E. Gingles,** asst. manager, Seattle ARTCC, Auburn, from regional headquarters ... **Delbert L. Gregg,** section supervisor, Denver, CO, FSDO ... **Marvel Keckhut,** asst. manager for training, Denver ARTCC, Longmont, CO ... **Juergen J. Kunzmann,** unit supervisor, Denver Airport Section, Establishment Branch, Airway Facilities Div., from regional headquarters ... **Carla J. Mawhorter,** section supervisor, Facility Operations Branch, Air Traffic Div., from Denver ARTCC ... **Danial T. Mawhorter,** area manager, Seattle ARTCC, Auburn, WA, from Denver ARTCC ... **Gregory I. Mueller,** asst. manager, Denver ATCT, promotion made permanent ... **William C. Perkins,** area manager, Denver ARTCC ... **Michael G. Reilly,** unit supervisor, Seattle AFSFO, Seattle AFS, from Pasco AFSFO ... **Laura E. M. Schneider,** area supervisor, Portland ATCT ... **Timothy G. Tengesdal,** section supervisor, Internal Security Branch, Civil Aviation Security Div. ... **Cecil C. Wagner,** asst. manager, Airports Div. ... **Gerald E. Whitsett,** area supervisor, Boeing Tower, Seattle, from Seattle-Tacoma ATCT.

Southern Region

Ralph S. Abney, asst. manager, plans & procedures, San Juan CERAP ... **Thomas H. Adams,** manager, Raleigh, NC, ATCT, from Charlotte ATCT ... **Gene M. Barnett,** asst. manager, Orlando ATCT, from Washington Headquarters ... **John A. Barron,** area supervisor, Miami ATCT, from Opa Locka ATCT ... **Leslie J. Brown,** asst. manager for automation, Miami ARTCC ... **Freddie O. Bruner,** area supervisor, Miami ATCT ... **Jimmy R. Cisson,** systems engineer, Jacksonville ARTCC AFS, Hilliard, promotion made permanent ... **Harry L. Davis,** systems engineer, Jacksonville ARTCC, Hilliard AFS, promotion made permanent ... **Albert E. Ensell,** manager, Sanford, FL, ATCT, from Orlando Executive ATCT ... **Gary F. Fournier,** asst. manager, Miami ARTCC, from Cleveland ARTCC ... **Roger V. Gordon,** section supervisor, Ft. Lauderdale, FL, FSDO, from Miami FSDO ... **Donald J. Hoag,** unit supervisor, Miami, FL, CASFO, Orlando, promotion made permanent ... **Carmel J. Leese,** area manager, San Juan CERAP ... **Marvin J. Leininger,** asst. manager, quality assurance, Hilliard ARTCC ... **James A. Miceli,** asst. manager for training, Hebron, KY, ATCT ... **Oscar L. Milling,** environmental support unit supervisor, Raleigh, NC, AFS, promotion made permanent ... **Jesse M. Moton, Jr.,** area manager, Hebron, KY, ATCT ... **Ronald D. Renner,** area supervisor, Daytona Beach ATCT, from Miami ATCT ... **Pedro J. Rosario,** environmental support unit supervisor, San Juan AFS, promotion made permanent ... **Richard H. Schultz,** area manager, Miami ATCT ... **Judith G. Smith,** manager, Greenwood, MS, AFSS, from Office of National Air Traffic System Effectiveness, College Park, GA ... **Gary Thingelstad,** asst. manager, Plans & Programs, Anniston, AL, AFSS ... **Marianne Villa,** asst. manager for training, St. Petersburg, FL, AFSS ... **Jerrell E. Wilkey,** aviation safety inspector, North Florida FSDO, Orlando, promotion made permanent ... **Randall L. Worthington,** area supervisor, Daytona Beach, FL, ATCT, from Atlanta Hartsfield ATCT ... **Leonard H. Youngren,** unit supervisor, Memphis, TN, ARTCC AFS.

Southwest Region

David G. Beauchesne, area supervisor, Albuquerque, NM, ARTCC ... **Wayne P. Cieslik,** unit supervisor, Ft. Worth, TX, ARTCC AFS, promotion made permanent ... **Roger L. Dean,** unit supervisor, Albuquerque, NM, ARTCC AFS ... **Jerry D. James,** team supervisor, Houston FSDO, promotion made permanent ... **Lottie M. Kirsch,** supervisor, Real Property Services Section B, Real Estate Branch, Logistics Div., promotion made permanent ... **Linda A. Leamons,** unit supervisor, Houston ARTCC AFS, promotion made permanent ... **Larry J. Little,** manager, Tulsa, OK, ATCT, from Nashville, TN, ATCT ... **David P. Medina,** manager, Oklahoma City TRACON, from Tulsa ATCT ... **Robert J. Peters,** team supervisor, Houston FSDO, promotion made permanent ... **Johnny L. Pipes,** area supervisor, Ft. Worth ARTCC, promotion made permanent ... **Max L. Tindell,** asst. manager, NAS Implementation, Houston, ARTCC ... **Roger L. Vorndran,** area supervisor, Oklahoma City TRACON, from Addison, TX, ATCT ... **Thomas G. Walenta,** asst. manager, Houston FSDO.

Technical Center

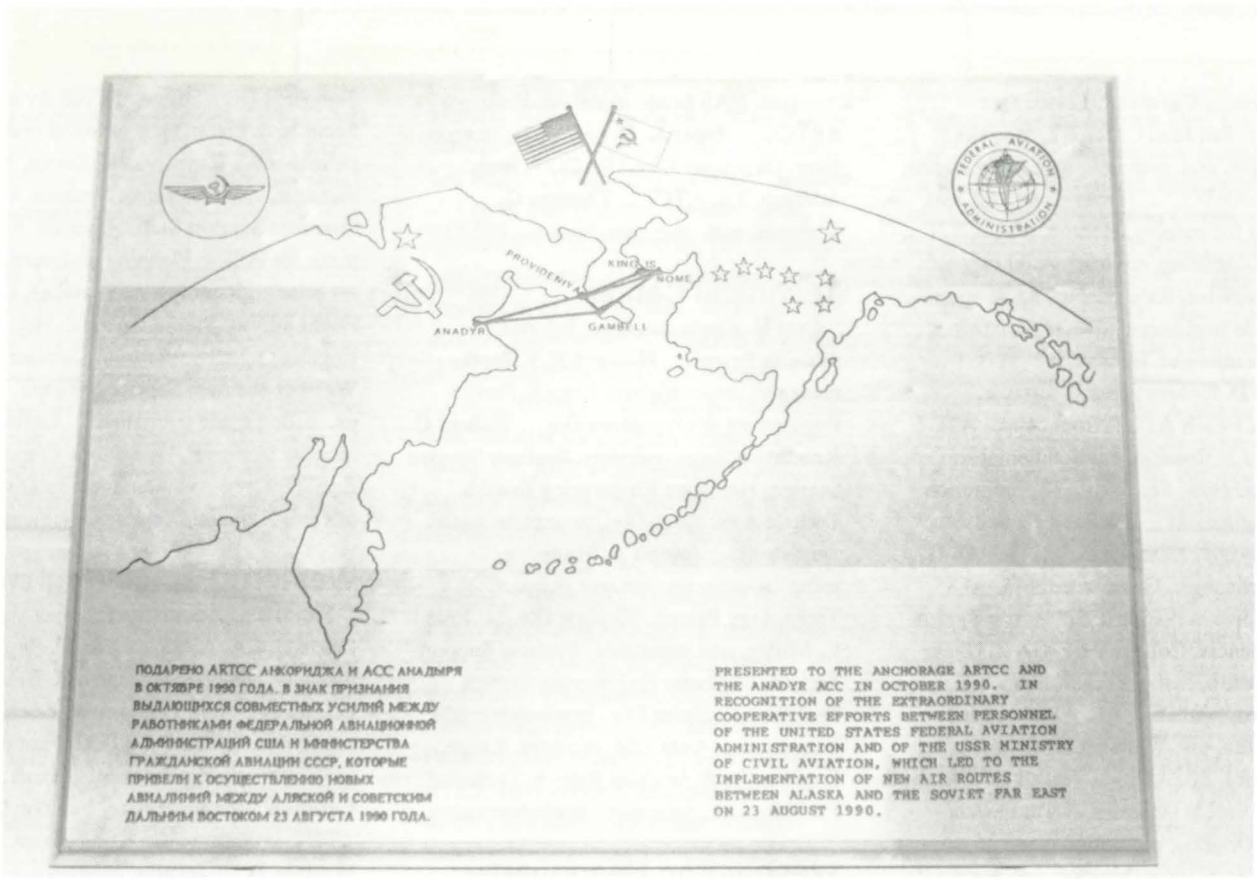
Cari D. Eisele, manager, Information Systems Branch ... **Howard E. Kimpton,** manager, Environmental Branch, Facility Engineering & Operations Div. ... **Robert G. Kronheim,** unit supervisor, Systems Support Section, Hardware Engineering Branch, Technical Facilities Div., promotion made permanent ... **Joseph A. Manning,** technical program manager, Airport Technology Branch, Airports Div. ... **John C. Miller,** unit supervisor, Systems Support Section, Hardware Engineering Branch, Technical Facilities Div., promotion made permanent ... **Ants Piip,** manager, Range Engineering & Analysis Branch, Technical Facilities Div., promotion made permanent.

Washington Headquarters

James F. Coffey, branch manager, Frankfurt, Germany, IFO-51, Flight Standards Staff ... **Burton L. Gifford,** unit supervisor, Office of Acquisition Policy & Oversight ... **Harry B. Grindstaff,** asst. manager, Maintenance Operations Div., Systems Maintenance Service, from FAA Academy ... **Brenda Hawkins,** section supervisor, Operations Branch, National Flight Data Center, Office of Air Traffic System Management, promotion made permanent ... **Jose E. Justiniano,** manager, Airway Facilities Training Program Div., Office of Training & Higher Education, from FAA Academy ... **Richard Lea,** program specialist, Evaluation & Analysis Branch, Executive Staff, Flight Standards Service, promotion made permanent ... **Vicki Sherman Leemon,** manager, Adjudication Branch, Litigation Div., Office of Chief Counsel, promotion made permanent ... **Paula Riley Lewis,** manager, Management Standards & Statistics Div., Office of Management Systems ... **Max D. Payne,** manager, External Branch, Policy & Standards Div., Office of Civil Aviation Security & Planning, promotion made permanent ... **Raymond K. Smith,** branch manager, Administrative Systems & Overseas Support Staff, Assistant Administrator for Policy, Planning, & International Aviation ... **Rudolph A. Watkins,** manager, Flight Service Stations APME, Weather/FSS Engineering Div., Program Director for Weather & Flight Service Systems, promotion made permanent ... **Calvin Yuen,** security inspector, Operations Branch, Brussels Civil Aviation Security Div., Office of Civil Aviation Security Operations.

Western-Pacific Region

Sandra L. Acquistapace, area supervisor, Oakland, CA, AFSS ... Offie C. Baugh, manager, Materiel Management Branch, Logisitics Div. ... **William M. Buck,** area supervisor, Oakland ARTCC, Fremont, CA, promotion made permanent ... **Paul J. Callinan,** area supervisor, Van Nuys, CA, ATCT, promotion made permanent ... **William P. Champlin,** aviation safety inspector, Los Angeles, CA, FSDO, promotion made permanent ... **Robert W. Crosby,** manager, Burbank, CA, AFSFO (radar/comm/data), Los Angeles AFS, promotion made permanent ... **Lloyd T. Crumrine,** unit supervisor, Van Nuys, CA, FSDO, from regional headquarters ... **Alfred F. De Rosa,** area manager, Phoenix TRACON ... **James L. Hampton,** asst. manager for automation, Los Angeles ARTCC, Palmdale, CA, promotion made permanent ... **Richard T. Harris,** asst. manager, Oakland AFSS ... **David R. Kaiser,** area supervisor, Oakland ARTCC, (Freemont), CA, promotion made permanent ... **Richard S. Leary,** asst. manager, Sacramento AFSS, Rancho Murieta, CA ... **Anita M. Mahler,** unit supervisor, Los Angeles, AFS, from Golden Gate AFS ... **Robert R. McClain,** group supervisor, ATC Automation & Flight Information Program Section, Establishment Engineering Branch, Airway Facilities Div. ... **Christian F. Rasmussen,** area supervisor, Reno, NV, ATCT/TRACON, promotion made permanent ... **Archie O. Snowden,** area manager, Oakland, CA, TRACON, from Honolulu, HI, ATCT ... **Kenneth P. Ware,** area manager, Honolulu, HI, ARTCC, from Washington Headquarters.



First anniversary. *This month it's been a year since the Anchorage Air Route Traffic Control Center received its plaque to commemorate employees' part in implementing new air routes between Alaska and the Soviet Far East.*

The inscription reads:

Presented to the Anchorage ARTCC and
the Anadyr ACC in October 1990. In
recognition of the extraordinary
cooperative efforts between personnel
of the United States Federal Aviation
Administration and of the USSR Ministry
of civil aviation, which led to the
implementation of new air routes
between Alaska and the Soviet Far East
on 23 August 1990.

A plaque was also presented to the Anadyr aviation center.

In May and June of this year, Aeroflot and Alaska Airlines began scheduled service on the routes.

U.S. Department
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