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US Department of Transportation
Federal Aviation Administration

FAA World

Into the 21st Century

$139 Million Complex To Monitor Southern California Skies

By Fraser Jones



Ground was broken October 23 to begin construction of the Southern California Terminal Radar Approach Control (TRACON) at Miramar, California. Another FAA first, the facility will be the pioneer in consolidating five existing high-activity TRACONs.

The new TRACON will use state-of-the-art air traffic control methods to manage the region's growing air traffic and combine that with a focus on being employee-friendly.

When fully operational it will house some 500 air traffic controllers, airway facilities technicians, and other FAA personnel and will cost an estimated $139 million.

The new facility will provide air traffic control services to aircraft in a 13,000-square-mile area from Ontario, California, to Santa Catalina island, 26 miles off the coast of California, and from the San Fernando Valley to the Mexican border at altitudes from the surface to 17,000 feet. It will furnish air traffic control services to approximately three million flight operations a year.

turn to **TRACON** *on page 2*

Expanding Horizons



Photo by Bob Laughlin

Peggy Tyler, Doretha Robinson, Dave Hartnett, Kris daCosta, and Kevin Ball tell everyone "H-e-l-l-o." Turn to page 6 to find out more about their signing group.

Change at the Top

Skinner to the White House, Busey to DOT

Last month was a time of big change in the Department of Transportation. On December 4, former FAA Administrator James Busey was sworn in as DOT Deputy Secretary and later in the month became acting DOT Secretary.

Barry L. Harris was appointed FAA acting Administrator. Joe Del Balzo became acting Deputy Administrator.

On December 5, President George Bush named Secretary of Transportation Sam Skinner as his new Chief of Staff effective December 16.

Skinner had officially taken the DOT helm as Transportation Secretary on February 6, 1989, at a swearing-in ceremony in the FAA auditorium attended by the President and First Lady Barbara Bush.

The former Secretary, a Bush supporter during several political campaigns, was a senior partner in the Chicago office of the international law firm of Sidley & Austin.

In 1984 he became board chairman of the Regional Transportation Authority of Northeastern Illinois—the country's second largest public mass transit system.

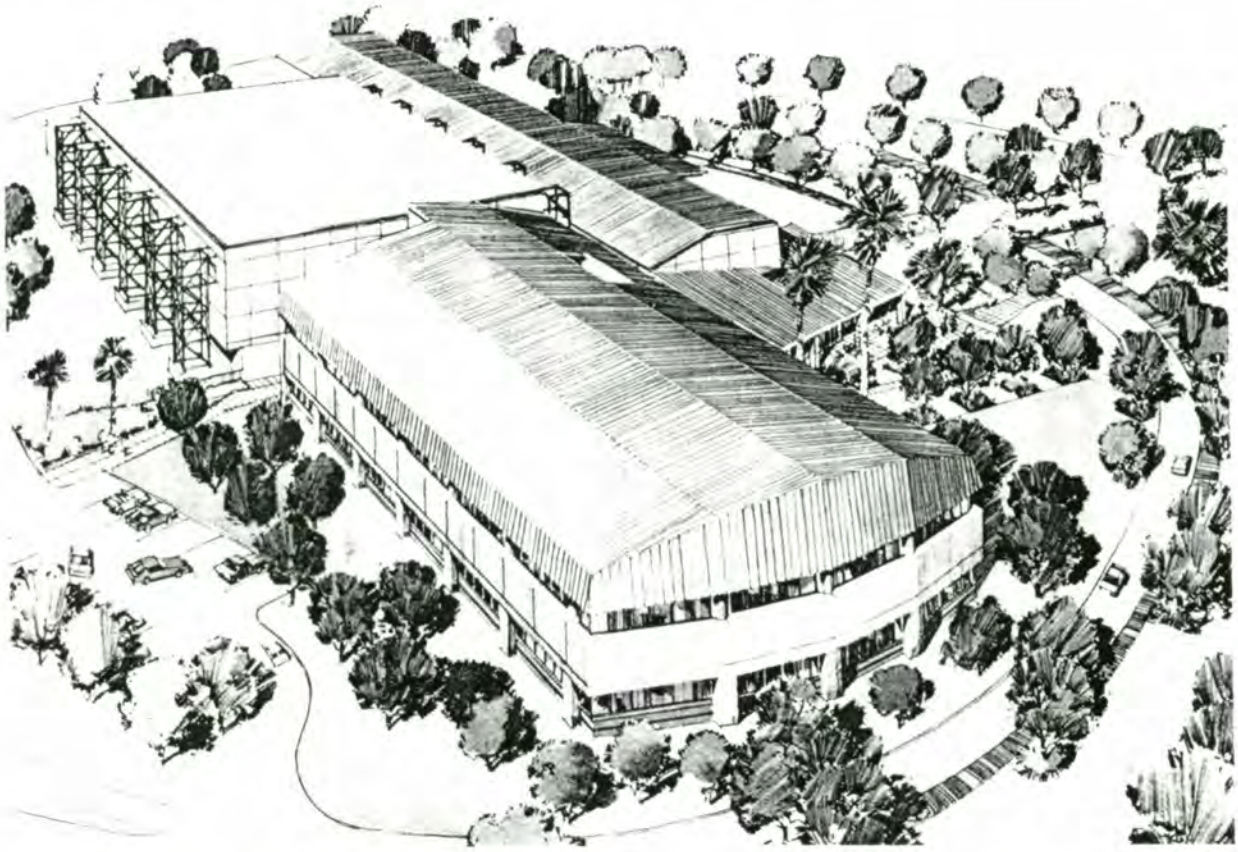
Previously, he had cochaired Bush's 1980 Republican presidential nomination bid, and throughout 1988 he was Bush's state campaign director.

Busey was sworn in as FAA's 11th Administrator on June 30, 1989, at the Aeronautical Center in Oklahoma City. The public ceremony was July 11 in the Headquarters auditorium.

turn to **Change** *on page 10*

Southern California TRACON

continued from page 1



This artist's drawing shows how the innovative Southern California Terminal Radar Approach Control—TRACON—will look after completion. The facility will be the first to consolidate five existing high-activity TRACONs. It is one of several special programs of the NAS Transition Service, ANS.

Human resource considerations were an integral part of the criteria used for selecting the site. The FAA conducted a search from Santa Barbara to San Diego with proposals solicited from 21 airports and military bases in the area. Proposals were evaluated based on cost of living, spousal job opportunities, ranking of schools, police/fire protection, and quality of health care. Technical and cost factors were the other two areas considered in the site selection.

The new TRACON will streamline air traffic flows in the Los Angeles Basin, which saw a 122% increase in operations between 1974 and 1987. Goals are to improve air traffic management and reduce delays in some of the busiest and most congested airspace in the United States.

"The main thrust is to make more efficient use of air space. Airspace isn't growing, so we have to make more efficient use of what we have," says project manager Bill Henshaw. "We've got to have one steering wheel for the entire basin."

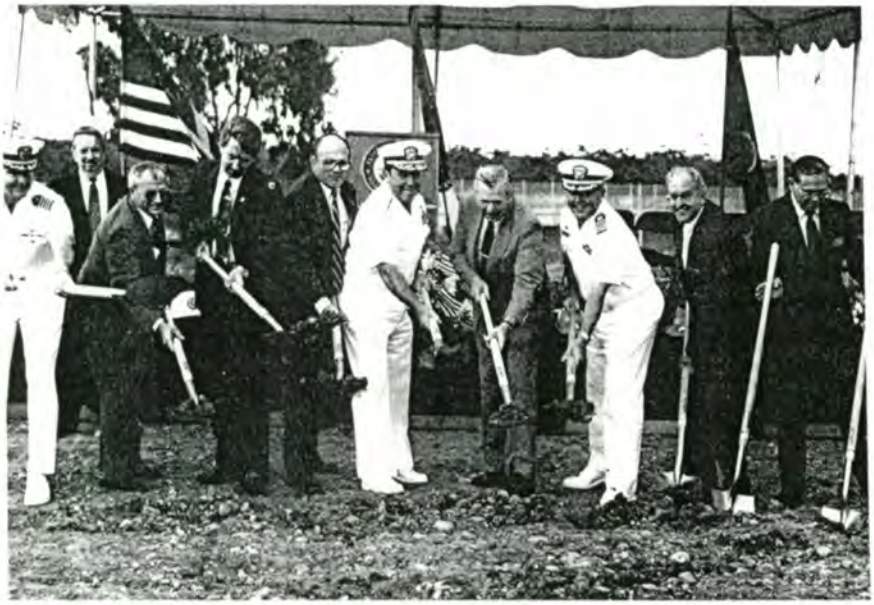
The complex will assume the other facilities' areas of responsibility beginning in 1993 and will be fully functional by late 1995. Consolidation will increase capacity, saving millions of dollars, with a yearly savings of $26 million by reducing delays alone. It will improve fail-safe and back-up capabilities and enhance management capability through a central management traffic unit.

Housing a child care center and other amenities, the TRACON promises to be an excellent place to work. "The primary consideration in locating the facility was the quality of life our employees would have in Southern California. We strived to make the best possible choice for our employees and their families," said Western-Pacific Regional Administrator Carl Schellenberg.

Other amenities of the 115,000-square-foot building include a cafeteria, break rooms, locker rooms, and shower facilities.

"Selecting the Miramar location cut cost because the site is on federal land," said Washington project manager Frank McArthur.

The TRACONs to be consolidated



Officials who participated in groundbreaking ceremonies for the new Southern California TRACON in late October included then FAA Administrator James Busey.



Bulldozers were poised to begin their work.

will close in phases, with employees from the Los Angeles TRACON to begin moving into the new facility in December 1993, followed by El Toro (Coast TRACON) and Burbank in 1994, and Ontario and San Diego in 1995. "The transition is the toughest part, but the rewards will far outweigh the inconvenience," said McArthur. "The flying public will see no change in air traffic control operations."

FAA is working in partnership with the unions for Air Traffic and Airway Facilities employees to ease the move.

"The dedication to cooperation between union and management during this transition will make the Southern California TRACON a model for other facilities to emulate and a showplace for dealing with human and technical factors," says Dick Mitchell, Airway Facilities Sector Professional Airways System Specialists (PASS) representative.

A "Managing Change" seminar is being offered to show employees and their spouses ways to cope with change. "It will help people handle emotional issues involved in relocating," said Henshaw.

Linda Dicicco, a training specialist in the Los Angeles TRACON, said she left Fullerton, California, Airport Traffic Control to get an opportunity to work in the new Southern California TRACON. "I think it's a good idea to put everyone under one roof. The amount of ATC coordination presently required between facilities is unbelievably high and will be reduced in the new facility."

The common Traffic Management Unit for the Southern California TRACON is a "good idea," and the day care center is a "great idea," said Dicicco. "I'm sure there will be lots of people who will take advantage of the day care center."

The style of architecture in artist sketchings shows a "more human" design philosophy aimed at providing a pleasant and secure working environment. Because of improved working conditions and geographic location, FAA's Southern California TRACON is expected to avoid turnover and recruitment problems. The main focus, however, is to increase safety by streamlining airspace management.

The consolidated TRACON will use the same automation equipment as the present TRACONs until the Advanced Automation System (AAS) becomes available. No radar or communication facilities will be relocated under this project. Radar and communication data will be transmitted from existing facilities over a dual path to provide a back-up in case of failure.

Paul Collander, manager, Southern California TRACON Airway Facilities Sector, said the size and workload generated by the facility will be comparable to air route traffic control centers. He spoke of the excitement involved in building an organization from the ground up. "This is a once in a career challenge, and all the people involved are taking pride in establishing the next generation facility," he said.

Charlie Aalfs, air traffic manager, Southern California TRACON, is excited about the concept of consolidating five Level V TRACONs and being one of the first facilities designed to provide air traffic services into the 21st century. He said the consolidation will benefit the flying public. "We will be able to provide better service to the user by reducing delays and making more efficient use of limited airspace." ■

Fraser Jones is FAA World *editor.*

A View of the Process for '92

'TQM' Plays Key Role in Developing FAA's Capital Investment Plan

By J. Robbins Tucker and Robert E. Fenton

This is the second of two articles on Total Quality Management and the Capital Investment Plan. The first article appeared in last month's FAA World.

The agency's Capital Investment Plan—CIP, for short—can be viewed as a "gateway." A project must first pass CIP screening before being funded or acquired.

Figure 1 depicts the CIP process that had been used in previous years. While the process worked relatively well, its major problem was a lack of timely and well-documented CIP project proposals.

Further, the old process was isolated from the related mission need statement process, resulting in extra staff work and delays.

Given these problems, a quality action team (QAT) was established to work out solutions. It focused on the initial steps in the process, specifically the "call for Input" and "Assessment," as the best place for process improvement.

Figure 2 is a simplified version of the new CIP process for 1992, which was set using a Total Quality Management (TQM) approach. While it still retains the same basic chronology of events, several significant changes in philosophy and process have been incorporated at the "front end."

- ***'Sponsors'***—FAA Headquarters elements with operational mission responsibilities—are the only groups permitted to submit new project proposals. These sponsor groups conduct analysis during the year as to mission needs and priorities and become the "champions" for new investments when there is a capability shortfall.
- ***An expanded and revised NAS Program Initiative*** (NPI) form is used to describe new requirements from sponsor organizations.

Part one of the NPI is the mission need statement for the new capability. Part two contains additional data that enables ASD—Office of the Associate Administrator for System Engineering and Development—and "chapter bosses" to conduct a full assessment of the initiative and assess its priority relative to competing needs for limited facilities and equipment (F&E) resources.

- ***ASD technical organizations***—NAS System Engineering Service, ASE; Facility System Engineering Service, AFE; Operations Research Service, AOR; and Research and Development Service, ARD—as a team participate with the sponsor in the development of the initiatives. Their goal is to produce compelling documents that reflect the most important needs of the FAA for capital investments and to delete lower-value proposals at an early development stage.

ASD's subsequent assessment now is focused more on resource allocation than on basic worth of the project proposals, since the basic worth is really decided in the Acquisition Review Committee and Transportation Systems Acquisition Review Committee examinations.

- ***Chapter bosses'*** roles are expanded to include screening for project suitability and resource allocation recommendations. Appointed by associate administrators with operational responsibilities, the chapter bosses must balance all competing needs for funding and provide their best recommendations to their associate administrator, the CIP Steering Committee, and the Resource Allocation Subcommittee.

After the sponsor completes the NPI, it goes for initial screening by ASD and chapter bosses. It is then evaluated in two parallel paths. The mission need is validated by the FAA Acquisition Review Committee and, for major acquisitions, by the Office of the Secretary of Transportation. The chapter bosses and Resource Allocation Committee continually balance

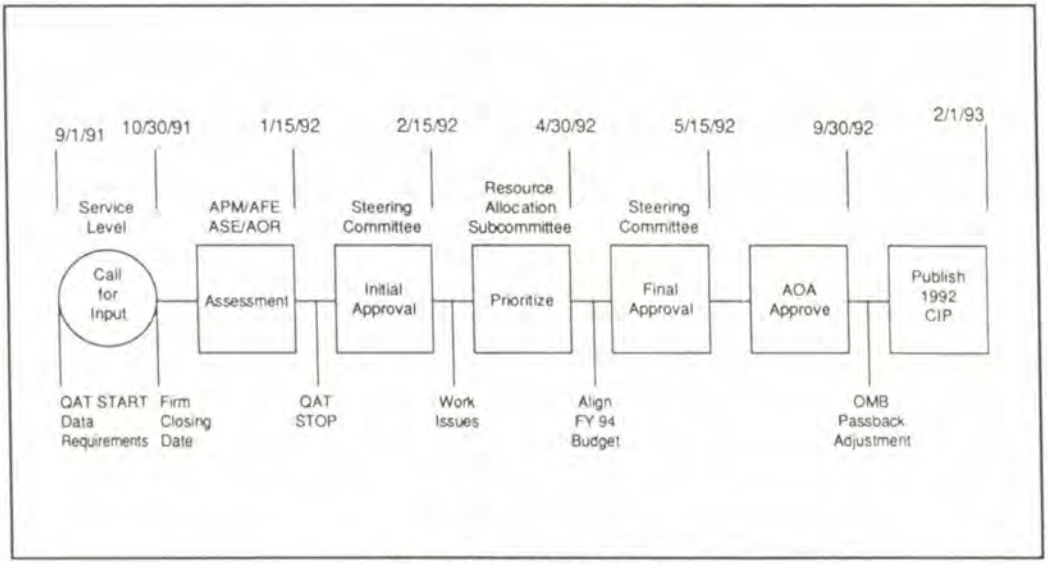


Figure 1 – *'Old' CIP Process*

the expected funding availability against funding demands.

At the CIP offsite conference in March, the Steering Committee will make an initial cut at the 1992 CIP content, examining CIP needs and deciding on priorities and funding. Chapter bosses will present their views, and ASD can advise on relative priorities and expected funding. Results will be incorporated into the fiscal year 1994 budget submitted in June 1992 to the Office of the Secretary of Transportation. At this same time, the CIP is nearly finalized. Projects without approved mission need statements will be deleted both from the CIP and the '94 budget.

Between June and December 1992, the budget and CIP are amended as needed to incorporate changes in appropriations, schedules, and the like. The final version of the plan will be published in December 1992 and will accompany the '94 budget to Congress in January 1993.

In March 1992 the Quality Action Team will reconvene to assess how well the new process worked. "Fine-tuning" can then be rolled into the process for the 1993 plan. Assuming the process is relatively smooth, few basic changes are expected. However, FAA will stress year-round development of initiatives, so the "Call for Inputs" will not really initiate the process next year. Instead, mission area analysis between sponsors and ASD will be incorporated as a regular feature of Headquarters operations to allow for adequate analysis time before CIP/budget submission. ■

J. Robbins Tucker is director of FAA's NAS Program Management Service. Robert Fenton is the manager of program management support for the FAA's system engineering and integration contractor (SEIC).

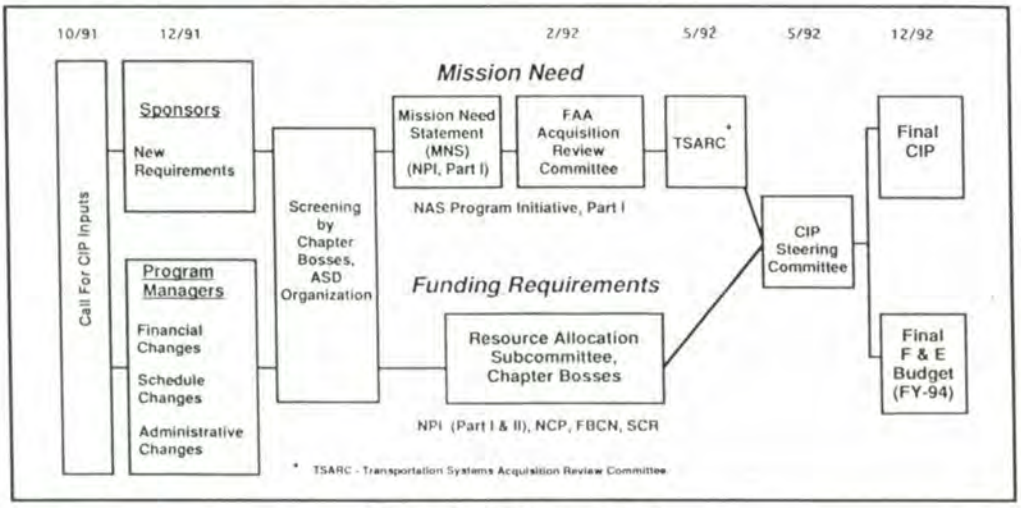


Figure 2 – *CIP Process for '92*

Outstanding in Management Systems, Data Systems

New England's Division Named Tops for '91

New England Region's Resource Management Division has been selected for the 1991 Annual Management Systems Activities Award.

The division will receive a plaque, and certificates will go to the 27 people who worked in the division during the award period:

Division manager
Jerry Doyle
Division secretary
Maria Santullo
Budget Branch
Lori Cannistraro, Jean Colbert, Mary Davidson, Albert Duval, Sandra Gedick-Moran, Daphne Porter, Janice Zafarana
Management Systems Branch
Lisa Balestrier, Sharon Bishop, Allan Goldsher, Barbara Travers, Anthony Willett
Information Resource Management Branch
John Camp, Marc Fradette, Patrick Murphy, Joseph Veiga
Technical support
Karen Banks, Lou Corticelli, Margaret Hackman, George Kassapis, Clark Kelley, Rachel Lowy, Debra O'Brien, Alejandro Sariento, Frank Sugrue

The award, established in 1986, recognizes outstanding organizations in the fields of management systems and data systems. It is based on an overall high level of performance in the areas of program accomplishment, communications, employee development, external relations, professionalism, human relations, total quality management, and other significant accomplishments. ■

Off Duty . . . and in Person

Expanding Horizons

Volunteer FAAer Teaches Hundreds To Sign

Thirteen years ago Dave Hartnett was ahead of his time in knowing about work force diversity. Right then and there he set personal goals that are on target with today's diverse workplace. Eager to pass on this knowledge, he began some innovative classes in which hundreds have been taught valuable skills over the years.

These classes still spark a lot of interest at FAA Headquarters.

It all started in 1978 when Hartnett, now in the NAS Transition and Implementation Service, ANS-410, worked in Airway Facilities. His organization had recently hired a data entry clerk, and the young man was hearing impaired. Seeking to communicate better with the new employee, Hartnett took a crash course in sign language.

Soon Hartnett saw that he was not alone in wanting to communicate with the hearing impaired, so he quickly organized his first class in signing, this one to teach others in the Airway Facilities organization how to do it.

"I had to learn every word in the book," Hartnett says. After attaining a basic certificate in signing, he went on to acquire intermediate and advanced certificates.

FAAer Sylvia Woodcock, who is now retired, was a member of one of those early classes and brought them to the attention of the Federal Women's Program Committee at Headquarters. The group agreed to sponsor the course several times each year, and it still does.

Classes range anywhere in size from 10 to 80 participants, depending on interest. Larger classes can always be split if need be.

Normally the signing course runs from six to 10 weeks, with twice-a-week lunchtime classes, says FWPC's current coordinator Doretha Robinson. The most recent course, however, covered 23 sessions, lasting from September through November.

Hartnett, who usually teaches two groups a year during both fall and spring, notes how signing and body language go hand-in-hand. "The speed of a sign, the movement of hands, all contribute to the 'volume' of the voice," he says.

"Sign language humor is also very subtle, and you have to get close to it to understand its nuances," says Hartnett. "It's great fun."

Teaching from the text *The Joy of Signing*, Hartnett gives out chapter assignments from the book. At the beginning of each class he quizzes the group, mainly for his benefit to see what areas need the most attention. Other helpful teaching strategies are playing games that require creativity and thinking. He also uses a conversational technique, where students each prepare a sentence, sign it for the class, and then receive feedback from the others on the meaning and clarity of their movements.

The most recent course has benefited from the support of two management interns—Kevin Ball and Kris daCosta—who are themselves hearing



The most recent class signs this message: "What's up, FAA sign class? I love you."
Pictured in front, from left, are Kevin Ball, Amal Youssef, Linda Saverino, Maria Killian, Pat McNall, Beth Pasquale, Soung Bae, and Kris daCosta.
At back are Doretha Robinson, Peggy Tyler, Peter Nguyen, Gordon Wigle, Jim Onder, Cynthia Moore, and Dave Hartnett.
Also in the class were Mario Gonzalez, Mary McGrath, Alberta Santora, and Tanya Yiasemides.

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

impaired. Accounting's Peggy Tyler has also helped in the instruction.

The interns are part of OST's Management Training Program. They complete three four-month assignments throughout the department in organizations connected with human resources, general administration, finances and budget, and contracts and procurement.

"Signing is a language, and like anything else it has to be learned," Hartnett says. "With the FAA becoming more diversified, employees have to find ways to understand others, and the hearing impaired part of society needs to have two-way communication."

"It's work," adds Robinson, "but the experience of learning with different people also makes it fun.

"Don't worry about falling behind in a sign language class," she assures. "You can always come in and build on what you already know."

The next sign language course is set to begin Tuesday, February 4. It runs for six weeks. ■

Facts about Hearing

More than 22 million Americans are hearing impaired—that is, they have some degree of hearing loss. They may be either deaf or hard of hearing.

Deafness refers to a degree of hearing loss that makes it difficult or impossible for a person to understand speech. People who are hard of hearing have a moderate or severe hearing loss but are usually able to understand speech.

Major causes of deafness and hearing loss are:

✈ ***Birth defects.*** An infant's hearing can be damaged before birth by a mother contracting certain diseases such as German measles (rubella) during pregnancy. An expectant mother's dependence on chemical substances—drugs, for example—can also damage or destroy the unborn's hearing.

✈ ***Injury or noise.*** A severe blow to the head or exposure to excessive noise, even loud music, can damage hearing. Noise-induced hearing loss is usually gradual, painless, and often permanent.

Warning signs are:

✈ Need to raise your voice to be heard.

✈ Not hearing someone less than two feet away.

✈ Speech sounds muffled or dull after leaving the noise area.

✈ Pain or ringing in ears after exposure to music.

✈ ***Disease.*** Such diseases as measles, mumps, and chicken pox can cause hearing loss. Infection, accompanied by high fever, can damage hearing.

✈ ***Heredity.*** Certain inherited characteristics can make a person more susceptible to diseases and defects that affect the ear and the ability to hear. Deaf parents are somewhat more likely to give birth to deaf children.

✈ ***Aging.*** "Presbycusis" is a progressive deterioration of hearing in older people. The age of onset and severity varies from person to person.

Thanks to the National Association of the Deaf for this information. ■

Questions and Answers about Deafness

What does "CC" mean in listings for TV programs?

"CC" means that the television show is closed captioned for the hearing impaired. The dialog is printed on the bottom of the screen for deaf or hard of hearing viewers. Closed captions can only be viewed by using a telecaption decoder.

What is a telecaption decoder?

This device, similar in size to a VCR, connects to a television set in much the same manner and enables hearing impaired viewers to watch closed captioned programs.

How does a deaf or hard of hearing person know when the phone rings, someone is at the door, or wake up on time?

Many have a system of lights in their homes and offices that flash at different intervals when the phone or doorbell rings.

There are flashing alarm clocks and bed vibrators that can be set to wake a person at a specific time.

What is a telecommunication device for the deaf (TDD)?

A TDD—older versions are TTYs—is an assistive device enabling people who are deaf or hard of hearing to use the telephone. It has a keyboard similar to a typewriter and a special place for the handset of a telephone. Conversations are typed and appear either on paper and/or on a screen.

Both people involved in the conversation must have a TDD.

What is American Sign Language (ASL)?

ASL is a visual language with its own vocabulary, syntax, grammar, and idioms. Fingerspelling is a manual representation of the alphabet that can be used alone to communicate information or as is most commonly done, combined with ASL.

Information from the National Association of the Deaf. ■



Gaucho dancers performed during South America Week.



The 1991 FAA Hispanic Heritage Committee and the Capital Chapter of the NHCFAE hosted the events at Headquarters.



A mariachi singer entertains with typical Mexican ballads during Mexico and Central America Week.



A singer of the Trio Barinquen performs at the closing ceremony.



Hispanic Heritage Committee members share the Hispanic culture with children at the DOT Day Care Center.



Dr. Aragon, former president of Hyland University, leads cultural diversity training for employees.

Photo Credits



Then Administrator James Busey with members of the Headquarters Hispanic Heritage Planning Committee.



Smiles are shared during the piñata party at the DOT Day Care Center.



Spain Week featured Spanish and flamenco dances.



Children of the day care center successfully break the piñata.

Hispanic Coalition

Photos from Its CapitalChapter

"With Pride in Our Heritage" is the motto of the National Hispanic Coalition of Federal Aviation Employees (NHCFAE), which functions on behalf of all Hispanics, other minorities, and women employed at the FAA.

These photos show some of the Hispanic Heritage Month—September 15 to October 15—programs sponsored by the coalition's Capital Chapter at Headquarters and its FAA Hispanic Heritage Committee.

The objectives of the NHCFAE include assisting the agency in the recruitment and retention of minorities and females, promoting equal employment opportunity, and educating its members and local community job applicants concerning their rights, personnel actions, and promotional opportunities and qualifications.

The coalition was first organized in June 1978 by employees in the Southwest Region. Today it is a national organization serving as a liaison between the agency and its Hispanic employees.

The annual NHCFAE conference for 1992 is scheduled for August in Chicago.

Top-Level Change *continued from page 1*

Before taking the Administrator's job, Busey, a native of Urbana, Illinois, served for two years as Commander-in-Chief of U.S. Naval Forces in Europe and Commander-in-Chief of Allied Forces in Southern Europe, a NATO Command.

A career Naval aviator, Busey enlisted in the Navy in 1952 and was assigned to the Naval Aviation Cadet Program. He received his commission and Navy Wings of Gold in August 1954. Busey's 37-year career as a Naval officer included tours in Vietnam in 1967-68, where he received the Navy Cross for combat action. Other key assignments included a tour in Washington, DC, following his promotion to rear admiral in 1979, where he served successively as the Auditor General of the Navy and the Deputy Chief of Naval Materiel, Resource Management.

Following an operational flying assignment in California, he was promoted to vice admiral and returned to Washington in July 1983 as Commander of the Naval Air Systems Command. In 1985 he was appointed Vice Chief of Naval Operations and promoted to full admiral.

During the Senate confirmation hearing for the number two DOT post, Busey told Senators, "When I appeared before you at the time of my nomination as FAA Administrator, I told you that I could not think of a finer organization with which to be associated than the FAA.

"My time at the FAA has strengthened that conviction and those feelings," Busey said.

"We have been able to reinforce many of the positive values that I found within the FAA when I arrived, and we have made key progress working together to strengthen our capabilities in areas such as management, planning, procurement, training, and human resource management," Busey said.

He assured the Senators that "safety will remain at the top of our priority list."

Also in December, John Burt was appointed FAA's new Executive Director for System Development. Monte Belger became the Executive Director for Acquisition and Safety Oversight.

As *FAA World* went to press, Jerry Ralph Curry, who heads the National Highway Traffic Safety Administration, had been nominated as FAA Administrator. Curry must be confirmed by the Senate. ■

Beginning of a Partnership

Focus on Hispanic Recruitment, Educational Opportunities

The Department of Transportation and the Hispanic Association of Colleges and Universities (HACU) launched a partnership between the organizations in mid-November.

Then DOT Secretary of Transportation Sam Skinner and acting association president Cesar Trimble signed a memorandum of understanding to provide the DOT and the HACU with mutually beneficial opportunities, particularly as they apply to the recruitment and hiring of Hispanics into the DOT work force and to increased educational opportunities for Hispanic students in institutions of higher learning.



Then DOT Secretary Sam Skinner and Cesar Trimble, acting Hispanic Association of College and Universities president, signed a memorandum of understanding in mid-November.

The partnership will provide cooperative programs and services by making use of the scientific and technical resources available at DOT and the association.

HACU is a national association representing the nonprofit, accredited colleges and universities in the United States where Hispanic students constitute at least 25 percent of the total student enrollment.

So far HACU has identified 115 regionally accredited nonprofit Hispanic-serving institutions that meet the minimum 25 percent Hispanic student enrollment criterion for institutional membership. ■

Sleep Deprived?

You're Dangerous to Yourself and Others

By Susan Mertes

If asked about the greatest hazard to transportation safety, most would answer "accidents." About 70 percent of all accidents are due to human error, and one sleep researcher is convinced that the major cause of accidents is fatigue due to sleep deprivation.

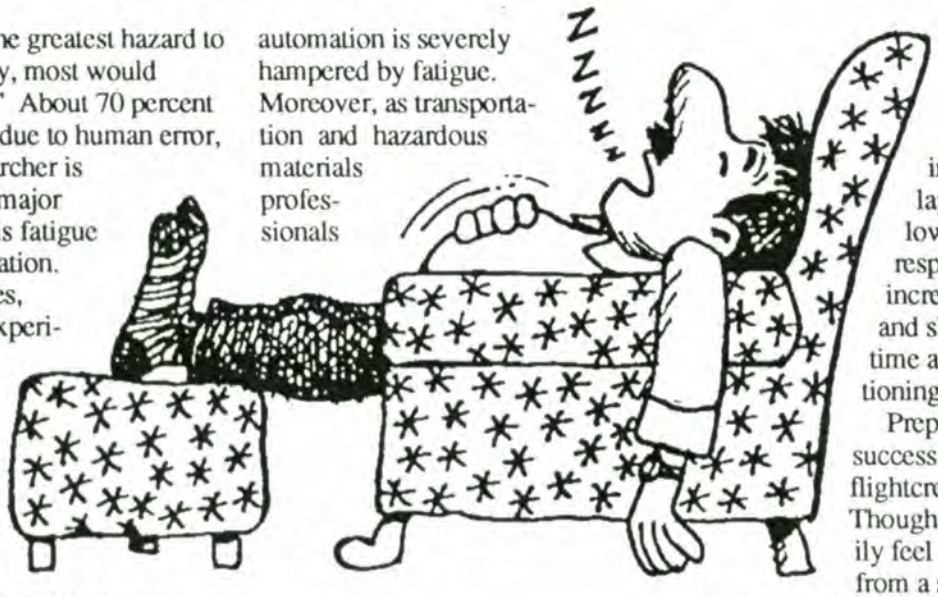
Dr. David Dinges, codirector of the Experimental Psychiatry Unit, University of Pennsylvania, explored the causes and consequences of lowered alertness in a talk at the National Press Club in Washington, DC. It was sponsored by the Women's Transportation Seminar.

We know that sleep is important, Dinges says, and researchers' best guess is that it may be associated with the regulation of body temperature.

Sleep-wake factors are regulated by light input through the eyes to the brain, and problems begin when we vary time—as with time zone changes and daylight savings time. Then we're slow to adjust because sleep and temperature become disjointed.

The number of people walking around with impaired wake functioning from sleep disorders or deprivation is frightening, Dinges claims. The longer individuals live with it, the less likely they are to be aware that they are impaired because of sleep loss—becoming habituated to the fatigue state.

Increased automation isn't the answer, according to Dinges, for it heightens the demands on attentive vigilance. He noted that the greater monitoring function required by automation is severely hampered by fatigue. Moreover, as transportation and hazardous materials professionals know, increased automation results in more severe consequences of human error. The greatest danger of fatigue inattentiveness is at night.



'If it takes less than five minutes to reach "stage 1" sleep, you're "sleepy" and likely to be impaired; 10 to 15 minutes is the normal length of time for one who is considered "normally alert" to fall asleep.'

Dr. David Dinges
Codirector, Experimental Psychiatry Unit
University of Pennsylvania

Dinges has a short self-test to find out if you're suffering from sleep deprivation: it's the time it takes for you to go from an awake state to "stage 1" sleep.

If it takes less than five minutes, you're "sleepy" and likely to be impaired; 10 to 15 minutes is the normal length of time for one who is considered "normally alert" to fall asleep.

Sleepiness is indicated by increased lapsing of attention, lower-than-optimum response capacity; increased false responses; and slowing of response time and cognitive functioning.

Preplanned naps show success in tests with flightcrews, he reports. Though they don't necessarily feel better after awaking from a short nap, their response time shortens, and accuracy improves. If naps aren't possible after long shifts, driving home is your real risk, he warns.

Exercise won't prevent fatigue, but performing a novel function will initially delay the affect of fatigue until familiarity sets in. Constant vibration and noise, he cautions, are also fatiguing.

The new "glass cockpits" in aircraft that are fully automated present a puzzle of two contradictory theories: the fully automated aspect of it creates boredom and fatigue, but the elimination of the vibration and noise increases alertness.

Emphasizing that the amount of sleep needed varies greatly among individuals, he notes that "morning people" and those needing more sleep are less adaptable to sleep loss.

His final advice: watch out for becoming habituated to sleep deprivation, try naps if possible, and if that's impossible, don't drive home. ■

Susan Mertes was formerly a transportation industry analyst with FAA's Office of Aviation Policy and Plans and an attorney in the Office of the Chief Counsel. She recently accepted a position as director of government and industry affairs, National Air Transportation Association in Alexandria.

She's a Winner

Hendrix Named Medical Institute's 'Employee of the Year'

By Mike Wayda

Ruby Hendrix says she never runs out of things to do, either at work or at home. Casual observation reveals that her pace is hectic, the work unrelenting. She hurries to complete a report



Ruby Hendrix

with a short deadline. Someone calls with a thorny question about a travel regulation. She answers with calm precision. Back to work on the report, a visitor asks to see her boss. She finds her training as an air traffic controller to be useful as she clears the visitor to the inner office "approach course."

A thousand interruptions like this are common, but she manages to smile, be gracious, and get her work done on time. She is a leader—positive, upbeat, and unfailingly friendly. She is always the professional.

For these reasons, Hendrix was recently chosen as the Civil Aeromedical Institute Employee of the Year for 1991.

Hendrix is the office administrator at CAMI in Oklahoma City. She works for CAMI Director Dr. William Collins. Nominated by her coworkers at the institute, an independent selection committee chose Hendrix from other nominees.

Her skills earned her the recognition. She is dedicated to excellence in everything she does and to making the institute a "world-class organization." Nothing is trivial. Her coworkers say that in times of stress, she helps others with words of encouragement, a friendly smile, and an offer to be a sounding board for problems. She nourishes friendships and helps others find their inner resources.

Her work is exhausting, but rewarding, she says. "I like people, and my job puts me right in the middle of people and projects. It's really exciting."

When asked how she would rate the skills—aside from the prerequisite ones—necessary to be valuable to an organization, she listed, "professionalism, diplomacy, and flexibility" as being the most important to an office administrator—or for that matter to anyone wishing to contribute to the workplace.

"An office administrator is viewed now as an extension of management, a 'superperson' with the flexibility to adapt to rapid change and with the ability to juggle a variety of complex tasks and projects, all the while presenting a professional image," says Hendrix. She believes training opportunities, along with management's recognition of other qualifying experiences, now facilitate the transition into management and other advancement opportunities.

Being diplomatic requires "people skills," treating everyone with tact and courtesy. "Professionalism," she adds, "is all-important. The scope of the job is changing, and professionalism is expanding with it."

Hendrix began her career at FAA in 1970 as an air traffic controller. She left the work force for 10 years after marriage—to another air traffic controller—to care for her family, resuming her career at the Internal Revenue Service. She also worked at the U.S. Forest Service, and the Transportation Safety Institute. Joining CAMI in 1988, she has been the director's office administrator since July 1990.

Hendrix says life is short and should be savored. She loves to drive, especially with the convertible top down; paint, landscapes mostly; sew; read; and travel.

She says she never runs out of things to do. ■

Mike Wayda is a writer/editor in the Civil Aeromedical Institute's Aeromedical Education Division. He edits the Federal Air Surgeon's Medical Bulletin.

FAA World

January 1992

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People

Aeronautical Center

Paul B. Frenzel, manager, Application Systems Branch, Data Services Div. ... **Christian W. Hafer,** unit supervisor, Flight Operations/Scheduling Section, Anchorage FIFO, promotion made permanent ... **Billy J. Long,** group supervisor, Aircraft Maintenance Section, Aircraft & Avionics Maintenance Branch, Aircraft Maintenance & Engineering Div., promotion made permanent ... **Judy I. Richey,** manager, Administrative Systems Div., Transportation Safety Institute ... **Charles A. Spaulding,** academy 3R instructor, Airway Facilities Branch, FAA Academy, promotion made permanent ... **Doris L. Thurmond,** supervisor, Eastern & New England Region Payroll Section, Payroll Branch, Accounting Div.

Alaskan Region

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Central Region

Louis Cenatiempo, Garden City, KS, AFSFO, Wichita AFS, from Windsor Locks, CT, AFS ... **James C. Juhl,** asst. manager for training, Kansas City International ATCT ... **Carl F. Mittag,** manager, Chicago Aircraft Certification Office, from Brussels, Belgium ... **Donna A. O'Neill,** manager, Johnson County ATCT, Olathe, KS, from Kansas City International ATCT.

Eastern Region

Eugene W. Alexander, unit supervisor, Washington ARTCC AFS, promotion made permanent ... **Roger W. Bender,** area supervisor, New York TRACON ... **Jerry N. Bordeaux,** manager, Lynchburg, VA, ATCT, from Norfolk ATCT ... **William H. Goodman,** area supervisor, Newport News, VA, ATCT ... **Daniel J. Hamilton,** manager, Logistics Div., from Metro, NY, AFS ... **Joe D. Hatcher,** area supervisor, Elkins, WV, AFSS ... **Thomas W. Heck,** area supervisor, Washington ARTCC, promotion made permanent ... **Tonjia L. Lambert,** area supervisor, Elkins, WV, AFSS, from Morgantown, WV, FSS ... **Frank C. Mascari,** manager, Metro NY AFS, Garden City, from regional headquarters ... **Carl D. Mittelhauser,** asst. manager, Millville, NJ, AFSS, from Washington Headquarters ... **Robert C. Mosca,** manager, Maintenance Branch, Flight Standards Div., from New York FSDO, Valley Stream ... **Edward R. Trudeau,** manager, Rochester ATCT, from regional headquarters.

Great Lakes Region

David R. Brizendine, area manager, Cleveland ARTCC, Oberlin, from Indianapolis ARTCC ... **Ronald A. Brouwers,** area supervisor, Lansing, MI, ATCT, Clinton County, from Grand Rapids ATCT ... **John D. Derado,** manager, Romulus, MI, AFSFO, Michigan AFS, Belleville, from Minnesota AFS ... **Clyde A. Hansen,** area manager, Minneapolis ARTCC ... **Robert G. Herak,** asst. manager, traffic management, Cleveland ARTCC, Oberlin ... **Richard C. Hinz,** manager, Rochester, MN, ATCT, from Wold Chamberlain ATCT ... **Gerald W. Hough,** area supervisor, Grand Rapids, MI, ATCT, from Indianapolis ATCT ...**Barbara E. Jaeger,** area supervisor, Chicago Palwaukee ATCT, from Chicago O'Hare ATCT ... **Frankie L. Jordon,** area supervisor, East St. Louis, IL, ATCT, promotion made permanent ... **Ronald F. Leoni,** asst. manager for automation, Cleveland ARTCC, Oberlin ... **Daniel E. Livingston,** area supervisor, Dayton, OH, Vandalia ATCT, promotion made permanent ... **Hollis B. Locke II,** area supervisor, Kalamazoo, MI, ATCT, promotion made permanent ... **Steven A. Manifold,** area supervisor, Lansing, MI, ATCT, Clinton County ... **Harry L. Mellott,** environmental support technician, Oberlin, OH, AFS ... **Lynn H. Mlincek,** asst. manager, plans & programs, Cleveland ARTCC, Oberlin ... **Douglas L. Molin,** area manager, Indianapolis ARTCC, from Chantilly, VA ... **Steven J. Obenauer,** supervisor, Operations Resource Section, Resource & Planning Branch, Airway Facilities Div., from Bismarck, ND, AFSFO ... **Bruce E. Wagoner,** manager, Wold Chamberlain ATCT, Minneapolis.

New England Region

James C. Bedow, area supervisor, Otis Air Force Base TRACON, Falmouth, MA, from Atlanta Hartsfield ATCT ... **Gregory P. Bull,** area supervisor, Boston ARTCC, Nashua, NH, from regional headquarters ... **Joni L. Colt,** area supervisor, Burlington, VT, AFSS, from Bridgeport, CT, AFSS ... **Daniel R. Gravelle,** area supervisor, Boston, MA, ATCT ... **Robert E. Lane,** asst. manager, plans & procedures, Providence, RI, TRACON, Warwick, from Portland, ME, ATCT ... **William J. Moriarty,** area supervisor, Bangor, ME, AFSS, from Bridgeport, CT, AFSS ... **Richard J. Roach,** asst. manager for training, Bridgeport, CT, AFSS.

Northwest Mountain Region

Joel W. Bryant, manager, Seattle Airports District Office, Airports Div. ... **Christopher J. Collinson,** area supervisor, Billings, MT, ATCT, from Anchorage ATCT ... **George P. Davis,** unit supervisor, Electronic Engineering Section, Establishment Branch, Airway Facilities Div. ... **Alan W. De Bracy,** asst. manager, traffic management, Seattle ARTCC, Auburn ... **Gail A. Delfosse,** area supervisor, Boise, ID, AFSS ... **Steven M. Harless,** area supervisor, Denver, CO, ATCT, promotion made permanent ... **Garth D. Harris,** area manager, Salt Lake City, UT, ATCT, promotion made permanent ... **George M. Hof,** manager, Broomfield, CO, ATCT, from Denver ATCT ... **Nancy D. Holston,** asst. manager for program support, Denver, CO, AFS ... **Leroy F. Hurley,** manager, Real Estate & Utilities Branch, Logistics Div. ... **Harold K. Jacobson,** area manager, Seattle ARTCC, Auburn, WA ... **Darrell E. Jefferson,** area supervisor, Salt Lake City, UT, ATCT ... **Richard E. Jennings,** manager, Denver Aircraft Certification Office, Transport Airplane Directorate, promotion made permanent ... **Nora E. Landers,** manager, Real Estate & Utilities Branch, Logistics Div. ... **Peter Maffeo,** unit supervisor, Portland, OR, AFS, promotion made permanent ... **Clifford P. Nelson,** area manager, Seattle ARTCC, Auburn, WA ... **Adriano J. Pasion,** branch manager, Seattle Aircraft Certification Office, Transport Airplane Directorate ... **Michael S. Sonognini,** area supervisor, Salt Lake City, UT, ATCT, promotion made permanent ... **John L. Tompkins,** unit supervisor, Denver, CO, FSDO, promotion made permanent ... **Powell R. Underwood,** supervisor, Environ-

mental Engineering Section, Maintenance Branch, Airway Facilities Div. ... **Chinh M. Vuong,** section supervisor, L.A. Aircraft Certification Office, Transport Airplane Directorate, promotion made permanent.

Southern Region

Joe B. Berry, area supervisor, Hampton, GA, ARTCC, promotion made permanent ... **Thomas R. Boro,** manager, Labor Relations Branch, Human Resource Management Div., promotion made permanent ... **Juan R. Diaz,** area supervisor, Isla Verde, PR, ATCT, promotion made permanent ... **John B. Doolittle,** unit supervisor, Memphis, TN, ARTCC AFS ... **Craig A. Guensch,** area manager, Charlotte, NC, ATCT, from Miami International Airport ATCT ... **Terry A. Lancaster,** manager, Tuscaloosa, AL, ATCT, from Birmingham ATCT ... **Carmel J. Leese,** manager, Ft. Lauderdale ATCT, from San Juan CERAP ... **Steven M. McCollum,** area supervisor, Hartsfield International ATCT, promotion made permanent ... **Colleen F. Morrow,** manager, Montgomery RAPCON, from Hampton, GA, ARTCC ... **Luis R. Perez,** unit supervisor, Environmental NAVAIDS Section, Construction Unit, Airway Facilities Div., promotion made permanent ... **Hector Plaza,** area supervisor, San Juan, PR, CERAP, promotion made permanent ... **Elizabeth L. Ray,** area supervisor, Hampton, GA, ARTCC, promotion made permanent ... **Daniel W. Rice,** area supervisor, Raleigh, NC, ATCT, from Fayetteville, NC, ATCT ... **Dennis M. Shouse,** area supervisor, Hampton, GA, ARTCC, promotion made permanent ... **Michael K. Stephens,** area supervisor, Nashville, TN, AFSS, from Louisville, KY, AFSS ... **William E. Stevie,** manager, Hebron, KY, AFSFO, Covington AFS, promotion made permanent ... **Dawn H. Veatch,** unit supervisor, North Florida FSDO, Orlando, promotion made permanent ... **Anthony Zitney,** asst. manager, plans & procedures, Charlotte, NC, ATCT.

Southwest Region

Carlos D. De La Torre, security officer, Dallas/Ft. Worth, TX, CASFO, Civil Aviation Security Div. ... **Mary C. Dreessen,** unit supervisor, Houston, TX, CASFO, Civil Aviation Security Div. ... **Ronald R. Ezell,** asst. manager, traffic management, Dallas/Ft. Worth TRACON, promotion made permanent ... **Walter L. Kamps,** area supervisor, Little Rock, AR, ATCT, promotion made permanent ... **Warren D. Kneis,** asst. manager, plans & programs, Dallas/Ft. Worth ATCT ... **Gary M. LePlatt,** manager, Houston, TX, ARTCC AFS, promotion made permanent ... **Charles E. Montgomery,** area supervisor, Baton Rouge, LA, ATCT, from Houston, TX, ARTCC ... **Jerry L. Muse,** area supervisor, Albuquerque ATCT, from Dallas/Ft. Worth ATCT ... **Konstantine Nezer,** area supervisor, Ft. Worth, TX, ARTCC, from Washington Headquarters ... **Edwin L. Patterson,** manager, Resources & Planning Branch, Airway Facilities Div. ... **Brett J. Seeger,** area supervisor, New Orleans Lakefront ATCT, from Moisant ATCT ... **William A. Sieling,** area supervisor, Dallas/Ft. Worth ATCT, promotion made permanent ... **Richard A. Small,** asst. manager, Dallas, TX, FSDO ... **James C. Wilson,** manager, Corpus Christi, TX, AFSFO, San Antonio AFS, from Dallas/Ft. Worth AFS ... **W. Elbert Wilson,** asst. manager, Human Resource Mangement Div.

Technical Center

Lou F. Keith, technical program manager, Requirements Analysis & Integration Div., promotion made permanent ... **Joseph A. Manning,** technical program manager, Airport Technology Branch, Airports Div. ... **Lawrence M. Neri,** manager, Propulsion & Structures Branch, Aviation Safety Div. ... **Sherry A. Taylor,** technical program manager, Advanced Automation Systems Branch, Automation Div.

Washington Headquarters

Renton S. Bean, manager, Production Certification Branch, Aircraft Manufacturing Div., Aircraft Certification Service, promotion made permanent ... **Dorothy K. Combs,** manager, Materiel Management Branch, NAS Support Div., Logistics Service, promotion made permanent ... **Earl E. Cook,** unit supervisor, Frankfurt, Germany IFO, Flight Standards Service ... **Louis C. Cusimano,** manager, Technical Programs Div., Flight Standards Service ... **Debra J. Entricken,** manager, Current Operations Branch, Field Programs Div., Flight Standards Service, promotion made permanent ... **Kenneth A. Frengs,** manager, R&D Program Analysis Div., NAS Program Management Service ... **Thomas E. Gillette,** media communications manager, Program Management Staff, Office of Public Affairs, promotion made permament ... **Kenneth L. Harris,** branch manager, Visual Aids, Associate Program Manager for Engineering, Navigation & Landing Engineering Div., Program Director for Navigation & Landing, from Oklahoma City ... **Michael L. Henry,** unit supervisor, Technical Standards Branch, Field Programs Div., Flight Standards Service, from Kansas City, MO ... **David E. Hodge,** manager, International Procedures Branch, Procedures Div., Air Traffic Rules & Procedures Service ... **Sybil Kay Baird Horowitz,** manager, Acquisition & Hearings Branch, Procurement Legal Div., Office of the Chief Counsel ... **Lynn Ellsworth Jackson,** staff chief, International Operations & Organizations Div., Office of International Aviation ... **Roger Martino,** unit supervisor, Office of Acquisition Policy & Oversight ... **William R. McAndrew,** manager, Drug Abatement Branch, Medical Specialties Div. ... **Ronald L. Montgomery,** unit supervisor, Frankfurt, Germany IFO, Flight Standards Service ... **Stephen I. Newborn,** manager, Accounts Payable Branch, Accounting Operations Div. ... **Gary D. Romero,** manager, Evaluations Branch, Evaluation Div., Office of Air Traffic System Effectiveness, from Southwest Region Headquarters ... **Royce W. Wilkerson,** staff officer, Future System Design Staff, Research & Development Service.

Western-Pacific Region

Roy Anderson, technical program manager, Employee Involvement Staff, Airway Facilities Div. ... **Kenneth C. Barnum,** manager, Phoenix, AZ, AFSFO, Phoenix AFS ... **Arthur W. Barton,** area manager, Los Angeles, CA, ARTCC (Palmdale) ... **Dayle A. Buschkotter,** area supervisor, John Wayne Airport ATCT, Santa Ana, CA, from Los Angeles ATCT ... **Vincent N. Carr,** area supervisor, Prescott, AZ, AFSS, from Tucson FSS ... **Diane Coghlan,** unit supervisor, Long Beach, CA, FSDO ... **Paulette G. Cuilla,** unit supervisor, Sierra Nevada AFS, Sacramento, CA, promotion made permanent ... **Ronald D. Emery,** area manager, Los Angeles, CA, ARTCC (Palmdale) ... **Robert G. Fahrenbruch,** area supervisor, Reno, NV, AFSS, promotion made permanent ... **Walter A. Fuller,** area supervisor, Burbank, CA, ATCT ... **Harvey L. Hartmann,** asst. manager for training, Oakland, CA, TRACON ... **Joseph Ray Heil,** operations manager, San Diego, CA, AFS, from regional headquarters ... **Stephen P. Lindsey,** area supervisor, Burbank, CA,

TRACON, promotion made permanent ... **Randall D. Lum,** area supervisor, Maui, HI, ATCT, from Oakland, CA, TRACON ... **Gregory C. Massoud,** supervisor, ATC Automation & Flight Information Program Section, Establishment Engineering Branch, Airway Facilities Div. ... **William E. McNeil,** asst. manager for automation, Southern California TRACON, from NAS Miramar TRACON ... **Thomas Monahan,** manager, Santa Barbara, CA, FSS, from Hawthorne, CA, AFSS ... **Albert H. K. Nam,** area manager, Honolulu, HI, ATCT ... **Ruth M. Ryan,** area supervisor, Oakland, CA, ATCT, from Hayward ATCT ... **Michael J. Stock,** area supervisor, Prescott, AZ, ATCT, from Edwards Air Force Base RAPCON ... **Mike W. Templeton,** asst. manager for training, Hawaii-Pacific (Honolulu) AFS, promotion made permanent ... **Charles E. Weinum,** asst. manager, plans & procedures, Oakland, CA, TRACON.

Retirees

Aeronautical Center

R. Bruce Carter
Troy Gentry
Billy J. Overall

Alaskan Region

Leon F. Chesler
Blanche O. Walters

Central Region

Jesse R. Ball
Lollie O. Brashears

Eastern Region

Patricia A. Gostony
George A. Herrmann
Ronald Ivey
Edmund F. Langland
Ezequiel E. Lopez
Martin L. Perry
John R. Weighall

Great Lakes Region

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Forrest L. Phelps

Northwest Mountain Region

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Richard E. Combs
Roy K. Kamigaki
Lois G. Lauffenburger
Raymond A. Massie
Delray Miller
Donald R. Phillips
Marshall W. Reed
Fred W. Whitaker

Southern Region

Bobby D. Burnham
Hoy B. Huff
Larry E. Smith
Leroy J. Smith
Glenn A. Vance

Southwest Region

Derald W. Bartimus
Alvin T. Coker
Arlie H. Gaines
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Charles F. Sweeney
Glenn L. Waugaman
Patricia Y. Webster

Western-Pacific Region

Howard Brown
Donald J. Chapman
Charles T. Dudley
Jerome V. Katz
Richard F. Layne
Leo A. Yungfleisch

FAA Remembers


Irene Barnett

Irene Barnett. Irene Barnett, well known throughout the FAA as a staunch proponent of opening up career opportunities for women and minorities, died on Friday, November 29, after a long illness.

Mrs. Barnett, 50, recently retired as Director of FAA's Office of Program and Resource Management.

She was recognized for her genuine enthusiasm for civil rights, equal employment opportunity, and agency programs that foster career enhancement and advancement. She worked hard to have these programs diligently applied in the FAA.

Mrs. Barnett's personal involvement in helping others advance extended beyond her immediate office.

She constantly strove to provide career progression opportunities for all employees. Her record shows success for minorities and women in jobs ranging from secretarial to top managerial ranks.

A native of Ebensburg, Pennsylvania, Mrs. Barnett began her government service in June 1959 with FAA. In April 1963, she transferred to the Department of the Navy, where she worked first as a secretary and later as an administrative clerk until October 1964.

Returning to the FAA as an administrative clerk in the Office of Civil Aviation Medicine, she progressed at an accelerated rate, first to become administrative officer and in July 1976 the chief of the office's Program Operations Division.

In April 1982, Mrs. Barnett became acting manager, Program Management Staff, under the Associate Administrator for Aviation Standards. In July 1982, her assignment was made permanent.

Mrs. Barnett received a Senior Executive Career Appointment in April 1986. She served as the Director, Office of Program and Resource Management, until her retirement on October 1, 1991.

While at FAA, Mrs. Barnett received the Senior Executive Service Presidential Rank Award. In June she received the first annual Sue Silverman Award sponsored by the Headquarters Federal Women's Program Committee. She was the committee's choice as the most supportive manager at Headquarters.

Survivors include her husband, H. Wayne Barnett; daughters, Doris West and Laura Lee Barnett; mother, Mary Heresco; sister, Cathy Funk; and two grandchildren.

New Organization

Accounting, Budget Offices Move Up, Information Technology Chief Named

Several important top management changes were made at the FAA in late November, including adding a chief information technology officer and elevating accounting and budget to an assistant administrator position.

Here are the main changes:

✈ The position Assistant Administrator for Information Technology, reporting directly to the Administrator, has been set up. Theron Gray has been named to the new post.

✈ The Office of Management Systems at Headquarters was abolished. All of its information resource functions were assigned to the new Assistant Administrator for Information Technology.

Mike Sherwin becomes Gray's acting Deputy Assistant Administrator. Dana Scott continues his responsibilities in the CORN (Computer Resources Nucleus) project.

✈ The post of Assistant Administrator for Budget and Accounting was created. Nick Stoer, former budget director, takes the new post. His former assistant, Ruth Leverenz, is now budget director.

✈ The position of Associate Administrator for Administration has been abolished, and the budget and accounting offices have been assigned to Stoer's new position.

✈ An expanded executive director's position has been set up.

Now the Office of Aviation Safety as well as appraisal functions, formerly the responsiblity of the now defunct office of the Associate Administrator for Administration, are consolidated under the renamed Executive Director for Acquisition and Safety Oversight.

Darlene Freeman was named Associate Administrator for Aviation Safety. Brooks Goldman becomes Deputy Associate Administrator for Aviation Standards. ■

Effective January 12, 1992

General Schedule Pay Rates for 1992

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	$11,478	$11,861	$12,242	$12,623	$13,006	$13,230	$13,606	$13,986	$14,003	$14,356
2	12,905	13,212	13,640	14,003	14,157	14,573	14,989	15,405	15,821	16,237
3	14,082	14,551	15,020	15,489	15,958	16,427	16,896	17,365	17,834	18,303
4	15,808	16,335	16,862	17,389	17,916	18,443	18,970	19,497	20,024	20,551
5	17,686	18,276	18,866	19,456	20,046	20,636	21,226	21,816	22,406	22,996
6	19,713	20,370	21,027	21,684	22,341	22,998	23,655	24,312	24,969	25,626
7	21,906	22,636	23,366	24,096	24,826	25,556	26,286	27,016	27,746	28,476
8	24,262	25,071	25,880	26,689	27,498	28,307	29,116	29,925	30,734	31,543
9	26,798	27,691	28,584	29,477	30,370	31,263	32,156	33,049	33,942	34,835
10	29,511	30,495	31,479	32,463	33,447	34,431	35,415	36,399	37,383	38,367
11	32,423	33,504	34,585	35,666	36,747	37,828	38,909	39,990	41,071	42,152
12	38,861	40,156	41,451	42,746	44,041	45,336	46,631	47,926	49,221	50,516
13	46,210	47,750	49,290	50,830	52,370	53,910	55,450	56,990	58,530	60,070
14	54,607	56,427	58,247	60,067	61,887	63,707	65,527	67,327	69,167	70,987
15	64,233	66,374	68,515	70,656	72,797	74,938	77,079	79,220	81,361	83,502

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