U.S. Department of Transportation
Federal Aviation Administration

FAA World
June 1992

Achieving the Promise

FAA Expands International Role

By John G. Leyden

The world is moving faster than anyone could have imagined just a few short years ago. The currents of change—fed by the collapse of communism, the growth of the European Community, and the rise of the Pacific Rim—have never run so deep or so swift.

These developments pose new and exciting opportunities for international aviation. No other form of transportation has the airplane's unique capability to transcend political boundaries and bind the nations of the world together, promote peace and stability, and foster trade and commerce.



Global view

FAA acting Administrator Barry Harris is one who believes the United States must play a catalytic role in helping international aviation achieve its promise. "No other country can match our expertise or equal our record of achievement in this field," he notes. "America's historic aviation leadership has served the country and world well, and we must continue to meet the responsibilities that this leadership entails."

This global view of aviation now permeates the entire FAA, according to Michael Moffet, the agency's Assistant Administrator for Policy, Planning, and International Aviation. "In every element of the FAA, people understand more than they ever have that we operate in a global environment," he says. "It's true in air traffic, in aircraft certification, in flight inspection, and in virtually everything we do."

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John Leyden, who retired from the FAA at the end of 1989, has recently authored articles for the *Washington Post*, *New York Times*, and *USA Today*.

His report detailing the jobs of FAA Representatives in London and Singapore will appear in an upcoming *FAA World*.

FYI or our information . . .

September 27 to 30 are the dates for the 1992 annual ATC/Aviation **Golf Great-Away** in Myrtle Beach, South Carolina.

Open to all aviation-related employees, their families, and guests, the tournament is for champions and "duffers" alike. The $445 entrance fee includes three nights in oceanfront accomodations, three buffet breakfasts, two-day tournament, prizes, dinner banquet, and four days of golf on championship courses.

Nongolfers are welcome at reduced rates.

For more information, call or write:

Robert Hardin
Los Angeles Air Route
Traffic Control Center
5313 Monaco Lane
Palmdale, California 93552
(805) 538-1441 or (805) 265-8233

Conference line. Dates for the *Technical Women's Organization* (TWO) 1992 national convention are June 23 to 26 at the Ramada Renaissance Hotel in Atlanta, Georgia.

Reservations can be made by calling (404) 762-7676. Be sure to specify you are attending the TWO convention.

Contact Candy Close (317) 247-2283 for further information.

The *National Hispanic Coalition of Federal Aviation Employees* has scheduled its national training conference for August 11 to 13 at the Embassy Suites in Chicago.

Conference title is "500 Years of Cultural Contributions."

"Don't miss this opportunity to attend," says Jose Joga, the coalition's national director of public affairs. "After all, it only comes around every 500 years!"

Call 1-800-E-M-B-A-S-S-Y by July 10 for reservations. For more information, contact Myrna Rivera at (312) 694-7893 or Aida Ramos at (312) 694-7874.

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U.S. Department of Transportation
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FAA World

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Your Pay

Making It More Accurate, Timely

A system that makes documenting time and attendance easier and more accurate is now being used to compute pay for over 23,000 Department of Transportation employees each pay period.

ETAMS, the Office of Accounting's Electronic Time and Attendance Management System, is an application software program that allows time and attendance (T&A) clerks to enter data directly into a personal computer or terminal. Screen displays replicate the standard T&A forms.

Some benefits of the system are:

- Decreases in amendment entries. Because the cutoff time for the T&A clerk to make entries is moved to the Monday after the end of the pay period, employees' weekend work can be entered before the cutoff, not handled by amending entries.
- Elimination of scanner or keying errors.
- No more lost or delayed T&A forms.
- Elimination of express mail costs.
- Fewer errors because editing can be done on-screen.
- Savings in time spent keying in data on original and amended T&As. Only "exception data"—overtime, leave, etc.— need to be entered.
- Reduction of overtime pay at the payroll center. Under ETAMS, payroll technicians no longer spend time keying in data from manual T&A forms.

ETAMS originated in FAA's Southern Region as a subsystem of the Air Traffic Administrative Management System (ATAMS). In 1989 it was installed in the 22 air route traffic control centers nationwide.

Since that time, seven of the nine regional offices, a U.S. Coast Guard facility at Curtis Bay, Maryland, the Office of Accounting, the Office of Information Technology, and one facility in the Office of the Secretary have installed ETAMS.

Full scale implementation in FAA Headquarters began in October 1991. As of May 1992, a total of 184 T&A clerks were trained to use ETAMS, and approximately one-third of Headquarters organizations are electronically transmitting T&A data to the Atlanta paysite.

Implementation and training for the remaining Headquarters organizations will continue through fiscal year '92. ✲

'A Past with a Future'

FAAers Win First, Third, and Semifinalist Positions

FAA secretaries really got into the competition of this year's DOT Essay Contest. In total, the department received 126 entries. First prize was a $100 savings bond. Contest winners from FAA are:

Connie Coleman-Lacadie
first place
Civil Aviation Security Division
Northwest Mountain Region

Misty King
third place
Human Resource Management Division
Southwest Region

Nancy McDonough
semifinalist
Automation Division
FAA Technical Center

Gloria McMullen
semifinalist
Civil Aviation Security Division
Southern Region

Christine Scott
semifinalist
Human Resource Management Division
Great Lakes Region

Sherri Stevens-Mack
semifinalist
Human Resource Management Division
Alaskan Region

Kimberly Tweedle
semifinalist
Civil Rights Staff
FAA Technical Center

Essays had as a theme, "A Past with a Future." In the first round of the competition, a panel of National Federal Women's Program managers from DOT modes gave marks for originality and content. A panel of secretarial peers judged the second round.

FAA winners attended the April awards ceremony in Washington, DC. DOT's Federal Women's Council also hosted a luncheon. ✲

International Role

from page 1

Standardization key

Moffet notes that FAA already has made the international standardization of aviation rules and procedures one of its top priorities for the 1990s. Major efforts are underway to:



Flanked by Chinese interpreters Feng Wei-gang and Yang Dong at the Beijing Airshow are Western-Pacific Region FAAers Al Greenberg, flight standards inspector, and Harold Caccamise, avionics inspector, and Jean Herz, AIA-220.

- "Harmonize" safety rules and regulations.
- Improve security at foreign airports serving U.S. destinations.
- Promote adoption of a worldwide, space-based air traffic management system to enhance safety and expand capacity.

Economic challenges

In addition, Moffet emphasized that having FAA people abroad is very important to American industry. "We have a legitimate mission requirement to be there, but there also are significant economic benefits to the country," he says. "FAA's strong regulatory infrastructure has helped to shape the demand for U.S. products overseas. The fact that something is certified to FAA standards carries great prestige. It's vital to America's competitive position that FAA continues to provide these services on a worldwide basis."

Although America remains a strong "number one" in the aviation business, multinational consortiums have arisen in recent years to challenge U.S. leadership. Indeed, multinational joint ventures have become the rule rather than the exception. Even highly successful U.S. manufacturers, like Boeing, have found it necessary to take on foreign partners to spread the costs and risks of major programs, as well as ensure access to overseas markets.

Parallel trends are apparent in the airline industry as commercial carriers around the world are showing increased interest in partnerships, route agreements, and other cooperative efforts in order to keep pace with the steadily increasing demand for international air travel. There also has been dramatic growth in international aircraft leasing, and the shift is expected to continue, growing from the current 50 percent of the total fleet to 70 percent by the mid-1990s.

A diverse industry

These developments have underscored the need to harmonize the standards, practices, and procedures of the world's leading aviation nations, particularly as they apply to aircraft certification.

A recent report by the Administrative Conference of the United States, for example, pointed out that the aviation industry has become so diverse—more than 30 countries now have "significant" aeronautical production capabilities—that international regulatory cooperation is essential to its continued success.

"Unless airworthiness standards are reasonably similar around the world, aircraft manufacturers cannot effectively engage in that manufacture on an international basis," the report added. It also pointed out that American manufacturers would be particularly affected since 60 percent of the worldwide market in aircraft lies outside the United States.

Multinational in character

Craig Beard, director of the Aircraft Certification Service, says it's a misconception to think of aircraft companies as national entities. "They may have their corporate headquarters in one country; but their aircraft are being built all over the world, and they are being accepted and flown all over the world," he relates. "It's a multinational industry we're trying to regulate through lots of sovereign authorities. The only way we're going to succeed is through good networking."

Beard notes that the nations of Western Europe already have taken a giant step toward harmony in the regulatory arena with the establishment of the European Joint Aviation Authorities (JAA) to develop common aviation standards for the 19 member states. FAA, in turn, has worked closely with the JAA for a number of years to ensure that the United States and Europe are traveling parallel courses.

In addition, Beard says, the agency is reaching out to other countries with established or emerging aerospace capabilities. These include the former Soviet Union, the People's Republic of China, Japan, Indonesia, Australia, and the other nations of the Pacific Rim.



Photo by Dan Feiger

The Stealth fighter was displayed at the Paris Airshow.

Cutting costs

"Worldwide standards not only would serve the interests of safety but also go a long way in trying to reduce the economic burden of multiple certifications," Beard continues. "That's really where we're trying to take it right now. Boeing and Douglas and Airbus, too, incur an enormous financial burden by having their aircraft first certified by their domestic authority and then having the other authorities come in and redo it. By harmonizing standards, we would be able to depend on one another more and have less and less duplication."



Photo by Jean Herz

Crowds were dense at Beijing Airshow exhibits.

Foreign repairs

Closely aligned with the airworthiness issue is FAA certification of foreign repair stations overseas. Requests for FAA certification of these facilities has increased significantly since adoption of a 1988 rule expanding the scope and type of work that can be performed on U.S.-registered aircraft outside the country.

The rule change was prompted by the increasing international nature of aviation and recognized the fact that many U.S. carriers—the regional airlines in particular—now operate large numbers of foreign-made aircraft. However, the rule change provoked strong opposition by those who believed it would lead to a loss of American jobs and possible deterioration of safety standards.

The economic argument is answered in part by people like Don Schmidt, the FAA Representative in Singapore. He pointed out that there are 22 certificated repair stations in Singapore alone and said 80 percent of all the product that goes back into those aircraft to maintain them comes directly out of the United States. The experience of the domestic repair stations also contradicts these fears. Aviation repair and maintenance long has been a "nonexporter" industry where U.S. facilities compete very effectively.

Emphasis on safety

Congress, itself, preempted the safety argument by directing FAA not to certificate any foreign repair station until it has adequate staffing to provide continuing surveillance of these facilities. Indeed, the FAA emphasis on safety is the principal reason the certification backlog in the Europe, Africa, Middle East region alone now stands at more than 150. However, the recent approval of 15 flight standards inspectors for the new London International Field Office should help.

The increased pace of international operations also has expanded the range and opportunities for terrorism and other criminal acts directed against U.S. aviation interests overseas. The dimensions of the task are illustrated by the fact that approximately 40 U.S. carriers currently serve nearly 250 foreign airports, each of which by law must be FAA inspected at least once a year.



Photo by Jean Herz

Topped with a red, white, and blue logo, this tower identified U.S. exhibits at the Paris Airshow.

Although the focus of recent media attention has been on civil aviation security in Europe and the Middle East, FAA's Deputy Assistant Administrator for Civil Aviation Security Jack Gregory pointed out that it continues to be a global concern. "We've got a lot of terrorism in other places you don't necessarily hear about, such as Latin America and parts of the Pacific," he notes. "These problems also must be addressed."

Security expanded

Still, the major build-up in security overseas has occurred within the territory of the agency's Europe, Africa, and Middle East office. Security chief Ross Hamory said the FAA has gone from six or eight security people in the region to more than 40. At the same time, the number of cities with resident FAA security people have multiplied.

FAA's European director Pat Poe cited the Persian Gulf War as an outstanding example of the increased level of international cooperation on civil aviation security matters. He calls the joint security effort an example of the "collective will" to win against terrorism. "It was an extraordinary period for cooperation," he adds, "and I think the evidence of the good job done by Ross and his people is that our fears of widespread terrorism never materialized."

Satellites

FAA also has pushed hard for the creation of a worldwide air traffic management system based on the use of satellite systems, such as the U.S. Global Positioning System (GPS) and the Soviet-developed Global Navigation Satellite System (GLONASS).

This concept was strongly endorsed last fall by representatives of 85 nations attending the International Civil Aviation Organization's

10th Aviation Navigation Conference.

They agreed that satellite technology offers the best means of achieving worldwide improvements in aviation communications, navigation and surveillance. Although many issues still must be resolved, the consensus was that such a system could be phased into service during the next 10 to 20 years.

Free use

Perhaps the most dramatic event at the ICAO meeting in Montreal was the announcement by former FAA Administrator James Busey that the U.S. government is offering its $10.5 billion GPS system to civil aviation users around the world at no charge for a minimum of ten years, starting in 1993. When completed in 1993, GPS will be a constellation of 21 operating satellites and three spares orbiting the earth every 12 hours at an altitude of 11,000 miles. The new technology is expected to have its greatest impact on the oceanic routes where the present lack of surveillance capability mandates the use of inefficient separation standards that waste airspace and constrain the growth of international air traffic.

Joint programs

Several efforts already are underway to facilitate the introduction of a satellite-based air traffic management system, including a joint program with the Russians to develop integrated equipment that would allow civil operators to use the signals from both GPS and GLONASS. Similar initiatives are in motion on the operational side. FAA air traffic managers, including five professionals based in the Brussels office, are working with their international colleagues to ensure that the gains in new technology are matched by improvements in international air traffic procedures.



Photo by Jean Herz

Former Chinese Second Secretary for Science and Technology Cheng Yongzeng, second from left, introduces successor Zhao Kangyuan, far right, to Joan Bauerlein, director of International Aviation, and deputy director John Hancock, far left.

Technical expertise

In addition to its new priorities, FAA also must continue to meet its traditional obligations in the international aviation area—that is, providing technical assistance, training, and a variety of support services. For example, Office of International Aviation director Joan Bauerlein points out that FAA currently has some 270 technical assistance agreements with over 100 countries covering a range of activities.

FAA also operates international flight inspection field offices in Frankfurt, Germany, and Tokyo, Japan, to ensure the accuracy of air navigation and landing aids operated by FAA, the Department of Defense, and certain foreign countries on a reimbursable basis. Flight inspection aircraft from Tokyo, for example, range the western Pacific checking navaid signals and even reach out to the Maldives in the Indian Ocean.

Training and 'outreach'

Training foreign aviation personnel is another important function, and the agency currently instructs more than 400 foreign students a year at the FAA Academy in Oklahoma City in subjects ranging from computers to airport planning.

A somewhat related effort is the recent establishment of a major outreach program that provides seminars for top foreign aviation officials on the inner workings of the U.S. aviation system. These training and outreach activities not only help to increase international standardization but also promote American aviation products and procedures.

Symbol of excellence

Despite the increased FAA overseas activity, Bauerlein sees no danger that the agency will wear out its welcome anytime soon. She notes that FAA enjoys unmatched prestige around the world, and its standards and procedures are recognized internationally as the symbols of excellence in the aviation field.

"As far as I can tell, the people in these countries, with few exceptions, are glad to have us there," she says. "They benefit, and we benefit, so it's a situation where everyone stands to be a winner." ✲

See an article about several of FAA's representatives abroad in an upcoming *FAA World*.

Economic Punch

Aviation has been a major factor in the U.S. economy since the roll out of the DC-3 on the eve of World War II and became even more important in the post-war years. Today, civil aviation generates more than $500 billion worth of economic activity every year in the United States. Other statistics tell a similar story:

- More than 80 percent of the world's commercial jet aircraft are either manufactured in this country or depend on major American-made components, such as engines.
- Exports of U.S.-made civil aircraft, engines, avionics, and other aviation products now are twice the value of the next largest export, agricultural products, generating $80 billion in foreign exchange annually.
- Better than 50 percent of the aviation products produced in the United States are sold abroad. Total order backlogs for these products reached $223 billion at the end of 1989.
- International travel is the fastest growing segment of the aviation market, up nearly 65 percent for U.S. carriers over the last decade. About 25 percent of all passenger miles and nearly 50 percent of all freight miles now are international. ✲

Wave of the Future

FAA's Newest Challenge: Managing Diversity

The times, they are a'changing and changing fast—as the FAA and the rest of the nation get ready for a much more culturally diverse work force.

By the year 2000, it is estimated that 47 percent of the work force will be women. Minorities and immigrants will hold about 26 percent of the jobs.

That's one reason why recruiting, training, and retaining employees to work in a more diverse agency is emphasized by DOT and FAA officials. One of the four FAA 1992 objectives is to increase diversity at the agency through education and increasing the representation of women and minorities at higher levels.

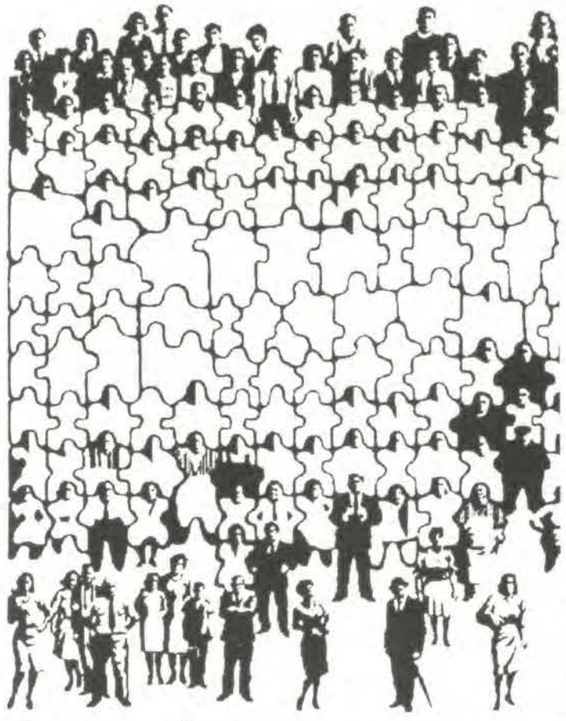
Now the FAA has a central diversity office in the Staffing Policy Division, APN-200, at Headquarters. The new manager, David Benton, has an extensive background in EEO and affirmative employment programs at city, state, and federal levels. The office's job is to make sure the FAA is a smart employer by seeking diversity and recognizing that everyone adds value to the agency's ability to do its job well.

In addition to developing a guide on managing diversity, which is being distributed to top level managers, here are highlights of other FAA diversity initiatives:

- The National Oversight Committee for Persons with Disabilities was created earlier this year within the FAA. It focuses on hiring people with disabilities and implementing provisions of the Americans with Disabilities Act.

- The Western-Pacific Region is developing guidelines for exit interviews with employees leaving the FAA. Their purpose is to identify and correct deficiencies that prevent the FAA from achieving work force diversity.

- The Human Resource Management Division and Civil Rights staffs have had joint sessions to develop guidelines and initiatives for managing diversity. Managers in these two major organizations have also undergone training in diversity.



- Several organizations have conducted diversity awareness and training sessions from one day to one week. One of the courses focuses on intervention in dealing with sexual harassment. The Office of Human Resource Development's Career Systems Division has also compiled a list of vendors who provide training in diversity and sexual harassment.

- In the last year the FAA has improved its procedures for developing applicant and hiring goals that hold top managers accountable for affirmative employment, recruitment, and diversity. The EEO Executive Committee established hiring goals for the remainder of the 1992 fiscal year by comparing hiring opportunities in the agency's largest occupational fields to the available labor force.

- Wanda Reyna, manager of the Office of Personnel's Staffing Policy Division, regularly briefs FAA managers on managing diversity and steps and processes for improvement.

- FAA's national recruitment team developed and conducted training for all full-time and collateral-duty recruiters. Included was information on diversity, cooperation, and coordination with the Historically Black Colleges and Universities, Hispanic Association of Colleges and Universities, and the Tribal Affiliated Colleges and Universities.

- Assessment panels for agency selection systems routinely include members of protected groups. The Office of Human Resource Development requests support from special-interest coalitions for member participation. ✲

Excellence in EEO



FAAers from all over the country received recognition at the fifteenth Annual Administrator's Awards for Excellence in Equal Employment Opportunity.

In late March, acting Deputy Administrator Joe Del Balzo presented 26 FAAers from all over the country with plaques and engraved DOT bronze superior achievement medals for their promotion of equal employment opportunity in 1991.

The Fifteenth Annual Administrator's Awards for Excellence in Equal Employment Opportunity, held in the Washington Headquarters auditorium, was sponsored by the Office of Civil Rights.

These awards for superior achievement recognized significant achievements in support of the equal employment opportunity program, achievements that may serve as an inspiration to others. They are the highest agency awards for achievement and may be granted only by the Administrator.

Del Balzo assured the packed auditorium that "with people of this quality strategically postioned throughout the organization, we can face the future with optimism."

Four of this year's winners were also awardees in previous years:

Susan House, Alaskan Region

Dr. H. C. "Mac" McClure, Mike Monroney Aeronautical Center

Leonard Wheeler, Northwest Mountain Region

Alice Wong, Washington Headquarters

From 76 nominations, a special selection panel picked the 1991 award recipients:

Verna Allen
Personnel Staffing Specialist
Mike Monroney
Aeronautical Center

Robert Bartanowicz
Deputy Regional Administrator
New England Region

Joan Bauerlein
Director, Office of International Aviation
Washington Headquarters

Monte Belger
Executive Director for Acquisition and Safety Oversight
Washington Headquarters

Allan Brilliant
Airway Facilities Sector Manager
New England Region

Dorothy Marie Davis
Air Traffic Management Coordinator
Great Lakes Region

Pamela Foss
Manager, Human Resource Management Division
Washington Headquarters

Adam Greco
Manager, Automated Flight Service Station
Eastern Region

Marisue Haigler
Assistant Manager, Airports Division
Southern Region

David Hanley
Manager, Flight Standards Division
Great Lakes Region

Angelique Hassan-Miller
Computer Program Analyst
FAA Technical Center

Susan House
Air Traffic Controller
Alaskan Region

John Iberg
Manager, Aviation Careers Examining Division
Mike Monroney
Aeronautical Center

Cheryl Jackson
Program Analyst Supervisor
Office of Aviation System Standards
Oklahoma City

Cindy Jo Korn
Air Traffic Resource Management Specialist
Northwest Mountain Region

Ceremony Lauds 27 FAAers

Dr. H. C. "Mac" McClure
Director
Mike Monroney
Aeronautical Center

Loretta McNeir
Civil Aviation Security Inspector
Washington Headquarters

Neil Planzer
Director, Office of Air Traffic Program Management
Washington Headquarters

Nancy Richmond
Air Traffic Administrative Officer
Central Region

Linda Rose
Manager, Financial and Information Resources Division
Northwest Mountain Region

Harvey Safeer
Director
FAA Technical Center

Diana Story
Personnel Staffing Specialist
Mike Monroney
Aeronautical Center

Leonard Wheeler
Aviation Safety Inspector
Northwest Mountain Region

Alice Wong
Manager, Engineering Specialities and Configuration Management Division
Washington Headquarters

Robert Woodruff
Manager, Budget Operations Division
Washington Headquarters

Mel Yoshikami
Manager, Airway Facilities Division
Northwest Mountain Region



A special selection panel picked the 1991 recipients from 76 nominations.

1991 Outstanding Physically Challenged Employee of the Year

Kimberly Ann Wallis
Inventory Management Specialist
FAA Logistics Center



Also at the March Headquarters ceremony, Kimberly Ann Wallis was recognized as 1991's Outstanding Physically Challenged Employee of the Year. Wallis, who works at the FAA Depot in Oklahoma City, was awarded for her courage, initiative, and superior job performance.

Noted were her outstanding record of achievement, her relationships with others, and her promotion of a positive attitude toward the physically challenged.

Her award recommendation reads in part:

"Kim's courage and determination has renewed our strength in coping with our daily problems."

Wallis was responsible for administratively running an office of more than 30 people. Seriously injured in an automobile accident in 1988, Wallis is "an overachiever who strives to better herself," says her supervisor.

She has already completed 72 credit hours toward a business management degree and plans to return to school this summer. ✲

'Outstanding Achievement and Performance'

Air Traffic Facility of the Year Awards

The 1991 "Air Traffic Facility of the Year" was selected in each of six categories based on "its outstanding achievement and performance." Plaques and certificates will be presented at regional awards ceremonies.

From this year's 37 nominees, here are the winners, along with a brief description of their achievements during calendar year 1991:

Automated Flight Service Station
Grand Forks, North Dakota
Great Lakes Region



Seated, left to right, at Grand Forks AFSS are Bob Erickson, Mike Krause, Steve Cook, Mark Welter, George Kelley, Dan Hammond, Eric Berglund, and Damian Ludwig. Bill Fischer, Kari-Ann Drye, Gary Griffin, Paul McGinn, and Bob Jantzen are standing.

Selected over seven other nominees, Grand Forks AFSS in 1991 provided 427,481 total flight services without any operational errors or deviations. The average pilot-wait service time was six seconds. The facility received a 98 percent in the national evaluation last September, and facility management conducted three internal full-facility evaluations.

Grand Forks has very progressive employee development and human relations programs, and personnel are involved with user and citizen organizations at local and state levels.

Specialists conducted three actual flight assists and 500 simulated assists.

The facility exceeded Technical Performance Appraisal Program requirements by some 300%.

Personnel completed 67 agency training courses and 25 self-development courses. One employee received a college degree, and four others attended college.

Two employees received temporary promotions to area supervisor, and six received career development promotions. Eight co-op students were promoted, and 20 developmental specialists achieved full performance level.

Facility employees are active in the Partnership Action Plan Participative Management Committee, various work groups, and two quality action teams. They were involved in 67 external aviation activities, reaching some 4,134 users during 1991, and participated in 639 community outreach activities.

Robert Fishman is manager of the Grand Forks AFSS; Leonard Hopkins is assistant manager.



Bob Fishman, Linda Sullivan, Leonard Hopkins, Tina Young, and Shelley Kumru of the Grand Forks, North Dakota, Automated Flight Service Station

Flight Service Station
Grand Junction, Colorado
Northwest Mountain Region



Fred Amends, Darryl Dellarossa, and Rodney Shaffer, Grand Junction, Colorado, Flight Service Station

Grand Junction Flight Service Station, selected over two other nominees, provided over 108,000 total services, including 30,026 pilot weather briefings, with less than authorized staffing and minimum overtime. Average staffing at this 24-hour facility was eight full performance specialists and the manager, who is current on all positions. Existing staff performed all administrative duties.

The facility's high-quality service was requested by a significant number of pilots outside the assigned flightplan area.



Grand Junction's Mark Spina plots lost aircraft.

Personnel provided briefings to the Confederate Air Force and U.S. Forest Service for individual missions. They gave tours and briefings on flight service activities to the Civil Air Patrol, local public schools, aviation institutes, and the local Ninety-Nines chapter.

The facility received a letter of appreciation for the support it provided during President Bush's June visit to Grand Junction.

Rodney Shaffer is manager of the FSS.

Air Traffic Control Tower (Levels I-III)
Danbury, Connecticut
New England Region



Controllers at work in Danbury, Connecticut, Air Traffic Control Tower

Danbury ATCT, with no operational errors since its commissioning in 1973, was selected from eight other nominees.

An Operational Error Prevention Program Team meets quarterly and is very active at the facility where high employee participation has produced a cooperative, can-do attitude. Directives for the facility's Training/Quality Assurance and Controller-in-Charge Programs have been used as models for implementation at other facilities.



At Danbury tower

Six of Danbury's employees completed 776 hours of directed study courses, and two successfully completed the supervisory individual development process (SIDP).

Facility personnel participated in all local ground school and airport training programs. Also, they were invited to instruct other facilities about on-the-job training instructor and examiner—OJTI and OJTE.

Accomplishments for the year were achieved without the use of overtime. In fact, the facility has used no overtime in the past four years.

The facility received an outstanding evaluation in February 1991, with a conformity index of 97 and numerous items identified as "commendable"—for instance, the facility average for sick leave taken was less than eight hours per person annually over the last five years.

Robert Richardson is facility manager.

Air Traffic Control Tower (Levels IV-V)
Charlotte, North Carolina
Southern Region

Charlotte ATCT won over seven other nominees. It increased airport efficiency while reducing operational errors by developing procedures for better runway use, which increased operations by 20 percent on a north flow. Delays were reduced by 16.9 percent and operational errors by 60 percent.

The facility handled over 451,000 airport operations. It certified 19 full performance level controllers and reduced the average time required to certify by 30 percent.

Charlotte tower participated at the Southern Women's Show and the NAACP Job Fair and sent speakers to meetings of local businesswomen. It received a commendation from the Office of Civil Rights for its recruitment of minorities and women.

Manager of Charlotte tower is Philip Loftin.

Air Route Traffic Control Center
Atlanta, Georgia
Southern Region

Atlanta center was selected as the 1991 en route facility of the year over six other nominees.

The center reduced its operational errors by 31 percent, reduced delays into the Atlanta airport by 44 percent and the Charlotte airport by 17 percent, and successfully handled 36 flight assists.

Under an aggressive quality assurance plan, the facility conducted 24 internal evaluations; processed more than 1,000 inflight monitors, with less than one percent categorized as derogatory; and developed an action plan to increase incident awareness.

The center's 96 percent conformity index was the highest at an en route facility.

Seventy-plus employees developed individual development plans including 14 minorities and 22 women. Its co-op students had a success rate of 88 percent at the academy and one of 98 percent in phases V through XI of controller training.

The center sponsored many personal enrichment seminars for employees, initiated a spouse day, provided a stay-in-school program, and supported charities. It conducted 16 pilot/controller forums, participated in the Air Line Pilots Association International's safety forum in San Diego, conducted 90 tours for more than 800 people, and developed a program to share operational information with 16 air carriers.



Here are some of the 106 employees at Charlotte ATCT, front row from left: Wendy Nelson, Jeff Solomon, Jim Koon, and Judith Brown.

Second row: Donna Welker, Lynn Pacetti, Mark Bostic, Steve Hadley, Joe Silva, and Bob Hertzog.

Third row: Howard Rainey, Glenn Ray, Nick Susco, Jeff Medford, and Reginald Kitchens.

Stan Ensley manages Atlanta ARTCC; Steve Harless is assistant manager.



Charlotte, North Carolina, Air Traffic Control Tower

Special Award
Kansas City International Air Traffic Control Tower
Central Region

This award is based on Kansas City ATCT's outstanding performance and professionalism during 1991, especially while located in temporary quarters.

On September 13 the tower and associated TRACON were evacuated because of an asbestos hazard. Employees did not return to the facility to resume full operations until November 14. During that time, airport operations were conducted from a mobile tower, and radar operations were controlled from Kansas City center.

Even though there were some interruptions, tower personnel provided quality air traffic services under trying conditions. Their exemplary effort, in concert with daily user briefings and twice-daily staff briefings, resulted in few user or controller complaints.

The tower administers an effective Quality through Partnership Program and an aggressive training program, which includes cross-training for hub controllers, co-op training, a facility training course for satellite managers and training specialists, and supervisory individual development opportunity.

"Back to basic" training resulted in a 27-month period free of operational errors, not broken until September 13.

The facility, which has developed many methods of enhancing efficiency and improving the quality of worklife, received a conformity index of 97.4 on its 1991 national evaluation.

Don Hensley is tower chief. Assistant manager is Elizabeth Wallis. ✲



Charlotte air traffic controllers

They Made It!

Leadership Program for '92

Fourteen FAA women have been selected from 29 candidates nationwide to participate in the 1992 WEL—Women's Executive Leadership Program—sponsored by the Office of Personnel Management.

Selectees are:

Aileen Arakawa
Administrative Officer
Western-Pacific Region

Lisa Aveni
Public Affairs Specialist
FAA Technical Center

Linda Brown-Williamson
En Route Flight Advisory Specialist
Great Lakes Region

Concetta Cron
Realty Specialist
Alaskan Region



In May this year's Women's Executive Leadership Program participants met for a week-long orientation session in Washington, DC.

Kim Curry
Air Traffic Control Specialist
Central Region

Rosetta Francis-Robinson
Personnel Staffing Specialist
Southwest Region

Sharon Jarvis
Air Traffic Control Specialist
Northwest Mountain Region

Christine Mangano
Air Traffic Control Specialist
New England Region

Frannette Manns
Computer Programmer
FAA Technical Center

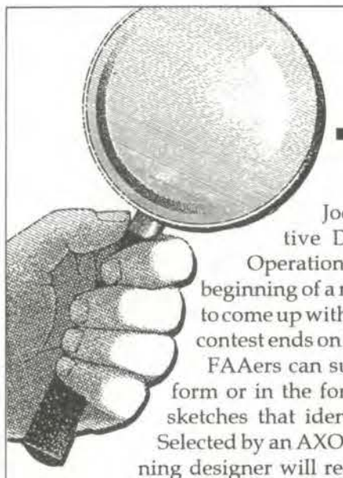
Dawn Marie
Aviation Safety Inspector
Northwest Mountain Region

Denise Miller
Special Assistant
Washington Headquarters

Nancy Montgomery
Management and Program Analyst
Washington Headquarters

Arlene Salac
Public Affairs Specialist
Southern Region

Gloria Snowden
Management Analyst
Washington Headquarters



Logo Search Nationwide

The search is on for designing FAAers.

Joe Del Balzo, Executive Director for System Operations, has announced the beginning of a national competition to come up with a logo for AXO. The contest ends on Monday, August 10.

FAAers can submit entries in text form or in the form of drawings and sketches that identify AXO concepts. Selected by an AXO committee, the winning designer will receive a U.S. savings bond. The winning logo will be formalized by an artist.

Submissions should be sent to Madeline Taylor, AXO-2, phone number (202) 267-3499.

Here are some key words or thoughts that could represent AXO:

- Spirit
- Links/linking
- Vision for tomorrow
- Meeting challenges—for instance, those of the 21st century, the future
- Cross-organizational connections
- Horizontal integration

Forging the Connections

Airway Science Program Hosts Roundtable Two

FAA's Airway Science (AWS) Program aims to forge a partnership among the agency, academia, and industry in establishing a path through education to train those who want to work in the aviation field.



Dr. George Thomas, ACR-4, was a roundtable participant.

Its second annual roundtable sponsored by the Office of Training and Higher Education showed that it is well on the way to setting up the right connections. One participant compared its growth to the way a redwood gains strength—through a very powerful interconnecting network of roots.

Another, Belinda Zamer, deputy director of the Office of Training and Higher Education, paralleled the growth of the airline industry with the AWS Program. "This marked growth requires planning, partnerships, and participation among government, industry, and academia," Zamer said. She calls the program "an outstanding example of an established educational partnership that can help prepare technically competent individuals to meet both the FAA's and the airline industry's work force goals."

New this year to the growing program is manager of the Higher Education and Advanced Technology Staff Patricia Coleman.

More grants for '92

AWS appropriations for 1992 were $20 million, up from last year's $11.5 million. During the program's eleven years of operation, funds given to educational institutions for airway science programs have topped $82 million.

"Students are the real beneficiaries of AWS," says Virginia Krohn, AWS grant program manager. "Their educational opportunities have been enhanced by access to state-of-the-art academic facilities and equipment that money from the program provides," she adds.

Through fiscal year '91, the FAA has awarded 69 AWS grants to 35 different institutions. Minority colleges and universities have received 24 percent of the grant funding.

Curriculum issues

Margaret Powell, AWS curriculum program manager, discussed current goals for the growing program and requested suggestions for finetuning in areas such as:

- Campus visits. Companies were welcomed to visit member campuses.
- Ways to communicate information about employment to students.
- Curriculum expansion. Currently, guidelines for a two-year curriculum program are being developed and published.
- Increasing the number of AWS institutions.
- Ways to market airway science.
- Setting up an AWS database for statistical reporting and monitoring.

There are now 50 FAA-recognized AWS institutions—up from the 44 of last year—Gary Kitely, executive director of the association, told the group.

The meetings brought together five representatives from academia and nine from private industry to join eleven FAAers in telling about updates in program areas and action items agreed upon at last year's roundtable. Specific commitments to support the recruitment, training, and placement of AWS students were also sought—and given.

More involvement

Vice presidents of Harris Corporation, IBM Corporation, and Diversified International Sciences Corporation—Dave Halley, William Carson, and Phil Davis, respectively—committed their organizations to involvement in AWS recruitment, cooperative education, and internship training. Elizabeth Matarese, American Association of Airport Executives, and Kathy La Sauce, National Aviation Club, pledged to query membership on their willingness to mentor AWS students and sponsor intern programs.

Shelly Snyder, General Aviation Manufacturers Association, agreed to distribute resumes from AWS students to member companies. Further accomplishments will be reported at the AWS Symposium on July 9.

Walt Coleman, vice president operations of the Air Transport Association, urged aviation organizations to help guide the AWS program. "We ought to be involved," he said. "Those with an interest in the results should be its guide," he believes. ✲



New Addition

Joe Kisicki, director of the Office of Training and Higher Education, presents a plaque to Dr. Del Weber, chancellor of the University of Nebraska at Omaha, for instituting a "tri-option" Airway Science (AWS) Program.

The three major aviation curricula the school now offers are aircraft systems management, airway computer science, and airway science management.

To the left are Bill Shea, director of the school's Aviation Institute, and Dr. John Farr, associate vice chancellor academic affairs.

Margaret Powell, FAA's AWS curriculum program manager, and Dr. Otto Bauer, vice chancellor academic affairs, are at right.



Those at the roundtable came from government, industry, and academia.

Career Moves

Selections have been made for the SOAR–System Advancement and Recognition—program GM-15 positions. The SOAR program, which aims to place women in higher-grade management positions, is in the System Development organization.

Of the 149 applicants, 64 made the best qualified list.

For the next year, the 15 selectees–12 women and three men–will participate in seminars, shadowing, and mentoring activities. They will take graduate courses at Rutgers University, earning a certificate in management.

SOAR selectees for the **FAA Technical Center** are:

Barbara Cassada, traffic management unit supervisor from Denver ARTCC.

Patricia Mabis, Operations Section supervisor from AAC-482.

Frances Mackuse, technical program manager from ACN-250.

Janet Sue Spurgeon, organizational development specialist from ACM-100.

Laurel Tootell, program analyst from ACM-20.

In the **NAS Development** organization they are:

Sharon Darnell, supervisory computer systems analyst from AIT-400.

Veronica Jordan, supervisory general engineer from ANN-300.

Loretta Parker, program analyst from ASM-300.

Lawrence Randall, electronics engineer from AHT-400.

Rajendra Saroop, Resource Management Staff assistant manager from ASM-10.

Selectees in **System Engineering and Development** are:

Diane Essig, program analyst from APM-130.

Charles Friesenhahn, program analyst from ASF-250.

Frances Melone, supervisory management analyst from AIT-560.

Carolyn Strano, computer specialist from AAP-230.

Gayle Thornton, electronics engineer from ANW-120. ✲

Information in the "People" section is extracted from the Consolidated Personnel Management Information System.

Space permitting, actions of a change of position and/or facility at the first supervisory level and to division manager in offices are published.

Aeronautical Center

William J. Barron, academy 3R instructor, FAA Academy, promotion made permanent ... **Robert C. Burn,** manager, Printing & Distribution Branch, Management Services Div. ... **Frank J. Impagliazzo,** branch manager, Aircraft Maintenance & Engineering Div., Atlantic City, promotion made permanent ... **Edward Wallace Lucke,** supervisor, Flight Operations/Scheduling Section, Battle Creek, MI, FIFO, promotion made permanent ... **Judith I. Lyde,** supervisor, Office Automation & CPMIS Section, Program & Project Management Branch, FAA Academy ... **Ted O. McCarley,** manager, Systems Technology Branch, Management Program Staff ... **Michael J. Miressi,** supervisor, Navaid Analysis Section, Data Analysis Branch, Flight Procedures & Inspection Div., promotion made permanent ... **Linda M. Modestino,** academy 3R instructor, FAA Academy, promotion made permanent ... **Deloris A. Mull,** supervisor, Aircraft Examination Section D, Aircraft Registration Branch, Airmen & Aircraft Registry Div., promotion made permanent ... **Mary E. Rushing,** supervisor, Aircraft Examination Section E, Aircraft Registration Branch, Airmen & Aircraft Registry Div., promotion made permanent ... **Ronald D. Russell,** supervisor, Aviation Safety Systems Section, Application Systems Branch, Data Services Div., promotion made permanent ... **James J. Thompson,** manager, Payroll Branch, Accounting Div., promotion made permanent ... **Jaurita A. Voyles,** manager, Operations Branch, Financial Management Staff, promotion made permanent ... **Robert C. Walker,** academy 3R instructor, FAA Academy ... **Lendell Wallace,** supervisor, Product Section, Quality Control Branch, FAA Logistics Center, promotion made permanent.

Alaskan Region

Kent Curtis Adams, deputy branch manager, Anchorage Flight Standards District Office ... **Albert E. Bauman,** unit supervisor, Fairbanks Flight Standards District Office, promotion made permanent ... **Victoria H. Clark,** asst. manager, Anchorage FSS, from regional headquarters ... **Carl E. Cowgill,** asst. manager, Air Traffic Div., from FAA Academy ... **John H. Craft,** manager, Merrill ATCT, Anchorage ... **Arthur R. Cummings,** unit supervisor, Anchorage ARTCC AFS ... **John R. Hallinan,** staff chief, Technical Analysis Branch, Flight Standards Div., promotion made permanent ... **Eugene J. Wehe,** area supervisor, Juneau AFSS, from Yakutat FSS.

Central Region

David R. Cryderman, area supervisor, Kansas City International ATCT ... **Steven J. Lyon,** area supervisor, Columbia, MO, AFSS, promotion made permanent ... **Shawn T. May,** area supervisor, Columbia, MO, AFSS, promotion made permanent ... **Gordon E. Montney,** unit supervisor, Olathe KS, AFS ... **Neal L. Powers,** unit supervisor, Certificate Management Section-Unit A, St. Louis FSDO, promotion made permanent ... **Walter W. Ray,** asst. supervisor, Olathe, KS, AFSFO, Olathe AFS ... **Pamela A. Rusk,** unit supervisor, Forbes AFB AFSFO, Wichita, KS, AFS, from regional headquarters ... **Marilyn Siffre,** manager, Accounting & Disbursing Branch, Accounting Div.

Eastern Region

Antonio A. Acosta, principal inspector, Teterboro, NJ, FSDO, promotion made permanent ... **Michael W. Baker,** manager, Morristown, NJ, ATCT, from Norfolk, VA, ATCT ... **Jill Borrello,** supervisor, Accountability Section, Materiel Services Management Branch, Logistics Div., promotion made permanent ... **William R. Carver,** area manager, Dulles ATCT, from Baltimore, MD, ATCT ... **Aitcheson H. Degraw,** manager, System Capacity Branch, Airport Div., promotion made permanent ... **Diane L. Griest,** area supervisor, Baltimore TRACON, Materiel Services Management Branch, Air Traffic Div., promotion made permanent ... **Richard J. King,** asst. manager for training, Dulles ATCT, from Washington National ATCT ... **Arthur Kish,** unit supervisor, Leesburg, VA, AFSFO, Wasington ARTCC AFS ... **Frances L. Kortland,** section supervisor, Data Processing Branch, Management & Budget Div. ... **Helmut K. F. Krueger,** unit supervisor, Harrisburg AFSFO, Susquehanna AFS, promotion made permanent ... **James P. Lawless,** manager, Parkersburg, WV, ATCT, from Charleston, WV, ATCT ... **John L. Lawrence,** unit supervisor, Washington National AFSFO, Capital AFS, promotion made permanent ... **Michael J. McFadyen,** area supervisor, Philadelphia ATCT, promotion made permanent ... **Robert J. McMahon,** manager, Lynchburg, VA, AFSFO, Norfolk AFS, promotion made permanent ... **Virginia R. Morgan,** asst. manager for training, Leesburg AFSS, promotion made permanent ... **Carl R. Rosenow,** area supervisor, Syracuse ATCT, promotion made permanent ... **Joseph S. Roshkowski,** area supervisor, Long Island ATCT, Islip, from NY TRACON ... **Edward S. Tabachka,** area supervisor, Greater Pittsburgh ATCT, promotion made permanent ... **Carl Zimmerman,** asst. manager, Norfolk ATCT, from regional headquarters.

Great Lakes Region

Heather E. Ackerman, area supervisor, Indianapolis, IN, ARTCC, promotion made permanent ... **James R. Burrell,** unit supervisor, Minneapolis, MN, CASFO, promotion made permanent ... **William J. Casey,** area supervisor, Evansville, IN, ATCT, promotion made permanent ... **William F. Daughaday,** staff engineer, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Kenneth P. Dean,** area supervisor, Ohio State University ATCT, Columbus, from Columbus Port ATCT ... **Henry Farmer,** area supervisor, Chicago ARTCC, promotion made permanent ... **James W. Grant,** area supervisor, Rochester, MN, ATCT, promotion made permanent ... **David K. Helwig,** unit supervisor, Installation Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **David A. Herrboldt,** area supervisor, Princeton, MN, AFSS, promotion made permanent ... **Kathryn M. Hughes,** asst. manager, traffic management, Indianapolis ARTCC ... **William L. Johnson,** asst. manager, Cleveland Hopkins ATCT ... **Larry S. Minor,** area supervisor, Columbus Port, OH, ATCT, from Ohio State University ATCT ... **Gary J. O'Connell,** unit supervisor, Installation Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **James O. Ortiz,** unit supervisor, Indianapolis FSDO ... **Lawrence W. Pahl,** manager, Management Analysis Branch, Management Systems Div. ... **Daniel M. Pawelski,** area supervisor, South Bend, IN, ATCT, promotion made permanent ... **Bobby L. Pedigo,** manager, Bismarck, ND, AFSFO, Dakota AFS ... **James H. Ries,** area supervisor, Cleveland ARTCC, promotion made permanent ... **Paul J. Sheridan,** supervisor, System Support Section, Facility Operations Branch, Air Traffic Div., promotion made permanent ... **Edward W. Simpson,** asst. manager, programs, Green Bay, WI, AFSS ... **James A. Tucciarone,** asst. manager, operation, Cleveland Hopkins ATCT, from regional headquarters.

New England Region

Kenneth F. Acker, asst. manager, programs, Boston ARTCC, Nashua, NH ... **Carl P. Dean,** manager, System Requirements Branch, Air Traffic Div., from Denver ARTCC ... **John R. Foster,** asst. manager, traffic management, Boston ARTCC, Nashua, NH ... **Edward M. Green,** area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent ... **William A. Machado,** branch manager, Aircraft Evaluation Group, Flight Standards Div., promotion made permanent ... **Robert J. Mezzanotte,** manager, Bangor, ME, AFSFO, Bangor AFS, from Portland AFSFO ... **Charles J. Peahl,** asst. manager, military operations/plans & programs, Boston ARTCC, Nashua, NH.

Northwest Mountain Region

Jerry A. Argenzio-West, area supervisor, Seattle ARTCC, Auburn, promotion made permanent ... **John W. Chadwick,** area manager, Seattle-Tacoma ATCT ... **Rheta A. Downs,** area supervisor, Seattle ARTCC, Auburn, promotion made permanent ... **Thomas J. Funke,** section supervisor, Denver CASFO, promotion made permanent ... **Michael L. Hopkins,** area manager, Portland, OR, ATCT ... **Michael K. Mills,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Thomas C. Morgan,** area supervisor, Seattle ARTCC, Auburn, promotion made permanent ... **Jo Ann Murray,** area supervisor, Seattle-Tacoma ATCT, from Boeing ATCT, Seattle ... **Dennis S. Robbins,** manager, Burley, ID, FSS, promotion made permanent ... **Herman H. Ross,** unit supervisor, Seattle FSDO, promotion made permanent ... **John A. Selberg,** section supervisor, Management Staff, Airway Facilities Div., promotion made permanent ... **Scott A. Tracy,** area supervisor, Boise, ID, ATCT, from Portland, OR, ATCT ... **Ricard S. Wunn,** area supervisor, Portland, OR, ATCT.

Southern Region

Gary A. Blackman, unit supervisor, Kentucky FSDO, Louisville, promotion made permanent ... **Charles E. Blair,** manager, Airports District Office, Orlando, FL, from Jackson, MS, ADO ... **Steven A. Blankenship,** area supervisor, Gulfport, MS, ATCT, from Moisant ATCT, New Orleans ... **James D. Brooks,** area manager, Nashville ATCT ... **Correna G. Carlson,** group supervisor, Word Processing Section, Data Processing Branch, Management Systems Div., promotion made permanent ... **Robert N. Curry,** area supervisor, Daytona Beach ATCT, from Orlando ATCT ... **Dennis B. Densmore,** area supervisor, Sanford, FL, ATCT, from Orlando ATCT ... **Robert C. Dixon,** manager, Employee Development Branch, Human Resource Management Div., promotion made permanent ... **Gregory J. Dunne,** section supervisor, National AT System Effectiveness/Evaluation Branch, Atlanta, Office of National AT System Effectiveness/Evaluation, promotion made permanent ... **Robert S. Goldman,** asst. manager, plans & programs, St. Petersburg AFSS ... **John S. Harlow,** area supervisor, Memphis ATCT, from Jackson, MS, ATCT ... **Douglas L. Harrison,** area supervisor, Daytona Beach ATCT, from Executive ATCT, Orlando ... **Dana J. Hunt,** unit supervisor, Atlanta CASFO, College Park, GA ... **Thomas C. Inglima,** unit supervisor, Miami FSDO ... **Thomas E. Irons,** manager, Wilmington, NC, ATCT, from Florence, SC, ATCT ... **Kip B. Johns,** area supervisor, West Palm Beach ATCT ... **Edward L. Majors,** area supervisor, Birmingham ATCT, promotion made permanent ... **Caesar L. Matos,** area supervisor, Executive ATCT, Ft. Lauderdale, from Miami ATCT ... **Jerry R. Nichols,** unit supervisor, Louisville, KY, AFSFO, Covington AFS, promotion made permanent ... **Ramey G. Pace,** area supervisor, Macon, GA, RAPCON, promotion made permanent ... **William E. Schieder,** asst. manager, plans & programs, Miami ARTCC ... **William D. Scott,** unit supervisor, Kentucky FSDO, Louisville ... **Richard C. Shrum,** area supervisor, Vero Beach, FL, ATCT, from Hebron, KY, ATCT ... **William E. Smith,** area supervisor, Sanford, FL, ATCT, from Daytona Beach ATCT ... **Frederick R. Spencer,** manager, Florence, SC, ATCT, from Executive ATCT, Ft. Lauderdale ... **Gary N. Williams,** area supervisor, Isla Verde ATCT, San Juan, promotion made permanent ... **Doris L. Wilson,** area supervisor, Miami ARTCC, promotion made permanent ... **Richard Lynn Wilson,** area supervisor, Miami ATCT, promotion made permanent ... **Paul L. Worley,** area manager, Miami ARTCC.

Southwest Region

Henry E. Benson, asst. manager, Houston AFS, from Windsor Locks, CT, AFS ... **Raymond F. Bosemer,** area supervisor, Ft. Worth ARTCC, promotion made permanent ... **William H. Brodie,** manager, Fayetteville AFSFO, Little Rock AFS, from Albuquerque AFS ... **Richard K. Compton,** asst. manager for technical support, Dallas/Ft. Worth AFS ... **Earl E. Cook,** unit

supervisor, Baton Rouge FSDO, from Frankfurt, Germany ... **George B. Cox,** manager, Budget & Planning Branch, Resource Management Div., promotion made permanent ... **Jerry M. Garner,** area supervisor, Dallas/Ft. Worth ATCT, promotion made permanent ... **George T. Graves,** branch manager, Airport Development Office—Oklahoma/New Mexico, Airports Div. ...**Wendale T. Irons,** unit supervisor, Houston ARTCC AFS ... **Robert F. Lilly,** asst. manager for program support, Ft. Worth ARTCC AFS, from Little Rock AFS ... **Kenneth H. Lindquist,** unit supervisor, Houston ARTCC AFS, promotion made permanent ... **Patrick W. Marable,** manager, Systems Maintenance Engineering Branch, Airway Facilities Div. ... **Robert J. Peters,** group supervisor, Houston FSDO ... **James R. Pritzlaff,** area supervisor, San Antonio ATCT ... **Mark A. Spaulding,** area supervisor, Albuquerque ARTCC, promotion made permanent ... **Grandville W. Sprayberry,** unit supervisor, Dallas AFSFO, Dallas/Ft. Worth AFS ... **Louis T. Turbe,** area supervisor, Corpus Christi ATCT, promotion made permanent ... **Thomas R. Wayson,** area supervisor, Dallas/Ft.Worth ATCT, from Meacham ATCT, Ft. Worth ... **John P. Wilkinson,** journeyman, Ft. Worth ARTCC AFS.

Washington Headquarters

Leonard B. Bell, executive officer, Program Management Staff, Office of System Capacity & Requirements ... **Lorence H. Bessette,** manager, Avionics Branch, Aircraft Maintenance Div., Flight Standards Service ... **Patrick F. Cariseo,** manager, Employee Communications Branch, Public & Employees Communications Div., Office of Public Affairs, promotion made permanent ... **Charles M. Carrington,** manager, Foreign Operations Branch, Security Operations Div., Office of Civil Aviation Security Operations ... **Donald G. Eddy,** asst. manager, Operations Branch, ATC Systems Command Center, Office of Air Traffic System Management ... **Robert E. Fowler,** manager, Technical Standards Branch, Field Programs Div., Flight Standards Service, promotion made permanent ... **Peter V. Hwoschinsky,** branch manager, Vertical Flight Program Office, Technical Staff, Research & Development Service ... **James I. McDaniel,** branch manager, Technical Staff, Research & Development Service ... **Martin D. Miller,** manager, Management Support Branch, Plans Evaluation & Management Support Div., Office of Aviation Medicine, promotion made permanent ... **Charles Ralph Reavis,** chief, Special Projects Staff, Office of Air Traffic System Management ... **Steven A. Springmann,** chief, Program & Resource Management Staff, Assistant Administrator for Aviation Safety ... **Joseph C. Sturm,** manager, NAS International Program Office, Associate Administrator for System Engineering & Development ... **Matthew P. Tereyla,** manager, Payroll & Administrative Systems Div., Office of Accounting ... **Joseph K. Tintera,** manager, Planning & Program Management Branch, Executive Staff, Flight Standards Service, promotion made permanent ... **Gordon L. Woodahl,** section supervisor, Terminal Operations Branch, Civil Operations Div., Office of Air Traffic System Management.

Western-Pacific Region

Robert P. Anderson, unit supervisor, Phoenix CMO, Flight Standards Div., promotion made permanent ... **Ernest T. Argleben,** manager, Ontario, CA, AFSFO (radar/comm/data), San Diego AFS, from regional headquarters ... **Ronald L. Christopher,** manager, Flagstaff, AZ., AFSFO, Phoenix AFS, from regional headquarters ... **Paul D. Dempster,** asst. manager, traffic management, Los Angeles ATCT ... **Harry B. Florian,** manager, Phoenix CASFO ... **Alfred H. Hodges,** unit supervisor, Oakland FSDO, from Washington Headquarters ... **Mark S. Loudon,** asst. manager for training, Los Angeles ARTCC, from regional headquarters ... **Peter L. Marcuzzo,** area supervisor, Oakland TRACON, promotion made permanent ... **James R. Miller,** area manager, El Toro TRACON, from regional headquarters ... **Carl T. Mosby,** unit supervisor, San Francisco CASFO ... **Virgil I. Rewick,** area supervisor, Honolulu ATCT, promotion made permanent ... **Cheryl L. Winter,** area supervisor, High Desert TRACON, Edwards AFB, CA, from Los Angeles ARTCC.

Retirees

Aeronautical Center

Delores E. Austin
Marjorie O. Couch
Jerry D. Holliday
Claude L. Morrison
Vincent S. Samosky

Alaskan Region

Parker J. Nation

Central Region

Deane L. Grell
Archie C. Palmer
Delmar A. Peck
Earl H. Samuelson
Granville B. Summitt

Eastern Region

Gordon W. Bradford
David W. DeGruchy
William C. McCalla
Frances P. Moyer
Robert P. Rosscoe
Richard J. Smith
Charles Waters

Great Lakes Region

Cleve J. Francoeur
Stanley Levine
Catherine G. Losh
Donald L. Mc Cracken
Richard N. Miller
Leon W. Orr

New England Region

Raymond E. Gonzalez
Anthony S. Serino
Lester F. Smith

Northwest Mountain Region

David A. Bennett
Charles E. Dailey
Philip E. Owen
Arthur L. Wells

Jack D. Wesely
Gary E. Williamson

Southern Region

Betty K. Carter
Willie R. Freeman
Huey E. Kennedy
John H. Landers
Robert E. Lannom
John H. Larue
Angel O. Lugo
William J. Malesenka
Jerry C. McClendon
Edward C. Rook
James E. Sheppard
Robert V. White

Southwest Region

Carl L. Allen
Edward L. Bickers
Richard L. Dean
Ronald L. Forgey
Kenneth G. Musick
G. Ann Rhudy
Betty D. Samuel
Marvin L. Strickland

Technical Center

Margaret J. Carlson
Louis A. Dvorsky
Gerald R. Slusher

Washington Headquarters

James D. Wallace

Western-Pacific Region

James A. Johnston
Roger L. Kolbo
Willis O. Matteson
Earlie B. Nichols
Emil J. Sereda
Gary R. Spranger
James R. Tokarski

Photo Credits



The Spring 1992 National CM—configuration management—Conference drew over 150 attendees with its theme "Acquisition CM: Management Tool for System Development and Transition."

In his keynote speech, Marty Pozesky, Associate Administrator for System Engineering and Development, below left, stressed the vital role of configuration management in meeting agency objectives for the NAS. With Pozesky is Engineering Specialties and Configuration Management Division manager Alice Wong.

The conference presented CM from both the "textbook" and "real world" perspectives and underscored the need for adaptation of CM policy and procedures to rapidly changing acquisition practices. It provided a forum for exchange among the various FAA organizations responsible for managing the life cycle phases of National Airspace System (NAS) subsystems.

New developments in the FAA's acquisition and commercial off-the-shelf equipment (COTS) policies were discussed, as was the United Kingdom's new and rapidly evolving air traffic CM organization. ✲



The last national site operational readiness demonstration (ORD) has been completed for the MWP—meteorological weather processor. Dedication ceremonies took place at Salt Lake City Air Route Traffic Control Center March 17.

From the left are Donald Stadtler, program manager for weather processors; Alvin Thomas, program director, Weather and Flight Service Systems; Thomas Potter, director, National Weather Service Western Region; Fred Isaac, Northwest Mountain Regional Administrator; and Al Dukes, Harris Corp. vice president, Programs, Government Information Systems Division. ✲

Past Records

This year's Air Traffic Facility of the Year awardees are part of a long tradition of excellence.

For instance, Chicago's Midway Tower, an "Outstanding Facility of the Year," in 1959 broke standing activity records.

According to information sent in by retired Midway controller Carl Joritz, its operations numbered 40,360 that July, with the peak day—July 24—handling 1,694 operations and a peak hour of 197 movements. The bulk of the operations were air carrier.

From 1948, when this picture was taken, to 1959, total annual operations at the tower increased from 221,552 to 431,600.

In 1943, the tower's first year, total operations had been only 55,788. By 1960 Midway had handled more than 5 million aircraft operations.



Midway employees who helped manage this phenomenal growth included, from left front: Wally Rose, Roger Alwood, Jim Vignola, Carl Joritz, and Ed Waffle.

Middle: Jake Kennedy, Frank Glennan, Marvin Yost, Doris Wildy, Don Weisbaum, Dave Worral, and Robert Zeigler.

At rear: Ralph Hottman, John Keleher, Martin Whetstone, Aaron Grief, tower chief Norman Smith, Charlie Hudson, Tom Hennesy, Ron Goodlander, Chuck Glaze, and Bob Terneuzen. ✲

An article about the recent air traffic award winners starts on page 10.

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of Transportation

Federal Aviation Administration

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