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Federal Aviation Administration

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'Halftime' for Survey Feedback Action

Getting to the Heart of 'Good' Results

By Pat Tomasetti, editor

It's the midway point in the Survey Feedback Action (SFA) Program, and statistics are in to show how employee and management involvement can make a difference in survey responses.

The survey for the program is distributed to all FAAers every two years. Questions are designed to get information on the way employees view their work group, supervisors, and managers.

The survey has now been taken two times at the agency—in 1989 and 1991. It has helped to gauge how work groups are changing and developing and how positive attention to weak areas can lead to improvement.

The Headquarters Office of Human Resource Development, which works with the survey, notes that results from some agency organizations were particularly positive: They had both a high response rate to the survey and a particularly high consolidated average percent favorable (APF).

When asked, members of some of these organizations, which range from the very small to the extra large, gave a variety of reasons for their optimistic way of looking at their work place. Here are a few of their ideas:

Air Traffic, Central Region • Because of employees' concerns about credibility of the survey process, ACE-500 began a review process for facility action plans. Employees reported they wanted stronger follow-up methods.

The division instituted a two-pronged approach to tracking issues defined in the survey. Facility managers provide the division with quarterly progress reports on issues, says Patrick LaVergne, ACE-541C. Division representatives monitor action plan progress through interactions during facility visits.

Civil Aviation Security Staff, Tech Center • The FAA Technical Center's Civil Aviation Security Staff, ACT-8, numbers only five at full strength says manager Marty Brenner. Its employees all work as a team.

Members of the staff report to the Assistant Administrator for Civil Aviation Security. Because they are cross-trained, everyone understands everyone else's job.

"We support each other," says Brenner.

Regulation and Certification • Then there is the Headquarters Regulation and Certification organization, which is about 400 strong. Its method of operation was described as "participative," with procedures set in place to maximize information flow. There was a commitment to accessibility and candor as well as a strong focus on strategic planning. Employees also saw some progress in getting more resources and office space.

Tony Broderick, the associate administrator, says that the office is often involved with highly visible issues, and employees need to know they are supported. Also it has responsibility for three stand-alone operating systems—Aircraft Certification, Flight Standards, and Rulemaking—with very different structures set to handle their operations. To all work together, a lot of information needs to be exchanged quickly and accurately.

"Effective communication is vital to a large, diverse organization," Broderick says.

"Electronic mail and bulletin boards are keep-

continued on page 12

For our Information . . .



Aircraft deicing

Before October 15 the FAA will put into effect a wide range of suggestions made by five panels of experts at the International Conference on Airplane Ground Deicing held on May 28 and 29.

The most important action is the proposed adoption of a new regulation requiring each airline to have an **FAA-approved ground deicing plan** in place by next winter.

"The proposed rule," said FAA Administrator Thomas C. Richards, "would require airlines to provide training for pilots and other personnel on the detection of wing ice and provides for the establishment of limits on how long an airplane can be exposed to snow or freezing rain before it has to be inspected or deiced again."

The FAA will also change operational procedures for controlling the flow of aircraft on the ground to reduce the time aircraft have to wait in line for takeoff after being deiced.

One way to do this is for air traffic controllers to tell the crew of an aircraft the time it can expect to be cleared to taxi and take off. Then the crew can wait until just before that time to have the aircraft deiced.

For a news release outlining additional actions that will deal with the deicing problem, contact the Headquarters Office of Public Affairs at (202) 267-8521.

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Taking a Stand Against Sexual Harassment

By Marcia Adams

Marcia Adams is a media communications specialist in the Headquarters Office of Public Affairs.

At a time when many corporations, government agencies, and the military are combating sexual harassment, the FAA has also taken a strong stand against it. Top agency officials have stated in no uncertain terms that sexual harassment will not be tolerated at the FAA.

Air Traffic, FAA's largest service with 27,120 employees, has set its course against sexual harassment. Realizing there was an immediate need to address the issue at its facilities, the organization aims to train and educate employees about what sexual harassment means and the repercussions to offenders.

Also, in an unprecedented accomplishment, Air Traffic employees—through their representatives from the Coalition of FAA Asian Pacific Americans, National Association of Air Traffic Specialists, National Black Coalition of Federal Aviation Employees, National Hispanic Coalition of Federal Aviation Employees, Professional Women Controllers, and National Air Traffic Controllers Association and FAA's AAT-1—developed a statement affirming that they will not tolerate sexual harassment and discrimination.

Employee and union efforts have been applauded. "The statement of affirmation is unique because it was initiated and written by FAA employees not just management," says Bill Pollard, Associate Administrator for Air Traffic.

He believes the employees stand against harassment and the agency's continued training on diversity will result in a unified and cohesive work force.

On August 11 the seven representatives signed the statement of affirmation at the National Hispanic Coalition of Federal Aviation Employees' annual conference in Chicago. The statement, reproduced below, will be posted in all air traffic facilities.



Pictured left to right: Craig A. Campbell, NAATS; Mary Z. McBurney, PWC; William Pollard, AAT-1; Rene Matos, NHCFAE; Evelyn Washington, NBCFAE; Barry Krasner, NATCA. Not pictured is representative Matthew Asai, CFAPA.

Meanwhile, the Air Traffic organization continues to provide work force diversity training. This fall, for example, its training program for controllers will include how to's about working in a diverse work place. ✲

Statement of Affirmation

We, as employees of the Federal Aviation Administration, agree discrimination and sexual harassment are unlawful and offensive forms of behavior. All members of the Air Traffic family have the right to perform their duties and be proud of their careers, free of discrimination and sexual harassment.

We affirm discrimination and sexual harassment shall not be tolerated within the FAA. All employees have a responsibility to behave in an appropriate manner and to take action to prevent and eliminate discrimination and sexual harassment. We expect all employees to report instances of discrimination and sexual harassment whether observed or encountered.

We, the Air Traffic and employee representatives, have met for the sole purpose of developing this statement of affirmation:

> Each employee, represented by the signatories, accepts the responsibility and accountability to make the workplace free of discrimination and sexual harassment.

The 'AXO Connection'

A Year of 'Doing Business Differently'

By Jacqueline Rehmann

Room 1021 of the FAA Headquarters building houses the staff of the Executive Director for System Operations. AXO, however, is not confined to the Headquarters group bearing its name; that represents only the tip of the year-old complex.

Established on September 30, 1991, AXO includes the critical functions of air traffic control; airway facilities; system capacity; regulation and certification of airmen, air operators, and aircraft; accident investigation; aviation medicine; and rulemaking.

Field organizations that are part of AXO are the FAA Aeronautical Center and the Office of Aviation System Standards, both located in Oklahoma City. Its field implementors are the agency's regional administrators.

Major AXO organizations maintain individual autonomy to carry out their missions. But their top managers are also very much involved in jointly planning to meet tomorrow's challenges.

"Integration is not a new term or a new thought. It's a new commitment to the way we do business together across organizational lines," says Joe Del Balzo, Executive Director of System Operations.

"Integration across lines within our vertical organizations and across our organizations is the foundation to our success as an agency. Traditional stovepipe philosophy can no longer work," he states.

Their "AXO connection" brings the diverse groups together for systematic planning processes so that future demand for increased system capacity, safety, and productivity can be met.

For an overall view of the AXO structure, see the chart on page 5.

Future vision

As FAA's largest organization, AXO lays claim to being complex and culturally diverse. "Multidisciplined" should also be added to the list of descriptions.

System Operations has skilled pilots, air traffic controllers, engineers, technicians, doctors, lawyers, educators, and business managers. It is a conglomeration of functions and employees poised to meet the challenges of the 21st century.



Photo by Ben Koovar

Executive Director for System Operations Joe Del Balzo, at right, and Nobby Owens, AAT-2.

The AXO work force is charged with establishing strategic program direction to meet future aviation challenges. This is a new way of doing business for FAA's operational employees. Traditionally they have had a tactical focus.

Planning team

The Operational Planning Management Team (OPMT) is the vehicle AXO created to tap into future operational requirements. Its senior agency management's aim is to keep the FAA in the forefront of aviation developments, rather than to deal with change through retroactive policy-making.

The team is engaged in drawing a blueprint for the future that embodies new technology as it is developed, proven, and implemented.

An upcoming *FAA World* article will detail team activities.

Seeking change

The AXO connection was forged to promote coordination among its operating organizations. This "horizontal integration" communicates across organizational lines on a day-to-day basis to implement change.

Del Balzo wants AXO to be the front runner by making a formal commitment to do business differently, and its future executive selections will reflect that commitment.

Strategically planned change is imperative for improving the aviation system of the future.

Succession planning

The framework being built for succession planning is a way to ensure that AXO meets the challenges identified at its creation:

- Horizontal integration—the need to improve cross-organizational day-to-day interfaces and to work outside vertical organizations on cross-organizational issues. It ensures cross-functional management and breaks organizational barriers.
- Integrated operational planning—embodied in the Operational Planning Management Team, means building an integrated operational vision for tomorrow and implementing that vision.

AXO executives must have a broadly based, strategic focus. This can best be gained through spending a significant amount of time—a year perhaps—working outside their area.

People make horizontal integration, cross-functional management, and integrated operational planning successful. With its focus on succession planning, AXO leaders are looking for ways to select, develop, and prepare employees for the future.

What kind of people are recognized and rewarded? System Operations needs broad, effective senior managers early on, at the GS-14 and -15 levels. There is flexibility in how operational or technical competencies are viewed. Routinely "checking the same boxes" is no longer the path to an entry, division-level Senior Executive Service position in AXO.

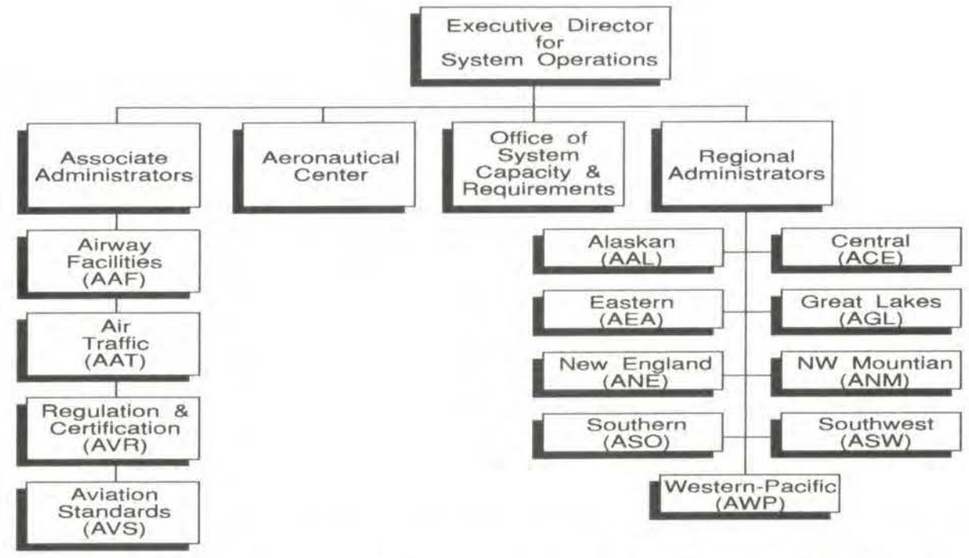
Honorary awards

Cross-organizational teamwork represents the core of the AXO Honorary Awards Program. On November 17, awards will go to teams of diverse employees—not to separate organizations or groups of like individuals—representing an array of functional areas.

"These men and women have successfully addressed today's tactical problems and come up with strategies to meet tomorrow's challenges. And they've done it with exceptional spirit," Del Balzo says. ✲

Jacqueline Rehmann is executive officer, AXO-2.

AXO at a Glance



Leaders of the AXO complex possess an enormous amount of experience in aviation operations:

Executive Director for System Operations
Joseph Del Balzo
Airway Facilities
Arnold Aquilano, *Associate Administrator*
Edward Kelly, *Deputy Associate Administrator*
Air Traffic
William Pollard, *Associate Administrator*
Norbert Owens, *Deputy Associate Administrator*
Regulation and Certification
Anthony Broderick, *Associate Administrator*
Daniel Beaudette, *Deputy Associate Administrator*
Aviation Standards
Garland Castleberry, *Associate Administrator*
Brooks Goldman, *Deputy Associate Administrator*
System Capacity & Requirements
E. T. Harris, *Director*
Aeronautical Center
H. C. McClure, *Director*
Regional Administrators
Jacqueline Smith, *Alaskan Region*
Jim Haight, *Central Region*
Daniel Peterson, *Eastern Region*
Edward Phillips, *Great Lakes Region*
Arlene Feldman, *New England Region*
Frederick Isaac, *Northwest Mountain Region*
Theodore Beckloff, *Southern Region*
Clyde DeHart, *Southwest Region*
Carl Schellenberg, *Western-Pacific Region*

Yes, Even That Was Possible

Aviation Community Says Thanks to Pat Peterson

It began as a Pat Peterson Appreciation Day and surprise fundraiser to buy Pat a powered, three-wheeled scooter and lift for his car. Peterson, who joined FAA in 1982, is a quality assurance training specialist at Boise, Idaho, Tower. Diagnosed with multiple sclerosis, his health had deteriorated to the point where a short walk took a lot of effort.

Then the groundswell of support took over, and the organizers hung on as their plans gained momentum. Workers on the project came from the Boise Tower, Airway Facilities Sector Field Office, Flight Service Station, and Flight Standards Field Office.

The mayor of Boise, Dirk Kempthorne, declared April 10, 1992, Pat Peterson Day. Idaho's governor Cecil Andrus also sent a videotaped message to Pat and the crowd of over 300 who had bought tickets to a buffet and dance.



Pat Peterson thanks his family and friends.

Items donated for the benefit were auctioned and raffled. There were hot air balloon rides including brunch, different kinds of trips, and other terrific donations.

At the beginning, organizers had considered it an impossible dream to raise the money it would take to buy a nearly new van fully equipped with hand controls and an electric lift. Not only did proceeds cover the van, they also extended to a top-of-the-line electric wheelchair.

"Because of Pat's commitment to excellence, many pilots are still alive and able to enjoy the privilege of flight," says *The Fly Line,* the newsletter of the Idaho Aviation Association. "As a talented teacher and professional aviator, he has instilled the techniques, attitudes, and knowledge necessary for safe flying to untold numbers of pilots in the Northwest over the past 20 years."

Peterson continues to volunteer to help the Idaho aviation community by participating in "back country" flying seminars and pilot briefings.

He learned the techniques of back country flying from his father John Peterson, a flight instructor. On his 17th birthday Pat obtained his private pilots license and received a commercial rating on his 18th. Working as an apprentice airplane mechanic, he continued to add pilot ratings.

Peterson's career has included jobs as general manager of a successful Idaho flying club, an accident prevention counselor, a designated pilot examiner, and co-owner of a charter service. He was named Aviation Man of the Year in Idaho by Boise State University in 1980 and was 1982's Flight Instructor of the Year, Northwest Mountain Region.

Joining FAA as an air traffic controller in 1982, he worked at Pueblo, Colorado, Tower before returning to Boise in 1984. ✲



The nearly new van is equipped with hand controls and an electric lift.



Daughter Sara joins her father and friends to see the van close up.



John Goostrey of the Flight Standards field office was master of ceremonies and presented several awards.



Pete Cenerusa, Idaho's Secretary of State and a pilot, speaks at the event.



Party goers enjoy the conversation, food, and decorations.

Training Talk

Forecast for Change: Where Does Training Belong?

By Dr. Larry A. Blevins

Change—and at a faster and faster pace—is the forecast for the work environment, say all the experts.

Technological advances that are making the work place different, combined with demographic trends that are changing the nature of the work force, will also give a new face to training.

FAA's training needs will continue to escalate as new skills are required, work becomes more complex, the supply of skilled employees continues to shrink, and the future of worldwide electronics networks redefines the basic processes of business and government. Dealing with the new processes will mean revamping the entire organization in terms of training philosophy, delivery systems, and methods.

In general, the trend is toward a melding of operational and training activities and a much more active role for training in organizational design and development. Training is being identified as the one factor that can lessen the effects of the dual forces of technology explosion in the work place and a severely constrained labor pool.

In addition, a career-long program of professional development, experts say, is one of the major ways that federal agencies can compete with the private sector for scarce, highly skilled workers.

This type of integrated program must be managed and coordinated across functional lines, from a central position in the organization—a role the training organization is assuming in both the public and private sectors.

A move up

Deciding where training should be located in the structure is fundamental to the organization's efficiency.

The trend is to move it into more prominent roles in terms of function and level of management. Projections call for federal training offices to be elevated in the organization, up and out of the personnel department, and making them a leg of the management system triangle means that they are part of every operating plan.

'Projections call for federal training offices to be elevated in the organization, up and out of the personnel department. Making them a leg of the management system triangle means that they are part of every operating plan.'

Reflects trends

This is consistent with industrial trends. In IBM's 390,000 employee organization, for example, 7,000 education specialists maintain a total system of employee development that includes tracking employees through 84 separate job categories, from entry-level to upper management. The company's restructuring also moved the head of training into a position equal to the vice presidents for operations and marketing.

Meshing of processes

In the past, organizations have often adopted technology first, then decided how to develop their structures and training. As technology has become more powerful, however, it is increasingly entwined with an organization's critical processes, and training and operational work can no longer be considered separately.

Changed organization

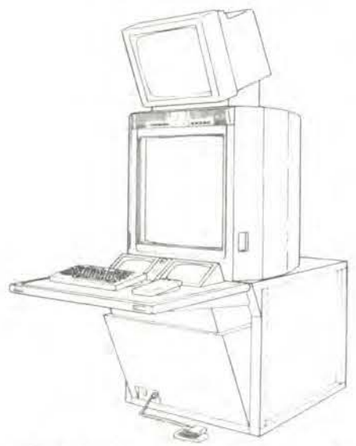
In many organizations, training already has become the catalyst for structural-type change. A job-task analysis for training on installed equipment is often the first time that questions of input and output have been asked.

Training analysis questions like "What is the product of this task?" and "Where does it go inside and outside the organization?" often identify the overlaps and disconnects between jobs and functions.

The role of the federal trainer as an organizational development specialist is an idea that is gaining popularity in many agencies.

Partly this is because budget cuts and the ongoing effects of automation with fewer people to do more work have forced managers to re-evaluate their work place and work force to find ways to reorganize for more efficiency. Consultants from training functions are being asked to accept more of that responsibility and to work with other human resource specialists to develop integrated approaches.

When the cause of inadequate performance is a lack of employee knowledge or skill, then training for that knowledge or skill is probably the best solution. If the problem is caused by poor or inadequate supervision, lack of appropriate tools or equipment, inadequately designed software, or unreasonable working conditions or workloads, then additional training most likely is a waste of time and resources. ✲



As technology becomes more powerful training and operational work cannot be considered separately.

Dr. Blevins is manager of the Regulations and Standards Training Program Division, AHT-200, in the Office of Training and Higher Education.

New Air Traffic Training Program Takes Off in Great Lakes Region

By Dennis Randolph

Recently, the Great Lakes Region Air Traffic Division sponsored a workshop to provide participants with detailed information concerning "Train to Succeed."

This is the name for the new air traffic training program designed to develop employees to their fullest potential rather than screen them out of the occupation.

The origins of the workshop were in one of the region's fiscal year 1992 objectives.

It called for convening a special regional work group to determine a way to develop and implement a new on-the-job training/field training strategy.

This plan will be set up in phases to coincide with the new air traffic training program.

An executive steering committee was formed comprised of members of the National Air Traffic Controllers Association (NATCA) and management.

John Cuprisin, Air Traffic Division manager, Jim Poole, NATCA regional representative, and Steve Huffman, National Association of Air Traffic Specialists (NAATS) regional director, challenged this group to develop a strategy to meet the region's objective.

Using a Total Quality Management (TQM) problem solving model, the team concluded that field personnel needed more information concerning the major redirection in Air Traffic's approach to training in field facilities.

The team set about identifying the impact the new plan might have on the field and developing strategies to make the plan most successful in the Great Lakes Region.

At an April 21 meeting, the team briefed 70 key personnel on their findings.

Because of the wide diversity of skills necessary to implement such a large-scale change, the audience for this briefing included key people from the Regional Admin-istrator's office, the Human Resource Management Division, the Air Traffic Division, interest groups, and special emphasis groups.

A way to channel input from a cross section of Great Lakes Region employees for the development of an implementation plan has also been set. Three teams of representatives—developmentals, full performance levels, and supervisors/managers, with representatives from Human Resource Management and the special emphasis groups—were given detailed briefings on the proposed changes.

The teams will research the impact of the changes on the current training process and will help develop a strategy for the implementation of the new philosophy and model.

Moreover, they will recommend changes to current regional/facility training policies, methods, and procedures that will improve the quality of training and prepare for the more permanent changes to come. ✲

Dennis Randolph is training and higher education officer in the Great Lakes Region.

Slow Flight Reaches New Heights



Written by Roger Myers
Photos by Debra Myers

No, the "Albuquerque Box" is not a new dance craze. However, it does allow hundreds to "strut their stuff" and "pirouette" around a valley park just north of Albuquerque, New Mexico, much to the delight of other balloonists and thousands of spectators.

For 20 years, the Albuquerque International Balloon Fiesta has launched hot air balloons in the valley during the first week of October to take advantage of a local wind phenomenon known as the "Albuquerque Box." Wind conditions allow balloons to fly a box pattern around the boundary of the launch area, making for some spectacular sights in the early morning fall sky.

Because a hot air balloon depends on the wind for its speed and direction, the fact that these wind currents tend to run in opposite directions at varying altitudes gives balloonists a unique opportunity to test their skills at "flying" their balloons and being able to "read" the wind to take advantage of its changing direction.

Pilots control their balloons by changing altitude, to use the various wind flows that will fly them in the direction they want to go. Some even land in the same place they launched—very unusual for balloon flight.

Of all the events, most spectacular are the four mass ascensions, held on Saturday and Sunday mornings the two weekends of the fiesta. The day begins with the "dawn patrol," a handful of balloons launched before daybreak to test the winds aloft. Additionally, weather balloons are sent up to measure wind direction and speed.

Shortly after the launch of the dawn patrol, all the balloonists participating in the mass ascension gather for the balloonmeister's morning briefing. The balloonmeister is the fiesta's person in charge of the day's launch.

Inspectors from the flight standards district office are out early to attend the briefing at which the balloonmeister gives vital information for a safe and orderly launch. Weather information is critical, of course. Altimeter settings, winds aloft, and caveats are outlined—for instance, avoid landing on a private lawn, but if it happens, don't let a chase crew drive across the grass to retrieve the balloon.



Southwest Regional Administrator Clyde DeHart, left, and Albuquerque FSDO manager Richard Blondefield watch a mass ascension.



Balloons pass over the court of international flags.

At launch time more than 600 balloons, lined up row upon row, 150 per wave, are inflated waiting for the launch director for each section to give the signal to go. The sun brightens the valley floor, and the multicolored balloons rise into the clear blue sky.

Like a well rehearsed symphony, wave after wave of colors and shapes float in an "aerial concert" against the backdrop of the Sandia Mountains. Balloonists and spectators alike gaze in awe at the beauty before them, and by 9 a.m. the launch is complete.



Balloons fill Albuquerque's morning sky.

Throughout the nine-day fiesta, FAA inspectors from the Albuquerque FSDO monitor the events. They attend the briefings, observe the inflation process and the launch, and check certificates and aircraft paperwork.

In 1991 the fiesta marked its 20th anniversary, and 1.4 million people attended over the nine days with 181,000 there on the first day. More than 800 balloon pilots from 15 countries participated; 75 pilots were from other countries. There were 630 balloons, including 48 with special shapes, that flew during the event. Media from more than 50 countries covered the show.

The first meet was held in April rather than October, and 14 balloons were entered. The largest was a five-passenger craft from California.

In comparison, "the 1991 fiesta involved more than 600 balloons in four mass ascensions, a 'special shapes' rodeo, a balloon glow in which 300 participated, and other competitive events for pilots and crews alike," says FSDO manager Richard Blondefield. "The fiesta is touted as the world's most photographed event," he said.

Dates for the 1992 fiesta are October 3 to 11. More than 650 balloons and over 800 pilots are registered to participate this year. Visitors can expect to see 55-plus special shape balloons, including a gigantic replica of the *Mayflower*.

Blondefield, a balloon pilot and owner himself, put the events in perspective this way: "the fiesta is an outstanding way for a group of lighter-than-air type aviators to spend time together, have fun, fly softly, and enjoy the sport of hot air ballooning." ✲



A mass ascension begins.

Roger Myers is the Southwest Region public affairs officer.



These are a few of the eye-catching balloons with special shapes.

from page 1

ing a lot of people in the loop with what's going on in their area and throughout the aviation field," says deputy associate administrator Dan Beaudette. "They have really helped get the information in and out."

HQ Airports • "A gusto for aviation" is the atmosphere top management generated in the Headquarters Airports Office. Building modernization has also improved the physical work place, and "that had to have an effect on how people felt about their jobs," says Management Staff manager Liz Walker. "We were buried in papers and manuals before the renovations. Now we have nice new chairs and a better physical atmosphere in general," she notes.

The office's close to 100 employees have become a lot more involved in operations since FAA's first SFA, points out Helen Butler, ARP-11. More people have been promoted from within, and pertinent information about issues has been routinely communicated throughout the office. Regular weekly telecons have contributed to improved communications among units.

"The survey itself has also become more familiar," notes Butler. She mentions she was able to give more details in her answers to the questions for '91 than in the earlier survey.

NAS Development • Employees liked the open leadership style of the Associate Administrator for NAS Development. "He makes our people feel they are part of the organization," says Lindsey Smith, AND-20, "and they reported this good feeling back."

"We are a relatively new organization committed to acquiring and implementing aviation systems that meet our customers' needs," says Bob Bernard, AND-8.

"We have made a major investment in training and teambuilding to assure we accomplish this mission. I think the survey reflects our people's satisfaction with this approach," he adds.

Other characteristics of the office that led employees to give positive responses on the survey included a professional, yet flexible, atmosphere where successes were celebrated; well defined expectations from management; an understanding of individual jobs, roles, and responsibilities and what they added to the FAA; a structure that broke down barriers to getting the job done; and an organization that responds quickly to needs.

Teamwork is the way to get things accomplished, they say.

Juneau AFSS • The survey period covered the closing of a flight service station and the opening of an automated flight service station, says Rosendo Vasquez, manager of the Juneau AFSS, Alaskan Region. In the process, a lot of input was solicited from the then 16-member staff in developing and setting up procedures. All suggestions may not have been taken, but they all received a response, he adds.

To Vasquez, the bottom line for the facility's success is "communicating upward, downward, laterally—getting people actively involved, not just as a sounding board for problems but in finding a viable solution."

Airway Facilities, Central Region • "Total commitment" best describes the style used to promote the SFA Program in ACE-400, says Vera Shinn. Information about the process was communicated in many ways—via meetings, telecons, and memoranda, for example—for several weeks before the survey's start date.

Shinn attributes employees' positive responses to "the desire of AF employees to do a good job better. Comments reflected a genuine concern for the shortage of staffing and ways of improving methods of operation," she says.

Airports, Central Region • ACE-600 has a month-to-month schedule for SFA planning. Before the first survey was distributed in 1989, the division manager sent memoranda to managers and supervisors explaining the SFA and emphasizing employee participation and empowerment.

Based on feedback from that survey, several committees were formed to tackle critical issues. Since over 30 percent of the staff was eligible to retire within a two-year period, a big concern was preparing for the transition.

By October 1989, action plans were being monitored, with periodic progress reports going to employees.

During the next year, a retirement contingency plan, which allowed for key replacements to be brought onboard before actual retirements took place, was implemented, making overlap training possible. Established planning groups zeroed in on space, data services, and sponsor certification.

December 1991 saw the second SFA's results reported to management.

Recommendations of the work groups were often implemented, and employees were recognized for their contributions. Also, employees formed groups to tackle significant job-related issues.

"If there is any single factor that led to this division's SFA results," says its manager George Hendon, "it would have to be insistence on delegating and making it work." Employees now believe "they honestly have full authority and responsibility to get their job done—that is, a real sense of 'ownership.'"

Cincinnati FSDO • Robert Groszer, manager of the Cincinnati Flight Standards District Office, believes one of the components contributing to the facility's positive survey results was a change in the organizational structure. In 1988 the FSDO became a separate office with its own management and much-needed additional employees.

The site coordinator, who was the administrative assistant at the FSDO, took a personal interest in making the survey process effective, Groszer also notes.

Airworthiness unit supervisor George Shirk likens the FSDO work force to "all pieces of a puzzle that fit together." He calls its working environment "very fair. We're lucky to have a good group of employees to start with," he says.

John Duncan, operations unit supervisor, points out the effectiveness of the facility's method of "trying to get the people who do the work determining how it can best be done."

"We have been using Total Quality Management concepts for quite awhile, and they have been working," Duncan continues.

Civil Aviation Security, Great Lakes • After the 1989 SFA cycle, AGL-700 developed specific plans aimed at the issues raised in the survey. The action plans were then incorporated into the division's goals for 1990, '91, and '92, reports Mary Kay Baca, AGL-702.

For example, one of the goals and objectives was to improve human relations in the division. One method used was meeting with all employees on regularly scheduled visits to each field facility. Another was to reevaluate the division's personnel resources in relation to its workload, so that employee skills could be put in a better balance with operational requirements.

An objective for '92 is to develop training for supervisors and managers on individual development plans (IDPs), as well as to make sure all employees who want to work under an IDP have one in place.

Air Traffic, Southern Region • ASO-500 experienced a sizeable participation rate, particularly for the largest single organization in the FAA. A total of 4,427 individuals responded—83.2 percent—indicating that division employees have a high degree of interest as well as believe themselves to be stakeholders in their organization. It also pointed out the enthusiasm and support of the 112 field site representatives who administered the survey. In addition to their survey responses, 2,366 employees sent in written comments on an average of four issues each.

"Our supervisors received high favorable averages—80 percent or above—on important issues such as 'clearly defines expectations,' 'constructively discusses performance,' 'encourages open communications,' 'treats people fairly,' 'promotes cooperation and teamwork,' and 'sincerely does best in implementing SFA,'" writes division manager Jim Wright.

Southwest Region Response • Involvement of employees in SFA efforts was key in this region. SFA site representatives were identified for divisions and for each major facility and staff office. They and their managers received training from ASW-11, the Organization Development Staff. Sessions focused on roles and responsibilities, demographics, the timetable of events, and program requirements.

Next came intense briefings on the total SFA process for supervisors, managers, employees, and union representatives at several different sites.

Dr. Frances Leach, manager of the organization staff, believes responses to these briefings to be outstanding. "The average participation at field sessions ranged from 55 to 148 people at the meetings," she notes.

Leach met individually with the regional administrator's team and other managers to discuss the purpose, guidelines, and timeliness of the process.

A curriculum writing team rewrote the facilitator's course, which was then used to train facilitators in conducting SFA feedback meetings. All but one of the facilitators trained in 1989 returned to participate for the most recent cycle. The curriculum zeroed in on roles and responsibilities; group dynamics, especially as they apply to difficult behavior; meeting management; facilitation skills specific to the survey; and action planning.

Facilitators then worked with employee groups to develop courses of action. Their enthusiasm for the program contributed to its success, believes Leach.

As a followup, facilitators and site representatives met to evaluate the process and had their contributions recognized.

Teamwork between managers and employees led to internal changes. In the Flight Standards Division, ASW-200, for example, manager Roger Knight involved FSDO and branch managers in preparing for the SFA and received quarterly accomplishment reports. A tracking system was established to show how the SFA action items related to the division's overall goals and objectives, and resources were identified to implement the process.

San Francisco (Oakland) FSDO • The flight standards district office compiled the following characteristics of its work place for Human Resource Management representative Dick Fossier, AWP-11:

"No cliques or backbiting; mature, well-trained work force, many of whom came from an airline; manager turns them loose to do their jobs with few strings attached; new employees are quickly made to feel as if they are an integral part of the organization; job gets done, real cooperation, everyone chips in; manager is well trained technically and in management; employees can choose assignments when possible; cross-training of employees practiced; good working relationship with union; open door policy in effect; ideas considered."

Santa Barbara FSS • Employees at this Western-Pacific Region flight service station report that it is in a "beautiful location; people can look out the window and see the ocean." Conditions at the facility, which was 1988 FSS of the year, are modern and clean. Employees report there is "great morale because it is a good place to work." ✲

Thanks to the Great Lakes *Intercom* for this information.

Off Duty . ..
and in Person

An Advocate for Children

Eileen Taylor has a new forum for spreading her commitment to disadvantaged children. The Indiana Airway Facilities Sector's administrative officer was recently crowned Mrs. Indiana 1992 in the Mrs. America Pageant.

The pageant salutes the American married woman; promotes health, physical fitness, intelligence, and beauty; and gives winners the chance to aid their favorite cause.

Taylor, who has chosen to continue her work with underprivileged children as her platform, hopes that personal appearances as Mrs. Indiana will enable her to reach even more youngsters. Her focus is to build their self-esteem and combat unhealthy peer pressure.

There are many obstacles in schools today that prevent children from learning, Taylor believes, and she stresses the need for a solid education to achieve future goals.

Some of the FAAer's most rewarding projects have been workshops at schools, which she aims at inspiring students to achieve their personal goals despite obstacles. Planting a vision of success is important to help others succeed, she believes.

Taylor has been a federal employee for 14 years. She transferred to the FAA in January 1990 from the National Aeronautics and Space Administration, where she started her federal career.



Eileen Taylor with fellow Great Lakes FAAer Dean Falcicchio, Indiana AFS manager.

Speaking from the heart, Taylor says, "The crown is beautiful, however, it's the symbolism I cherish.

"I never could have achieved the pleasure of being an Indiana state representative if I did not have the support of my family and coworkers," she continues.

Taylor will represent Indiana in the nationally televised Mrs. America Pageant in the fall. The winner of that title has a national audience for her platform, and that fits Taylor's dream of reaching out and helping children from all parts of the country. ✲

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

'International' Open Season To End

September 30 ends the open season for FAAers to bid on the following foreign assignments:

FAA representative
announcement number
1-API-92-2522

Aviation safety inspector, operations
announcement number
4-AFS-92-0349

Aviation safety inspector, airworthiness/maintenance
announcement number
4-AFS-92-2166

Aviation safety inspector, airworthiness/avionics
announcement number
4-AFS-92-0332

Civil aviation security specialist
announcement number
4-ACO-92-0334

Civil aviation security liaison officer
announcement number
4-ACS-92-0345

Contact the AHR-150 representative listed in the announcements to find out more about these jobs.

Foreign assignments can offer excellent opportunities to broaden professional experience. Currently there are over 190 full-time FAA positions located in places such as Paris, Frankfurt, Rio de Janeiro, Tokyo, and other locations throughout the world.

The next open season for advertising these foreign assignments will not begin until August 1993, so don't miss out this year. ✲

Photo Credits

Ted Criswell and Lessie Dorse of the Office of the Executive Director for Acquisition and Safety Oversight greeted visitors at FAA's display during the Fifth Annual National Conference on Federal Quality in Washington, DC.

The three-day event attracted people from many fields of government, business, and academia. Session topics included the basics of Total Quality Management (TQM) and self-managed teams.

The agency's display, part of an overall Department of Transportation exhibit, featured the joint efforts of the Airway Facilities-PASS Employee Involvement Process, the Air Traffic-NATCA Quality through Partnership process, and TQM approaches used to improve quality in the agency.



Also featured was this year's FAA Quality Management Award winner, Weather and Flight Service Systems, ANW.

Sponsored by the President's Council on Management Improvement and the Federal Quality Institute, the conference had as its theme "From Here to Quality—A National Priority for the Decade."

Bob Lamora, manager, Sierra Nevada Airway Facilities Sector, walked away with top honors from the Sacramento, California, Area Federal Executive Association's annual awards program.

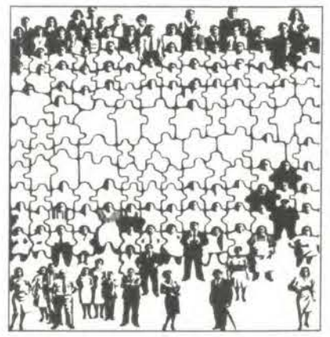
He was selected as the association's "Outstanding Manager of the Year" from the over 20,000 federal employees in the area.

The award is based on employees' contributions to their agency's effectiveness; demonstrated competence in assigned duties; demonstrated work on special assignments; and organizational recognitions.



Here Joe D'Alexander, president of the Sacramento Area Federal Executive Association, awards Lamora, right.

The Sierra Nevada AFS, a two-state area in excess of 270,000 miles, is home to over 1,100 facilities that support the National Airspace System, the air traffic control system, and the flying public.



Diversity includes you! Send ideas on diversity to:

David Benton
Diversity Manager
Staffing Policy Division
APN-200

Employee Assistance Program Opts for National Contract



From the left are Larry Piro, New England's Employee Assistance Program manager; Regional Administrator Arlene Feldman; and Mark Blogier, Personal Performance Consultants co-project director.

FAA's Employee Assistance Program (EAP) offers you, your family members, and recent retirees free, confidential, short-term counseling and referral services. It is designed to assist individuals with the difficult events in life.

Participation is voluntary and confidential.

To ensure consistent quality and uniform services nationwide, the agency has recently contracted the program to a single company, Personal Performance Consultants (PPC). PPC has been providing employee assistance services nationally for 20 years to such clients as Coca-Cola, IBM, Federal Express, MCI, and Citicorp.



In the Southern Region are Personal Performance Consultants' Pat Stogner, onsite counselor, and Faye Grady, PPC co-project director, with Deputy Regional Administrator Woodie Woodward.



Regional Administrator Daniel Peterson and Frank Pirhalla, national EAP manager, are with EAP personnel in Eastern Region: David Luhr, Personal Performance Consultants project director, Jim Duffy, regional EAP manager, and Reva Chevron, PPC co-project director.

Currently, Headquarters, the FAA Technical Center, and the Southern, Eastern, and New England regions are using PPC's services. During the next several months the following jurisdictions will be added to the national PPC contract as their local contracts expire:

- Central Region, beginning October 1, 1992
- Aeronautical Center, beginning October 1, 1992
- Southwest Region, beginning December 1, 1992
- Great Lakes Region, beginning January 1, 1993
- Western-Pacific Region, beginning January 1, 1993
- Alaskan Region, beginning October 1, 1993

When PPC coverage begins in your area, a letter, brochure, and wallet-sized card explaining employee assistance services will be mailed to your home address.

Questions? Contact the National EAP Manager Frank Pirhalla, at (202) 267-3976, or your local EAP manager:

Aeronautical Center
(405) 680-5583, Jim Bitner
Alaskan Region
(907) 271-3572, Carol Marvel
Central Region
(816) 426-3043, Susan Burleson
Eastern Region
(718) 553-1902, Jim Duffy
Great Lakes Region
(312) 694-7416, Nora Ja'Come
Headquarters
(202) 267-3945, Jerry Meade
New England Region
(617) 273-7344, Larry Piro
Northwest Mountain Region
(206) 227-2023, Rob Ramsey
Southern Region
(404) 763-7666, Sherrille Beverly
Southwest Region
(817) 624-5848, Leroy Smith
FAA Technical Center
(609) 484-6623, Pat Watts
Western-Pacific Region
(310) 297-1834,
Carmen Quiles-Clayborn

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 are published.

Aeronautical Center

Waymon C. Allen, supervisor, Flight Systems Section, Application Systems Branch, Data Services Div., promotion made permanent ... **Michael L. Ebels,** unit supervisor, Flight Procedures/Inspection Section, Battle Creek, MI, FIFO, promotion made permanent ... **Robert A. Enoch,** manager, Frankfurt, Germany, Flight Inspection Field Office, from Washington Headquarters ... **Freddie R. Laird,** manager, Yokota Air Force Base, Japan, Flight Inspection Field Office ... **Rubert E. Nobles,** manager, Airway Facilities Branch, FAA Academy, from Atlanta ARTCC AFS, Hampton, GA ... **Ned S. Reese,** manager, Air Traffic Branch, FAA Academy, from Washington Headquarters ... **Charles B. Rogers,** manager, Engineering Branch, Aircraft Maintenance & Engineering Div. ... **William H. Tinney,** unit supervisor, Anchorage, AK, Flight Inspection Field Office ... **Gary W. Wirt,** manager, Atlanta, GA, Flight Inspection Field Office, from Frankfurt, Germany, Flight Inspection Field Office.

Alaskan Region

Robert Earl Arnold, manager, Kotzebue, AL, FSS, from Nome FSS ... **Harry J. Brown,** area manager, Anchorage ARTCC ... **Kenneth James Cline,** unit supervisor, Anchorage ARTCC AFS, promotion made permanent ... **Concetta L. Cron,** support services supervisor, Services Section, Materiel and Services Branch, Logistics Div., promotion made permanent ... **Alvis B. King,** unit supervisor, North Alaska AFS, Fairbanks.

Central Region

Daniel L. Brandt, area supervisor, Omaha ATCT, promotion made permanent ... **Lloyd G. Crowl,** unit supervisor, National Communications Center, Kansas City, MO ... **Larry C. Kaiser,** manager, Automated Information Resource Branch, Resource Management Div. ... **John E. Tigue,** asst. div. manager, Small Airplane Directorate, from Atlanta Aircraft Certification Office, College Park, GA.

Eastern Region

Sidney J. Akin, ast. manager for program support, Capital AFS, Suitland, MD, promotion made permanent ... **Kevin M. Aurandt,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent ... **David N. Caines,** manager, Labor Relations Branch, Human Resource Management Div., promotion made permanent ... **JoEllen Casilio,** area manager, Washington ATCT, Arlington, VA, promotion made permanent ... **Jeffrey Clarke,** manager, LaGuardia ATCT, Queens, NY ... **Mark S. Drew,** area supervisor, Washington ARTCC, Leesburg, VA ... **Robert F. Ebel,** chief, Air/Ground Operations Branch, Civil Aviation Security Div., promotion made permanent ... **Irvin J. Owings,** area supervisor, Washington ARTCC, Leesburg, VA ... **John A. Pallante,** asst. manager, Philadelphia ATCT, Tinicum, from Kennedy ATCT, Queens, NY ... **Robert J. Payette,** group supervisor, Internal Security Branch, Civil Aviation Security Div. ... **Warren A. Ricks,** unit supervisor, Camp Springs, MD, AFSFO, Capital AFS, promotion made permanent ... **Gerard F. Semchenko,** asst. manager for program support, Empire AFS, Syracuse, NY, promotion made permanent ... **Ricardo Short,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent ... **David F. West,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent.

Great Lakes Region

Kim M. Beauparlant, unit supervisor, Wisconsin AFS, Green Bay, promotion made permanent ... **Constance L. Claseman,** asst. manager, traffic management, Minneapolis ARTCC, Farmington ... **Johnny M. Cox,** unit supervisor, Chicago AFS ... **James P. Crawford,** systems operations manager, Indianapolis AFS ... **Robert L. Custis,** area supervisor, Port Columbus, OH, ATCT, promotion made permanent ... **Timothy J. Deer,** area manager, Minneapolis ARTCC, Farmington ... **Clarence W. Hall,** unit supervisor, Dayton AFSFO, Ohio AFS, Cleveland ... **Robert A. Hutson,** area supervisor, Mitchell Field ATCT, Milwaukee, promotion made permanent ... **Billy F. Jeffers,** deputy manager, Air Traffic Div., from Southern Regional office ... **James C. Kendall,** unit supervisor, Clinton County, MI, Michigan AFS, Belleville, from Minnesota AFS, Minneapolis ... **Russell E. Lorenz,** supervisor, F&E NAS Planning Section, Resource & Planning Branch, Airway Facilities Div. ... **David P. Michalak,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent ... **David J. Pramann,** area supervisor, Minneapolis Wold Chamberlain ATCT ... **Robert W. Smith,** asst. manager, plans & programs, Minneapolis ARTCC, Farmington ... **Richard R. Torossian,** unit supervisor, Aurora AFS ... **Jacquelyn Sparks Walsh,** area supervisor, Mitchell Field ATCT, Milwaukee, promotion made permanent ... **Lawrence J. Zan,** area supervisor, Indianapolis ARTCC.

New England Region

Ruben D. Davis, unit supervisor, Boston AFS, Falmouth, promotion made permanent ... **Allan R. Nesbitt,** area supervisor, Cape Tracon, Otis Air Force Base, Falmouth, MA, promotion made permanent ... **Steven T. Parrish,** area supervisor, Bradley ATCT, Windsor Locks, CT, promotion made permanent ... **Ken L. Witt,** area supervisor, Nantucket, MA, ATCT, promotion made permanent.

Northwest Mountain Region

Clifford R. Baird, traffic management unit supervisor, Denver ARTCC, Longmont, CO ... **Arlon J. Bold,** unit supervisor, Pasco, WA, AFSFO, Seattle AFS, promotion made permanent ... **Kristy S. Buckway,** section supervisor, Salt Lake City FSDO, promotion made permanent ... **Gayla G. Copenhafer,** area supervisor, Colorado Springs ATCT, promotion made permanent ... **Joseph A. Deherrera,** unit supervisor, Grand Junction, CO, AFSFO, Denver AFS, promotion made permanent ... **Kris E. Frame,** unit supervisor, Nav/Com Construction Engineering Section, Establishment Engineering Branch, Airway Facilities Div., promotion made per-

manent ... **Russell D. Gates,** unit supervisor, Auburn, WA, ARTCC AFS ... **Mark D. Gordhamer,** supervisor, Radar/Automation Installation Engineering Section, Establishment Branch, Airway Facilities Div. ... **Janine R. Harnden,** supervisor, Nav/Com Installation Engineering Section, Establishment Branch, Airway Facilities Div. ... **Brent W. Larson,** area supervisor, Cedar City, UT, AFSS, promotion made permanent ... **Alfred J. Laws,** unit supervisor, Auburn, WA, ARTCC AFS ... **Diane Monreal,** area supervisor, Centennial ATCT, Englewood, CO, promotion made permanent ... **Ronald C. Moss,** unit supervisor, Longmont, CO, ARTCC AFS ... **Chris M. Reid,** area supervisor, Cedar City, UT, AFSS, promotion made permanent ... **Andrew T. Temple,** unit supervisor, Auburn ARTCC AFS ... **Chris J. Tressler,** unit supervisor, Auburn ARTCC AFS.

Southern Region

William M. Alexander, area supervisor, Hampton, GA, ARTCC, promotion made permanent ... **Penny C. Ammons,** area supervisor, Hampton, GA, ARTCC, from regional office ... **Leander F. Baltimore,** area supervisor, Miami ARTCC, promotion made permanent ... **Dale A. Beadle,** area supervisor, Louisville, KY, AFSS, promotion made permanent ... **Sally K. Bell,** area supervisor, Hilliard, FL, ARTCC, promotion made permanent ... **Thomas R. Benson,** area manager, Miami ATCT, from Miami ARTCC ... **John H. Brooks,** unit supervisor, Miami ARTCC AFS ... **Mark A. Brown,** area supervisor, Nashville, TN, ATCT, promotion made permanent ... **D. Alan Bryan,** asst. manager, Resource & Planning Branch, Airway Facilities Div. ... **George B. Chevalier,** unit supervisor, Miami Civil Aviation Security Field Office, promotion made permanent ... **Mark A. Christensen,** area supervisor, North Perry ATCT, Hollywood, FL, from Miami ATCT ... **Steve W. Culbertson,** area supervisor, San Juan CERAP, promotion made permanent ... **Darrell D. Dunn,** unit supervisor, San Juan AFS, from Savannah, GA, AFSFO ... **Adrienne L. Eagles,** area supervisor, Miami ATCT, promotion made permanent ... **Arthur C. Eickenberg,** area supervisor, Columbus, GA, ATCT, from Office of National ATSystem Effectiveness/Eval., College Park, GA ... **Thomas W. Garnier,** asst. manager for program support, Columbia, SC, AFS ... **Markham J. Gentile,** unit supervisor, Miami Civil Aviation Security Field Office ... **Albert Grant,** area supervisor, Macon, GA, AFSS, promotion made permanent ... **William C. Grissom,** area supervisor, Birmingham, AL, ATCT, promotion made permanent ... **Charles W. Hewett,** field office unit supervisor, Jacksonville ARTCC AFS, Hilliard, FL ... **Edwin C. Hoyt,** asst. manager, traffic management, Miami ARTCC, from Opa Locka, FL, ATCT ... **Jeffrey A. Jones,** unit supervisor, Engineering Unit, Radar Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Albert U. Lewis,** unit supervisor, Miami ARTCC AFS ... **William L. Lindsey,** manager, Hub AFS, Atlanta, from regional headquarters ... **Steven B. Lovett,** area supervisor, Orlando, FL, ATCT, promotion made permanent ... **Ricky Martin,** area supervisor, Hampton, GA, ARTCC ... **Ray S. Massey,** unit supervisor, Memphis AFSFO, Memphis ARTCC AFS ... **Allen E. Maynard,** area supervisor, Miami ARTCC, promotion made permanent ... **Christopher S. Metts,** area supervisor, Miami ARTCC, promotion made permanent ... **Danny M. O'Harrow,** unit supervisor, Georgia FSDO, Atlanta ... **Terri Tait Papantonio,** area supervisor, Pensacola, FL, ATCT ... **William R. Rowland,** area supervisor, Pensacola, FL, ATCT, from Mobile, AL, ATCT ... **Robert Thomas Sharrard,** unit supervisor, Miami FSDO, promotion made permanent ... **Daniel P. Shay,** area supervisor, Daytona Beach, FL, ATCT, promotion made permanent ... **Roy R. Shelton,** unit supervisor, Miami FSDO ... **Kenneth B. Stepp,** area manager, Hilliard, FL, ARTCC, from regional office ... **Daniel E. Strawbridge,** asst. manager, plans & procedures, Memphis, TN, ATCT, promotion made permanent ... **Michael C. Thomas,** unit supervisor, Miami FSDO, promotion made permanent ... **Ronald J. Tokar,** unit supervisor, Columbia, SC, AFS.

Southwest Region

David W. Asbell, area supervisor, Ft. Worth, TX, ARTCC, promotion made permanent ... **Richard M. Briner,** team supervisor, Houston FSDO ... **Lijio R. Chavez,** asst. manager for program support, Albuquerque ARTCC AFS ... **Harold E. Duncan,** supervisory electronics technician, Harlingen, TX, AFSFO, San Antonio AFS, from New Orleans AFS ... **John F. Edwards,** asst. manager for training, Jonesboro, AR, AFSS, from Fayetteville, AR, satellite FSS ... **Alan K. Gabbert,** supervisor, Operational Standards Section, Resources & Planning Branch, Airway Facilities Div., from Dallas AFSFO ... **Kirk M. Hallett,** asst. manager for automation, Albuquerque AFSS, from Gallup, NM, FSS ... **Kyle R. Keifer,** manager, Dallas AFSFO, Dallas/Ft. Worth AFS ... **William D. Powers,** area supervisor, Ft. Worth ARTCC, promotion made permanent ... **Guillermo J. Salazar,** manager, Aviation Medical Div., from Southern Regional office ... **Melissa K. Simonds,** area supervisor, Ft. Worth ARTCC, from regional office ... **Orville A. Singer,** unit supervisor, Ft. Worth ARTCC AFS ... **Charles L. Turner,** unit supervisor, Dallas/Ft. Worth AFSFO II, Dallas/Ft. Worth AFS.

Technical Center

Frank H. Elbertson, Chief of Staff, Office of the Chief of Staff ... **Rodney C. Guishard,** div. manager, Engineering Integration & Operational Evaluation Service ... **Noel Hansen,** manager, Enroute Field Support Branch, National Automation Field Support Div. ... **Vincent J. Lasewicz,** div. manager, Engineering Integration & Operational Evaluation Service.

Washington Headquarters

Juanita D. Callahan, manager, Oceanic Automation Associate Program Manager for Engineering, Automation Engineering Div., Program Director for Automation, promotion made permanent ... **William S. N. Chin,** manager, Associate Program Manager for Engineering Visual Aids Program, Navigation & Landing Engineering Div., Program Director for Navigation & Landing, promotion made permanent ... **Deborah Anne Conway,** section supervisor, Senior Executive Resource Staff, Human Resource Management ... **Thomas Gassert,** deputy manager, Maintenance Engineering Div.,

Systems Maintenance Service ... **Wilmer Hunter,** staff chief, GNAS Facilities Program Branch, Facility Programs & Transition Div., NAS Transition & Implementation Service ... **Edward Jones,** branch manager, Rome, Italy, CASIFO, Brussels Civil Aviation Security Division, Office of Civil Aviation Security Operations ... **Wilbert G. Laird,** staff chief, Systems Staff, Office of Budget, promotion made permanent ... **James C. Link,** manager, Special Facilities/Common Program System Engineering Div., Facility System Engineering Service, promotion made permanent ... **Claude Manno,** asst. manager, Intelligence Operations Div., Office of Civil Aviation Security Intelligence, from Rome, Italy, CASIFO ... **Shirley S. Miller,** manager, Program Control Branch, Capital Div., Office of Budget, promotion made permanent ... **Elizabeth F. Rand,** staff chief, Special Projects Staff, NAS Transition & Implementation Service ... **Courtney Tucker,** asst. manager, Policy & Standards Div., Office of Civil Aviation Security Planning & Policy.

Western-Pacific Region

Arthur W. Barton, asst. manager, airspace & procedures, Los Angeles ARTCC, Palmdale ... **Dale E. Bush,** area supervisor, Livermore, CA, ATCT, from Oakland ATCT ... **Lonnie R. Giles,** unit supervisor, Phoenix Certificate Management Office ... **Arthur Grueneberger,** area manager, McClellan Air Force Base TRACON, Sacramento ... **John K. Hoffman,** area supervisor, High Desert TRACON, Edwards Air Force Base ... **Harry M. Northrup,** manager, Grand Canyon, AZ, ATCT, from Deer Valley ATCT, Phoenix.

Retirees

Aeronautical Center

Ronald D. Bouwman
Lester K. Groves
Robert A. Nance
Susan L. Spaulding
William T. J. Waldrop
Donald R. Wasson
Dick F. Smeage
John J. Witten
Pauline D. Zeltner

Alaskan Region

Robert J. Paxton
Lawerance A. Sannes

Central Region

Bonnie W. Ellington
Bethella M. Pollard
Harold D. Scott
Lester G. Tischmacher
Roy N. Wiklund

Eastern Region

Frank J. Bombace
Robert F. Meyer
Elba Olivo
Robert S. Peterson
Roger R. Rothermel

Great Lakes Region

Donald F. Buss
John A. Evans
Lawrence Fair
Lee Roy Graf
Donald E. Kaptonak
Dale G. Pahl
Eugene E. Reinhart
Richard J. Shaftic
Larry G. Simmons

New England Region

Carl P. Anderson
Burgess Blackburn
Maurice Diamond
Katherine H. Halloran

Northwest Mountain Region

Joan M. Bradford
Forrest E. Cordova
Dean G. DeYoung
Bruce R. Faber
Clinton F. Kreiman
William S. Lee
David L. Muir
Robert J. Pease
Harlan A. Weisz

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Donald E. Bloomer
Dorothy A. Bravo
Joseph L. Bryan
Thomas H. Couch
Myra M. Cox
James L. Garstang
Marilyn Glosson
Heinz F. Henken
James W. McQuigg
Donald A. Meadows
John E. Palmer
Bobby F. Wetherington
Raymond A. Woodruff

Southwest Region

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Frederick E. Conable
Richard B. Harrell
Lowell R. Rhodes
Kenneth N. Ritter
Glen H. Schroeder
Gene H. Vance
Ernest P. Vicchio

Washington Headquarters

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Charles M. Carrington
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Mary E. Glotzback
Edward M. Keefe
David W. Kress
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James F. Ritchie

Western-Pacific Region

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Joseph N. Covington
Lawrence R. Cuesta
Gordon K. Fraser
Melvin Y. K. Go
Ethel M. Hubert
Charles A. Moore
Thomas L. Salmons
Paulus A. Van Emmerik
John D. Williams

An End to Discrimination, Sexual Harassment

COALITION OF FAA
ASIAN PACIFIC AMERICANS

These logos represent organizations that have recently signed a "Statement of Affirmation" against discrimination and sexual harassment.

See page 3 for the story.

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