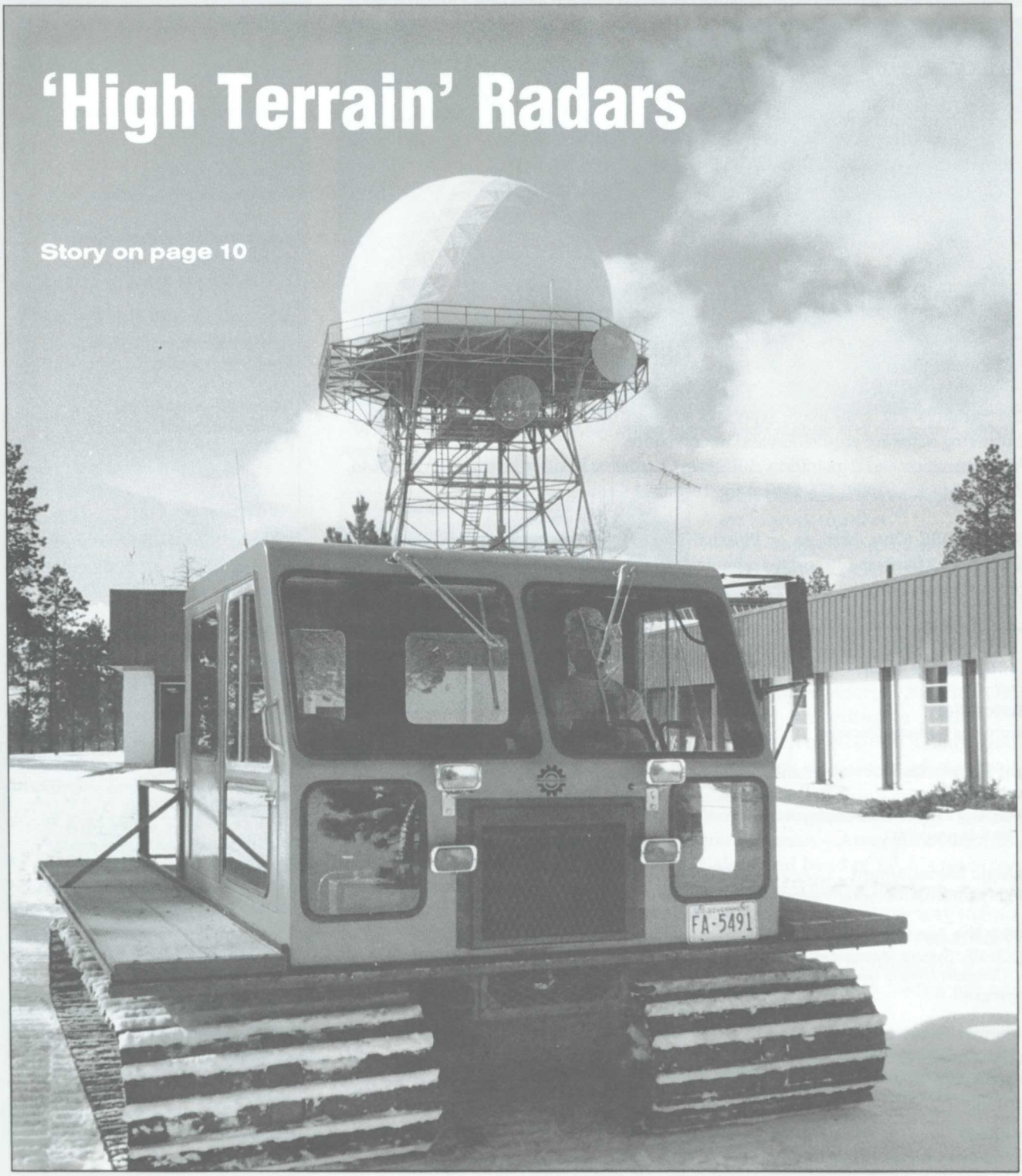
U.S. Department
of Transportation
**Federal Aviation
Administration**

FAA World

August 1993



FYI

For our Information . . .

The **FAA Conference of the Federal Managers Association** will hold its 13th annual convention in Las Vegas Sunday to Thursday, October 17 to 21. This year's theme is again "Aviation Safety through Professionalism."

Activities will take place at the Imperial Palace Hotel. A technical program and aviation forum is planned, with agency and aviation industry representatives participating.

Also scheduled are a welcome from Mike Connor, FAA Conference chair; committee reports; guest speakers from the Professional Women Controllers, National Black Coalition of Federal Aviation Employees, Hispanic Coalition of Federal Aviation Employees; addresses by Gary Church, Aviation Management, Inc, and John Imhoff on labor-management relations and the FAA/National Air Traffic Controllers Association contract; and a session with the Associate Administrator for Air Traffic and service directors.

For additional information, contact Dan Placke, (317) 247-2501.

The **Software Engineering Specialty Group** of ASE-600 is sponsoring its 1993 workshop, "Build a More Effective Team Approach to the Software Life Cycle." The workshop will be hosted by the FAA Technical Center, Monday-Wednesday, September 27-29. Speakers will cover major aspects of software life, starting with customer needs and covering software acquisition and maintenance.

For information and registration, call Susan Gardner at Headquarters, (202) 287-8646, or Frances Mackuse (609) 485-4449 at the Technical Center.

DOT GLOBE (Gay, Lesbian, or Bisexual Employees) is a departmental employee organization. Members support the organization's general goal of increasing awareness of gay, lesbian, and bisexual employee issues at all levels within the department. Those

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Federal Aviation Administration

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Better Processes, Better Government

Experts Advise How To Do Business in a New Way

With the national spotlight trained on improving business practices in the federal government, FAAers are seeking out expert advice. Recently a big crowd turned out to hear noted author Ted Gaebler's ideas on reinventing government and Steve Anderson, business and information technology consultant, speak about "rethinking" business processes.



A big crowd turned out to hear noted author Ted Gaebler and consultant Steve Anderson.

Gaebler warned that to keep our democracy going we must "step up" and make serious changes on the inside of government. Calling government workers "good people trapped in bad, archaic systems," he advised them to take responsibility for those systems and turn them around. He highlighted success stories in changing from outmoded and self-defeating processes to flexible, creative, and entrepreneurial ways of doing business. The ability to make such changes presupposes informed customers—the public—and empowered employees, Gaebler said.



Theron Gray and Darlene Freeman join Ted Gaebler and Steve Anderson at AIT's program, "Reinventing Government."

According to Steve Anderson, the latest management wave for revamping organizations is called "business process re-engineering."

"Re-engineering is change to business processes—the organization and its infrastructure and technology," said Anderson. Radical change can improve output and get products out in less time, at lower cost, and with greater quality; provide better service to customers; and/or make more money.

To achieve operational excellence, Anderson said, the "strategic context" must be right. It's critical to know how processes fit within the overall business. Zeroing in on the correct process needs to come before determining what technology to use for support. "Too often we automate processes we shouldn't be doing in the first place," Anderson said, "and that's why it's important for business partners and information technology providers to work together."

Re-engineering is also about setting measurements and goals. The goals should be to improve the business 50 to 60 percent, rather than aiming at a safe 10 to 20 percent of typical quality improvement efforts. And it's OK to fail, according to Anderson. To reach one-half of a large goal is better than accomplishing all of a small one.

In her introduction of the program on doing business in a new way, Darlene Freeman—Associate Administrator for Aviation Safety and head of FAA's team for the President's National Performance Review—called the government reform initiative a positive way to find out how to run the government "smarter." To do this, she said, "we need to create a work atmosphere where new ideas, fresh approaches, and risk taking are encouraged and welcomed." ✲

Sponsored by the Office of Information Technology (AIT), the presentation was videotaped and will be available in each region and center through the information resource managers. At Washington Headquarters, the tapes may be borrowed from AIT-200, (202) 267-9973, or AXQ-3, (202) 267-9889.

'Walking the Talk'

FAAers Go from Scratch to Spotlight

"We didn't have a flip of an idea how to do this," recalls a Flight Standards FAAer.

But this FAAer, along with the other members of a special quality action team (QAT), worked hard and put together the service's first nationwide employee awards program. The QAT started from scratch in late 1991, and on May 12 this year enabled Flights Standards to turn the spotlight on 24 of its employees in its first national annual awards ceremony.

The QAT didn't get bogged down with the bureaucracy. It took its job seriously because it wanted its product to be the best.



Associate Administrator for Regulation and Certification Tony Broderick (center) with award winners Robert Shepherd and John Gamble.

How did it happen?

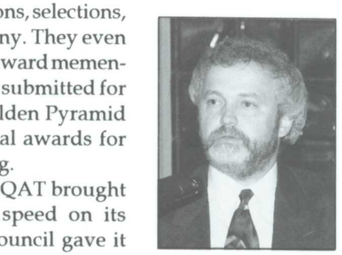
In March 1991, the Flight Standards Quality Management Council decided to put its people first—which is in line with the service's philosophy of people, safety, and quality service. To recognize the contributions of employees, the council's first major effort was to set up a national awards program from beginning to end.

Eastern Region's John Hay was team leader, and Eileen Verna of Headquarters was team sponsor. Hay was selected because of his experience managing Eastern Region's awards program for the past eight years. Verna, the organization's strategic planner, was charged with keeping the team focused on strategic goals and on schedule to get results. Five Flight Standards district office managers were picked as members of the team: Dick Blondefield, Albuquerque FSDO; Gabe Bruno, Allegheny County FSDO; Cathy Jones, Rapid City FSDO; Gary Koch, Scottsdale FSDO; and Charlie Wilson, St. Louis FSDO. Art Brownell, Philadelphia FSDO, was the facilitator.

To make it work, the council gave the team time and resources to do the job. After three days of training in the do's and don'ts of quality processes, team members did their homework by researching past awards practices of Flight Standards, other government agencies, and industry.

From January through March 1992, the group tackled the nuts and bolts. They developed award categories and criteria and drew up a time line for prototype nominations, selections, and the first ceremony. They even designed the actual award mementos, which are being submitted for the Clio and the Golden Pyramid awards, two national awards for specialty advertising.

In April 1992, the QAT brought the council up to speed on its progress, and the council gave it the green light to continue. By August a comprehensive guide was written for all employees, and in November division managers were briefed, the guide was distributed, and regional awards coordinators were picked.



Eileen Verna

A key ingredient to success, say QAT members, hinged on regional awards coordinators who were nonsupervisory employees selected because they were highly motivated and could be counted on to



Tom Accardi, Bill White, and Clark Schadle

organize the program from start to finish. These self-starters are Chelle Brisco, Atlanta FSDO; Doug Dalbey, ASW-250; Ted DeWeese, AFS-250; Carmen Dunn, Seattle FSDO; Barry McCoy, Van Nuys, California, FSDO; Diane Miller, Allegheny County, Pennsylvania, FSDO; Nancy Risso, ANE-220; Bob Ritter, AGL-263; Jane Ryan, AAL-210; and Chuck Winkenwerder, ACE-250. From January until the ceremony, the regional coordinators explained the workings of the new award system.

John Hay

Local, regional, and national selection committees of nonsupervisory employees were set up. Called the National Flight Standards Recognition System, the process is designed to give employees the opportunity to nominate their peers, subordinates, supervisors, or managers for local and national laurels.

The nominations were first screened at the local level, resulting in 367 nominations being forwarded for regional consideration. Of those, 88 were sent to the national selection committee, and 24 were selected as national winners. ✲

Flight Standards Award Winners

Twenty-four Flight Standards employees were recognized at a May 12 awards ceremony which was part of the Flight Standards Strategic Management Conference.

Manager of the Year
Clark Schadle
Southern Region Headquarters

Supervisor of the Year
Charles Smith
Miami Flight Standards District Office

Field Inspector of the Year
Robert Watson
Atlanta Flight Standards District Office

Staff Employee of the Year
Steve Maddox
Alaskan Region Headquarters

Administrative Employee of the Year
Raquel McCormick
Miami Flight Standards District Office

Distinguished Service
Carol Prosperini
Springfield Flight Standards District Office

Linda Johnson
Northwest Mountain Region Headquarters

Excellence in Public Awareness
Larry Williams
Nashville Flight Standards District Office

Excellence in Human Relations
Melanie Jo Johns
Pittsburgh Flight Standards District Office

Mentor of the Year
James Edwards
Washington Headquarters

Innovations in Cultural Diversity
Vicki Schubert
Denver Flight Standards District Office

Mission Possible Award
Team of:
John Gamble
Robert Shepherd
Fairbanks Flight Standards District Office

Good Friend
Ken Watters
Private Airman
Seattle, Washington

Barrier Breaker Award
Team of:
Keeton Zachary
Krissy Kay
Sarah Perotka-Moyé
Philip Hoy
Errol Van Eaton
Dennis Franks
Gail Rogers
Seattle Flight Standards District Office

Visionary Award
Team of:
Eldon Beavers
Pamela McNabb
Washington Headquarters

Strategic Management Award
Nicholas Sabatini
Eastern Region Headquarters

Strategic Management

Flight Standards Focuses on Its Number One Customer—the Public

The Flight Standards Service is focusing its funds and talent on the critical activities and products it provides to its most important customer—the public. In practicing what it preaches, the service is getting employees involved in solving problems and offering better services.

This was one of the issues addressed at the Flight Standards National Strategic Management Conference, which brought 164 managers to the nation's capital to "brainstorm" on the service's critical activities during a period of change and transition. The third annual conference advanced the service's mission of "providing the public with accident-free aircraft operations through the highest standards in the world," director Tom Accardi said.

In addition to hearing from heavy hitters inside and outside the agency, conference "breakout" sessions involved all participants. They focused on six technical problem areas and potential solutions generated by Flight Standards employees who are on the front lines in the field. These six technical panels reflected last year's initiative to involve employees in finding better ways of doing business. The panels reviewed Flight Standards work programs to determine which ones could be streamlined, changed, or eliminated without affecting safety.

Flight Standards "aggressive" strategic and annual business planning began in 1991. At first, its Senior Executive Service managers were schooled in team building and total quality management (TQM) principles. Next came the creation of national executive committees that focused on core operational issues. Then a group of strategic thinkers—consisting of the chairs of the national executive committees and managers of Headquarters policy divisions—developed long-term program plans. The group became known as the Flight Standards Quality Management Council.

Regional committees, mirroring the national structure, were established in each region to help formulate and monitor accomplishments of the service's annual business plan. "The Quality Management Council and the national and regional committees focus fiscal and human resources on the critical activities and products Flight Standards Service provides the public," Accardi said.

Several conference information sessions included updates on these topics:

- Legal aspects of compliance and regulation enforcement and how to whittle down a backlog of enforcement cases.

'A mission of providing the public with accident-free aircraft operations through the highest standards in the world.'

- The future of satellite navigation and how it will affect aviation worldwide.
- Safety Performance Analysis System—SPAS for short—Flight Standards' sophisticated aircraft operator surveillance computer software that will help inspectors and managers identify where to commit their resources.
- General Aviation Action Plan—a five-year program that focuses on five major areas: safety, certification services, product innovation and competitiveness, capacity and access, and costs. Under the plan, which has been praised by industry, FAA is slated to review the designated pilot examiner and certified flight instructor programs, as well as to continue emphasis on remedial education instead of punishment. The goal is to improve timeliness and availability of certification services at a reduced cost and provide guidance for employing new technology beneficial to general aviation.
- Labor relations update on implementation of the new contract and status of the Employee Involvement Program.
- Quality measurement processes underway at Flight Standards district offices. As an initial test, customers at three offices were surveyed about services received. Six more FSDOs have been added to the survey, which will eventually cover all 90 offices. ✲

People Philosophy

The Flight Standards philosophy aims to create a corporate culture and capacity that embraces:

People—train them, trust them, and give them the tools to do their job by promoting...

Safety—through the highest regulatory standards in the world to provide...

Quality Service—to the public on a continuous basis.

Who Does What?

Introducing Daughters, Sons to the Aviation Business

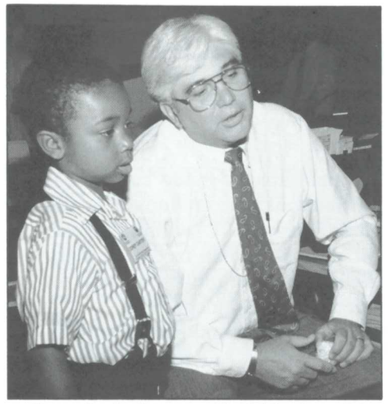
By Jane Miller

"Mom, Dad, what do you do at work, and who else is there?"

"Who is your boss?"

"Is it always quiet at work—like on Saturday?"

"Could I *please* go to work with you some time?"

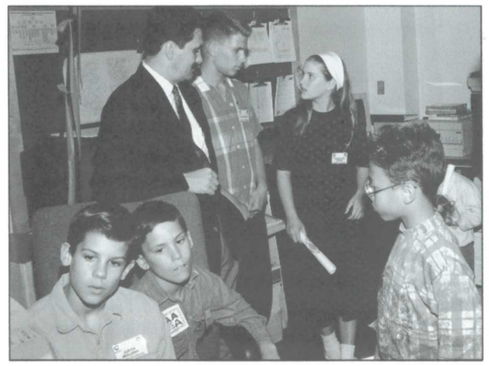


Corey Carter listens as Keith Morris explains how air traffic flows.

On June 4, children of employees of the Office of Air Traffic System Management (ATM) got some answers to these very important questions and more.

Elizabeth and Erin Bailey, John Bodenhamer, Rosalynn Bourgeois, Robert Lee Burk, David Byrne, Corey Carter, Nicole Contee, Katie Failor, George Hunt, Dennis Jackson, Austin-Casey and Marvin Morris, Justin Mullens, Robin Wallis, and Josef, Samantha, and Tyler White were the youth who came to ATM's first "Daughter/Son in the Work Place" program. The program was designed so the young people could begin to understand their mother's or father's role at FAA.

Those who came got a look at the agency from top to bottom. They attended meetings where air traffic delays, aircraft operations, equipment outages, and notices to airmen, military, and VIP aircraft movements were discussed.



Youngsters are briefed on weather displays in the Air Traffic Control System Command Center.

Bill Pollard, Air Traffic's Associate Administrator, presented each youngster with a certificate, and ATM's director Dave Hurley gave them an overview of the Department of Transportation, the FAA, and office functions.

The young people attended the ATM staff meeting and the OPSCON—operations conference with regional division managers and Headquarters program managers. They went on tour through the National Flight Data Center as well as the Air Traffic Control System Command Center—a favorite of the group. To cap off a day filled with new experiences, the youngsters met more FAAers at a reception held for them and their parents.

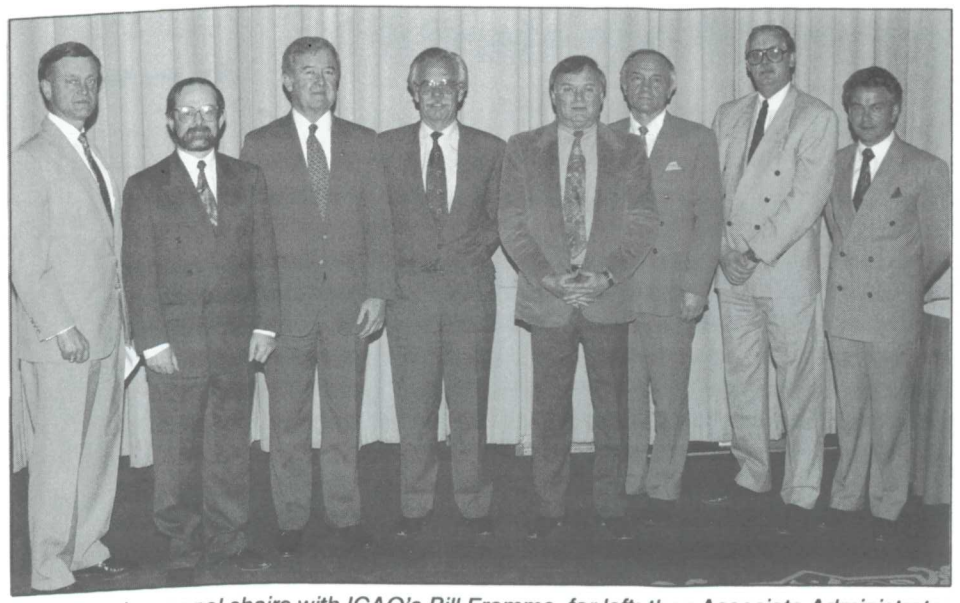
For future reference, the children were given information packets with copies of "Aviation Careers Series" publications, posters, lapel pins, an airplane, FAA seals, and other materials about the agency to take home.

What career dreams and plans were popular with these young visitors? Their wish list for future jobs ranged from work in sports, writing, modeling, missionary work, medicine, and now—who knows?—perhaps aviation. ✲

Jane Miller is administrative assistant in the Office of Air Traffic System Management.



Dave Hurley, director, Office of Air Traffic System Management, joins participants in the first "Daughter/Son in the Work Place" program.



Symposium panel chairs with ICAO's Bill Fromme, far left; then Associate Administrator for Aviation Standards Cas Castleberry, third from left; and Philippe Rochat, ICAO Secretary General, fourth from left.

Relating Human Factors to Aviation Safety

FAA Hosts International Symposium for Operational Personnel

By Jim Witeck

Washington, DC, was the scene for the second triennial, worldwide ICAO Flight Safety and Human Factors Symposium. This four-day event, organized by the FAA's Office of Aviation Medicine and hosted by the Office of the Associate Administrator for Aviation Standards, drew a large international audience—approximately 325 delegates representing 42 countries and six international organizations.

This series of symposia are key to the International Civil Aviation Organization (ICAO) work in heightening international awareness about the importance of human factors in civil aviation. The conference theme, "Human Factors Training for Operational Personnel," was addressed by 35 international experts who, in panel format, talked on:

- developing human factors knowledge.
- developing human factors skills.
- human factors training for automation.

Acting Administrator Joe Del Balzo emphasized that at least in part, a preponderance of aircraft accidents and incidents are attributable to human error; therefore, more must be done to counter such miscues in the future. Congressman James Oberstar, chair of the House Aviation Subcommittee, gave a Congressional perspective on human factors issues in aviation, noting that increased emphasis on human factors was evidenced by the Aviation Safety Research Act of 1988.

Dr. John Lauber, a National Transportation Safety Board member, spoke about the role of airline management in relation to accidents and the need to focus more attention on the human performance aspects of controlled flight into terrain (CFIT) accidents.

Triennial sessions are organized under ICAO's Flight Safety and Human Factors Study Group, which has as its U.S.-appointed member Dr. William Shepherd, manager of the Biomedical and Behavioral Sciences Branch (AAM-240). The study group develops and implements a multifaceted ICAO education program, results of which include:

- Publication of eight in a series of 10 human factors digests. Subjects include cockpit resource management (CRM), line-oriented flight training (LOFT), and human factors in automation. ICAO will consolidate these digests, to which the FAA and other U.S. participants made substantial contributions, into an human factors training manual. Upcoming digests will address human factors in management and organization and in maintenance and inspection.
- Planning for and participation in the regional ICAO human factors seminars held twice a year at ICAO regional offices around the world. The next regional seminar will be in Rio de Janeiro later this year.

Meetings have been warmly received by the target audiences, usually airline operators and civil aviation administrators who are seeking information on the human factors issues that weigh so heavily on safety. The United States has made important contributions to these seminars by encouraging presentations by many prominent American scientists and trainers.

At the next triennial worldwide symposium in 1996, plans are for New Zealand to host the gathering, which will target human factors aspects of a global transition to the satellite-based Communications-Navigation-Surveillance (CNS)/Air Traffic Management (ATM) System. ✲

Jim Witeck is international program officer for Aviation Standards.

It Could Be a Record

Area Supervisor McFadden Works Traffic 42 Years

After 42 years on the job, air traffic controller Bob McFadden has plugged in his headset for the last time. A friend once told him, "You'll know when it's time to retire," McFadden recalls. Now, he says, "I just think it's time."

At soon-to-be 59, McFadden may hold the longevity record for controlling air traffic at a terminal. Agency data, however, is not kept in a way to make such records easy to verify. Whatever the case, McFadden has spent a lot of time in the business.

"I always worked traffic," says McFadden, "and I always looked forward to going to work. Controllers have no typical work day," he says. "If there is one thing you can depend on, it's that each shift will bring something different. Boredom is not a problem in the profession, that's for sure," he adds.

McFadden's career in aviation took off right after graduation from Huron High School in South Dakota. Signing up with the Air Force, he took a job skills test. Soon word came from the commanding officer that McFadden had what it takes to control aircraft, and off he went to attend schools in Biloxi, Mississippi. Over the next four years, McFadden worked at Air Force bases in Las Vegas, Nevada, Kunsan, Korea, and Tucson, Arizona.

During his FAA career, McFadden was a controller at Mitchell Field in Milwaukee, Wisconsin; the old Olathe, Kansas, Radar Approach Control Facility—a RAPCON; and Kansas City Downtown Airport. He was a team supervisor at Kansas City International, an air traffic manager at Grand Island and Omaha, Nebraska; and a controller and area supervisor at Hutchinson, Kansas, tower where he was honored as Central Region supervisor of the year in 1992. He is scheduled to retire on August 31.



Bob McFadden in the early 1950s

After being around the block a few times, McFadden is still quick to say, "Controllers are the greatest people in the world to work with." Also, "It helps when you're with others who have the same attitude toward their jobs," he says. "Each day was a learning experience," he continues, but he won't deny there were a few rough patches. All in all, though, McFadden calls it a "very enjoyable career," one he would recommend to anyone who had the interest.

Not a whole lot has remained static during his time in the tower, according to McFadden, and the constant change is one of the things he liked so much about controlling aircraft.

He points to the big changes brought about by the replacement of propeller-driven aircraft by jets as far as air carriers go. Then, with reliance on radar, documentation of procedures has mushroomed. In the 1950s, regulations, which covered about 40 pages, were easy to memorize, at least in comparison with today's 7110.65—the controller's Bible, which contains roughly 1,000 pages. And that's only one among several manuals.

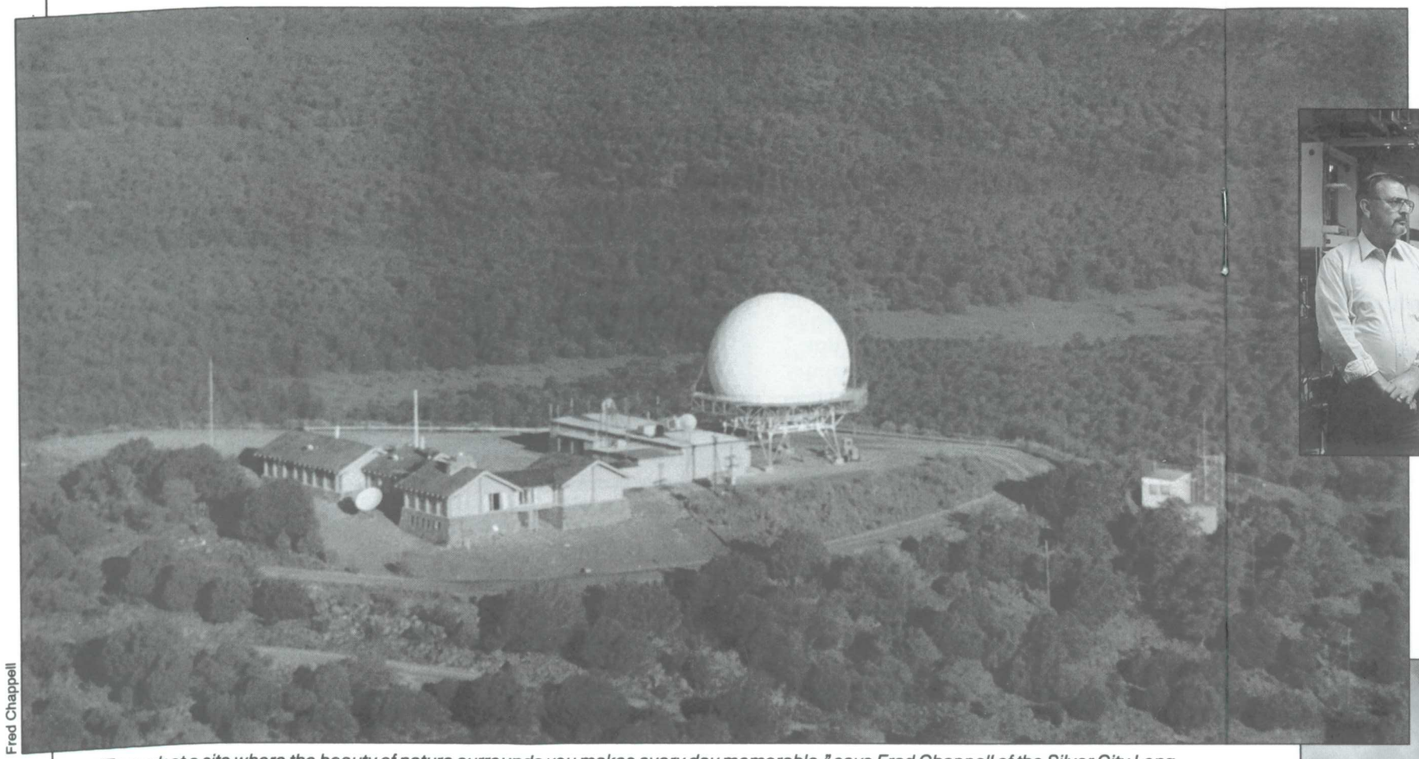
Lots of change has taken place in training and testing controllers, too, says McFadden. He describes those in the job today as more professional, less free-spirited than their predecessors, but of course a controller's duty is still to move air traffic in a safe, orderly, and expeditious way, he acknowledges.

Plans for retirement? Although McFadden doesn't have anything definite in mind, he knows plans will involve Jan, his wife of 34 years; their four children, three of whom are still in college; and time to play a little golf and do some photography. Since McFadden expects to live to be at least 106, he sees no need to rush headlong into things. ✲

Readers with additional information on this or similar records can contact *FAA World's* editor on (202) 267-3448 or write to the magazine in FAA's Office of Public Affairs, APA-340, 800 Independence Avenue SW, Washington, DC 20591.



More recently, McFadden with son Mike, daughter Lesley, wife Jan, son Dan, and Dan's fiancée Jo.



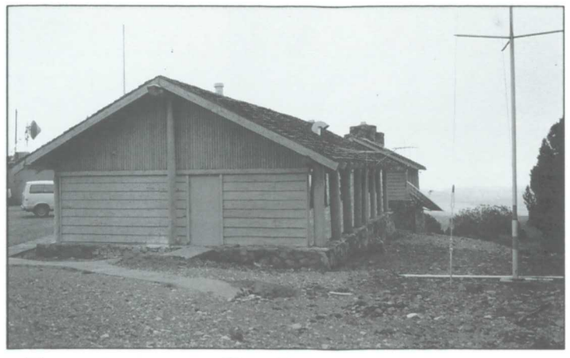
Fred Chappell

"To work at a site where the beauty of nature surrounds you makes every day memorable," says Fred Chappell of the Silver City Long Range Radar Site.

High Eyes

By Roger S. Myers

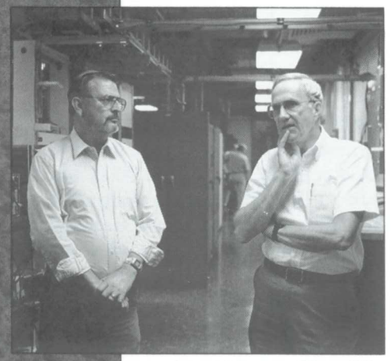
The sky travelers are all very relaxed. Their magic carpet is at 41,000 feet—well above any turbulent weather. Dinner has just been served, and after-dinner drinks are being offered. Business travelers who had been closing out deals just a few hours ago on the East Coast are looking forward to getting home. Vacationers headed for the golden West Coast are anticipating arrival in Los Angeles, and small children are asleep in their mothers' arms. Yes, the National Airspace System is operating as it should—flawlessly.



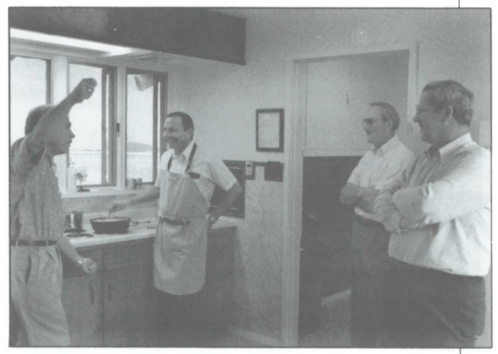
The crew's quarters at Silver City

Now the latest technology aircraft, a wide-body jet, approaches an area known as the four corners, where New Mexico, Arizona, Colorado, and Utah all meet, and starts its initial descent into the City of Angels. Far below, underneath the aircraft, is a vicious line of thunderstorms moving east as part of a weather pattern sweeping across the Arizona desert and mountains of New Mexico.

Standing almost as a front line of defense in the path of this line of weather are two FAA-staffed and operated high altitude long range radars (LRRs). Located on the western border of New Mexico, the Gallup LRR at Narbona Pass (formerly Washington Pass) and the Silver City LRR at Mule Creek provide radar coverage across much of the four corners area and southern New Mexico and Arizona. They are the long range eyes for the controllers in the Albuquerque Air Route Traffic Control Center who guide sky travelers as they transit the heavens toward California.



Leonel Perez, Silver City supervisor, and Wes Statser, Southwest's Airway Facilities Division manager.



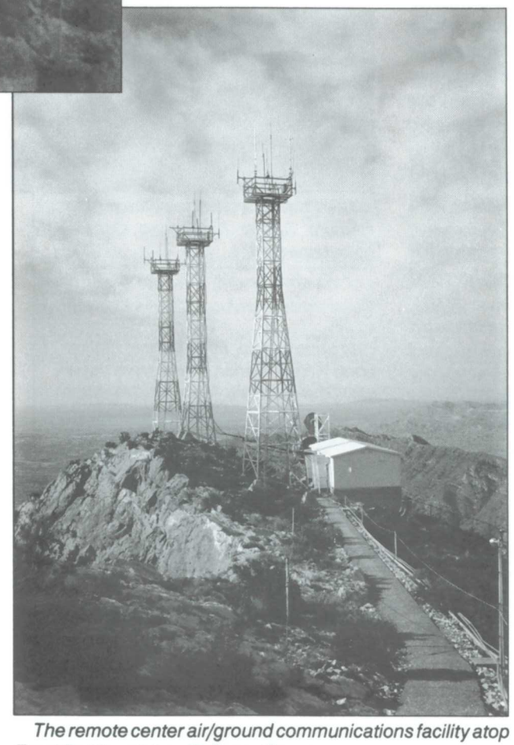
Fred Chappell prepares elk steak.

Because of the nature of their operations, these long range radar sites are all in very remote locations, and the people who staff them forgo many modern conveniences found in metropolitan areas. The FAA's Airway Facilities long range radar electronics technicians and engineers are proud of how they maintain these "eyes" for the air traffic system's en route centers. Some have spent many years living and working in secluded, almost inaccessible, locations.

Narbona Pass and Silver City LRRs—two in a network of 20 in the five-state Southwest Region—are set apart by being "high terrain" LRR sites. High terrain facilities contain living quarters, and electronics technicians work a schedule that keeps them on site, usually at the top of a mountain, for more than an eight-hour shift. Shifts can vary from two to four days, depending on staffing and requirements.

Accessibility to the high terrain LRRs is always a challenge. In the case of Narbona Pass, a snow cat is used extensively during the winter and spring months. So, in some instances, the basics for survival may not be readily available to those who operate the LRRs daily. Employees at these sites receive a premium pay compensation based on the standby duty.

On one tour of some Southwest Region facilities, Regional Administrator Clyde DeHart and a group of FAAers stopped at Narbona Pass. With snow still on the ground, Mike Nance met the visitors at the base of the mountain with his trusty snow cat, and the climb to altitude began. Upon reaching the LRR, the visitors were greeted by supervisor Bobby Riley and taken on a tour. Following

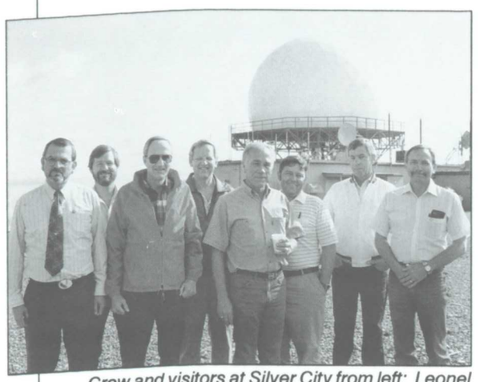


The remote center air/ground communications facility atop Franklin Mountains, El Paso, Texas.

lunch, an informal all-hands meeting was held.

Already the group had been to the Albuquerque Environmental Support Unit (ESU) where they were guided through the facility by Ruben Sanchez. Proceeding on toward the western border of the state, a stop was made at the West Mesa LRR, just outside Albuquerque. There, supervisor Jim Wright displayed the radar system.

Technician Lee Smith was a guide at the next stop, Farmington Remote Center Air/Ground Communications Facility (RCAG) site, and Albuquerque Airway Facilities Sector manager LeRoy Powell took the visitors to the top of Sandia Crest. At a height of 10,000 feet, this unique site requires special shielding due to the tremendous amount of interference generated by so many electronic transmitters located at the crest of the Sandia Mountain chain.



Crew and visitors at Silver City from left: Leonel Perez, Trent Petty, Wes Statser, Clyde DeHart, Willie Harris, William Clark, Numa Courreges, Fred Chappell.

In southern New Mexico, DeHart and Airway Facilities Division manager Wes Statser visited a number of facilities. El Paso Sector manager Willie Harris led the group throughout southwestern New Mexico. The first stop was the Deming RCAG. Then the party began its slow climb to Silver City and the top of Brushy Mountain. Arriving in the late afternoon, just ahead of a line of thunderstorms associated with a rapidly moving cold front, the visitors were warmly greeted by supervisor Leonel Perez and the electronics technicians on duty.

First things first, they were assigned sleeping rooms for their overnight visit. Touring the facility, they learned about its radar and the range of coverage.

By dinner time, Mother Nature had begun a spectacular display of awesome power. Throughout the evening and early morning, thunderstorms tried to play havoc with the electrical system on top of the mountain, but the crew of Larry Baker, Will Clark, Trent Petty, and Fred Chappell kept the Brushy Mountain radar humming so no disruption of service occurred.

Following an early-morning meeting, the visitors continued on to facilities in the El Paso Sector, including the FAA maintained RCAG site atop the Franklin Mountains. The site is accessible by a two-hour climb on a footpath or a 30-minute ride on an FAA-owned and -operated tram, which transports four passengers to a height of 8,000 feet. Unencumbered by other transmitters and antennas, the site gives the FAA outstanding radar and radio frequency coverage for West Texas and southern New Mexico. The final stop on the western survey was the "in-town" El Paso LRR, just east of the El Paso airport. ✲



Lee Smith at work at the Farmington Remote Center Air/Ground Communications facility.

In cover photo, Mike Nance, Gallup Long Range Radar, maneuvers snow cat. The facility's location, Narbona Pass, was named after a Navajo peacemaker. FAA's LRR there was commissioned in 1963 on land leased from the Navajo Tribe. The lease includes an agreement to provide water for the Navajos who herd sheep and goats in the area during the summer.

Bobby Riley, facility supervisor, notes, "Tribal police have called on us to help search for woodcutters caught in unexpected snows, and we have even aided a cross-country skier with a broken leg."

Roger Myers is the public affairs officer in FAA's Southwest Region.

Testing Moves into Computer Age

The FAA is rapidly moving into computerized testing of pilots, flight engineers, airplane mechanics, and parachute riggers at nearly 400 test sites throughout the United States, saving the government millions of dollars.

Written test examiners, numbering some 2,000 in 1982, are phasing out, with approximately 900 still in the system earlier this year. They will go, also, as the computerized test system fully comes on line in the next two years. Savings result from administrative costs of written tests and materials supplied to examiners in the field. For instance, related printing materials alone cost the government more than $300,000 a year.

Computers are phasing in. "Almost everyone taking the computer test is pleased," Dusty Sloan, manager of the FAA's Regulatory Support Division at the Aeronautical Center, said. "They find out immediately if they passed or failed the exam, eliminating weeks of waiting at the mailbox to be notified."

Also, Sloan noted, "under our new system, the possibility of test compromise is dramatically reduced. It is as secure as computer technology is today."

Gary Walker, supervisor of the divisions Operations Standards Development Section, said approximately 220,000 pilots and mechanics take FAA exams each year. Under the old system of answer sheets, 10,000 to 15,000 a month came in for processing, and six percent of all those had to be sent back for rework because of mistakes in the system.

Immediate quality improvements are inherent in the new technology. Up-to-date information will be available daily on the various tests to enhance validity of certification standards. Tests can be updated quickly without having to wait for written test booklet printing cycles of up to two years.

Yet the most dramatic change is for FAA's test customers. They will enter an already tried and proven world of computerized testing. PC or keyboarding knowledge is not required, and the testing software is user-friendly.

FAA-certified computer testing designee (CTD) companies administer the new program. They include TRO Learning, Inc., Drake Training & Technologies, Sylvan Kee Systems, and Aviation Business Services—companies well known for competence in computer technology, national communications network operations and maintenance, and software maintenance and support.

In March, 362 computer test sites were available from the four CTDs. The first overseas testing site has been inspected and approved in Duesseldorf, Germany. ✲

Survey Scene

What's the latest on the Survey Feedback Action (SFA) and the Job Satisfaction Survey (JSS)?

The SFA is in a deferred status until January 1994. The deferment is due to the late administration of the JSS, which was administered to a 15 percent random sample of FAA employees this past May and June. The Civil Aeromedical Institute is now working on the analysis and reporting of JSS data.

The JSS overall response rate was 59 percent, down from a 1990 response rate of 71 percent. A summary report on the JSS is expected out late this month.

The "National Summary Report" on the 1991 SFA evaluation was expected out late last month. Look for highlights on the '91 SFA evaluation here in *FAA World's* "Survey Scene." ✲

Be Quick To Pay Up

Outstanding Vouchers Deducted from Checks

FAAers with outstanding travel advances of more than 30 days need to pay up before the money is taken out of their paychecks.

On August 2, DOT plans to implement an automated system designed to issue demand letters to employees with delinquent or excessive travel advances. It automatically processes salary offsets for nonresponsive employees. The first processing, tentatively scheduled for September 28, covers the pay period ending September 18.

Employees are required to liquidate outstanding advance balances immediately after returning from a trip. Balances are considered delinquent 30 days after the trip is completed.

Continuing advances become delinquent when no reimbursement voucher is submitted for a 45-day period. They are excessive when the amount exceeds projected needs for 45 days, based on the employee's reimbursed expenses for the latest 90-day period.

To avoid salary offsets, employees should immediately settle any travel advances outstanding more than 30 days after completion of a trip. FAAers with continuing advances should review them according to the above criteria and liquidate them if there has been no travel activity for 45 days.

Employees who travel continuously and submit monthly reimbursement vouchers should review the amount and then liquidate anything in excess of that covering 45 days of travel. ✲

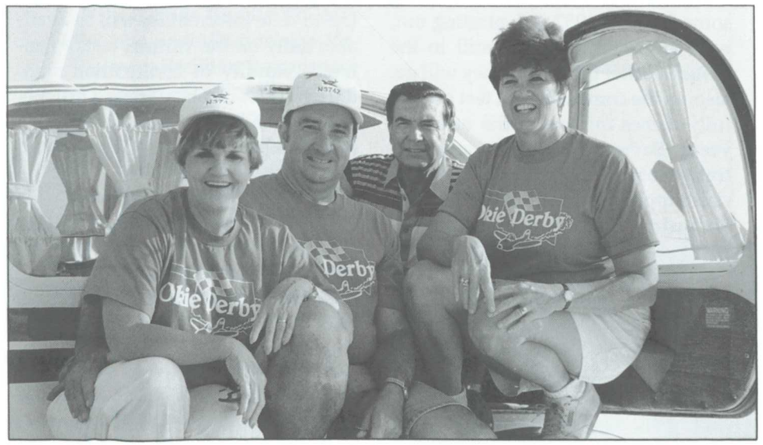
By Julie Williams

Off Duty . . . and in Person

Friendship Endures Competition

August 28 marks the 15th Annual Okie Derby held at Wylie Post Airport in Oklahoma City. The event, open to both men and women pilots, is an airplane proficiency competition sponsored by the local chapter of the Ninety-Nines, Inc., an organization of women pilots.

Over the years, two Office of Aviation System Standards (AVN) employees have been closely associated with both the Ninety-Nines and the Okie Derby—Phyllis Howard, special assistant to AVN's director, and Jan Perry, a program analyst on its financial management staff. Between the two of them, they have chaired the event more than half the time.



Phyllis Howard, Bob Howard, Charles Perry, Jan Perry

Phyllis can also be credited with selling the Ninety-Nines on sponsoring such a contest. After attending an air race with her husband in the late 1970s, she convinced the chapter that the derby could be used for fundraising. Today, the Okie Derby is a well established event in the general aviation community, one that draws pilots from throughout Oklahoma and neighboring states. In addition, it provides money for scholarships the chapter awards each year to young aviators.

Both Phyllis and Jan are instrument-rated pilots on single- and multiengine aircraft, and they qualify as flight instructors. Even though they have been friends and coworkers for years, they both say it's exciting to throw in some friendly competition every now and then. Says Jan, "If I end up ranking higher than Phyl in the standings, I know I can feel pretty good about my performance—and vice versa."

Not only do they try to beat each other, but looking at their collective trophies, it could be said that they often beat the whole field. Of course, in a team effort like the derby, they don't do it all by themselves. Since their spouses are pilots as well, the couples normally fly as teams, trading off the pilot and navigator duties.

What does it take to win an air derby? Sometimes speed is the most important factor; sometimes it is making your time estimate; or in other events, it is answering every observation question along the route correctly. The emphasis of the Okie Derby is on knowledge of an aircraft's performance and piloting skills. Competitors estimate their ground speed before they know the course and later indicate how much fuel they expect to use. They are judged by comparing actual performance, measured in seconds of time and tenths of a gallon in fuel, against their estimates.

If you're wondering how Phyllis and Jan did at the last Okie Derby, all they would say is one estimated her fuel within three-tenths of a gallon, and the other estimated her time within several seconds. Both had scores that would have been good enough to win in past years. Their new strategy for the upcoming event, they joke, is to quit teaching everything they know at the "first time racer's briefings!" ✲

Julie Williams is a program analyst, AVN financial management staff. Her article was first printed in the Office of Aviation System Standards *Focus* magazine.

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

Photo Credits

FAA and the Boy Scouts of America have signed a partnership agreement to help educate and bring Explorers into the field of aviation. Exploring is the co-ed young adult division of the Boy Scouts made up of young men and women ages 14-20.

Oklahoma City has been selected as the site for the 1995 National Aviation Exploring Conference, with more than 1,000 Explorers and advisors expected to attend. The meeting may be held in conjunction with the June 1995 Aerospace America airshow.



Shown with the partnership agreement are H. C. McClure, Associate Administrator of the FAA Aeronautical Center, and Boy Scout officials John Gauch, Hal Shevers, Donald Winston, and Bill Evans. ✲

Bruce Ratterree, third from left, received FAA's Distinguished Service Award during ceremonies at the Great Lakes regional office in Des Plaines, Illinois. Also pictured, from left, are Robert Billingsley, regional Airports Division manager; Great Lakes Regional Administrator Ed Phillips; and Kirk Brown, Secretary, Illinois Department of Transportation.



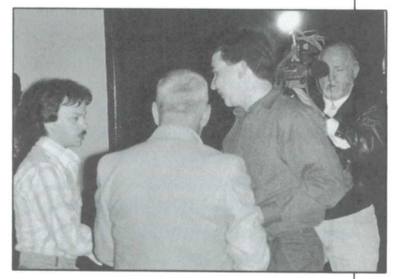
Ratterree was recognized for outstanding leadership in airport and transportation engineering and his dedication and ingenuity in planning, engineering, design, and construction of the nation's aviation facilities. Under Ratterree's guidance, the largest scale expansion of a general aviation reliever airport ever initiated in the United States was completed at West Chicago's DuPage Airport one year ahead of schedule.

With a unique understanding of airfield pavement design, Ratterree has worked with researchers and FAA technical staff on standards for pavement that is stronger, more durable, yet costs less to build.

Ratterree was vice president and director of engineering at Crawford, Murphy & Tilly, Inc., Springfield, Illinois, until his 1992 retirement. Currently he is a special consultant to the company. ✲

FAAers in the Boston area may have seen it on the news when, in addition to honoring outstanding accident prevention personnel, the Bedford, Massachusetts, Flight Standards District Office, paid special tribute to Daniel and Manuel Leal.

At the office's first annual awards ceremony, New England Regional Administrator Arlene Feldman presented the father and son team of good Samaritans with special heroism trophies for their rescue of two pilots trapped in a Piper Cherokee II submerged in five feet of icy water. The plane had crashed



in a frozen pond behind the Leals' East Taunton home.

Despite a fall through the ice that injured his shoulder, Daniel reached the two victims and held their heads above water while his father raced for a ladder to bridge the ice. Daniel, who spent 15 minutes in the freezing water supporting the pilots, was treated for hypothermia and has had several operations on his shoulder.

Shown at the awards ceremony is rescued flight instructor Kevin Gaffney, at right, thanking the Leals. ✲

continued from page 2

interested in developing local chapters under the national charter should write **DOT GLOBE** at PO Box 23239, L'Enfant Plaza Station, Washington, DC 20026-3239.

For copies of the brochure "Detecting & Reporting Suspected Unapproved Parts," write to FAA Aviation Safety Inspector, Aircraft Certification Service, 800 Independence Avenue SW, Washington, DC 20591, or call Dave Broughton, (202) 267-9575. Decals are also available.

The brochure defines **unapproved parts** and gives criteria to help identify and screen out potential suppliers.

Suspected unapproved parts can be reported via the toll-free FAA Aviation Safety Hotline: 1-800-255-1111.

During a retirement dinner in honor of Garland "Cas" Castleberry, FAA's former Associate Administrator for Aviation Standards, the **Air Traffic Control Association** (ATCA) presented him with the Clifford Burton Medallion Award. The award recognizes Castleberry's outstanding contributions to aviation in the field of air traffic control.

Registration for ATCA's 38th Annual Meeting in Nashville, Tennessee, October 24-28, is in progress. The address is 2300 Clarendon Boulevard, Suite 711, Arlington, Virginia 22201; phone, (703) 522-5717; FAX (703) 527-7251.

The National Aeronautic Association has named **Walter Miller** as its executive director. Miller has been a pilot for over 35 years and has logged more than 6,000 hours in a variety of general aviation and larger aircraft. He is an FAA-certificated single- and multiengine "Gold Seal" flight instructor. He holds airline transport pilot ratings in addition to others.

Miller came to the NAA from the Polygon Group in Alexandria, Virginia.

Former FAA Assistant Administrator for Airports **Leonard Griggs** has been selected by new St. Louis mayor Freeman Bosley as the director of Lambert-St. Louis Airport. Griggs was airport director for the city before taking his FAA post during the Bush administration.

AXO—the Office of the Executive Director for System Operations—has kicked off its **STAR awards** program. STAR stands for "Sharing Talents Achieves Recognition." The program is designed to recognize the many deeds of AXO employees that may go unnoticed because they do not fit the criteria for existing awards or other forms of recognition. Deeds that are recognized are community involvement, humanitarian or heroic deeds, recognition for a "class act," and value-added service. The process is simple. Nominations can be submitted at any time; employees can nominate each other, as well as be nominated by peers or managers. A star pin and certificate are given to people who are recognized.

FAA has won high marks from the General Accounting Office (GAO) and the Office of Technology Assessment (OTA) for its research and development. The agency's growing focus on mission requirements rather than technology "is a very healthy trend" reports Nancy Carson, an OTA program manager.

To strengthen the agency's **RE&D program** even further, OTA recommended better coordination with users of its services, while GAO said FAA, along with NASA, needed to step up cooperation.

Allan Li, associate director of transportation issues for GAO, told the Senate Appropriations Transportation Subcommittee that success in RE&D rests on:

- integrating research goals with other program areas, such as the Capital Investment Plan.
- leveraging research conducted by other federal agencies.
- integrating various technologies to meet specific safety and capacity programs.
- incorporating human factors into all research.

Assistant Administrator for Civil Aviation Security Orlo Steele recently released the agency's directive on its **Physical Security Management Program** (FAA 1600.6C). The order establishes the Facility Inspection Reporting Subsystem as the primary means of reporting, screening, and processing physical security inspection data for the FAA and is issued by the Office of Civil Aviation Security Policy and Planning, Policy and Standards Division, ACP-100.

FAA has approved requests from Chicago's Department of Aviation to collect passenger facility charges (PFCs) at **Chicago's O'Hare and Midway airports.** PFCs are charges of up to $3 airports can impose on departing passengers as well as those making connecting flights.

Projects to be funded with the $500 million to be collected in PFC revenues at O'Hare over the next six years include: air traffic control tower improvements; school sound insulation; permanent noise monitoring equipment; runway, taxiway, and apron rehabilitation; replacement of airport rescue and firefighting facilities; and terminal building upgrades. At Midway, some $80 million in passenger fees could be collected over seven years to finance rehabilitation of three runways and 45 other projects. Estimates are that the airport improvements will support some 22,000 jobs.

To provide system engineering and technical support for the modernization of the National Airspace System, the FAA has awarded a three-year, $56 million contract to **Martin Marietta Corp.**, Washington, DC. The contractor will monitor costs and schedules of a complex network of interrelated systems—advanced automation, communications, navigation and landing, radar surveillance, and weather monitoring systems; update planning documents; and monitor the development and installation of airspace system facilities. The company will also provide cost-benefit comparisons, software integration, research and development, and information systems support.

The contract, initially awarded for three years, can be renewed twice, for two-year periods. Exercising both renewal options would raise the contract's value to $144 million.

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.

The time lag before personnel actions appear is due to data compilation, format,and publication times.

Aeronautical Center

Marvin V. Franklin, director, Civil Aviation Security Div., from Washington Headquarters ... **Samuel G. Griesel,** manager, Data Administration Branch, Technology & Telecommunications Div., promotion made permanent ... **Earl F. Mahoney,** staff chief, Registry Modernization Staff, Office of Aviation System Standards .. **Teddy C. McIlwain,** manager, Airspace System Assurance Div. ... **Jeri L. Monier,** manager, Facility Planning Div., promotion made permanent ... **Robert L. Mullican,** manager, Fleet Support Branch, Aircraft Maintenance & Engineering Div. ... **Ellen L. Perez,** supervisor, Record Audit & Update Section, Inventory Control & Transport Branch, Storage & Transportation Div. ... **Mary Janet Randall,** manager, NM/WP Region Payroll Branch, Payroll Operations Div., promotion made permanent ... **Sandra F. Scott,** supervisor, Instructional Systems Support Section, Technical Operations Branch, Airway Facilities Div.

Alaskan Region

Thomas P. Anderson, area supervisor, Anchorage ARTCC, from Aeronautical Center ... **Alan R. Davis,** unit supervisor, Program Support Staff, South Alaska AFS ... **Richard O. Gordon,** deputy div. manager, Flight Standards Div. ... **John R. Hallinan,** manager, Flight Standards Branch, Flight Standands Div. ... **Donald R. Joy,** unit supervisor, Anchorage AFS ARTCC ... **Randall L. Kline,** area supervisor, Fairbanks ATCT, promotion made permanent ... **Victoria K. Suboski,** team supervisor, Real Estate & Utilities Branch, Logistics Div., promotion made permanent.

Central Region

James R. Busalacki, unit supervisor, Olathe, Kansas ARTCC, promotion made permanent ... **Kenneth L. Cook,** unit supervisor, Wichita, KS, AFS, promotion made permanent ... **Gene Lee Deweese,** manager, Chesterfield, MO, ATCT, from Lambert Field ATCT, St. Louis ... **Donna R. Genest,** asst. manager, Des Moines, IA, ATCT, from Kansas City International ATCT ... **Douglas W. Haig,** branch manager, Wichita Aircraft Certification Office, Aircraft Certification Div., promotion made permanent ... **John W. Jackson,** area supervisor, St. Louis, MO, AFSS ... **Kathryn L. Keegan-Slater,** asst. manager for training, Lambert Field ATCT, St. Louis, MO, promotion made permanent ... **Herman J. Lyons,** asst. div. manager, Air Traffic Div. ... **Frank F. McArthur,** supervisor, Operations Planning Section, Resources & Planning Branch, Airway Facilities Div., from Washington Headquarters ... **Peter L. Molsen,** area supervisor, Lincoln, NE, ATCT, from Omaha, NE, TRACON ... **James M. Peterson,** branch manager, Wichita Aircraft Certification Office, Aircraft Certification Div., promotion made permanent ... **William D. Turner,** asst. manager-operation, Kansas City International ATCT.

Eastern Region

Donna Gropper, asst. manager, Washington National ATCT, from regional office ... **Richard J. Haldeman,** manager, NY AFSS, Islip, from regional office ... **David P. Harrington,** area supervisor, Huntington, WV, ATCT, promotion made permanent ... **Richard E. Kelley,** area supervisor, Elkins, WV, AFSS ... **Joel Papush,** asst. manager, airspace & procedures, New York TRACON ... **James V. Ratkus,** area supervisor, Washington ATCT, promotion made permanent ... **George A. Tracy,** supervisor, O/E & Airspace Section, System Management Branch, Air Traffic Div., from New York AFSS, Islip.

Great Lakes Region

Jacquelyn Sparks Walsh, manager, Timmerman ATCT, Milwaukee, WI, from Milwaukee Mitchell Field ATCT.

New England Region

Toni P. Dusseault, asst. manager, plans & programs, Boston, MA, ATCT, from Lawrence, MA, ATCT ... **Edward T. Egan,** unit supervisor, Boston AFS, promotion made permanent ... **David E. Emmes,** area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent ... **Murli U. Hasrajani,** unit supervisor, Establishment Engineering Branch, Airway Facilities Div. ... **Robert L. McDonald,** manager, Lebanon, NH, ATCT, promotion made permanent ... **Patricia S. Myette,** area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent ... **Dale Robinson,** unit supervisor, Bangor, ME, AFS, promotion made permanent ... **Lester W. Sill,** manager, Boston AFSFO, Boston AFS, from Hyannis, MA, AFSFO ... **Barbara J. Smith,** asst. manager, Boston ATCT, from Washington Headquarters ... **Albert M. Sockbeson,** unit supervisor, Bangor, ME, AFS, promotion made permanent ... **Randall F. Wood,** area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent.

Northwest Mountain Region

James A. Alig, traffic management unit supervisor, Denver ARTCC, Longmont, CO ... **Robert T. Broadbent,** unit supervisor, Salt Lake City, UT, FSDO ... **Mary R. Diefenderfer,** unit supervisor, Seattle, WA, FSDO ... **Alice J. Haines,** area supervisor, Seattle, WA, AFSS, promotion made permanent ... **Robert G. Hernandez,** unit supervisor, Denver Airport Section, Establishment Branch, Airway Facilities Div. ... **Robert M. Jurgensen,** asst. manager for training, Seattle ARTCC, Auburn, WA ... **Vi Leah Lipski,** principal maintenance inspector, Los Angeles MIDO, promotion made permanent ... **Gary H. Mattson,**

manager, Longmont, CO, ARTCC AFS ... **Carla J. Mawhorter,** asst. manager, quality assurance, Seattle ARTCC, Auburn, WA, from regional office ... **Dennis M. McCain,** section supervisor, Employment Branch, Human Resources Div. ... **Dena L. Ochs,** section supervisor, Technical & Admin Support Staff, Transport Airplane Directorate, promotion made permanent ... **William C. Perkins,** traffic management unit supervisor, Denver ARTCC, Longmont, CO ... **Kevin L. Stewart,** unit supervisor, Nav/Com Installation Engineering Section, Establishment Branch, Airway Facilities Div.

Southern Region

Jerry W. Ball, manager, Miami AIFSS, from Richmond Heights, FL ... **Ronald H. Barkley,** asst. manager for training, Louisville, KY, AFSS ... **Lewis A. Butler,** manager, Resource Management Branch, Air Traffic Div. ... **Stephen C. Harless,** area supervisor, Hampton, GA, ARTCC AFS ... **Suzanne M. Hynes,** asst. manager, plans & programs, Louisville, KY, AFSS ... **Brian E. Lentini,** asst. manager, Charlotte, NC, ATCT, from regional office ... **Richard W. McManus,** asst. manager, Birmingham, AL, ATCT, from Page Field ATCT, Ft. Myers, FL ... **Joseph F. Medovitch,** asst. manager, traffic management, Charlotte, NC, ATCT ... **Jose M. Murillo,** manager, Isla Grande, PR, ATCT, from San Juan CERAP ... **Jerry G. Parish,** area manager, Charlotte, NC, ATCT ... **Hector Ramirez,** unit supervisor, Tampa, FL, AFS.

Southwest Region

Byron B. Baker, manager, Albuquerque, NM, ARTCC Medical Field Office, from regional office ... **Franklin J. Breeden,** unit supervisor, Dallas/Ft. Worth FSDO ... **Donald E. Davis,** principal maintenance inspector, Dallas/Ft. Worth FSDO ... **Rene E. Dhenin,** security officer, Dallas/Ft. Worth CASFO ... **Marvin W. Graham,** area supervisor, Houston, TX, Hobby ATCT, from Houston Intercontinental ATCT ... **Larry D. Gray,** deputy div. manager, Air Traffic Div., from Washington Headquarters ... **Lynda J. Hobbs,** area supervisor, Montgomery County AFSS, Conroe, TX ... **Donald G. Hutchins,** area supervisor, Ft. Worth ARTCC, promotion made permanent ... **Terry W. Martin,** unit supervisor, Albuquerque, NM, FSDO ... **Ronald C. McGarry,** unit supervisor, Dallas/Ft. Worth FSDO ... **Jerry E. Pankonen,** unit supervisor, Dallas/Ft. Worth FSDO ... **Gary D. Phillips,** manager, Addison, TX, AFSFO, Dallas/Ft. Worth AFS, promotion made permanent ... **Donald F. Pickering,** supervisory electronics technician, Dallas/Ft. Worth AFS, promotion made permanent ... **R. Diane Russell,** planning & program management officer, Planning & Program Management Branch, Flight Standards Div.

Technical Center

Douglas P. Harvey, deputy service director, Office of IOT&E Oversight ... **John H. O'Neill,** technical program manager, Propulsion & Structures Branch, Research Directorate for Aircraft Safety ... **Raymond J. Parrington,** supervisor, Oceanic Field Support Section, Enroute Field Support Branch, National Automation Field Support Div. ... **Fred W. Snyder,** technical program manager, Office of Research & Technology Applications, promotion made permanent.

Washington Headquarters

Juanita D. Callahan, branch manager, Oceanic Automation APME, Automation Engineering Div., Program Director for Automation ... **Joseph F. Doubleday,** manager, Certificate Management Branch, Field Programs Div., Flight Standards Service ... **Shirley E. Jones,** manager, Human Resource Planning & Research Div., Office of Human Resource Development ... **Carmen N. Mena-Moreno,** section supervisor, Evaluation Branch (IAD), Evaluations Div., Office of Air Traffic System Effectiveness ... **Shirley Y. Purnell-Rice,** team leader, Staffing Policy Div., Office of Personnel ... **Ronald N. Reynolds,** branch manager, Manama, Bahrain, Brussels Civil Aviation Security Div., Office of Civil Aviation Security Operations, from Anchorage CASFO.

Western-Pacific Region

Ernest T. Argleben, manager, El Toro, CA, AFSFO, from Ontario, CA, AFSFO ... **Michael G. Dorris,** unit supervisor, Oakland, CA, FSDO, promotion made permanent ... **Robert P. Endres,** manager, Monterey, CA, AFSFO, Golden Gate AFS, Hayward, from regional office ... **Joseph A. Gridley,** manager, Goodyear, AZ, ATCT, from Phoenix TRACON ... **Willoughby E. Henshaw,** supervisor, ATC Automation & Flight Information Program Section, Establishment Engineering Branch, Airway Facilities Div. ... **Jeffrey A. Kutsch,** area supervisor, Fresno, CA, ATCT, promotion made permanent ... **Michele M. Lansford,** section supervisor, Long Beach, CA, FSDO, promotion made permanent ... **Danny G. Leer,** aviation safety inspector, Phoenix FSDO, Scottsdale, AZ, promotion made permanent ... **Johnny E. Long,** area supervisor, Los Angeles, ARTCC, Palmdale, CA, promotion made permanent ... **Mike W. Templeton,** asst. manager for program support, Hawaii-Pacific AFS, Honolulu ... **Judi S. Walsh,** area supervisor, Maui ATCT, Kahului, HI, from Aeronautical Center ... **Charles S. Waters,** unit supervisor, Diamond Head AFSFO, Hawaii-Pacific AFS, Honolulu.

Retirees

Aeronautical Center

John D. Allen
Myra W. Gammon
Masaru Sakai
Frank H. Streetman
George L. Warner

Alaskan Region

Edwin H. Dorsey
John M. McIntyre
Charles W. Muhs
Clara B. Steiner
Jackie L. Tomlinson

Central Region

Wilbert R. Brewton
Otto E. Hosfelt

Eastern Region

Pasquale D. Codispoti
Rufus C. Lilley
Duayne J. Orner
William J. Potter
Eugene F. Spina
Dorothy J. Zieber-O'Rourke

Great Lakes Region

Wilfred J. Boelter
Randall W. Brown
Richard W. Downing
Paul E. Meeters
Harold L. Nordstrom
Margie L. Spradlin

New England Region

Walter Claxton
Albert W. Duval

Northwest Mountain Region

Kenneth B. Ainsworth
Dennis J. Barker
Charles L. Bernard
Kermit M. Borden
Lawrence J. Cates
Joseph John Dejoie
Joseph J. Fleming
Max D. Fraughton
Donna J. Sankey
Herbert L. Scovel
Paul G. Spencer
Joseph P. Stewart
Arthur G. Walden
Clifford R. Wallace

Southern Region

Jackson W. Ball
James D. Bray
Betty H. Chumbley
Jessie P. Clyne
Carlisle C. Cook
Glenn W. Dobbs
Courtland D. Ferguson
Theodore E. Garris
Ronald M. Gaye
David L. Green
William H. Grefe
Philip J. Henderson
Wymer E. Knight
William E. Lorentz
Edgar R. McCullough
Thomas A. Mickey
James M. Phillips
John A. Simpson
Raymond E. Tucker
Cecil L. Vaughan
Billy E. Mauldin
Carmen B. Mondragon
Richard Mulholland
Donald L. Newman
Doris B. Smith
James R. Sutton
Troy Wilson

Southwest Region

Joe W. Aaron
Jackie W. Coley
Jimmy J. Debaca
Gilbert Elizalde
Robert M. Graham
Mary C. Kirkpatrick

Technical Center

Wanda L. Bagot

Washington Headquarters

Harold S. Alexander
Garland P. Castleberry
John B. Dracopoulos
Gerald T. Gillis
Dennis L. Holton
Donald O. Knight
Valdis I. Krumins
George M. Mathieu
E. Scott Roberts

Western-Pacific Region

Gabriel A. Bodenski
Ralph A. Dunham
Robert W. Sands
Kenneth J. Smith
Karl I. Snyder
Robert G. Welch

Federal Aviation Act Turns 35—a Look Back

On August 23, 1958, President Dwight D. Eisenhower signed landmark legislation creating the Federal Aviation Agency and inaugurating a new era for civil aviation. Senator Mike Monroney, Representative Oren Harris, and other Congressional leaders had labored through the summer to complete their work on the Federal Aviation Act. They wrestled with difficult issues that included the role of the military's relationship to the new agency.

The law's chief architect on the executive side of government was the President's special assistant, General Elwood "Pete" Quesada. On November 1, Quesada took the oath as FAA's first Administrator. Since most of the act's operative provisions were effective 60 days after the Administrator's appointment, the new FAA assumed the full scope of its responsibilities on the last day of 1958.

Gaining the Advantage

FAA Holds Diversity Training Workshop

By Meryl Evans



Julie O'Mara, workshop speaker

Diversity in the FAA is starting to bloom, but nurturing it into maturity depends on a buy-in from top level management as well as every employee. To prepare some of the groundwork, the National Diversity Team, led by Diversity Manager Gwen Jones, conducted a training workshop June 14-18 in Oklahoma City. Attending were Headquarters, regional, and center employees who act as the agency's points of contact on issues related to diversity.

The workshop's broad agenda was based on Transportation Secretary Federico Peña's policy on diversity. The recently issued policy underscores the value of each individual and supports them in reaching their full potential while employed at the Department of Transportation.

Workshop goals were to strengthen the national network implementing diversity in the FAA, develop helpful new skills, share and provide information and insights on the issues, and describe effective ways of implementing diversity throughout the agency.

Training featured presentations by several experts including Julie O'Mara, coauthor of *Managing Workforce 2000: Gaining the Diversity Advantage.* O'Mara set the tone by introducing innovative activities and helpful tools to implement and solidify a successful FAA diversity process. Bonnie Berger, a Washington, DC-based consultant who specializes in gender and sexual orientation issues, aimed to educate and broaden participants' perspectives.

Along with the training, FAA managers addressed diversity issues: H. C. McClure, Associate Administrator of the Aeronautical Center, noted the major commitment necessary to bring about a diverse work force and emphasized the importance of tracking results. Dick Rodine, director of the FAA Academy, personalized his own experiences, pointing out that managers need feedback about their own behavior. Ann Rosenwald, director, Office of Human Resource Development, described FAA's diversity strategy and discussed executives' energy and support for implementing it.

FAA's Diversity Office says that the agency's steady pace in "main streaming" the diversity process has sparked interest from outside organizations about what's being done. To be a front-runner in the challenge is essential for the agency to continue as an employer of choice on the cutting edge, they say.

Ultimately, they point out, the success of the FAA's diversity efforts will be measured by the perennial results it produces year round. ✲

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