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**Federal Aviation
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Pacific Adventure

New Kinds of Aviation Architecture Tame Vast Distances

By Paul Strybing



Carol Dryden, Oakland center traffic management specialist, explains the flex route between Australia and the United States to a Fiji oceanic controller at Nadi Area Control Center.

For eons the Pacific Ocean has washed and sculpted the continents that surround its 64 million square miles. Keeping aviation safe over its vastness has been an ongoing challenge. In the early 1980s air traffic experts and air carriers in the Pacific area realized improved methods of organizing transoceanic air traffic could make flying more reliable over the miles of water. The key was to begin working together to strike an economical compromise between random routings and a fixed-route system.

'Flexible' expansion

Recent improvements in technology have tipped the scales toward expansions of flexible routes—oceanic airways that are set daily for optimum fuel efficiency based upon wind conditions and various aircraft flight performances.

In March and July 1992, "paper trials" at the Oakland Air Route Traffic Control Center used computer-generated flexible tracks on routes between Los Angeles and Sydney and Los Angeles and Auckland. Results showed that introduction of flexible tracks would net U.S. and international airlines more than $19 million annually in fuel savings and increased cargo and passenger load. Reduced

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Oceanic Conference

With 22 countries and 26 airlines represented, the Fiji Islands and the Republic of Russia were recognized during the 7th Annual International Oceanic Airspace Conference. They played significant roles in moving air traffic control into the future.

Fiji adopted fuel-efficient, flexible air routes in the South Pacific. It is also providing a test site for the Global Positioning Satellite System, which uses satellite navigation to track air traffic. If tests are successful, the entire air traffic industry will follow the standards set.

Russia's aviation administration was recognized for its joint work with Japanese aviation in setting up new polar routes through Russian airspace. These routes are shorter and more fuel efficient.

The 8th Annual International Oceanic Airspace Conference will be October 12 to 15 in Nadi, Fiji Islands.

FYI — For Your Information . . .

A comprehensive series of actions has been designed to reduce the impact of aircraft noise in the densely populated New York metropolitan area.

Reporting to Congress on the results of its **Aircraft Noise Mitigation Review,** the FAA said the review identified changes in air traffic procedures and patterns that would lessen aircraft noise without compromising the safety or efficiency of the air traffic system. "The FAA is committed to being a good neighbor to those individuals under aircraft flight paths," said Administrator Thomas Richards. "This review's recommended actions will be combined with the FAA's ongoing New Jersey environmental impact study to mitigate the effects of aircraft noise in the New York metropolitan area."

For more details, see FAA news releases 52-92 and 53-92 available from the Office of Public Affairs, (202) 267-8521.

Each year the FAA in conjunction with the AOPA Air Safety Foundation, General Aviation Manufacturers Association, and National Business Aircraft Association sponsors the Flight Instructor and Maintenance Technician of the Year Awards. Winners for 1992 are **William Kershner,** a flight instructor from Sewanee, Tennessee, and **John Canedo,** Herndon, Virginia, who oversees the maintenance of a fleet of Gannett Company jets. Both Kershner and Canedo have been involved in various aspects of aviation since the 1940s.

The **Angela F. Dooley Memorial Music Scholarship Fund** has been established to give economically disadvantaged young people an opportunity to play a musical instrument. Mrs. Dooley, who died in a white water rafting accident, was a contract specialist at Headquarters. She was a strong supporter of her church's orchestra.

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Ready for the 'Nuts and Bolts'

New Air Traffic Supervisors' Course Being Set

By Scott Briggs

First-line air traffic supervisors will soon be benefiting from a new addition to their training. SUPCOM's "Nuts & Bolts" is an innovative approach to development and implementation of an operational management course from the grass-roots level, a strength that makes it uniquely relevant. Taught are skills essential in assuming the responsibility of daily shift management at an air traffic facility.



Last month at Washington Headquarters, first-line Air Traffic supervisors met with top Air Traffic officials. From the left are Bill Pollard, Neil Planzer, and Nobby Owens.

For some time, FAA's Center for Management Development has had a program to prepare for the supervisory role. At the facility level, however, little has been done in the way of training new supervisors to handle the diverse, individualized situations they encounter daily. Now Air Traffic's Supervisors Committee—SUPCOM—has developed a course of instruction to be used at each air traffic facility.

Employees in the agency's Southern and Great Lakes regions produced and tested several courses under a variety of conditions. Taking into account the differences among regions—geography, size, number of supervisors, and other resources—the committee selected the Southern Region's curriculum for its flexibility and relevancy.

The result, SUPCOM's Nuts & Bolts course, outlines procedures and gives air traffic supervisors specific guidance in conducting daily operations. It adds to the Center for Management Development leadership development program and allows versatility in initial and refresher supervisory training. The course manual can also be used as a reference guide in the day-to-day performance of supervisory duties.

Course areas include scheduling and leave, training and performance monitoring, performance management and career development, labor-management relations, equal employment opportunity, facility operation and administration, FAA and other directives, handling accidents and incidents, and unusual situations. Validation of the course has been performed at hub locations in the Southern Region with SUPCOM, Center for Management Development, and Headquarters personnel monitoring its development and analysis.

SUPCOM, in conjunction with Air Traffic's Employee Systems Program, ATZ-200, has reached the point of course implementation. Fiscally it is realistic to conduct the course quarterly or semiannually within individual hubs and facilities. In that way training for each supervisor can be accomplished in a two-year cycle. The course is administered regionally and instructed at the hub and facility level bringing a cost-effective approach that uses a nationally standardized core. It also allows for regional/facility supplementation.

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The Air Traffic Control Operational Supervisor Course—05003 is designed for newly selected supervisors, temporary supervisors reassigned or detailed for six months or more, and veteran supervisors for refresher training. It details how to supervise a shift under operational conditions, and its curriculum augments the mandatory "Leadership Development" training of the Center for Management Development.

The "Nuts and Bolts" course can be conducted quarterly or semiannually within each hub or facility to satisfy training requirements for all operational supervisors over a two-year cycle. Given the opportunity for flexible schedules and flexible start and stop times, it can be held in most cases without travel or per diem expenses.

Developed for supervisors by supervisors, the new training came about through the cooperative efforts of SUPCOM, the Office of Air Traffic Program Management, the Office of Human Resource Development, and the Center for Management Development.

Airway Facilities in 2010

Strategic Plan Unveiled at Air Traffic Control Association Convention

By Evelyn Siro

No longer content simply to "fix the broken things" and remain the service that only a few can identify, Airway Facilities is charting a different future through strategic planning. Its new strategic plan, which addresses the question "What are the services Airway Facilities will provide in 2010?," was unveiled at the Air Traffic Control Association's convention in Atlantic City.

Here are some of the points the new plan addresses.

Major aviation story

The total redesign and replacement of the FAA infrastructure is a major story in American aviation. Along with the creation of entirely new technologies in air traffic control, radically new approaches to maintenance have been invented. With the introduction of such concepts as automated diagnostics and built-in testing, increased levels of redundancy and remote monitoring, the way AF maintains its systems is being retooled and revamped.

Add to this a future reliance on a mix of satellite and ground-based systems for communications, navigation, and surveillance, and even more dramatic changes are part of the future. Maintenance technicians cannot be routinely sent by space shuttle to fix malfunctioning satellites—at least not yet.

A 'systems concept'

Now that the high reliability of hardware is making repair of faulty parts outmoded, the very meaning of maintenance has been expanded into a systems concept. Through technology and information management, Airway Facilities will manage not only the National Airspace System, but also a steady, reliable flow of information.



Ready to make a presentation on Airway Facilities' Strategic Plan at the Air Traffic Control Association's convention are Evelyn Siro, AAF-31; Jack Nager, manager AAF-31; Dennis Kelly, Transportation Systems Center; and Rufus Forrest, AAF-31. Not shown is Jean Schunter, AAF-32.

Structure for planning

To meet these and other drastic changes that will occur over the next 10 to 15 years, AF began its strategic planning in November 1991. Organizationally, the Executive Board is AF's decision-making body on strategic planning and operational needs. Chaired by the Associate Administrator for Airway Facilities, it includes AF executives as well as the president of the Professional Airways Systems Specialists union (PASS) and the director of the FAA Logistics Center. On its Steering Board are deputy service directors, the Logistics Center deputy, the special assistant to AAF-1, the manager of AF's budget staff, and two regional AF division managers. A new Strategic Planning and International Programs Branch, AAF-31, is organizing and orchestrating the whole effort.

Work begins

During its meetings, the Executive Board:

- Set up the strategic planning process.
- Developed issues for the strategic plan to address.
- Decided the future direction of Airway Facilities as well as its future organization.
- Authored AF's strategic plan.

Also, as a first for the AF organization, the Executive Board met informally with representatives from industry to share experiences and discuss future technology, especially as it relates to operations control centers. The session focused on AF's future and the business services it will provide. Industry officials share their experience with changing from hands-on maintenance to real-time system operation and service management centered in operations control centers.

Along the way, the Strategic Planning and International Programs Branch hosted four workshops on strategic planning. Sessions included one for the PASS Executive Board and representatives from the joint decision-making body between union and management and four for Airway Facilities managers. Results have been to foster understanding of strategic planning and also to begin to "institutionalize" the process.

A look to the future

In addition to detailing process and structure, the AF Strategic Plan describes how AF can evolve from its present-day operations into a sophisticated operations control center environment. At the operations control centers, AF plans to manage the instantaneous exchange and distribution of information from a nationwide (and perhaps global) network. The centers will also be key sites for innovation, where new technologies can be integrated and deployed throughout the National Airspace System.

Changing jobs

The 11,000-plus people in the AF work force, will keep pace with the changes to come by acquiring the skills of "systems specialists." Knowledge of software will replace traditional expertise with circuit testers and wiring diagrams; skills in systems analysis will substitute for the diagnostician's abilities in repair. Future AF professionals will provide direction and control in managing real-time information. ✲

Throughout 1993, staff of Airway Facilities' Strategic Planning and International Programs Branch, AAF-31, will host strategic planning workshops for FAA Headquarters and regional employees. The aim is to promote understanding of the strategic planning process.

The branch is also prepared to give briefings on request to interested individuals or organizations. Contact Evelyn Siro, AAF-31, (202) 267-7481, for more information or copies of the AF Strategic Plan.

Evelyn Siro is a management analyst in the Strategic Planning and International Programs Branch, AAF-31.

Airway Facilities, Air Traffic Set Up Joint Positions

Aviation issues are complex in today's world, and more often than not they cross organizational lines. Eastern Region recently conducted a series of Cross Organizational Issues Awareness Seminars to show ways of making the necessary interactions easier.

As a result, the region's Airway Facilities and Air Traffic divisions have jointly established two new positions to integrate their management-level personnel. It's a case of horizontal integration in action.

The positions are assistant branch managers of the Resources and Planning Branch in Airway Facilities and the System Requirements Branch in Air Traffic. Each division will fill its position and then detail the employee to the corresponding position in the other organization.

"The employees will function fully in their new positions for the one-year detail," says Charles Shuler, manager of the region's Air Traffic System Requirements Branch. "This includes decision making, serving as first- and second-level supervisor, and acting as branch manager when the branch manager is not in the region," he said. ✲

Lines of Communication



Photo by John Clabes

As part of the agency's communications network, these people—who are usually on the other side of the camera—keep others in the know about FAA policy and programs. All lined up for picture-taking at the second annual editors' conference are, from the left, back: Duncan Pardue, Eastern Region *Intercom*; Pat Cariseo, Headquarters Employee Communications Branch; Tanya Christopherson, Great Lakes Region *Intercom*; Roland Herwig, Aeronautical Center *Intercom*; Mike Wayda, CAMI's *Federal Air Surgeon's Medical Bulletin*; Skip McKinstry, seminar instructor.

Middle row: Tommie Johnson, AVN's *Focus*; Michael Malden, *FAA World* and Headquarters *Intercom*; Paula Porcello, Eastern Region *Intercom*; Ivy Moore, Alaskan Region *Intercom*; Jo Vitek, Southwest Region *Intercom*; Christy Williams, Southern Region *Intercom*; Mary Culver, New England Region *Intercom*; John Clabes, Aeronautical Center Public Affairs.

Front row: Matt Brown, Northwest Mountain Region *Intercom*; Louise Oertly, *FAA Aviation News*; Sue Challis, *DOT Today*; Diane Spitaliere, Headquarters *Intercom*; Charleen Davis, *CMD Review*; Pat Tomasetti, *FAA World*; Jean Branit, Central Region *Intercom*; Carol Long, Western-Pacific Region *Intercom*. ✲

'Slam-Dunk' Makes for Quick Transition

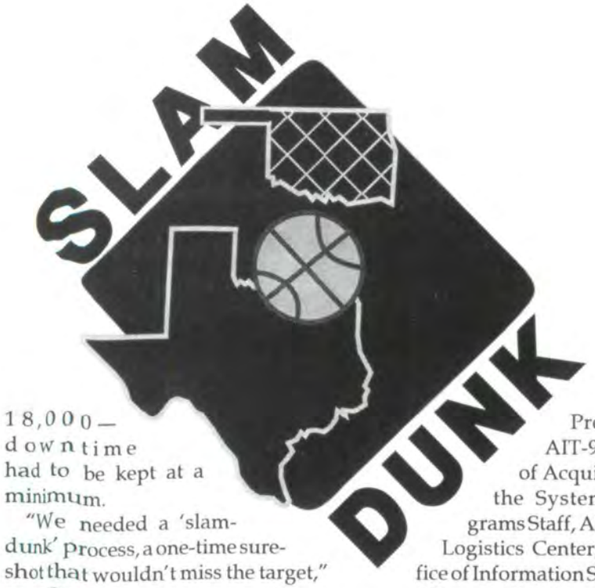
Accounting, Budget, Payroll, Personnel, Inventory Applications to Texas

By Laura Smith

How do you relocate 50 major data processing applications, transfer 25,000 reels of computer tape from one state to another, and rack up only 24 hours of downtime? Last year's massive relocation of data from the Aeronautical Center IBM 3090-300E computer in Oklahoma City to an Amdahl 5995 1400 mainframe at the corporation's facility in Plano, Texas, tells the story.

The transfer came about as part of the FAA's contracting of data processing to Electronic Data Systems Corporation (EDS) under the agency's Computer Resources Nucleus (CORN) contract.

"We were running at near capacity during prime time on the 3090 and knew in order for us to accommodate fiscal year-end processing we needed the larger mainframe that EDS could offer us through the CORN contract," relates Leo Epperson, director, Office of Information Services, at the Aeronautical Center. With accounting, budget, payroll, personnel, and inventory being a few of the interrelated applications to be transferred, partial moves were not possible. Also because of the large number of department and agency employees using the national systems—more than 18,000—downtime had to be kept at a minimum.



"We needed a 'slam-dunk' process, a one-time sure-shot that wouldn't miss the target," says Epperson.

Considerable planning and cooperation between FAA and EDS personnel were necessary to reduce impact on existing project schedules and computer customers. FAA employees involved in the planning, technical configuration, and application testing were from both Washington Headquarters and Aeronautical Center organizations: the Office of Information Technology, AIT, and its Special Projects Office, AIT-900; the Office of Acquisition, AMQ; the Systems and Programs Staff, AML-100, FAA Logistics Center; and the Office of Information Services, AMI.

After months of preparation, the scheduled "slam-dunk" began. Trial conversions were conducted on two separate weekends before the move. Testing was conducted in Kansas City, Missouri; in Chesapeake Bay, Virginia; and by several offices in Oklahoma City including the Office of Aviation System Standards and the FAA Logistics Center.

"During the first mock-move, some communications devices caused us concern. We had analysts and technicians working around the clock at finding a solution. The second weekend went smoothly," said Sherman Cravens, manager of the Aeronautical Center's Technology and Telecommunications Division.



Becky Martin and Martin Jager, computer operators, load the tape drives. Some 25,000 reels of computer tape were transferred to Texas.

The transition occurred August 14-17. Production processing was halted on the mainframe at the center's computer facility at 6 pm Friday. The next 24 hours were nonstop for technical and applications personnel. The current system was copied to 450 reels of tape as three semitrailers were loaded with the rest of the computer's archival tapes for transportation to Plano.

At 12:30 am, the system tapes were ready, and at 12:45 those tapes were loaded on an EDS corporate jet.

Restoration of the data began in Plano at 2:45 am Saturday with the system tapes. Three hours later, the archival tapes arrived and were loaded in the tape library. By 2 pm, the system was turned over for application testing and production. Processing was halted for only 20 hours, and all information was ready for retrieval in 23 hours.



Working with the system documentation accompanying the tapes were computer operators Ron Wilson and Donnie Vaughan.



Bart Baughman, left, and Wayne Sullivan, software specialists, verify system data for production testing.

Only three weeks after the transition from the 44 million instructions per second (mips) central processing unit to the 77 mips mainframe, the average usage per day was 49 mips. "This shows we had been over capacity, and our customers had been adjusting their usage to meet the demand for processing time," says Sam Griesel, AMI-310. With increased speed from the larger computer, processing for batch and response time for the on-line systems has been improved.

"Since we are no longer constrained by our hardware capacity, we can now concentrate on software and system development to serve our customers better," says Epperson. ✲

Laura Smith is an ADP specialist with CDSI, a contractor for FAA. She works with the Office of Information Services.

New Rules for Discrimination Complaints

Time is money, the old saying goes. It has also become key to the processing of federal sector complaints of discrimination.

Under new regulations—29 Code of Federal Regulations Part 1614, which replace Part 1613—the EEO complaints process has been streamlined. Changes most significant to employees are:

- Imposition of time periods in which agencies must complete their investigations and issue final decisions.
- Imposition of deadlines in which Equal Employment Opportunity Commission administrative judges must issue their findings of fact and conclusions of law.
- Modifications to the limitations periods for processing complaints of discrimination.

Also, the new regulations specifically include reassignment as an affirmative obligation on the part of the agency in certain circumstances. When, due to a handicap, a non-probationary employee becomes unable to perform the essential functions of his or her position, even with reasonable accommodation, the agency shall offer to reassign the individual to a funded vacant position located in the same commuting area, at the same grade or level. The individual must be able to perform the essential functions of the new position.

In the absence of such a position, an offer of reassignment at the highest available grade or level below the employee's current grade or level is required. The agency must also provide reasonable accommodation, if necessary, unless it can show that such accommodation would impose undue hardship on the operation of its program.

Just as under Part 1613, a person who believes that he or she has been discriminated against on the basis of race, color, religion, sex, national origin, age, or disability must contact an agency EEO counselor prior to filing a complaint in order to attempt informal resolution. The time period for that contact to be made has been changed to 45 days under the new regulations. The agency or the commission can extend this period if the individual shows that he or she:

- Was not notified of the time limits and was not otherwise aware of them.
- Did not know and reasonably should not have known that the discriminatory matter or personnel action occurred.
- Was prevented by circumstances beyond his or her control from contacting the EEO counselor within the time limits.

'1614' at a Glance

	Days
Alleged discriminatory incident/effective date of discriminatory personnel action	0-45
New Timetable for Complaint Processing	
EEO counseling to final interview	30-90
Receipt of notice of final interview to formal complaint	15
Filing of formal complaint to end of investigative period	180-270
End of investigative period to hearing stage	30
EEOC hearing stage: EEOC's receipt of request to administrative judge's recommended decision	180
Receipt of administrative judge's decision to issuance of final agency decision	60
Receipt of final agency decision to appeal to Office of Federal Operations	30
Receipt of Office of Federal Operations decision to request for EEOC Commissioner's reconsideration	30
Receipt of reconsideration decision to filing of civil action	90

The Maximums?

New 1614 regulations set maximum times for the agency to process an individual complaint. They are:

- 225 to 375 days from counseling to the end of the investigative period.
- 315 to 465 days from counseling to issuance of a final decision when no request for a hearing before an EEOC administrative judge is made. This does not include time for processing an administrative appeal.
- 240 days for processing a request for a hearing before an EEOC administrative judge and issuance of a final agency decision

A person who believes that he or she has been discriminated against . . .
. . . must contact an agency EEO counselor prior to filing
a complaint in order to attempt informal resolution.

- Has other reasons the commission or the agency considers sufficient.

EEO counselors are required to advise the person in writing of their rights and responsibilities. They must also conduct a final interview within 30 days of the date the aggrieved person brought the matter to a counselor's attention. That period can be extended for up to an additional 60 days if the aggrieved person and the agency agree in writing to such an extension.

To continue the action, the aggrieved party must file a formal complaint within 15 days of receipt of the EEO counselor's notice of final interview. The agency must acknowledge receipt of a complaint in writing and inform the complainant of the date on which it was filed.

Unlike Part 1613, however, the new regulations say the agency must conduct its investigation within 180 days of the filing of the complaint. This period may be extended only by written agreement between the complainant and the agency. An extension may not exceed an additional 90 days. For mixed-case complaints, the agency must issue a final decision within 120 days of its filing.

To complete the complaint processing within the requisite 180 days, the agency can use a wide variety of investigative and dispute resolution methods: an exchange of letters or memoranda, interrogatories, investigations, fact-finding conferences, and other methods to develop a complete factual record.

Federal applicants or employees who prevail in discrimination claims may be awarded interest on back pay. While attorney fees awards provisions apply to allegations of discrimination or retaliation raised under Title VII and the Rehabilitation Act, they do not apply under Age Discrimination in Employment Act.

Pending complaints will be processed under the new procedures except for purposes of computing time. References in the regulations to performing certain actions from the date of filing the complaint shall be interpreted to mean from the effective date of Part 1614—October 1, 1992. This means that the agency must complete investigations of complaints filed under Part 1613 by October 1, 1993.

For a listing of EEO counselors, contact the civil rights officer in your region. ✲

Thanks to Lu Carradine, civil rights manager, ACE-9, for this article. It was originally published in the Central Region *Intercom.*

Survey Scene

Want to keep tabs on what's being done with the agency's employee surveys? Check on how your survey input is being used by reading this feature of FAA World. *For instance, the Job Satisfaction Survey will be distributed early this year. Find out what it's all about.*

So many surveys! It's not easy to remember which is which, especially when it comes to knowing the difference between the Survey Feedback Action (SFA) survey and the Job Satisfaction Survey (JSS). Typical responses are "I vaguely remember the SFA," or "JSS, wasn't that the one where we had a meeting with our supervisor to talk about issues and action plans?"

- **SFA.** If you were in the FAA in August and September 1991, you may recall filling out a survey form with 42 questions on your immediate supervisor and manager. Then sometime between January and March 1992, you may have met with your supervisor and coworkers to discuss work group issues and develop action plans. If so, that was part of the SFA process called the "SFA feedback meeting." Do you know the status of your action plan? It should be easy to find out.

The SFA survey will be back again for all employees to participate, voluntarily, in August and September 1993.

- **JSS.** Perhaps you were one of the randomly selected employees who received a 147-question survey in the mail in December 1990. Questions were on such topics as job security, employee benefits, and satisfaction with organizational management. That was the JSS. Senior-level managers use this information in strategic decision-making.

The next JSS will be randomly distributed to selected employees in early 1993. New questions will relate to dependent care, alternate work schedules, and diversity.

The SFA and JSS complement each other in promoting improvement and cultural change at the FAA. The SFA takes a "bottom-up" approach to organizational improvement and management development. The JSS's "top-down" method targets policy and planning input. It tracks change in the agency over time.

For answers to questions about surveys, contact the Employee Survey Staff, AHD-300, 400 7th Street SW, PL 1200, Washington, DC 20590. The FAX number is (202) 366-4440. ✲

crew and maintenance costs would further increase benefits.

During the week of September 21-25, the United States, Australia, New Zealand, Fiji, and Tahiti collaborated with United, Northwest, and Qantas airlines in a five-day operational demonstration of the Los Angeles-to-Sydney flexible tracks. Results again substantiated significant savings using flexible as opposed to fixed routes, when up to 21 minutes was saved in flying time.

Further improvements to air traffic management in the South Pacific became possible late last year when Fiji installed computer equipment capable of integrated strategic planning, track generation, and display on these dynamic routes.

North to the Orient

To the north, FAA and Russian officials have been working towards opening up Russia's Far East airspace for the past several years in spite of a changing political situation.

The shortest routes between North America and the Orient pass over Russia, and depending on the point of departure, these great circle routes could shave 15 to 30 minutes off today's flying time. At the typical direct operating cost of $80 per minute for a Boeing 747, substantial savings can be realized for the approximately 20 flights per day that will use these routes.

Cooperation began when the former Soviet Union approached the FAA with a request to open a route between Nome and Providenya, cities that are only 230 miles apart. That success continued discussions in three areas:

- Ways for Russia to restructure its air traffic control along the lines of the U.S. joint civil/military system.
- Improvements for Russian airspace structures and air traffic control procedures.
- Routes to the Orient and Southeast Asia that would traverse not only Russia's airspace but China's and Mongolia's as well.

Last May the Russian Federation's new commission, Rosaeronavigatsia,



Representatives from the Japanese Civil Aviation Bureau present a good luck gift to representatives from Rosaeronavigatsia during a signing ceremony.

Informal Air Traffic Coordinating Groups, Pacific Region

IPACG. The Informal Pacific Air Traffic Control Coordinating Group has been operating since 1989 to provide a forum for the FAA and Japan's Civil Aviation Bureau to explore solutions to near-term problems that limit the capacity or efficiency of the air traffic system for the Pacific. Regional air traffic divisions and the Anchorage, Oakland, and Tokyo air traffic centers have provided support.

Accomplishments include:

- Consolidating the flexible track system into the Pacific Organized Track System and reducing the separation standards.
- Merging two daily track messages into a single message that details both east- and westbound routes.
- Implementing new routes between Japan, Guam, and Australia using reduced separation.
- Standardizing U.S. oceanic clearance delivery procedures.

ISPACG. The Informal South Pacific Air Traffic Service Coordinating Group is made up of South Pacific air traffic system providers seeking near-term solutions to issues that cause economic penalties. Operating since August 1991, the group develops and implements operational procedures, air traffic system development, and traffic flow management systems between the countries of Australia, New Zealand, and the United States. Its accomplishments include:

- Drafting amendments to reduce longitudinal separation standards and apply the 15 degree divergence rule in the Pacific region.
- Standardizing phraseology for block altitude assignment with the five South Pacific flight information regions.
- Establishing a GPS workgroup between the United States and Fiji.
- Putting in place a memorandum of understanding to generate and apply flexible route tracks between the United States, Fiji, and points south.

adopted the original 1989 memorandum of cooperation between the FAA and the old Soviet Ministry of Civil Aviation.

Then in July a joint FAA-industry team and their counterparts from the Russian Federation traveled over 20,000 miles and spent three weeks evaluating eight of Russia's air traffic facilities. They reported low activity and a lack of international air traffic. Also, internal communications among Russian facilities were limited, and improved communications links to facilities outside the country were needed for international operations.

During the last three days of the assessment, Japanese air traffic authorities joined the team. Discussions centered on proposed routes of entry into Japanese airspace and upgraded communications links required.

As a result of the assessment, the Federation took steps to strengthen its air traffic infrastructure. Technical validation flights conducted in November demonstrated successful radio and radar coverage over the proposed routes. Gradually the number of flights has been increased, and this month routine international flights are scheduled to begin on a daily basis.

New York to Beijing nonstop

In the North Pacific FAA is now beginning to concentrate on opening routes over the Far East to China. When that happens, passengers can look forward to flying nonstop from New York to Beijing, Shanghai, and other points in Southeast Asia.

Fiji and points south

Fiji in the South Pacific consists of 100 inhabited and more than 200 uninhabited islands across more than 200,000 square miles of sea. Total land mass is less than 7,000 square miles, 6,000 of which is located in two islands, Viti Levu and Vanua Levu.

Twenty-one airports in Fiji receive some type of aviation service with a frequency of at least one flight per week, but the lack of sufficient and reliable navigational aids have been a source of frustration. Even though seven nondirectional radio beacons are located within the islands, most flying must be done using dead reckoning. Only three airports have instrument approaches.



One stop on the 20,000-mile evaluation tour was the Tilichiki Area Control Center, Kamchatka Peninsula.

Fiji's wet season—November until April—brings cloud bases of 2,000 to 3,000 feet. With this type of weather, dead reckoning navigation is difficult at best and sometimes impossible.

Enter satellites

Last July an FAA team of Flight Standards and Air Traffic employees traveled to Fiji for three days of discussions. They developed a plan to have GPS—Global Positioning System—receivers procured and installed in Fiji's domestic airliners. Flight Standards is developing flight procedures, and Air Traffic is setting up routes and air traffic procedures to be used with GPS navigation in the islands.

Proposed GPS routes will provide recommended courses to points in space located approximately 10 miles from seven airports where cloudbreak procedures can be used to gain visual contact with the airports. They will lie partly over known geographic points to allow for GPS validation as well as air traffic position reports. For easy access, all intersections will be named and indicated by coordinates for programming into GPS receivers.

On the drawing board are maps, charts, and separation standards to be used specifically for GPS navigation. Also an assessment of Fiji's air traffic program is underway so that the FAA can validate existing air traffic operations and determine the procedures necessary for testing the GPS plan.

Australia and GPS

The agency's GPS team also met with Australian air traffic officials and its aviation community to explain the Global Navigation Satellite System (GNSS) of which GPS is a large part. The Australians are looking at the results in Fiji as they evaluate GPS to replace their nonstandard Distance Measuring Equipment (DME).

Cooperation continues

The adventure in the Pacific is far from over as the FAA works to bring other Pacific Rim countries in line with future aviation concepts. Countries like New Caledonia, Micronesia, and the Solomon Islands have started to improve their air traffic systems, and they are looking to the FAA for leadership.

Yes, air traffic control's Pacific adventure is just taking off. ✲

Paul Strybing is manager of the Air Traffic Procedures Division and focal point for Air Traffic's international programs and activities.

Off Duty . . . and in Person

'Hutch' on the Throttle

Out in front is where Bob "Hutch" Hutchings aims to be in '93. Shown at right chasing points in a California race, the FAA electronics technician was rated third among all national desert motorcycle racers for 1991. That entitled him to display N 3 SS on his racing KTM motorcycle. At this point in the season, he also holds the third-position spot for '92.

Veteran competitor



Bob Hutchings

From West Jordan, Utah, Hutchings has been "twisting the throttle" in desert motorcycle events since 1968. He has competed in more than 300 races, finishing all but three of the 100-mile courses.

Among the first

Coworkers at the Salt Lake City Air Route Traffic Control Center Airways Facilities Sector already give Hutchings a number one rating. They describe him as an excellent communications technician and a person who is ready to help in any situation—job-related or otherwise.

Hutchings joined the FAA at Salt Lake City in 1962 after service in the Air Force and employment with RCA. He was one of the three original electronics technicians assigned to the center.

Although he has worked with all the major electronic equipment in the sector's central computer complex and radar data communications areas, Hutchinson specializes in the installation of new electronic systems and the removal of old systems. During his FAA career, he worked on the 9020 computer installations at Chicago, Denver, Jacksonville, Seattle, and Salt Lake City.

Retirement plans

Although his plans are to retire in late March, Hutchings promises to stay in touch with his many friends at the agency. He is also looking forward to enjoying more time with wife Bonnie; children Becky, Debbie, David, and Steven; and his six grandchildren. ✲



Photo by Grumpy

Desert motorcycle racer Bob Hutchings

By John Gonzales, radar data communications supervisor, Salt Lake City ARTCC AFS

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 shuld 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

Top Teams

AXO Holds First Annual Awards Ceremony

Peer nominated and team oriented, AXO's first annual awards honored people who found ways of working together to reflect mutual support and respect, trust, honesty, candor, and personal and corporate integrity. "Nominees and winners have one thing in common—their ability and desire to work as a team," said Joe Del Balzo, Executive Director for System Operations. Often these teams represented more than one organization—a "cross-organizational effort."



Pierre Thuot, astronaut.

At the November 17 ceremony in Washington, NASA astronaut Pierre Thuot also stressed the importance of teamwork, illustrating his point with details from last spring's capture and repair of a stranded communications satellite. The astronaut was also part of the first ever three-person space walk.

Del Balzo introduced the Blue Ribbon Panel, who had voted on the winners of "AXO Spirit Awards." Because objectivity was key, the panel was made up of non-AXO managers and three nongovernment members; also, panelists knew only the names of teams, not of nominees.

Teams from both inside and outside the agency considered for a Link Award have made significant contributions to AXO and the agency. They are recognized for accomplishments as a "linking" force in meeting the challenges of the 21st century. No voting takes place for recipients of this award; it is given at the discretion of the Executive Director. Like other winners, only teams can receive a Link Award.

Unveiled at the awards ceremony, the new AXO logo was selected from over 150 submissions. Merry Creamer, AHD–300, won a U.S. savings bond for her winning entry.

Here is the list of award categories and winning teams.

AXO Spirit Awards

Operational Systems Enhancement
Seattle ARTCC PAMRI Team
Nominated by Northwest Mountain Region

Administrative Systems Enhancement
Airworthiness Directives Process Improvement Action Team
Nominated by Washington Headquarters

FIND-IT Team
Nominated by Northwest Mountain Region

Quality in Work Life
Muskegon Air Traffic Control Tower Space Team
Nominated by Great Lakes Region

Vision of Tomorrow in Safety
FAA Explosives Detection K-9 Quality Action Team
Nominated by New England Region

Vision of Tomorrow in Capacity
Gulf Evaluation Team
Nominated by Southwest Region

Vision of Tomorrow in Productivity
Dallas/Ft. Worth Metroplex Air Traffic System Plan Team
Nominated by Southwest Region

Communication
Better Communications Team
Nominated by Eastern Region

AXO Special Award for Affirmative Action

A+ Team
Nominated by Southwest Region

AXO Special Recognition for Cultural Diversity

Diversity Work Group Team
Nominated by Southwest Region

Special Recognition Award

AXO National Honorary Awards Design Team

Link Award

Operational Planning Management Team
For their efforts in developing an operational planning strategy that fully exploits today's technology and plans for tomorrow

Technical Training Task Force
For revamping the way organizations acquire technical training for employees

Flight Standards Awards Set

Strategic Planning Gets Results

By Susan Yagoda

New and different for the Flight Standards Service—there's a National Flight Standards Recognition System ready for takeoff. All Flight Standards employees can participate this year by submitting names of nominees for national awards to their local selection committees. The awards cover activities performed from January 1 to December 31, 1992.

Agencywide honors

National awards are set up for 16 categories.

- Flight Standards Manager of the Year
- Supervisor of the Year
- Field Inspector of the Year
- Staff Employee of the Year
- Administrative Employee of the Year
- Mentor of the Year
- Field Office of the Year
- Excellence in Public Awareness
- Excellence in Human Relations
- Distinguished Service Award
- Innovations in Cultural Diversity
- Mission Possible Award
- Good Friend Award
- Barrier Breaker Award
- Visionary Award
- Strategic Management Award

Local awards

Additionally, there are two kinds of local awards—the "Quality Award," for work outside of normal duties promoting the Flight Standards mission, and the "Well Done Award," which thanks employees for special performance of official duties. The local awards provide immediate recognition with no limit to the number an employee can receive each year.

Selections process

Selection committees for the new awards, which complement the agency's Incentive Awards Program, are composed of nonsupervisors. The process is simple. Nominations go to local awards committees for an initial selection and from there to regional committees. Regional winners are named and forwarded to the national selection committee. Both regional and national winners receive honorary awards. National winners will be featured at this spring's Strategic Management Conference.

Strategically planned

The design of the National Flight Standards Recognition System is a story in itself. In March 1991 the service formed a Quality Management Council to take charge of strategic management. That meant establishing the service's future program direction as well as keeping pace with current demands and change. The council set up a strategic plan, which details goals and objectives through 1997. Then in December 1991, it formed a quality action team (QAT) to develop and implement one of the plan's objectives, a national awards process for Flight Standards.

QAT members are Richard Blondefield, Albuquerque, New Mexico, Flight Standards District Office (FSDO); Gabriel Bruno, Allegheny, Pennsylvania, FSDO; team leader John Hay, AEA-210; Cathy Jones, Rapid City, South Dakota, FSDO; Gary Koch, Scottsdale, Arizona, FSDO; and Charles Wilson, St. Louis, Missouri, FSDO. QAT sponsor is Eileen Verna, AFS-32, and facilitator is Arthur Brownell, Philadelphia FSDO.

It took lots of dedicated work, but the QAT came up with an awards program that is employee initiated and managed.

Before it disbands, the quality action team will see the program through its first year. Time schedules, design work, observations, evaluations, and the like need to be completed. But the program itself has now been turned over to the Flight Standards work force, the people who can make it fly. ✲

Susan Yagoda is a program analyst in AFS-13.

FYI *continued from page 2*

Contributions to the fund can be either monetary or by donations of usable, repairable musical instruments, says her husband Jim Dooley. He can be reached at (703) 455-7926. Gifts can also be forwarded to Immanuel Bible Church, 5211 Backlick Road, Springfield, Virginia 22151.

The National Aeronautic Association is calling for nominations for the **Robert J. Collier Trophy.** Nominations must be received by January 20 to be considered. The award is for "improving the performance, efficiency, or safety of air or space vehicles." These improvements must have been demonstrated by actual use during 1992. Trophy presentation is currently scheduled for May 5.

The NAA can be contacted on (703) 527-0226. It is located at 1815 N. Fort Myer Drive, Suite 700, Arlington, Virginia 22209.

A **Kennedy Tower** reunion is scheduled for *Monday through Wednesday, February 15 to 17,* at the Showboat Hotel, Las Vegas. Included are several parties, a reunion dinner, and a chance to play golf. The hotel rate is $34 a night for single and double occupancy. Thirty rooms are available at this rate.

For information or to register, contact Bill Fedowich, (904) 476-6609 home, or (904) 444-5629 work, or David Royall, PO Box 31-26, Atlanta, Georgia 30331, (404) 344-6910.

'Transition to the Future'

Air Traffic Control Association Meets in Atlantic City

By Maryellen Cunningham

Monday, November 2, was ATCA Day at the FAA Technical Center in Atlantic City, New Jersey. As part of the Air Traffic Control Association's 37th Annual Meeting, International Technical Programs and Exhibits, those who attended the conference had their choice of tours of the center's laboratories for human factors, aviation security, air traffic control, and aviation safety and the hangar.

With the theme "Transition to the Future," the conference featured over 300 exhibits. Its nine technical sessions, and an additional five sponsored by the Technical Center, addressed aviation issues as they relate to the international scene, management, policy, human resources, procedures, requirements, research and development, modernization and implementation. Participants came from all over the United States and 35 other countries. ATCA 1992 Merit Awards were given to several FAA employees and organizations.

- Air Traffic Rules and Procedures Service's Air Traffic Publications Branch, ATP-210, and Eastern Region's F&E and Localizer Restoration Team at LaGuardia Airport, Metro Airway Facilities Sector, received the Earl F. Ward Memorial Award for outstanding achievement in air traffic control.
- James Earl Zellner, Miami Airway Facilities Sector, was named Air Traffic Control Specialist of the Year for his outstanding achievements.
- The PAMRI Implementation Team, Seattle Air Route Traffic Control Center, received the ATCA Special Medallion Award for outstanding contribution to aviation safety and achievement in air traffic control.
- Richard Marakovits of the New York Air Route Traffic Control Center, New York center's ODAPS Technical Support Team, and Air Traffic and Airway Faciliities personnel at Kansas City International Airport Traffic Control Tower won the ATCA Chairman's Citation of Merit.

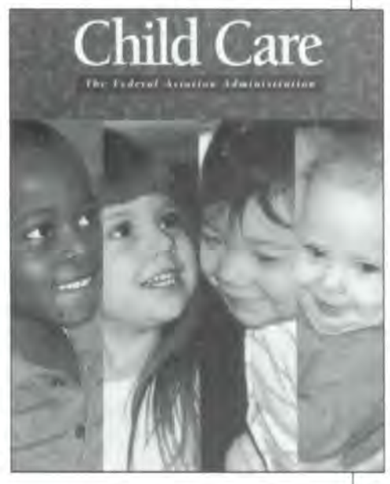
ATCA's 38th annual meeting is already scheduled to be held at the Opryland Hotel in Nashville, Tennessee. Dates are October 24 to 28.

The association can be contacted at (703) 522-5717 or 2300 Clarendon Boulevard, Suite 711, Arlington, Virginia 22201. ✲

Maryellen Cunningham is an area supervisor at the Elkins, West Virginia, Automated Flight Service Station.

A Look at FAA Child Care Centers

New Publication Dramatizes Agency's Child Care Success



There's a new FAA publication that gives an overview of the agency's child care program. Produced by the Office of Labor and Employee Relations, it highlights the six centers serving FAAers—those at the Alaskan and Great Lakes regional offices, the Mike Monroney Aeronautical Center, the FAA Technical Center, Washington Headquarters, and the Oakland Air Route Traffic Control Center. As a cost saver, inserts can be added to the booklet as the agency adds new centers.

Top FAA officials say child care is one of the most important benefits the agency can provide for working parents today. Additional child care centers are on the drawing board, several have been approved for construction, and several are at the proposal stage.

For more information regarding FAA's child care program or to get copies of the new publication, contact the local child care coordinator through your Human Resource Management Division. ✲

Photo Credits

Flight Watch

Routine exchange of information between pilots in the air and flight service station specialists on the ground can quickly turn into a life-and-death drama. The pilot may become lost, disoriented, or caught on top of an unexpected stormy condition. Then the vital communication, known as "Flight Watch" or En Route Flight Advisory Service becomes invaluable.

Flight Watch began at Los Angeles, Oakland, Seattle, and Portland FSSs over 20 years ago. Recently Hawthorne Automated Flight Service Station held a ceremony celebrating the start of the service in Los Angeles.

Recognized were Norm Schuyler, the first pilot to make radio contact with the newly formed Los Angeles Flight Watch, and the original five Los Angeles Flight Watch personnel: Robert Dirks, area supervisor, Riverside AFSS; James Hipp, now deceased; Fred Kelly, air traffic manager, Hawthorne AFSS; James Keogh, retired Western-Pacific regional duty officer; and Foy Pulliam, air traffic control specialist, Rancho Murieta AFSS. Also awarded was Larry Renshaw, an air traffic control specialist at Oakland AFSS, who was in the original flight watch class of 1972. Renshaw has 45 years of federal service, with 32 of them being at Oakland.

From Western-Pacific Intercom



Fred Kelly, Robert Dirks, Deputy Regional Administrator Fanny Rivera, and Larry Renshaw



First En Route Flight Advisory Service class for Seattle, Portland, Oakland, and Los Angeles, May-June 1972.

Paperwork Tiger

Quenton Duren knows what it's like to be up to his ears in paperwork. He's worked in Aeromedical Certification since 1964 and is responsible for the flow of over 1,900 applications per day and 67,000 pieces of correspondence per month.

Yet, despite the numbers, the tons of paperwork, and the constant pressure of "making sure that those who should be certified, are, and those who shouldn't be, aren't," despite it all, the Civil Aeromedical Institute's 1992 Employee of the Year, has managed to manage well.



Quenton Duren

When Duren became a supervisor three years ago, he says the staff thought they were literally "being buried in paperwork." The backlog of applications was around 60,000, and only overtime kept them from falling further behind. With a few basic ideas for new, more efficient procedures, the addition of four new positions, and "lots of employee input about how to improve the service," they were able to become more productive and reduce the backlog of applications to as low as 6,800. Now overtime is rarely needed.

Comments from Duren's employees include, "He is always willing to help . . . able to remain calm in any storm . . . we can count on him . . . inspires 30 people to work together as a single team . . . displays compassion, understanding, and a great sense of humor . . . he identifies and understands the personal values of superiors, subordinates, peers, and others." In short, he "excels in effective human relations." Duren's supervisor, Dr. Henry Boren, echoes this, saying, "Quenton is a people-oriented manager who motivates employees to excel by exemplary leadership."

Information from CAMI's Mike Wayda

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

Otto E. Schoenholzer, manager, Aircraft Maintenance & Engineering Div., from San Francisco Certificate Management Office ... **James O. Scott,** manager, Terminal Training Branch, Air Traffic Div., from Chicago O'Hare ATCT.

Alaskan Region

Robert E. Christensen, unit supervisor, Operations Section, Anchorage FSDO ... **Randy K. Rogers**, asst. manager, Kenai AFSS ... **Ken L. Slauson,** section supervisor, Information Resource Management Branch, Resource Management Div., promotion made permanent ... **Wilbur M. Smith,** area supervisor, Kenai AFSS.

Central Region

Roger D. Anderson, manager, Aircraft Certification Office, College Park, GA, from New York ACO, Valley Stream . . . **Kenneth A. Eaker,** asst. manager for program support, St. Louis, MO, AFS, Berkeley, MO ... **Jesse Freese,** systems engineer, Olathe, KS, AFS, promotion made permanent ... **Paul C. Hlavaz,** supervisor, Part 121 Certificate Management Section, Flight Standards Div., from New England regional office... **James A. Johnson,** unit supervisor, Construction Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Steven R. Lang,** area supervisor, Lambert Field ATCT, St. Louis, MO ... **Jan Earl Monroe,** supervisor, Planning Section, Planning & Programming Branch, Airports Div., from Northwest Mountain regional office ... **James E. Owens,** manager, Omaha TRACON, Bellevue, NE, from Central regional office ... **Wallace D. Pfaff,** manager, Sioux City, IA, ATCT, from Des Moines ATCT ... **James M. Rowland,** area supervisor, Olathe, Kansas ARTCC ... **Jerry L. Stephens,** unit supervisor, Grand Island, NE, AFS, from Washington Headquarters ... **William D. Turner,** area manager, Kansas City International ATCT, from Houston ARTCC ... **Terry L. Vandyne,** area manager, Olathe, KS, ARTCC ... **Charles D. Wilson,** systems engineer, Olathe, KS, AFS, promotion made permanent.

Eastern Region

Kenneth A. Alexander, area supervisor, Leesburg, VA, AFSS ... **Alexander A. Argyros,** section supervisor, Terminal Sub Branch, Establishment Engineering Branch, Airway Facilities Div. ... **Mario Ascrizzi,** supervisor, North Section, Real Estate & Utilities Branch, Logistics Div. ... **Sharon T. Compher,** asst. manager for automation, Washington National ATCT, from Washington Headquarters ... **Robert B. Farquhar,** asst. manager, plans & procedures, Capital Hub, Suitland, MD, from Andrews ATCT, Camp Springs, MD ... **John C. Henline,** manager, Buffalo AFSS ... **Bradley K. Holway,** supervisor, South Section, Real Estate & Utilities Branch, Logistics Div. ... **Sabra W. Kaulia,** manager, Washington ARTCC, Leesburg, VA, from Western-Pacific regional office ... **Vincent J. Lepera,** executive officer, Flight Standards Div. ... **Glenn E. Madison,** asst. manager for technical support, New York TRACON AFSFO, Garden City, Metro New York AFS ... **Joseph A. McNeil,** asst. chief, Flight Standards Div. ... **John I. Pezze,** manager, Oakdale, PA, AFSFO, Pittsburgh AFS, promotion made permanent ... **Albert W. Pierce,** area manager, Washington National ATCT, Arlington, VA, from Washington Headquarters ... **Leonard E. Smith,** asst. manager for technical support, Huntington, WV, AFSFO, Shenandoah AFS ... **Thomas R. Trubiano,** staff officer, Emergency Operations & Regional Operations Center, Office of the Regional Administrator ... **Susan E. Ward,** asst. manager, Teterboro, NJ, FSDO, from regional headquarters ... **Richard M. Weaver,** aviation safety inspector, Flight Procedures Branch, Flight Standards Div.

Great Lakes Region

Lawrence S. Barnes, manager, Muskegon, MI, ATCT, from Oshkosh, WI ... Andrew S. Bowman, unit supervisor, Indianapolis AFS ... **Gerald D. Breedlove,** unit supervisor, Indianapolis AFS ... **Gudmund M. Broin,** unit supervisor, Finley, ND, AFSFO, Dakota AFS, Bismarck, from Watford City, ND ... **Garry M. George,** asst. manager for training, Minneapolis, MN, ARTCC, from Washington Headquarters ... **Valerie J. Granahan,** supervisor, Staffing Section, Employment Branch, Human Resource Management Div. ... **James S. Graves,** unit supervisor, Indianapolis AFS ... **Lynn A. Hagar,** staff engineer, Indiana AFS, Indianapolis ... **Michael R. Homa,** manager, Jackson, MI, ATCT, from Kodiak, AK, ATCT ... **Timothy R. McCalley,** area supervisor, Traverse City, MI, ATCT, promotion made permanent ... **Diane I. Morse,** asst. manager for technical support, Michigan AFS, Belleville, MI, from Western-Pacific regional office... **Mary C. Nestell,** area supervisor, Lansing, MI, ATCT, from Jackson, MI, ATCT ... **Rodney R. Orentas,** supervisory personnel management specialist, Chicago ARTCC, Aurora ... **James J. Orleff,** area supervisor, Rochester, MN, ATCT, promotion made permanent ... **John D. Peterson,** area supervisor, Minneapolis ARTCC, Farmington, promotion made permanent ... **Ronald J. Rosenhahn,** unit supervisor, Minneapolis-St. Paul Certificate Mangement Office, promotion made permanent ... **Timothy A. Shegitz,** area supervisor, Detroit Metro ATCT, from Port Columbus, OH, ATCT ... **Billy E. Stephens,** unit supervisor, Indianapolis AFS ... **Lynette Yeary,** area manager, Chicago ARTCC, Aurora.

New England Region

Anthony Socias, manager, Airframe Branch, New York Aircraft Certification Office, Engine & Propeller Directorate, Valley Stream.

Northwest Mountain Region

Loren M. Gibbons, asst. manager, programs, Great Falls, MT, AFSS ... **Larry W. Jacobson,** unit supervisor, Nav/Com

Construction Engineering Section, Establishment Engineering Branch, Airway Facilities Div. ... **Brock L. Laffoon,** systems engineer, Auburn, WA, ARTCC AFS, promotion made permanent ... **Martin L. Leininger,** unit supervisor, Auburn, WA, ARTCC AFS ... **Gregory L. McMahon,** area supervisor, Seattle ARTCC, Auburn, WA, promotion made permanent ... **Katherine G. Paul,** manager, Resource Management Branch, Air Traffic Div. ... **Dennis A. Rominger,** area supervisor, Denver ARTCC, Longmont, CO ... **Brazel D. Schreiber,** area supervisor, Portland, OR, ATCT ... **Herbert D. Smith,** unit supervisor, Nav/Com Construction Engineering Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Frank J. Taylor,** unit supervisor, Portland, OR, AFS, Eugene, OR, from Medford, OR ... **Bruce L. Winston,** systems engineer, Auburn, WA, ARTCC AFS, promotion made permanent.

Southern Region

Gary L. Brown, area manager, Miami International ATCT, from College Park, GA ... **Warren E. Callwood,** unit supervisor, San Juan, PR, AFS, promotion made permanent ... **Luis Carmona,** unit supervisor, Miami FSDO ... **James J. Dambrosio,** area supervisor, Hilliard, FL, ARTCC, from Washington Headquarters ... **Donald H. Faunce,** systems engineer, Atlanta ARTCC AFS, Hampton, GA ... **Charles P. Federico,** manager, Ashburn, GA, AFSFO, Jacksonville, FL, AFS, from Albany, GA, AFSFO ... **Fay K. Hodge,** unit supervisor, Hampton, GA, ARTCC AFS ... **Robert L. Hughes,** area supervisor, Myrtle Beach, SC, ATCT, from Albany, GA, ATCT ... **Roger B. Mull,** manager, Columbia, SC, AFS, promotion made permanent ... **Joseph M. Robert,** area supervisor, Raleigh, NC, ATCT, from Atlanta Hartsfield ATCT ... **James E. Robinson,** systems engineer, Memphis, TN, ARTCC AFS, promotion made permanent ... **Stuart M. Salvage,** unit supervisor, Miami ARTCC AFS, promotion made permanent ... **Linda M. Schuessler,** area manager, Hampton, GA, ARTCC ... **Richard C. Smith,** manager, St. Petersburg-Clearwater, FL, ATCT, from Tampa ATCT ... **Walter A. Thornsbury,** manager, Jackson, TN, AFSFO, Hub AFS, Memphis, from Hub AFS, Miami ... **Carl White,** area supervisor, Myrtle Beach, SC, ATCT, from Florence, SC, ATCT.

Southwest Region

Joe D. Chaney, area supervisor, Dallas/Ft. Worth TRACON ATCT ... **Ruben Gonzalez,** asst. manager, San Antonio, TX, International ATCT ... **Michael J. Keyworth,** manager, Harlingen, TX, ATCT, from Corpus Christi, TX, ATCT ... **Darwin L. Klontz,** area supervisor, Austin, TX, ATCT, from College Station, TX, ATCT ... **Michael P. McNulty,** manager, College Station, TX, ATCT, from Lake Charles, LA, ATCT ... **Clinton W. Odell,** manager, McAlester, OK, AFSS, from Alaskan regional office ... **Edward P. O'Keefe,** unit supervisor, Houston ARTCC AFS ... **James L. Ramirez,** asst. manager, Will Rogers ATCT, Oklahoma City ... **Henry Valero,** asst. manager for program support, El Paso AFS, promotion made permanent.

Technical Center

Jennelle L. Derrickson, technical program manager, Office Of Research & Technology Applications ... **Patricia Ann McNall,** deputy assistant chief counsel, Office of the Assistant Chief Counsel, from Washington Headquarters ... **Louise C. Speitel,** technical program manager, Fire Safety Branch, Research Directorate for Aircraft Safety, promotion made permanent ... **George D. Williams,** manager, National Automation Field Support Div., from Los Angeles ARTCC, Palmdale, CA.

Washington Headquarters

Leslie J. Brown, manager, Field Development Branch, Training Requirements Program Div., Office of Air Traffic Program Management, from Miami ARTCC ... **Joseph F. Doubleday,** manager, Certificate Management Branch, Field Programs Div., Chantilly, VA, Flight Standards Service ... **Herbert Goldstein,** manager, Systems Technology Div., Research & Development Service ... **Kenneth L. Johnson,** manager, Procedures Branch, Procedures Div., Air Traffic Rules and Procedures Service, from Buffalo, NY, AFSS ... **Gary R. Rowland,** asst. manager, Advanced Automation System Div., Program Manager for Advanced Automation ... **Michael R. Rymond,** manager, COTR & Segment Management Branch, Advanced Automation System Div., Program Manager for Advanced Automation, promotion made permanent ... **Joyce A. Sexton,** asst. manager, System Plans & Programs Div., Air Traffic Plans & Requirements Service, from Washington ARTCC, Leesburg, VA ... **Stephen A. Tison,** manager, Operations & Procedures Branch, Military Operations Div., Office of Air Traffic System Management, from Los Angeles ARTCC, Palmdale ... **Nancy G. Welch,** section supervisor, Career Systems Div., Office of Human Resource Development, promotion made permanent ... **David G. Whatley,** manager, FSS & Weather Branch, System Plans & Programs Div., Air Traffic Plans and Requirements Service, from St. Louis AFSS, Chesterfield, MO ... **William F. White,** manager, Systems Technology Div., Research & Development Service ... **Dennis H. Wilham,** section supervisor, International Field Office, Singapore, Flight Standards Div., Flight Standards Service, from Honolulu FSDO.

Western-Pacific Region

Richard B. Browder, area manager, Las Vegas, NV, AFSFO, Phoenix AFS ... **Pamela Burger,** area supervisor, Lindbergh International ATCT, San Diego, CA, from NAS Miramar TRACON ... **Thomas M. Cesarz,** area manager, Honolulu ARTCC, from Western-Pacific regional office ... **David K. Fowler,** asst. manager, quality assurance, Ontario, CA, TRACON ... **Porfirio Guevara,** unit supervisor, ATC Automation & Flight Information Program Section, Establishment Engineering Branch, Airway Facilities Div. ... **Gregory C. Massoud,** asst. manager, F&E Program Section, Resource & Planning Branch, Airway Facilities Div.

... **James C. Meadows,** area supervisor, Oakland ARTCC, Fremont, CA ... **Alfonso Meza,** asst. manager for system performance, Oakland, CA, ARTCC AFS ... **Michael A. Muhl,** area supervisor, Oakland, CA, ARTCC, Fremont, promotion made permanent ... **Thomas L. Parks,** manager, San Francisco ATCT, from Eastern regional office ... **Charles R. Sanders,** manager, Montgomery Field ATCT, San Diego, from Miramar NAS, CA ... **Brent W. Shively,** asst. manager, High Desert TRACON, Edwards AFB, CA, from Los Angeles ARTCC, Palmdale ... **Eric A. Stern,** manager, Inyokern, CA, AFSFO, Los Angeles LAX AFS, from regional office ... **Walter R. C. White,** manager, Gillespie Field, San Diego, ATCT, from Miramar NAS, CA ... **Elmore M. Wigfall,** asst. manager for technical support, Los Angeles ARTCC AFS, Palmdale ... **Robert G. Wilson,** technical program manager, Sierra Nevada, CA, AFS, Sacramento ... **Benjamin A. Worley,** central computer complex supervisor, Oakland, CA, ARTCC AFS, from FAA Academy, Oklahoma City.

Retirees

Aeronautical Center

Joanne T. Ballou
Sue Monroe Clanin
Fred C. Gardner
Joan S. Jones
Frank D. Milazzo
Josephine S. Spencer
Sandra F. Vassar

Central Region

Darlene L. Higdon
Donald J. Roscoe
Jerry G. Wilson

Eastern Region

Robert Mellett

Great Lakes Region

John E. Kinville
Martin Rabinovitz

New England Region

James E. Quinlan

Northwest Mountain Region

Warren J. Butler
Milton R. Cooper
Gary L. Davis
Gerald B. Lewis
Guy F. Munsell
Donald J. Woodward

Southern Region

Julius A. Christy
Charles C. Hough
Calvin B. Jones
Alluin Wjr Munch
Celenia Navarro-Quiles
Irley L. Oxford
Otto A. Phillips
August T. Ruark

Southwest Region

Richard J. Eischeid
Santos J. Fernandez
Neil R. Garland
Clyde R. Goudeau
Thomas A. Kerr
Donald E. Maxwell
Adrian D. Seals
Everett J. Sinon
Roy A. Whitwood

Technical Center

Hector Daiutolo

Washington Headquarters

Edward J. Ellenberger
Seymour Everett
Harry B. Grindstaff
Arthur A. Simolunas

Western-Pacific Region

Joseph X. Bettencourt
Richard G. Foreman
Lester L. Hair
William B. Marple
Allen D. Ross

FAA Remembers. **Larry Slough,** a long-time systems analyst at FAA Headquarters, died at Johns Hopkins Hospital in Baltimore after a short illness.

He had retired last January with over 30 years of government service. A native Virginian, he had moved to the Delaware shore.

He is survived by his wife Gloria.

January 1993 General Schedule Pay Raise (3.7%)

Step	1	2	3	4	5	6	7	8	9	10
GS-1	$11,903	12,300	12,695	13,090	13,487	13,720	14,109	14,503	14,521	14,891
2	13,382	13,701	14,145	14,521	14,683	15,115	15,547	15,979	16,411	16,843
3	14,603	15,090	15,577	16,064	16,551	17,038	17,525	18,012	18,499	18,986
4	16,393	16,939	17,485	18,031	18,577	19,123	19,669	20,215	20,761	21,307
5	18,340	18,951	19,562	20,173	20,784	21,395	22,006	22,617	23,228	23,839
6	20,443	21,124	21,805	22,486	23,167	23,848	24,529	25,210	25,891	26,572
7	22,717	23,474	24,231	24,988	25,745	26,502	27,259	28,016	28,773	29,530
8	25,159	25,996	26,837	27,676	28,515	29,354	30,193	31,032	31,871	32,710
9	27,789	28,715	29,641	30,567	31,493	32,419	33,345	34,271	35,197	36,123
10	30,603	31,623	32,643	33,663	34,683	35,703	36,723	37,743	38,763	39,783
11	33,623	34,744	35,865	36,986	38,107	39,228	40,349	41,470	42,591	43,712
12	40,298	41,641	42,984	44,327	45,670	47,013	48,356	49,699	51,042	52,385
13	47,920	49,517	51,114	52,711	54,308	55,905	57,502	59,099	60,696	62,293
14	56,627	58,515	60,403	62,291	64,179	66,067	67,955	69,843	71,731	73,619
15	66,609	68,829	71,049	73,269	75,489	77,709	79,929	82,149	84,369	86,589

Nuts and Bolts

continued from page 3

The Center for Management Development, which "flags" changes to manuals, orders, and directives, can provide current information for quickly updating instructional material. Course revisions can then be made through SUPCOM's electronic bulletin board system.

Nuts & Bolts curriculum is geared to a wide audience: supervisors, either before or after completing Leadership Development Program I; personnel on details; and veterans ready for refresher training. It is also designed to achieve the benefits of a mentoring approach. Facilitators chosen from the supervisory ranks will instruct those who have been newly selected. They must have a proven ability to instruct, sensitivity to the supervisor's role, and an awareness of their position as an integral part of Air Traffic's management team. They must also have demonstrated solid skills in operations, administration, and human relations.

Support from the top of FAA's Air Traffic organization has been crucial to the development, implementation, and realization of this new training. To benefit the supervisory ranks of today as well as to reach into the future, SUPCOM and regional air traffic divisions will continue their cooperation in teaching the "Nuts & Bolts." ✲

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