



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

FAAWorld

July 1993



F or Y our I nformation . . .

Fireworks aren't just for the 4th of July anymore. Popular with nighttime airshows, which usually run from 5 to 10 p.m., are the cooler temperatures and the closing pyrotechnic displays. Aeronautical Center photographer Mike Harvey captured one of these flashy endings for our cover shot this month.

A vacancy announcement for "FAA representative" in London, Singapore, and either Amman or Riyadh, opening June 1 and closing July 30, has been announced by the Office of the Assistant Administrator for Policy, Planning, and International Aviation. People in these positions serve as senior agency representative for the many countries in their geographical areas. They coordinate and manage a broad range of agency activities and provide high-level liaison between FAA organizations, foreign civil aviation authorities, industry, and international organizations. They promote and gain support for U.S. standards, policies, and procedures and provide advice and assistance to foreign governments.

Required is broad knowledge of FAA program areas, such as Air Traffic, Aircraft Certification, Security, Flight Standards, and Aviation Standards. Team building and communications skills are essential as is the ability to deal effectively with high-level officials. The positions involve extensive overseas travel and interaction with varied foreign cultures. Attractive benefits are provided, including free housing, education allowances, dependent travel benefits, home leave, and post allowances.

For more, see announcement API-93-0758 or contact Cecilia Hoyer (202) 267-8007.

Early last month, FAA approved the Global Positioning System (GPS) for aviation use. The system enables pilots of private and airline aircraft equipped with GPS receivers to choose direct routes without having to rely on ground-based navigation aids and to fly approaches into 2,500 smaller airports that are not equipped with precision landing systems.

Acting FAA Administrator Joe Del Balzo thanked the Aircraft Owners and Pilots Association and Transport Canada for their help in providing aircraft and crews to test GPS equipment and procedures. Although FAA-certified GPS receivers are not yet available on the market, "We expect that aircraft owners will be able to purchase cockpit GPS receivers by sometime this fall," he said.

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FAA World

'A Labor of Love'

Airway Facilities' Diversity Forum

Harmony in a diverse work force is key to humanizing government, Katherine Archuleta believes. Making her first visit to FAA, Archuleta, deputy chief of staff to Secretary of Transportation Peña, spoke at the Airway Facilities' initial diversity forum for Headquarters employees.

Archuleta described her past years of work with Secretary Peña, especially during his service as Denver's first minority mayor. She talked about Peña's commitment to diversity, including diversity in experience and perspective. "City government was changed for the better," she said, and voters saw that improvements came as a result of contributions by employees having a multitude of backgrounds and cultures. Peña "opened the door for other minority candidates" in Denver, she believes.

Talking about diversity in the workplace is "a labor of love for me," Archuleta says, "a passion of my heart." She described the three-pronged focus on diversity in the Department of Transportation:

- Concern with human resource practices. Archuleta says that hiring, promotion, retention, and training practices can be used to change current unacceptable statistics. All of us share the responsibility for change, and it's up to all of us to be active in bringing about diversity, she stated.

- A focus on small and disadvantaged businesses. These businesses are the "lifeblood of America," Archuleta believes. The department is involved in looking for ways to make them stronger.

- Civil rights. Speeding up the resolution of civil rights claims is a priority, according to Archuleta. Currently dozens of cases at the agency

are unresolved.

In addition, Secretary Peña recently issued a policy statement on diversity. "Diversity means inclusion—hiring, developing, promoting and retaining employees of all races, ethnic groups, sexual orientations, and cultural backgrounds; the old, the young, and the middle-aged; the able-bodied and the disabled; men and women. . .," it states.

"Each manager is responsible for nurturing and capitalizing on the best that every employee has to give," it says.

Archuleta related that for the first time in the department it's a requirement that administrators submit a plan of how they will increase diversity, along with their budget submissions. What we are trying to do by taking full advantage of the diversity of employees is to "humanize trans-

portation and make it serve the people," says Archuleta. Aviation is about much more than technology. It's about things like grandmothers coming to visit and college students returning home, she told the group.

Other speakers at the forum included Alice Wong, a Senior Executive Service candidate and member of the Coalition of Asian-Pacific Americans. In discussing leadership, she defined the challenge as being able to tap individual visions of an organization and come up with a shared perspective. In a diverse environment, she said, a leader provides the means for people to excel, builds commitment to organizational goals, and converts committed people to leadership roles.

Diversity manager for Airway Facilities Joanne Eakin says plans are for the forums to be held on a regular basis. *

FAA's Work Force

	Non minorities	Blacks	Hispanics	Asian-Pacific	Native Americans	Total	Women	Men	Disabled	Veterans
GS-1	1	1	2	0	0	4	3	1	0	0
GS-2	9	2	2	0	0	13	11	2	2	0
GS-3	38	26	6	3	2	75	46	29	6	0
GS-4	412	95	40	15	12	574	454	120	42	22
GS-5	1,350	273	88	39	34	1,784	1,507	277	104	109
GS-6	929	234	86	28	23	1,300	1,226	74	51	72
GS-7	2,317	522	182	91	36	3,148	1,687	1,461	86	605
GS-8	135	36	10	5	10	196	149	47	7	38
GS-9	2,791	336	178	89	68	3,462	1,353	2,109	90	562
GS-10	1,147	94	32	15	10	1,298	275	1,023	24	529
GS-11	4,812	392	226	150	69	5,649	1,253	4,396	136	1,813
GS-12	9,560	867	450	232	149	11,258	1,636	9,622	288	6,107
GS/GM-13	6,670	516	316	174	88	7,764	997	6,767	242	4,221
GS/GM-14	10,569	650	292	136	79	11,726	1,211	10,515	181	5,438
GS/GM-15	3,098	215	77	34	38	3,462	253	3,209	74	2,266
SES	158	10	5	2	0	175	17	158	2	91
WG	955	95	81	32	53	1,216	51	1,165	60	809
Other	13	0	1	2	0	16	0	16	0	8
TOTAL	44,964	4,364	2,074	1,047	671	53,120	12,129	40,991	1,395	22,690

Compiled from: Department of Transportation Management Report for 1990-1992

Airspace Reclassification

Changes To Take Effect September 16

After more than 15 years of study and preparation, the target date is fast approaching. This September 16th marks the start of a six-class designation for U.S. airspace—A, B, C, D, E, and G. Objectives of the airspace reclassification are to:

- simplify airspace designations
- increase standardization of equipment and pilot requirements for operations in various classes of airspace
- promote pilot understanding of available air traffic control services
- work towards international commonality as a member state of ICAO (International Civil Aviation Organization).

There are few actual changes to the Federal Aviation Regulations (FAR) as a result of the reclassification. In fact, pilots flying IFR (Instrument Flight Rules) will encounter little change in operating rules.

One important change to FAR Part 71 eliminates the difficulty of deciding which requirements apply when several types of airspace are designated around an airport. Under the upcoming reclassification, the class of controlled airspace is simply correlated to the airspace surrounding the area. Another change permits VFR (Visual Flight Rules) pilots to

remain clear of clouds while operating in Class B (formerly TCA—terminal control area) airspace. Most of the other changes are a matter of inserting the new alphabetic class of airspace in place of the old acronyms. In FAR Part 1, general definitions for “special VFR conditions” and “special VFR operations” are added, “controlled airspace” is revised, and “airport traffic area” is deleted. The only airspace not renamed by the reclassification is special use airspace.

Pocket cards describing the airspace features are available from the agency’s ASP-200, (202) 267-7770. *

Airspace Features	Class A	Class B	Class C	Class D	Class E	Class G
Entry Requirements	ATC clearance	ATC clearance	Prior two-way communications	Prior two-way communications	None	None
Minimum Pilot Qualifications	Instrument rating	Private or student certificate—location dependent	Student certificate	Student certificate	Student certificate	Student certificate
Two-Way Radio Communications	Yes	Yes	Yes	Yes	Not required	Not required
Special VFR Allowed*	No	Yes	Yes	Yes	Yes	N/A
VFR Visibility Minima	N/A	3 statute miles**	3 statute miles**	3 statute miles**	3 statute miles**	1 statute mile**
VFR Minimum Distance from Clouds	N/A	Clear of clouds	500 feet below, 1,000 feet above, 2,000 feet horizontally**	500 feet below, 1,000 feet above, 2,000 feet horizontally**	500 feet below, 1,000 feet above, 2,000 feet horizontally**	Clear of clouds***
VFR Aircraft Separation	N/A	All	IFR	Runway operations	None	None
Traffic Advisories	Yes	Yes	Yes	Workload permitting	Workload permitting	Workload permitting
Former Airspace Equivalent	Positive control area (PCA)	Terminal control area (TCA)	Airport radar service area (ARSA)	Airport traffic area and control zone	General controlled airspace	Uncontrolled airspace

*Authorized by an ATC clearance and conducted within the lateral boundaries of the surface area.

**Flight visibility and cloud clearance requirements differ for operations below 1,200 feet AGL, above 1,200 feet AGL but below 10,000 feet MSL, above 10,000 feet MSL, day, night, or student pilot. See FARs 61.89 and 91.155 for specifics.

NOTE: IFR operations in controlled airspace require filing an IFR flight plan and an appropriate ATC clearance.

FAA World

‘A Way of Life’

FAA Technical Center Gets Results from Total Quality Management

By Holly Baker

utopia? The perfect work environment? . . . Maybe not, but the FAA Technical Center seems to be headed in that direction with its unique, multifaceted approach to total quality management.

The center, a premier aviation research and test facility—a virtual brain trust in aviation technology—is committed to total quality management. Its approach to TQM involves several innovative aspects and processes—from an initial memorandum of understanding and charter with its bargaining unit to the training of all center employees in TQM awareness. All this has been done in conjunction with the National Federation of Federal Employees Labor Union Local 1340.

Beginning in '91

The Technical Center’s top management team was first introduced to TQM at a planning retreat in October 1991 by FAA Executive Director for System Development John Burt. “People are inherently good,” Burt says. “If managers remove the barriers that keep employees from doing good work, then they’ll come on strong. They’ll do even better than could be imagined,” he believes.

Burt’s visit and presentation sparked the idea of managers training employees in the newly acquired skill.

“TQM is not a program. It’s a way of life,” says Technical Center director Harvey Safeer. “We’ve already seen results, including how the process effectively reduces electricity and waste disposal costs and reaps project payment discounts.



Director Harvey Safeer and Gerry Berry, president of National Federation of Federal Employees Local 1340, sign a memorandum of understanding initiating the quality process.

“We’re constantly looking at ways to improve, to cut costs, and to do it right the first time,” he adds. “You know the saying—measure three times, and cut once.”

Frank Elbertson, Technical Center chief of staff, leads TQM implementation. “It makes perfect sense to have people who know the job best participate in improving the process,” says Elbertson. “We would cheat our organization and everyone in it if we did not do this.”

Training outline

Perhaps the most innovative aspect of the Technical Center’s TQM implementation is the way all federal employees were trained by Elbertson and the center’s service directors. This resulted in three major benefits:

- “In-house” training saved the Technical Center and the federal government an estimated \$500,000.
- Having managers train their own employees demonstrated management commitment to the TQM philosophy and practices and to center employees. Managers’ investment of time, energy, and effort assured buy-ins on the part of employees.

• Also, service directors, typically responsible for several hundred people each, had opportunities to meet in smaller groups of 25 or less and hear individual concerns and ideas.

Booz-Allen & Hamilton gave a one-day TQM awareness course to about 25 center and union executives,

staff, and other volunteers. Designed to develop teaching capabilities, a two-day "Train the Trainer" course for 10 managers, four union officers, and four other volunteers followed on the heels of the awareness training. In turn, volunteers who had been through the course, trained their own employees.

The trainers were coached in answering the kinds of questions workshop attendees would ask. Each trainer presented a section of the TQM course to the other new instructors and the Booz-Allen trainers. Presentations were followed up with self-critiques and comments from other participants and the corporate trainers.

During the next seven months, over 1,200 Technical Center employees were trained in TQM. The training has spread to the center's tenant organizations and support contractors as well.

Signatory partners

The Technical Center's total quality management process began officially with the signing of a memorandum of understanding between center director Harvey Safeer and NFFE Local 1340 president Gerry Berry. This document defined the center's TQM goals as:

- To improve the quality and quantity of work accomplished.
- To provide the best service to customers.
- To foster a positive work environment.

The signatories agreed that the way to pursue these goals was to establish an employee management partnership that emphasized mutual trust and respect, open communication, shared success, and innovative problem solving.

Key to the success of the agreement was union involvement from the start. Local 1340 worked in partnership with management in creation and implementation. Says Berry, "The union decided to negotiate the acceptance of TQM principles within a management and union cooperative. The resulting memorandum of agreement is short, very powerful, and wide in scope," he adds.

"Neither party gives up important rights but allows TQM to operate in a spirited co-op of employees. The memorandum permits the parties to approach TQM at a comfortable pace—speed up, slow down, or terminate altogether—depending on their good faith."

Executive council chartered

The agreement established an executive council to

oversee TQM at the Technical Center. As detailed in the council's charter, Safeer and Berry cochair the body, which consists of 16 members, half senior managers and half union representatives.

At its monthly meetings, the council prioritizes problem areas identified during TQM training sessions.

Consensus decision making

Council members use a modified version of consensus decision making in their deliberations. This means, "We may not totally agree, but we can live with the decision." A noteworthy observation from the council meetings is that if you don't know who represents management and who represents union, you can't tell from the voting patterns. Crossovers are apparent on many issues.

Quality action teams (QATs) like the executive council, operate on a modified consensus basis. The executive council charters QATs to review, analyze, and provide methods to improve on specific practices. Its members establish operating parameters for the QATs. The council has the option, but usually doesn't exercise it, of selecting an equal number of management and union members to serve on a QAT. Attention has been focused on the quality of the people on the QATs rather than on whom they represent.

Any federal employee working at the Technical Center may be asked to serve on a QAT. While team membership is voluntary, employees selected are urged to participate fully in the process.

Facilitation available

The use of a facilitator by a QAT is voluntary and determined by the QAT. As each QAT is established, a facilitator is assigned to train members and then to stay on as facilitator if the team so desires. If the QAT chooses to operate without facilitation, the facilitator can still return to help apply tools taught in initial training.

QATs in progress

One QAT has dealt with improving the small purchase acquisition process and recently presented its final report to the executive council. Team members, who focused on steps within the immediate control of the center's management and staff, collected data identifying the total time from the initiation of a purchase request to the actual receipt of the material, as well as the time lapse for each intermediate step of the process.

Analysis revealed several opportunities to reduce the



The FAA Technical Center in Atlantic City, New Jersey, is a premier aviation research and test facility.

total time of the process and other potential improvements. The team determined that by adopting its recommendations, the center can conceivably shorten the total procurement process from an average of 100 days to an average of 30 days.

The team studying office automation technology and services is in its early stages. Members, who have been selected and trained, completed a plan for the initial logistics of the group's operation and received briefings on current operations.

Recently a QAT began to study the center's local area network system. Another has begun work on the procurement process for purchases over \$25,000.

Keeping the focus

To strengthen the Technical Center's TQM focus and continually reinforce the process to employees, several steps have been taken. The center's technical library now offers a special TQM collection. Resources include books and reference material reflecting different approaches to TQM, along with information on team structures and operations and statistical processes for improving quality. Also, TQM articles appear regularly in the center's *Intercom*. Minutes from



Frank Elbertson, Tech Center chief of staff, leads implementation of TQM.

the monthly TQM executive council meetings are published in *Intercom* and the *Center News*, a weekly employee association newspaper.

Basis for continued success

Overall, the center has moved avidly to implement its TQM process. Two years of cooperative efforts between management and the union created an environment wherein both parties felt comfortable in giving up some of their prerogatives to make TQM work. The partnership with NFFE and the jumpstart provided by the unique training effort has more than made up for the two years of planning that preceded implementation.

The Technical Center has all employees trained in TQM awareness, along with a union/management agreement in place, a functioning executive council, four quality action teams in progress and one successfully completed, trained facilitators, and a program to train new employees as part of their introduction to the job.

By September, the TQM executive council plans to come up with a base line for the Technical Center using criteria similar to that of the Malcolm Baldrige Award. In that way, progress throughout the center can be measured, and additional areas critical to continued success can be identified. *

Holly Baker is the public affairs officer at the FAA Technical Center.

Survey Scene

Want to keep tabs on what's being done with the agency's employee surveys?

Here are some updates.

The FAA has been conducting employee opinion/feedback surveys since 1984. Some like the survey program, and some don't. In any case, FAAers work in one of the few federal agencies that has institutionalized taking employee surveys.

FAA is considered one, if not the, pioneer for employee survey programs in the public sector. In fact, as other federal agencies begin to initiate programs for cultural change and organizational

improvement, they often turn to the FAA for guidance and a model.

The Employee Survey Team in AHD-300 has most recently been working with the U.S. Forest Service, an organization of 40,000 employees scattered throughout remote parts of the country.

Forest Service officials plan on beginning a survey program that will combine both the Job Satisfaction Survey and the Survey Feedback Action (SFA). Administered simultaneously to all Forest Service employees, feedback will primarily concern the lowest levels of management but will include some national questions as well. Action planning will be part of the process.

One proposal is to expand For-

est Service survey techniques to the entire Department of Agriculture. Requests for information on FAA surveys have also been received from the Central Intelligence Agency, Federal Bureau of Investigation, Federal Highway Administration, Volpe Transportation Systems Center, Internal Revenue Service, and the Postal Service.

Still to come—highlights of the 1992 Job Satisfaction Survey (JSS) will be covered in an upcoming *FAA World*. *

For answers to questions about surveys, contact the Employee Survey Staff, AHD-300, 400 7th Street SW, PL 200, Washington, DC 20590. The FAX number is (202) 366-4440.

Asia and Pacific Air Navigation

Regional Meeting Tackles Tough Issues

The Third Asia/Pacific Regional Air Navigation (RAN) Meeting was recently held in Bangkok, Thailand. The Office of International Aviation (AIA) coordinated U.S. preparations and strategy for the meeting.

Even though Asia/Pacific is the fastest growing aviation region in the world, a RAN meeting has not been held in the area since 1983. Therefore, a number of major changes to the area's aviation infrastructure were up for consideration. According to the International Civil Aviation Organization (ICAO), 366 delegates from 40 ICAO member states and six organizations worked on an extensive agenda addressing air traffic services, communications, aeronautical information services, meteorology, search and rescue services, aerodromes, and ground aids. Unanimously adopted were 133 recommendations and 70 conclusions, which will be reviewed at ICAO headquarters in Montreal.

U.S. delegates contributed to a plan advancing transition to the satellite-based Communications, Navigation, Surveillance/Air Traffic Management systems in the Asia and Pacific regions. Suggested development of the "Asia/Pacific Facilities and Services Implementation Document" will streamline the cumbersome amendment process needed to revise regional air navigation plans during the transition. The U.S. delegation also promoted airspace organization changes to increase airspace capacity in the region and provide economic savings for air carriers.

Anthony Fazio of AIA led the Aero-



U.S. delegates provided expertise at technical committee meetings. First row, from left: Anthony Fazio, Michael Jengo, Craig Beard, David Hodge, Phil Perine. Middle: Robert Cook, Leslie McCormick, Dan Lemon. At rear: Jerry Uecker, Roger Culli.

drome Operational Planning Committee—one of five technical committees of the meeting—in developing recommendations for airport safety improvements. For most of the 281 aerodromes designated for international use, improved requirements were developed for air traffic services, runway lengths, pavement strength, approach and landing aids, and categories of rescue and fire fighting services. Fazio also advanced a recommendation encouraging ICAO to review and adopt guidance material on the environmental consequences of airport operations.

Overall, delegation objectives were accomplished during this meeting. The FAA is poised to advance U.S. objectives further in the region by participating in the Third Asia/Pacific Regional Planning and Implementation Group in August. Also, the U.S. Mission to ICAO will support Asia/Pacific RAN Three recommendations and conclusions when the ICAO Air Navigation Commission and Council review the meeting report.

Further information can be obtained from AIA-110 in Headquarters room 1026A. *

FAA's Office of International Aviation worked with the Department of State to arrange accreditation of the following U.S. delegation members:

Chief Delegate, Stanley Rivers, acting Deputy Associate Administrator for Airway Facilities.

Alternate Chief Delegate, Craig Beard, director, International Area Office for Asia and Pacific Countries.

Advisors, Robert Cook, U.S. air navigation commissioner at ICAO headquarters; **Roger Culli**, Systems Maintenance Service; **Anthony Fazio**, Office of International Aviation; **David Hodge**, Air Traffic Procedures; **Daniel Lemon**, U.S. Coast Guard; **Leslie McCormick**, Air Traffic Procedures; **Robert Nathan**, U.S. Air Force; **Jerald Uecker**, National Weather Service; and **Gene White**, aeronautical telecommunications network advisor.

Michael Jengo, manager of international operations at the Oakland Air Route Traffic Control Center, and **Dennis Warth**, senior international FAA representative in Tokyo, also participated in the meeting. Airports, Flight Standards, and Research and Development were among the FAA services that provided valuable information for delegates.



Tops for Airway Facilities Sectors

Four Capture 'National Sector of the Year' Honors
Three Termed 'Distinguished'

Results are in for the Airway Facilities Sector of the Year Awards. Winners, who are selected annually from regional nominees, were rated first in overall facility performance, human resource management, and general programs. National Sector of the Year honors for fiscal year '92 go to:

- Washington ARTCC AFS, Leesburg, Virginia, for air route traffic control center sector. Among the regional nominees were Anchorage, Chicago, Denver, Memphis, Fort Worth, and Los Angeles sectors. Chicago ARTCC AFS was named distinguished sector.

- Bangor, Maine, for General National Airspace System (GNAS) sector, Levels II-III. Regional nominees were

North Alaska in Fairbanks; Des Moines, Iowa; Shenandoah in Charleston, West Virginia; Illinois in Springfield; Billings, Montana; San Juan, Puerto Rico; and Little Rock, Arkansas. Shenandoah won the distinguished sector award.

- Tri-State in West Trenton, New Jersey, and Golden Gate in Hayward, California, a tie for Levels IV-V GNAS sector. Others nominated in the category were GNAS sectors for South Alaska in Anchorage; St. Louis, Missouri; Wisconsin in Green Bay; Salt Lake City, Utah; Covington, Kentucky; and Houston, Texas. Distinguished sector is St. Louis.

Here's a short sample of the winners' accomplishments.

National Sectors of the Year

Washington Air Route Traffic Control Center Airway Facilities Sector Eastern Region

At Washington ARTCC AFS, managers and Professional Airways Systems Specialists (PASS) representatives continued to work together to foster employee involvement in resolving problems that affect their jobs and to increase reliability of services to users. Employees had an opportunity to comment on the sector's action plan published for the fiscal year and to set up individual development plans. As one

avenue to exchanging ideas for improved facility operations, PASS union representatives and sector managers hold monthly meetings and assign tasks as necessary.

Sector personnel have worked on at least 15 regional and national programs during fiscal '92. They raised donations for Hurricane Andrew relief and gave leave through the leave donation program. The sector's employee development program added new perspective to its participants' view of facility operations.

As a team, sector personnel completed various projects in support of FAA's Capital Investment Plan. Em-



John Szajkowski and Mike Gantt, communications technicians, work on HCVR equipment.

ployees were especially proud of the following technical accomplishments:

- Reducing TELCO—telecommunications—outages from an average of 40 per month to 17.
- Reducing total facility outages by 50 percent from fiscal year '91.
- Completing 405 modifications within six months of receipt of parts.
- Clearing all technical inspection discrepancies within three months of notification.
- Attaining a PM, or periodic maintenance, accomplishment of 99.96 percent. *

Giving Tribute

We at Washington Center Airway Facilities dedicate this national recognition to the memory of William J. Baxter, sector manager and friend, who passed away on April 24. Bill's vision, vitality, sense of humor, and unique ability to lead, motivate, and empower employees was the factor that made it possible.



Bill came to AFS-834 on April 13, 1986. During his time here, he created a positive and productive working environment. We know that Bill was proud of our accomplishments, and we can only hope that he knows how proud we are to have worked with him.

National Sectors of the Year

Tri-State General National Airspace System Sector Levels IV-V Eastern Region

Tri-State sector operates under the philosophies that:

- Customers deserve quality service.
- People are its most valuable resource.
- Differences in people are vital.
- "Possibility thinking" and getting the job done more effectively are key.
- Combining the resources of the FAA and the Professional Airways Systems Specialists contributes to an

optimum way of doing business.

The sector's 128 employees are located in five states—New York, New Jersey, Pennsylvania, Delaware, and Maryland. The sector encompasses 235 reportable facilities and services, along with numerous other non-reportables.



Mike Ross, Ron Jackson, Craig May, Eduardo Rondon, Kim Lee, and Robert Smith, at front, staff Newark International Airport AFSFO.

One unique facility in the sector is the Traffic Management Computer Complex in Atlantic City, which interacts with all 20 air route traffic control centers. The computer complex contains the primary database and resources for the Air Traffic Control System Command Center, which regulates national flow control. Reliability of facilities and services in the sector

was improved an average of 5.15 percent during '92.

Those at Tri-State say that providing quality service to customers does not "just happen." It requires teamwork, commitment, trust, and the ability to communicate effectively. Building strong relationships is an integral part of Tri-State's activities, and sector employees work in partnership with Air Traffic organizations to achieve the best service available in this global economy for their customers. *



At Atlantic City, environmental unit personnel Wayne King, Ed Irizarry, and Keith Sersen repair approach lights.

Bangor General National Airspace System Sector Levels II-III New England Region

The Bangor sector is responsible for the maintenance, certification, and operation of 366 FAA-owned facilities, which are primarily located within the geographical boundaries of the State of Maine. The sector covers about 33,215 square miles. Highlights of sector activities for the award period include:

- Substantially improving performance at 20 targeted facilities.
- Provision of comprehensive plans for the realignment of all sectors in the New England Region.
- Aiding set up of aviation educa-

tion resource centers at the University of Maine in Presque Isle, the community college in Biddeford, and Indian Island School in Old Town.

- Accomplishment of all maintenance tasks, modifications, and facility projects and improvements even though eight field technicians were detailed to management positions over the year.

- Developing a strong Employee Involvement Program. The sector hosted FAA visitors from Iowa, California, and Arizona interested in using

it as a prototype.

- Fostering a good working relationship between labor and management.
- Supporting work force diversity with 80 percent of hires from special interest groups.
- Using the Survey Feedback Action process to achieve a productive work environment. All sector supervisors participated.
- Meeting or exceeding regional and sector goals and objectives.
- Hosting training in fire suppression for the New England Region. *

FAA World

National Sectors of the Year

Golden Gate General National Airspace System Sector Levels IV-V Western-Pacific Region

Golden Gate AFS covers nearly 600 miles of majestic Pacific coastline. From its rolling Black Oak hills in the south near Santa Maria and San Luis Obispo, to the redwood forest of the north near Arcata and Crescent



Bob Endress, Gary Sobak, Bill Whalen, and Chuck Epps in front of the Salinas, California, Flight Service Station.

City, taking in the San Francisco, Oakland, and San Jose areas, as well as Monterey and Salinas, the sector has existed in its present state since October 1985. It includes a diverse mix of nearly seven million people spread over tourist-filled resorts near Monterey Bay, sparsely populated areas of lumber workers in the northern forests, communities of fishing fleets along the coast, the urban metroplex of the San Francisco Bay area, and farms and ranches near the southern boundaries.

Fifteen airway facilities sector field offices are located throughout the AFS. A lead maintenance control center is located at sector headquarters in Hayward. Sector employees number 154, and commissioned facilities total 809. Its special programs include Employee Involvement.



Ralph Humphry and Curtis Alderman make equipment checks at San Jose tower.

The sector is riddled with geological fractures that expose people and property to the constant threat of major earthquakes. The infamous San Andreas fault extends the full length of Golden Gate Sector and poses threats such as the 7.1 Loma Prieta quake near Santa Cruz in 1989 and the 7.0 Ferndale quake on California's north coast in 1992. *

Distinguished Sectors of the Year

Chicago Air Route Traffic Control Center Airway Facilities Sector Great Lakes Region

Aided by the completion of the AT&T Service Improvement Plan Network, Chicago's reliability of service increased greatly in fiscal '92. The sector provided support for all of the Chicago center's modernization projects, including the provision of comments on engineering packages. It initiated a comprehensive hazardous material program, which implemented a seven-point plan related to asbestos at the center and the development of a local order concerning hazardous material. A representative from the facility was named to the Airway Facilities Environment and Safety Compliance Committee. Also, a sector employee chaired the

Professional Airways Systems Specialists' National Safety Committee.

In the area of employee safety, the sector completed a lockout/tagout program that protects electronics and engineering technicians from electrical shock. It participated in the Vocational Instruction Practicum by aiding McHenry Community College in training graduates for aviation jobs. *



Interfacility Data Unit personnel, standing from left: Vansai Vongphadky, Paul Lahman, Larry Ahlemeyer, Al Espinosa, Ed Miller, Catherine Hoffman, Chuck Geddes, David Sheffer, and Joe Castrejon. Kneeling are Vandester Jenkins, Rick Torossian, Kary Olsen, and Mark Schneider. Willie Chubb, Earl Hardekopf, George Tencza, and Pat Woulfe are not shown.

Distinguished Sectors of the Year

Shenandoah General National Airspace System Sector Levels II-III Eastern Region



Timothy McFarland does some preventive maintenance at Tri-State Airport, Huntington, West Virginia.

Shenandoah, which covers 32,000 square miles, includes 859 commissioned facilities in Kentucky, Ohio, Maryland, Pennsylvania, West Virginia, and Virginia. It maintains 188 communications frequencies in support of ground-to-air as well as ground-to-ground communications. At the end of fiscal '92, the sector employed 83 people. The sector set up three dependent airway

facilities sector field offices—called SFO-Is—during the year in Charleston and Clarksburg, West Virginia, and in Roanoke, Virginia. It has two stand-alone SFO-Is at Martinsburg and Huntington, West Virginia.

Over the reporting cycle, the facility made significant

gains in overall facility reliability, improving from 69.5 percent to 82 percent. Also its availability rating went from 79.8 percent to 87.1 percent. *



Randolph Foster takes reading on Bluefield, West Virginia, glide slope antenna.

St. Louis General National Airspace System Sector Levels IV-V Central Region

St. Louis sector encompasses the entire State of Missouri with the exception of the far northeast and southwest corners. The sector is the largest in the Central Region in terms of facilities and generated workload.

Concerted planning at the St. Louis sector resulted in

improved facility performance and better service for its customers. Investments were made in people through such things as holding maintenance proficiency seminars, publication of technical information bulletins, and an aggressive training program. Operational dollars invested in equipment covered facility grounding upgrades, power stabilization, projects to rehabilitate localizer antennae, and much more. Management awareness was heightened through daily reviews, telecons, and regional meetings. *



Technicians Russ Anderson and Jill Pinkley modernize at Cape Girardeau, Missouri.



St. Louis, Missouri, radar technician James Turner repairs electronic circuit card.

Around and About . . .

News from FAA's Family and Friends



The McMahon's at PRIDE's World Drug Conference

McMahon. Kyle's father Robert manages FAA's Lynchburg Airway Facilities Sector Field Office.

Hundreds of talented youth auditioned for the event, with only 26 dancers and 5 vocalists tapped for its national team. Kyle was the only student from the State of Virginia selected.

PRIDE stands for Parents Research Institute for Drug Education headquartered in Atlanta. It sponsors school teams that go to elementary, middle, and secondary schools with a message against drug use rendered through song, dance, and skits. *

The 1993 summer schedule for FAA's Aviation Career Education Academy—"ACE"—is underway. The ACE Academy is an exciting one-week resident or nonresident summer aviation education program for high school students. ACE is cosponsored by the FAA and the host educational institution, which in most cases is a college or university.

The key emphasis of the ACE program is to provide students with a wide range of "hands-on" learning experiences regarding careers. The students' academic activities include navigation, aircraft design, aerodynamics, propulsion, communications, weather, FAA and aviation history, and theory of flight. Students have an opportunity to experience airplane simulators and real orientation airplane flights. They visit an FAA air traffic control tower, flight service station, airport, and local aviation industry facilities. They build and fly model airplanes and experience lots of other exciting activities.

Many ACE programs provide introductory flights. Instruction is given on flight simulators and aerodynamics is explained to prepare for the experience.

For additional information on ACE, contact your regional FAA aviation education representative. *

The National Capital Squadron and the Colonial Air Wing of the Confederate Air Force have announced an east coast tour featuring the B-29 Superfortress, LB-30/B-24 Liberator, and C-46 Commando. Accompanying these aircraft are World War II fighters including the P-51 Mustang, the Navy FM-2 Wildcat, AT-6 and SNJ trainers, and others.

Scheduled stops are:

Dates	City	Airport
June 26- July 4	Philadelphia, PA	Northeast Philadelphia
July 5- July 11	Washington, DC	Manassas Municipal
July 12- July 18	Tom's River, NJ	Robert J. Miller
July 19- July 25	Long Island, NY	Francis S. Gabreski
July 26- August 1	Richmond, VA	Richmond International
August 2- August 9	Norfolk, VA	Norfolk International



Fifi, the only flying B-29 of the 3,970 built during World War II, joined the Confederate Air Force fleet of over 140 American, British, German, and Japanese World War II aircraft in late 1974 after three years of restoration. The plane was recently refurbished at the Boeing plant in Washington, undergoing electrical and hydraulic system replacement as well as a new paint job.

The tour, during the 50th anniversary of the war, commemorates the sacrifices that were made by so many.

The Confederate Air Force is a nonprofit, educational organization. It maintains its fleet of World War II aircraft as a living, flying museum. Many of the planes, including the B-24 and B-29, have been featured in movies about the war years. *

Spreading the Word

Torrance Controllers Take 'Daughters' to Work

By Shirl Coomer

The decade of the woman, it has been called. All over the nation people are talking about women's changing roles—especially in the workplace—and the FAA is no exception.



Sharing a day in the tower are, from left, Cheryl Geoffrion, Deborah Dew, Mary Soloff, Catherine Ornelas, Daria Bohringer, Shirl Coomer, and Nancy and Amy Gardner.

Torrance Airport Traffic Control Tower recently participated in the "Take Our Daughters to Work Day" celebrated nationally April 28 and sponsored by the Ms. Foundation for Women. The idea was that daughters ages nine to 15 could go to work with their parents to learn about what they do and to begin thinking about future careers. Those not having daughters of the right age, could reach out to relatives, friends, and neighbors.

At Torrance, for instance, Cheryl Geoffrion, tower manager, Deborah

Dew, area supervisor, and air traffic controllers Nancy Gardner, Wendy Tani, and I were interested in the program, but we were faced with a dilemma. Gardner was the only one who knew a girl of the right age. Instead of not participating—Tani even changed her day off to be there—the others reached out to the local schools, which were very willing to get involved. School guidance counselors selected three young women to be the controllers' "adopted daughters" for the day.

Mary Soloff and Daria Bohringer, 7th and 8th graders from Calle Mayor Middle School, and Catherine Ornelas, a 9th grader from South High School, joined Gardner's niece, Amy Gardner, 5th grade, for the day's activities. Together they had a very enjoyable time at a controller's "office."

Naturally the students could not take part in the daily routine of handling air traffic, but a substitute agenda, including an airport tour, introduced them to a wide range of aviation experiences.

The students toured the airport grounds and visited T-hangers, the airport manager's office, and the noise abatement office. They also toured South Bay Aviation, where they learned about flight instruction and had a first-hand look at the workings of an airplane's controls and instruments.

At the end of the day, the group returned to the tower and received an overview of air traffic control. While learning about the control positions, the "daughters" also observed a

nonradio operation and an emergency landing. Through such up-close looks, they were able to gain a more realistic perspective of the aviation-related professions.

The day went so well that Torrance employees say they hope to sponsor the program periodically. Young men will also be tapped to participate. *

Shirl Coomer is an air traffic control specialist at California's Torrance tower.

More Youngsters Go to Work

Many facilities around the FAA, took advantage of "Take Our Daughters to Work Day." For example, the Evaluation Division the Office of Air Traffic Effectiveness, based in Dallas-Fort Worth, gave an orientation to seven girls, aged nine to 15, who accompanied agency family members to work. Besides participating in the staff's daily office activities, they toured the Dallas-Fort Worth tower.

At Headquarters, Madelyn Sawyer of the Airport Security Policy Branch,



Madelyn and Monica Sawyer



Evaluation Division manager Gary Romero with the seven youngsters who received FAA orientation.

was one of the moms who brought her daughter, Monica, to the office. Monica learned about civil aviation security and met people in all types of jobs—assistant administrator, office directors, and support staff. *

Hampton University Graduates First 'Prototype' Class

Under a three-year, three-million-dollar project, Hampton University has graduated the first of its two FAA-funded classes to train air traffic controllers. The second class is scheduled to graduate in December.

This innovative project was



made possible through an FAA joint-venture contract between a private-sector, (8a) firm, E. L. Hamm Associates and the university.

Hampton—the only "historically black" school (HBCU) of the five participating in FAA's Collegiate Training Initiative for Air Traffic Control Specialists—set up a prototype curriculum that combines extensive controller training with a fully accredited baccalaureate degree. The

university's diverse 18-member graduating class in aviation was composed of one white female, seven white males, five black females, and five black males.



Hampton's prototype curriculum combines extensive controller training with a fully accredited baccalaureate degree.

Educational thrusts of the school's training prototype were to:

- blend academic theory with intensive, hands-on laboratory application of skills controllers need to work Visual Flight Rules towers, terminal radar, and en route radar.



Laboratory application of skills controllers need was available at Hampton.

- focus on teamwork, with continuous training in human factors techniques and other facets of cockpit resource management methodology.
- use interactive, computer-based training modules to add to classroom and laboratory learning.

Graduates completed two semesters on Visual Flight Rules operations, two in terminal radar operations, one in en route operations, and a semester providing complex, interdependent training in all three controller environments. Also included in the curriculum were courses in aviation management, aviation safety, and advanced management concepts.

Along with its controller training, Hampton University offers 47 baccalaureate degrees and master's degrees in 16 areas. It is Virginia's only coeducational, nondenominational four-year private college. *

Off Duty . . . and in Person Combining a Cool Head with a Warm Heart



Kevin Hollen,
Pittsburgh tower

Kevin "O.J." Hollen is no stranger to pressure situations. Last year, for instance, he was featured on two nationally broadcast TV programs. In mid-September he appeared on the "Sally Jesse Raphael Show," which featured "Rescue 911" and people who got involved in times of crisis. Later in the month he portrayed himself in an episode of "Rescue 911," which reenacted how he had saved the life of a teenager.

Hollen, an air traffic control specialist at Pittsburgh tower, and his family were visiting Lakemont Amusement Park in Altoona, Pennsylvania, on Labor Day in 1991. Around 8 p.m., just minutes before the park was to close, Kevin heard a distressed woman scream, "Oh, my baby, my baby!"

Kevin turned in the direction of the screams to see what the problem was. Once he located the woman near the children's roller coaster, he saw the reason for her panic. Her five-year-old daughter was the lone rider in a car that had stopped on the track. The ride operator was hanging on the front of the car.

Kevin immediately began running toward the roller coaster. He jumped a cyclone fence and went to where the car had stopped to offer assistance. There he saw that the ride operator, 17-year-old Christopher Whitfield, had his left leg caught between the car and the track and was losing much blood.

Hollen, who had served in the military, said natural instincts and his Air Force training kicked-in. He grabbed hold of the panicked Christopher, and with the help of another park visitor, brought the injured young man down off the track and onto the ground.

Once Kevin saw the severity of the injury, he positioned himself so that Christopher could not see his badly damaged leg. Kevin began to apply pressure to the leg just above the injured area to slow the bleeding. He also calmly talked to the victim in an attempt to keep him from going into shock or lapsing into unconsciousness. Hollen then directed onlookers to bring ice, blankets, and other materials to keep Christopher as comfortable as possible.

A park first-aid employee arrived within a few minutes, and the local paramedics came 15 minutes later. Christopher was transported to a local hospital and later to a trauma-care center in Johnstown, Pennsylvania. He had lost 33 percent of his blood and almost died en route. An amputation was required at mid-thigh of his left leg. Medical personnel said Christopher was lucky that Kevin stepped forward and credit him with saving the teen's life. Doctors agreed that without Hollen's quick and effective first aid, Christopher would never have made it out of the park.

In recognition of his heroism, Kevin received the Secretary of Transportation's award for valor last October. He was also honored with the Eastern Region Administrator's award of valor and by local Altoona police departments for his heroism.

Now, almost two years later, Christopher is doing well. He and Kevin have formed a friendship that will last a lifetime. *

Pittsburgh tower's Jeff Demme edits a newsletter at the facility.

Photo Credits



New England Regional Administrator Arlene Feldman has signed agreements with two New England colleges to institute a Collegiate Training Initiative Program. New Hampshire Technical College, Nashua, New Hampshire, and New England Institute of Technology, Warwick, Rhode Island, will train skilled electronics technicians for the FAA's New England Region Airway Facilities Division.

Shown from left are Rhode Island Governor Bruce Sundlun; Joe Cretella, assistant manager, regional Airway Facilities Division; New England Regional Administrator Arlene Feldman; and Richard Grouse, president of the New England Institute of Technology. *

FAA's need for carefully trained maintenance and service personnel has evolved as a result of the agency's ongoing requirement to replace older communications and navigational systems with new technologies.

Shown from left are Rhode Island Governor Bruce Sundlun; Joe Cretella, assistant manager, regional Airway Facilities Division; New England Regional Administrator Arlene Feldman; and Richard Grouse, president of the New England Institute of Technology. *

Civil Aeromedical Institute researchers recently recognized the 2,000th crewmember from Tinker Air Base to attend its cabin evacuation training and research. Charles Chittum, cabin safety researcher at CAMI, congratulates Robert Ray, shown at right, as he emerges from the institute's smoke evacuation test vehicle. *



Totting Up the Benefits

FAA employees are eligible to participate in several unique and valuable benefits programs. To help them and their families understand their total benefit coverage and how the benefits work together to provide a comprehensive program of financial protection, FAA's Office of Human Resource Management is again issuing its annual "Employee's Personal Statement of Benefits."

Again produced in a convenient fold-out format, the 1993 statement will point out which benefits take effect as a result of such life events as illness, disability, retirement,

and others. The statement can be a valuable tool in planning for future financial security and in helping understand and use benefits wisely.

This year's statement was mailed to FAA employees by June 15. Allowing for mail delivery, all employees for whom statements were produced should have received them by the end of the month. To receive a statement, employees must be covered by the retirement system—either the Civil Service Retirement System or the Federal Employees Retirement System.

Information included is calculated as of February 20, 1993; it was mailed to employees' W-2 addresses of record

as of that date.

Employees who were not on FAA payroll records, or for whom complete payroll records were not available on the February date, will not receive a benefits statement. One cannot be produced for 1993.

Those eligible to get a statement but who have not received it by July 15 should contact their servicing human resource management division. The divisions will be collecting names, correct addresses, and Social Security numbers through August 15 for use in reproducing statements lost in the mail. *

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

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

George W. Dove, staff officer, Plans & Program Staff, Aircraft Maintenance & Engineering Div. ... **Harvey L. Hampton**, supervisor, Weather/Visuals Section, Environmental Support Engineering Branch, National Airway Systems Engineering Div. ... **John W. Roberts**, manager, Integrated Personnel Payroll Systems Div. (IPPS) ... **John H. Smith**, manager, Terminal Performance Verification Branch, Air Traffic Performance Verification Program Div., from Ft. Worth, TX, ARTCC ... **William E. Traylor**, manager, Aircraft Program Div.

Alaskan Region

Stephen P. Creamer, manager, Systems Management Branch, Air Traffic Div. ... **Juergen J. Kunzmann**, supervisor, Installation Section, Establishment Engineering Branch, Airway Facilities Div., from Northwest Mountain regional office ... **Michael M. Odonnell**, manager, Cold Bay, AK, PSS, from Juneau AFSS ... **Kenneth L. Odsather**, unit supervisor, Field Maintenance Program Section, Systems Maintenance Engineering Branch, Airway Facilities Div. ... **Dennis E. Sheehan**, area supervisor, Kenai AFSS, from McGrath PSS.

Central Region

Rosalyn R. Asbury, manager, St. Louis, MO, AFSS, Chesterfield, from Central regional office ... **John W. Jackson**, area supervisor, St. Louis, MO, AFSS, Chesterfield ... **William D. Turner**, asst. manager—operations, Kansas City International ATCT ... **Eleanor J. Williams**, asst. manager, Kansas ARTCC, Olathe, from regional office.

Eastern Region

John M. Broderick, manager, Baltimore ATCT, from Andrews ATCT, Camp Springs, MD ... **Harry E. Browder**, unit supervisor, Buffalo, NY, AFSSO, Empire AFS ... **William W. Buck**, manager, Greater Pittsburgh ATCT ... **Elissa M. Cardamone**, manager, New York CASFO ... **John V. Chianese**, area supervisor, Newark ATCT, from Teterboro, NJ, ATCT ... **Daniel J. Hamilton**, manager, Tri-State AFS, Trenton, NJ, from regional office ... **Deborah I. Horne**, area supervisor, New York AFSS ... **Edward T. Irizarry**, unit supervisor, Atlantic City AFSSO, Tri-State AFS, promotion made permanent ... **Vincent J. Lepera**, FSDO manager, New York IFO, from regional office ... **Jeffrey R. Lynch**, asst. manager, Kennedy ATCT, from North Philadelphia ATCT ... **Loretta J. Martin**, asst. manager, New York TRACON ... **Richard T. Pelkowski**, manager, Washington National ATCT, from Dulles ATCT, Loudoun County, VA ... **John I. Pezze**, manager, Allegheny AFSSO, West Mifflin, PA, Pittsburgh AFS, from Oakdale, PA, AFSSO ... **Gloria Quay**, manager, Employee Benefits & Classification Branch, Human Resource Management Div.

Great Lakes Region

Michelle M. Behm, supervisor, System Support Section, Facility Operations Branch, Air Traffic Div., promotion made permanent ... **Edward A. Elder**, area supervisor, Toledo, OH, ATCT, Swanton, from Akron-Canton, OH, ATCT ... **Michael R. Homa**, manager, Ann Arbor, MI, ATCT, from Jackson, MI, ATCT ... **Milton Kinnunen**, asst. manager, programs, Princeton, MN, AFSS ... **Paul J. Sheridan**, manager, Ft. Wayne, IN, ATCT, from regional office ... **Jerry J. Shrader**, area supervisor, Minneapolis Eden Prairie ATCT, from Minneapolis Wold Chamberlain ATCT ... **Melvin L. Suko**, asst. manager for program support, Indiana AFS, Indianapolis, IN.

New England Region

Ronald G. Davis, supervisor, Technical Standards Section, Systems Maintenance Engineering Branch, Airway Facilities Div., from Warwick, RI, AFSSO, Windsor Locks, CT, AFS ... **Andrew E. Hale**, area supervi-

sor, Bedford, MA, ATCT, from Cape TRACON, Otis Air Force Base, Falmouth, MA ... **Janet R. Malouin**, manager, Plans, Programs & Evaluation Branch, Flight Standards Div. ... **George N. McDonald**, manager, Cape TRACON, Otis Air Force Base, Falmouth, MA, from Providence, RI, ATCT, Warwick ... **Eileen B. Seaman**, manager, Providence, RI, ATCT, from Boston ATCT ... **Leonard A. Steele**, manager, Warwick, RI, AFSSO, Windsor Locks, CT, AFS, from regional office ... **Kermit L. Wieselquist**, manager, Resource & Planning Branch, Airway Facilities Div., from Windsor Locks, CT, AFS.

Northwest Mountain Region

Eldon E. Dahlstrom, manager, Worland, WY, FSS, promotion made permanent ... **David L. Green**, asst. manager, Denver ATCT, from regional office ... **William M. Matson**, asst. field office supervisor, Salt Lake City, UT, FSDO ... **Mikio J. Ogami**, asst. manager, Seattle, WA, AFSS ... **Dannie F. Ross**, asst. manager, military operations, Seattle ARTCC, Auburn, WA ... **John E. Warner**, traffic management unit supervisor, Seattle ARTCC, Auburn, WA.

Southern Region

Winfred W. Crenshaw, unit supervisor, Miami AFSSO, Miami ARTCC AFS, promotion made permanent ... **Alwyn O. Moody**, unit supervisor, Atlanta ARTCC AFS, Hampton, GA ... **William H. Myers**, area supervisor, Miami International ATCT ... **Leanne M. Robbins**, asst. div. manager, Airway Facilities Div., from Longmont, CO, ARTCC AFS ... **Duhamel Roman**, manager, Ft. Lauderdale, FL, AFSSO, Miami Hub AFS.

Southwest Region

John E. Abel, unit supervisor, Baton Rouge, LA, FSDO ... **Patricia S. Adams**, manager, Resource Management Branch, from Washington ATCT, Arlington, VA ... **Thomas R. Brown**, area supervisor, Houston Intercontinental ATCT, from Austin, TX, ATCT ... **Lillard G. Bruce**, unit supervisor, Baton Rouge, LA, FSDO ... **Earl E. Cook**, asst. manager, Baton Rouge, LA, FSDO ... **Modesto R. Gutierrez**, area manager, Albuquerque, NM, ARTCC ... **Ear-**

nest W. Perkins, area supervisor, Houston, TX, Hobby ATCT, from Hooks ATCT, Tomball, TX ... **Michael R. Thompson**, Dallas/Ft. Worth ATCT, from Corpus Christi, TX, ATCT.

Technical Center

Michael G. Beres, manager, Construction Branch, Facility Engineering & Operations Div., Resource Management Service.

Washington Headquarters

Sherman W. Amador, area supervisor, Operations Branch, National Flight Data Center, Office of Air Traffic System Management, promotion made permanent ... **Robin C. Burke**, team supervisor, Chantilly, VA, Federal Air Marshal Branch, Security Operations Div., Office of Civil Aviation Security Operations ... **Thomas L. Connor**, center counsel, Technology Div., Office of Environment & Energy ... **Michael L. Henry**, asst. manager, General Aviation & Commercial Div., Flight Stan-

dards Service ... **Janis E. Hooten**, project manager, Concepts & Policy Program, Maintenance Operations Div., Systems Maintenance Service ... **Louw-Shiang Liu**, team supervisor, Chantilly, VA, Federal Air Marshal Branch, Security Operations Div., Office of Civil Aviation Security Operations ... **Robert J. Marlott**, program manager, Civil Aviation Assistance Group, Europe, Africa & Middle East Office, Jidda, Saudi Arabia ... **Penny L. Mefford**, manager, Planning Analysis Div., Office of Aviation Policy and Plans ... **John D. Mogul**, technical program manager, Communication, Navigation & Surveillance Branch, Technical Programs Div., Flight Standards Service ... **Shirley Y. Purnell-Rice**, team leader, Staffing Policy Div., Office of Personnel ... **Karl S. Shrum**, manager, Civil Aviation Security Policy & Standards Div., Office of Civil Aviation Security Policy & Planning.

Western-Pacific Region

Gale C. Coffey, asst. manager for pro-

gram support, Oakland, CA, ARTCC AFS, Fremont, CA ... **Joan P. Cooper**, asst. manager for training, Hawthorne, CA, AFSS ... **Vianne G. Fowler**, asst. manager, Southern California TRACON AFS, from San Diego AFS ... **Gloria C. Ibarra**, area supervisor, Santa Monica, CA, ATCT ... **Royal D. Merrill**, area supervisor, Oakland, CA, ARTCC, Fremont, promotion made permanent ... **Jacky D. Neely**, supervisory engineering technician, Environmental Engineering Section, Systems Maintenance Engineering Branch, Airway Facilities Div. ... **Harvey R. Riebel**, manager, System Management Branch, Air Traffic Div., from Ontario, CA, TRACON ... **Alton D. Scott**, section supervisor, System Management Branch, Air Traffic Div., from Washington Headquarters ... **Timothy R. Smith**, area supervisor, Riverside, CA, ATCT, from Ontario, CA, TRACON ... **David C. West**, area supervisor, Brackett Field ATCT, La Verne, CA, from Ontario, CA, TRACON.

Retirees

Aeronautical Center

Ronald L. Coggins
Jimmie E. Cox
Ronald R. Dickinson
Ima R. Forman
Ivory L. Grayson
Neorna B. Harryman
Henry R. Kluge
Johnnie R. Moore
Leonard Roberts
Billy L. Smith

Alaskan Region

John W. Musser
David E. West
John W. Williford

Central Region

Elmer E. Voegeli

Eastern Region

Richard H. Holz
Johnnie C. McGranahan
Paul L. Orrison

Martin Ruderman
David S. Sack

Great Lakes Region

Leo E. Concotelli
John S. Fezy
Norman E. Guiher
Leonard E. Heaton
John L. Kriz
Aurora G. Lamas
Dale A. Nestel
Ronald B. Replogle

New England Region

Edwin S. Askew
John P. Camp
Seaona S. Emmes
Robert E. Newton
Rodman D. Williams

Northwest Mountain Region

Glyn W. Bamford
James P. Cooney
Ernest T. Jasmund
Wayne G. Johnson
Lonny D. Sumner

Southern Region

Evelyn L. Beever
Drummond J. Brown
Mary E. Cooper
Richard M. Gamble
Geneva J. Godwin
Clyde Hammons
Shirley L. Kirkland
James Marks
Martin D. Matthews
Doris V. Murff
Jeanenne K. Richards
Howard W. Rowland
Marcus E. Smith
John D. Swartz
Kermit L. Traster
Morris C. Wilson
William D. Wood
Eugene A. Yoham

Southwest Region

Reginald T. Avery
Bobby E. Casto
Bill W. Farrel
Lawrence R. Foster
Thomas P. Germino
Lawrence G. Gerum
Jack L. Grigsby

Vernon L. Hamm
Kenneth R. Harrison
Leon F. Hise
Richard F. Kleebauer
Ramon E. Mondragon
Walter J. Price
Charles Torres

Technical Center

Henry J. Buck
Robert J. McCarthy
Albert M. Schwartz

Washington Headquarters

Bernard G. Augustine
Michael Hartmann
Joyce D. Smith

Western-Pacific Region

Dennis A. Acquistapace
Laverne A. Brunette
Miriam A. Clark
Maurice W. Finn
Robert J. Lamora
Charles J. Raley
Joseph D. Ray

High Tech on the High Plains

By Debra Myers

The 21st century has come to the High Plains of North Texas. Longhorn cattle are sharing their pasture with an unusual air traffic control tower at Fort Worth's Alliance Airport. The state-of-the-art sentinel on Interstate 35W, north of Fort Worth, stands as a unique, futuristic symbol of an airport developed specifically for industrial use.

The architect, Eugene Aubrey of Leo Daly and Associates, used basic geometric shapes—the cone, triangle, and circle—to design the 138-foot-high tower. The cone-shaped cab itself is 63 feet long. Fifteen air traffic controllers and administrative support personnel and two airway facility technicians staff and maintain the 5,700-square-foot facility. *

Debra Myers is a public affairs specialist in FAA's Southwest Region.



Nicknamed the "sno-cone," Alliance tower's cab is 12-sided to reduce glare and increase visibility. It sits atop a Texas-limestone-covered steel-and-concrete shaft. Radar equipment is hidden inside the Teflon-covered cone.

Never before used on a control tower, the facility's Teflon skin allows electronic signals to pass through to equipment housed inside.



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