



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

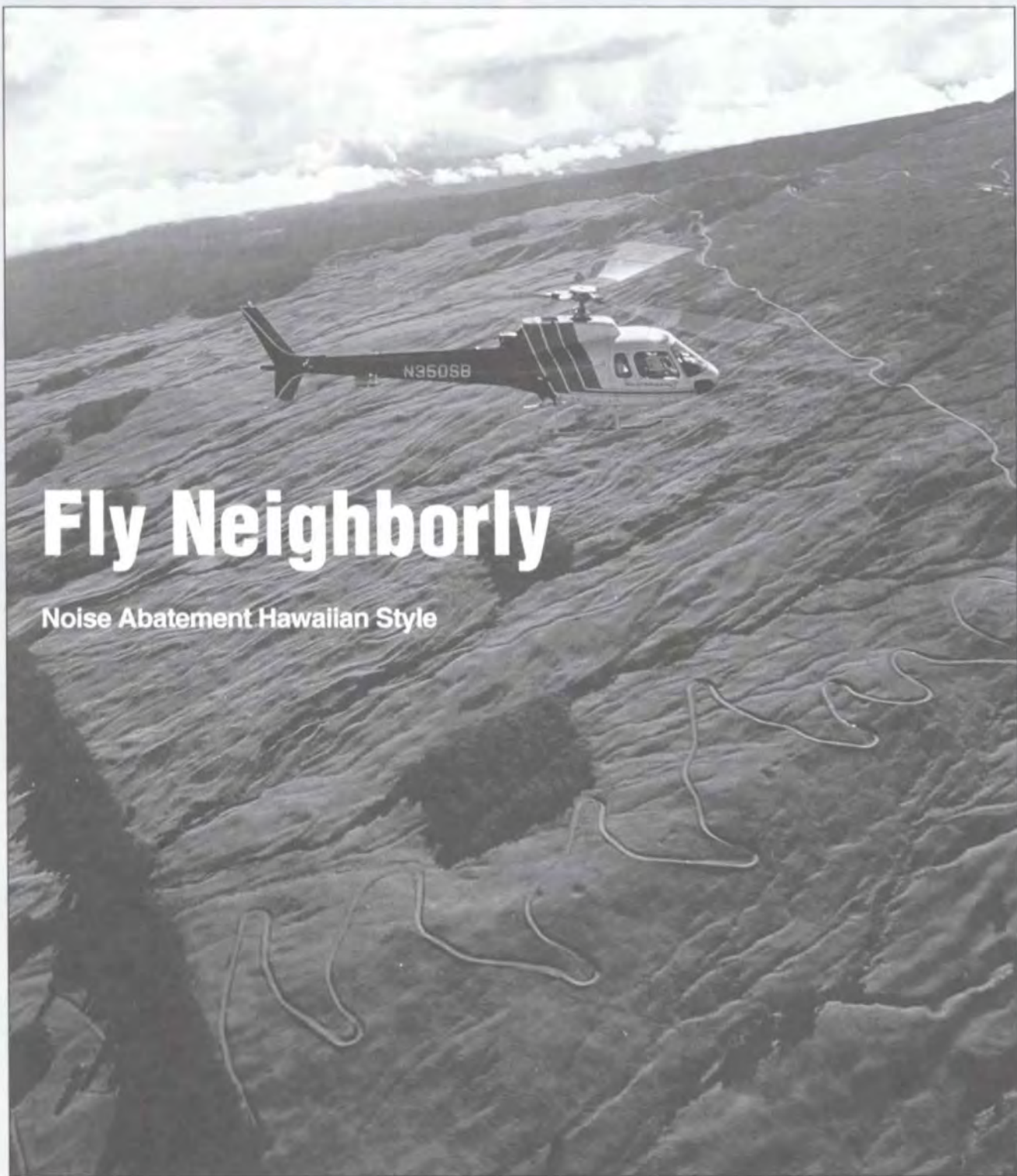
FAAWorld

June 1993



Fly Neighborly

Noise Abatement Hawaiian Style



F or Y our I nformation . . .

A **Denver Tower/TRACON** reunion is scheduled for Friday-Sunday, September 24-26, in Denver. Arrangements for accommodations are being made at the Airport Embassy Suites hotel. The event includes a golf tournament, reunion dinner, and a chance to see the Denver airshow at the new Denver International Airport.

Chris Laschinger, (303) 457-2270, or Libby Brothers Sanders, (303) 431-6848, can be contacted for more information.

Our best tools are safety rules! is the solution to the puzzler, page 20 in May's *FAA World*. Conventionally translated, it is also the Aeronautical Center's 1993 safety slogan. Slogan author Lonnie Haynes, Office of Aviation System Standards, came up with the winning words for a contest early in the year.

Editor Roland Herwig, AMC-5, devised the puzzler in Word 3.1, "Wingdings," for readers of the center's *Intercom*.

System Operations 1993 **AXO National Awards Program** focuses on noteworthy contributions to AXO through cross-organizational teamwork. Nominations for the awards are being accepted through June 15. AXO Spirit Awards will be given in four categories: systems enhancement, quality in work life, vision of tomorrow, communication. Nominations should be submitted through your organization's regional and Headquarters awards coordinators. For additional information, contact Lynda Deaton, ATZ-10, (202) 267-9220.

Mission accomplished. Retired FAAer **Henri Keyzer-Andre** has completed another of his major goals. His *Age of Heroes*, a swashbuckling account of the author's many years in aviation—29 with the FAA and State Department alone—was published and recently released. Back in a December 1977 *FAA World* article, "The Life and Times of an Aviation Diplomat," Keyzer-Andre outlined his retirement plans: "Lecture," he said, "and possibly write a book or two."

The **National Black Coalition of Federal Aviation Employees (NBCFAE)** will hold its second annual Leadership Training Conference Seminar, June 22-23, at the Renaissance Hotel, Atlanta. Contact Hannah Dixon, NBCFAE public affairs, (609) 485-4324.

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Recently, the Office of Civil Rights held major workshops for Historically Black Colleges and Universities (HBCUs) during the 18th National Conference on Blacks in Higher Education in Washington, DC. This annual conference of the National Association for Equal Opportunity in Higher Education (NAFEO), the umbrella organization of the nation's 117 black colleges and universities, attracts over 5,000 participants, including representatives from over 400 institutions throughout the country.

Paths to Success

Report on the National Conference on Blacks in Higher Education

In his keynote speech, acting FAA Administrator Joe Del Balzo talked about FAA's changing technology and how "the character of the FAA as an organization—as a place to work—is undergoing fundamental change as well.

"Just as our agency tries to fulfill its responsibilities to keep up with all the current developments in science and engineering, we also try to respond to our society's demands for basic fairness and equality of opportunity," he said. He finds "the two imperatives" to be "mutually supportive."

Pointing to evidence of a new generation of entrepreneurship among young black professionals, Del Balzo told the group "that the partnership between the FAA and historically black colleges and universities can take a historic turn" if educators take it upon themselves "to contribute to the survival and growth of the new entrepreneurial culture" within the FAA. "This new culture is still in its sapling stage . . . but its survival is essential if the FAA is to succeed in fulfilling its public mandate in the years immediately ahead," he said.

Workshops also focused on the theme "The FAA in Partnership with Black Colleges and Universities." FAA managers presented details of agency-sponsored programs including the Airway Science Curriculum and Grant Programs, Aviation Research Grant Program, Collegiate Training Initiative Programs, Cooperative Education Program, and recruitment and employment opportunities. They also explained how to obtain funding for the programs.

On display was a six-booth exhibit developed by the Technical Center emphasizing FAA's advanced aviation technology and innovations.

The 19th National Conference on Blacks in Higher Education is scheduled for March 23-27, 1994, at the Washington Hilton Hotel. *



Top: Jesse Jackson was the speaker at a Friday breakfast meeting. FAA's George Thomas, conference planner for Historically Black Colleges and Universities, is at left.

Middle: Alfredia Brooks, Fred Williams, and Glenda Whiting of Headquarters Human Resource Management.

Bottom: Tom O'Brien, Janelle Schofield, and Edward Ocker, all from the Technical Center, at the display on airport security.

Photos by John Henry

Fly Neighborly

Cooperation Is Choice for Hawaii's Helicopters



Hawaii's beautiful scenery and balmy weather are a sightseer's dream.

Hawaii and tourism, the state's number one industry, go hand in hand, no doubt about it. Beautiful scenery, balmy weather, sandy beaches—who wouldn't want to visit a tropical paradise?

Back in 1962, a helicopter operator saw the commercial promise of conducting formal air tours so passengers could view the magnificent natural landmarks on the island of Kauai. This single-ship operation appears to have given birth to a growing industry. Today Hawaii's tour helicopters serve about 500,000 customers yearly and employ over 1,000 people. In addition they voluntarily assist the state and county in emergencies such as firefighting and rescues.

As numbers multiplied, however, noise and safety concerns grew. The accident/incident rate for Hawaii's tour helicopters is much lower than the national average—2 per 100,000 flight hours as opposed to 6.4 for the United States as a whole, according to 1989 figures. Yet a few years ago those in the tourist helicopter industry realized that the businesses must aim to be even more unobtrusive if

they were to gain public acceptance.

Conceived in August 1988 by the Hawaii Helicopter Operators Association, its mandatory Fly Neighborly Program is an example of how state and local authorities, the community, and the FAA dealt with difficult problems related to aircraft noise and community acceptance. Fly Neighborly's intent is to provide a way for operators to standardize themselves instead of having FAA and other government agencies further regulate the industry.

Before its initiation, the state government was looking at extremely restrictive measures to control commercial helicopters. If enacted, the measures could have put most of the lucrative tours out of business.

Fly Neighborly follows as closely as possible current practices and terminology used in the National Airspace System. It defines mandatory standards for tour helicopter related to:

- Restricted areas and minimum standoff distances
- Maximum noise levels
- Disaster and natural phenomenon areas

Also, it addresses flights covered, makes maps available, and outlines

complaint reporting procedures, flight monitoring methods, and pilot training in program procedures.

It gives penalties for violations. For instance, three or more violations by the same pilot within one year causes the company to suspend the employee without pay for 30 days. The company must also pay a fine of \$250. Additionally, association members pledge to continue voluntary noise abatement where necessary. Because of their localized nature, these voluntary limitations on noise can be more stringent than if they had been set statewide.

Supporters say the program is working. Routes are set to minimize noise in residential areas, so complaints are down. Flights are now expected in certain areas, and they are gaining public acceptance.

The FAA is involved in research and development to improve the accuracy of safety and reporting procedures for flights. Automated electronic flight-following—the Noise/Nuisance Abatement Performance System—is being tested and developed to track tours and record their flight patterns. A radio device installed in each aircraft sends a signal to a receiver. Ultimately information from the signal is recorded for each flight on a computer disk. Data available are aircraft identification, flight path, and altitude along the flight path. If a complaint is registered, the record of all flights in the reported area can then be checked to see if they were abiding by the Fly Neighborly guidelines. Although the system is not now available throughout Hawaii, the Global Positioning Satellite System soon to be in place will allow the system to operate statewide.

With the help of new technology, the Fly Neighborly concept may be transplanted to other areas. It's alive and flourishing in Hawaii. *

In these times of shrinking budgets, effective use of information technology—or IT as it is also called—is one way of getting more mileage out of those scarce dollars. Recently at Headquarters, FAAers had an opportunity to learn about ways of improving business practices through industry's advancements.

Hosted by acting FAA Administrator Joe Del Balzo, Executive Director for System Development John Burt, and Assistant Administrator for Information Technology Theron Gray, the agency's first Information Technology Day zeroed in on opportunities to learn about FAA's current use of automation. Presented were the latest cost-saving tools of the trade, along with information on a new way of doing business. According to Burt, the work of the agency's managers is "about getting and effectively using information to support decision making," what we're "paid to do everyday," he said. Information should be viewed as "a corporate resource, not as something owned and controlled by a particular program or activity. Our challenge," he stated, "is making the paradigm shift away from paper-based thinking and processes." For this to

happen, we must systematically "use and exploit information technology" in re-engineering "business processes to produce that paradigm shift," he believes.

According to Gray, FAA needs to develop and cultivate partnerships to improve service to its customers, both inside and outside the agency.

As part of the program, James Martin, an internationally



The technology lab was a site for demonstration of current systems.

known expert in enterprise engineering and information systems and Pulitzer Prize-winning author of 80-plus books, gave a presentation to a crowded auditorium. He spoke about how the world's corporations are changing. Management must change its practices to take advantage of this era's industrial revolution, a revolution that is producing powerful technologies, he said. Noting that some systems that used to take three years to build currently take only three months, he believes now is the time to take advantage of high quality, high speed, and low cost technology and systems.

In order for this to work, however, needs of both employees and technology have to be considered. Of particular importance, the organization's "business people" and information technology providers must work together to speak the same language, Martin noted. The goal, he said, is to return industry and government to a profit-making

IT Makes Sense

Tools of Information Technology
Zero in on Quality, Speed, Cost



Theron Gray, James Martin, Joe Del Balzo, and John Burt tour displays of key automated systems during Information Technology Day.

basis through information technology. "We must provide significance to the data and make the marks on the computer screen and the printed page meaningful," he concluded.

Included in the IT demonstrations were eight of the automated systems in use at the agency: Instrument Approach Procedures Automation and Aircraft Management Information System, both from Aviation Standards; the Flight Standards World Master Minimum Equipment List and Airman Certification Rating Application; Air Traffic System Management's Enhanced Traffic Management System, as well as the Flow Management Model; AIT's FAA Executive Decision Support System; and the Executive Information System, Office of Budget and Accounting. *

A videotape of James Martin's presentation will be available for viewing in the regions and centers from information resource managers. Headquarters FAAers can contact AIT-200 (202-267-9973) to view it.

The brochure, *Information Technology: Tools for Success*, was recently distributed to FAAers. It covers how the agency can get the right information, in the right form, to the right people, at the right time.

When Seconds Count

Duluth Facility To Teach Latest in Rescue, Fire Fighting Techniques

By Robert Huber

Sometimes there are only a few precious seconds to rescue passengers who have survived the impact of an aircraft accident from its aftereffects—swiftly moving fire, smoke, and fumes.

Focus on saving lives

At a specially equipped, state-of-the-art facility in northeastern Minnesota, rescue workers will soon be taught how to save lives in such situations. Using the latest in simulation technology, Duluth's Aircraft Rescue and Fire Fighting Training Facility—now under construction—will train airport rescue personnel in up-to-the-minute rescue and fire fighting techniques in safe, realistic conditions.

First of its kind

The Duluth facility will be the first to provide all the fire scenarios likely to occur in and about an aircraft in a single mock-up. In that way, trainees can be exposed to various types of fires, in a realistic and continuous manner, without moving among simulations.

A burn pit, which is 125 feet in diameter, will be used in the live fire training. It will contain a 75-foot-long mock-up of an airplane, which can duplicate all types of onboard and fuel-spill fires. Computerized sensors throughout the pit and aircraft register information about the amount of extinguishing agent being applied, so the fires will respond realistically to correct and incorrect suppression attacks.

The simulations will be fueled by propane because jet fuel, a flammable liquid hydrocarbon, is harder to control, more expensive, and more damaging to the environment. A disadvantage to propane use is that it does not give off the thick, black smoke likely to occur during an aircraft accident. Therefore, synthetic smoke can be generated for the training exercises.

'94 completion date

Ground-breaking ceremonies took place in January, and May 1994 is the projected date for the facility's completion. Its site is far enough away from Duluth International to prevent smoke from interfering with airport operations.

The training facility responds to Part 139 of the Federal Aviation Regulations, which requires airport rescue and fire fighting personnel at certificated air carrier airports to participate in a live fire training exercise annually. In 1990 the Airport Safety and Capacity Expansion Act amended the Airport and Airway Improvement Act of 1982, making the costs of acquisition of land and construction of a live fire drill training facility eligible for federal funding under the Airport Improvement Program.

Construction request

As the ink was drying on the authorizing legislation, the Duluth Technical College, through the Minnesota Department of Transportation Office of Aeronautics, advised the Airports District Office in Minneapolis of its interest in constructing and operating such a facility. By December 1990, the college had submitted a request for federal aid tied to land acquisition

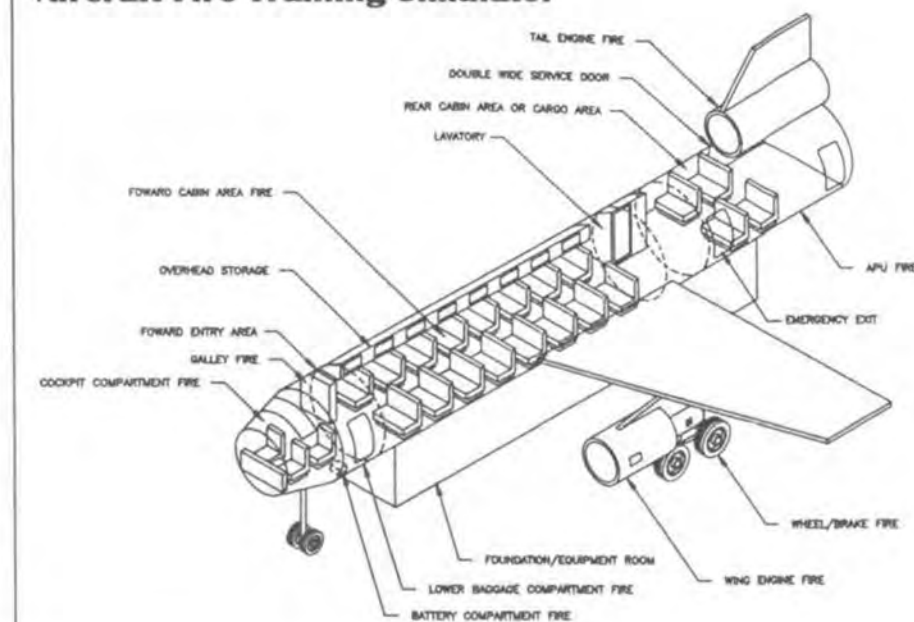
and construction of the training facility.

The college conducted a "potential use" survey with air carrier airports in Iowa, Michigan, Minnesota, South Dakota, and Wisconsin to find out the level of interest for using such a facility if one were available. Since the college already had a curriculum for wild land and structural fire fighting, administrators believed that aircraft rescue and fire fighting training would fit well with existing programs.

Pittsburgh, Pennsylvania, is the prime contractor for construction of the aircraft fire training simulator. The company brings a history of providing realistic, cost-effective tactical training for pilots, air traffic controllers, and radar/sonar operators.

Many months of planning and design have gone into the facility. Personnel involved in the facility's set up come from FAA's Airports District Office in Minneapolis, Duluth Technical College, Minnesota Department

Aircraft Fire Training Simulator



Set in a burn pit 125 feet in diameter, this 75-foot-long mock-up of an airplane will be able to duplicate all types of onboard and fuel-spill fires.

Grants to college, City of Duluth

Through Airport Improvement Program grants to the technical college and the city of Duluth in fiscal years 1991 and 1992, the FAA already has committed over \$8.4 million for land acquisition, design, and construction of the live fire burn pit and aircraft mock-up. A request for additional funding in fiscal year 1993 is earmarked to purchase aircraft rescue and fire fighting vehicles for use in training and to construct a building for indoor training and vehicle storage.

Contraves USA, headquartered in

of Transportation, Minnesota Technical College System F.I.R.E. Center, and the architectural firm of Stanius Johnson.

Others to come

The Minnesota aircraft rescue and fire fighting training facility with its realistic training scenarios is not the only one of its kind in the making. Others are being developed in North Carolina, South Carolina, and Texas. *

Robert Huber is assistant manager of the Airports District Office in Minneapolis.



VSCS: The 'Link' of the Future

By Marjorie A. Smith

Communications is key to keeping the airways safe, and it is an integral part of the Advanced Automation System—the air traffic control system of the future. The voice switching and control system (VSCS), now being tested at the FAA Technical Center, is a major milestone in that effort.

"The VSCS will provide air traffic and airway facility users with state-of-the-art communications to be used in the current air traffic control system as well as with the future Advanced Automation System," says Russ Spadea, VSCS test program manager. "This program is going forward because of the cooperation and team spirit between the prime contractor—Harris Corporation—and the FAA and its support contractors."

The Technical Center and Harris Corporation have installed the VSCS in the center's air traffic control labs for operational testing and evaluation before the system goes into the field for implementation. The first phase of site acceptance testing was conducted in February. Operational testing and evaluation of the system is underway through July. After that, hardware and software upgrades will take place in July, and operational testing and evaluation should be completed in October.

These tests are being conducted at the Technical Center to provide the data needed for the FAA to assess the risk involved in deploying the first operational site

in Seattle, Washington. Seattle was chosen as the first site because it is an ideal, low-density area for installation testing.

Technical Center personnel will participate in the field installation to facilitate field acceptance. "We have been successful with timely field installation of all elements of the Advanced Automation System to date," says Harvey Safeer, director of the center.

The VSCS will facilitate the control of commercial, general, and military air traffic in the United States beyond the year 2020. It will provide greater capacity and capabilities than the current communications system used by air traffic controllers in air route traffic control centers. The current system is based on a leased telephone switching system for ground-to-ground communications and FAA-owned equipment to control air-to-ground communications.

VSCS will make controllers' jobs easier and more efficient by using a computer-controlled switching system to provide controllers with fast, flexible, and easy to operate communications. Designed to enable each of the nation's enroute centers to configure a system that meets its specific needs, it is flexible enough to support future expansion and dynamically reconfigurable to adjust to changing traffic loads and weather conditions. The system can make a smooth transition into existing M-1 consoles, compatible with IBM's Advanced Automation System initial sector suite sys-

tem, and tailored for each region's air route environment and requirements.

The VSCS program involves a variety of specialists including engineers, scientists, technicians, air traffic controllers, mathematicians, electrical engineers, psychologists, researchers, and others.

At the Technical Center, Spadea is assisted by Laurel Tootell, deputy test program manager, and technical program managers Donald Fisher, Mike Gallagher, Steve Curran, and Angela Burrows. The center's team includes 67 FAA and contractor employees.

VSCS equipment includes: the Harris 20-20 switches for both ground-to-ground and air-to-ground communications; radio simulator; tandem computer, which moni-

tors the system; VSCS consoles; intermediate/centralized distribution frame; contact traffic simulation unit; jet propulsion lab traffic simulation unit; and the controllers enroute lab. The FAA Technical Center's 110 frame is the intersection that ties all the air-to-ground and ground-to-ground equipment together.

Putting this complex, intricate system in place can only be done through the commitment, expertise, hard work, and dedication of many employees. *

An article on overall implementation of the voice switching and control system was featured in the May FAA World.

Marjorie Smith is a public affairs specialist at the FAA Technical Center.



Sam Wilson, site acceptance test lead, with contract traffic simulator unit-CTSU-communications rack.



Command control maintains system.



Air traffic controller's console for VSCS.

Photo Credit

At an Aeronautical Center ceremony, Bill Williams, right, director, Office of Aviation System Standards, receives a plaque identifying AVN as FAA's 1992 Quality Management Award winner from Monte Belger, acting Deputy Administrator. Williams, who accepted on behalf of his management team and all AVNers, thanked employees for their efforts in improving the quality of customer services and saving taxpayers' money. Cost savings to the government as a result of quality initiatives were \$13.7 million.

Significant accomplishments cited in the area of quality results and customer focus were: development of a cross-functional Customer

Service Overview Team, which visited customers to determine their perceptions of what AVN is doing right, what could be done better, and what may no longer be needed, with follow-up and corrective action beginning within a week after the site visit; startup of a National Airspace Users Symposium for the flying public conducted at locations across the country; automating

access to public documents in the Airmen and Aircraft Registry, which processed 165,098 requests from attorneys and title search companies for aircraft records alone; improvement of the telephone inquiry line process in the registry, resulting in handling 35,000 more calls without additional cost; automation of a technical evaluation system for contractual bids, which reduced processing time from 6 to 2 months and saved \$350,000; and creation of an automated avionics testing process, reducing calibration time for test equipment from 8 hours to 25 minutes, as well as freeing up time for technicians to do other work.

AVN was also a finalist for the Rochester Institute of Technology—USA Today Quality Cup Award, finishing in the top three of 350 in the government category. *



Mike Harvey

Air Traffic Facility of the Year Awards

FAA's Top Five in '92

Air Traffic's Associate Administrator Bill Pollard has announced 1992's Air Traffic Facility of the Year in each of five categories. Awards, which are based on the facilities' outstanding achievement and performance in many areas, will be presented at regional ceremonies.

From the nominees, here are the top facilities, along with some highlights of their achievements in 1992:

Anchorage

Flight Service Station
Anchorage, Alaska
Alaskan Region

Employees at the Anchorage Flight Service Station made all the right moves in 1992. Selected as flight service station of the year, station employees demonstrated their commitment to quality service by achieving a conformity index of 99 on their most recent full-facility evaluation.

With its exemplary training program, the facility has become the training pool location for Alaskan Region FSS developmentals prior to their initial assignments in the field. The importance of employee development has not been overlooked at Anchorage.

Charlie Muhs, manager at Anchorage.

age. All employees are encouraged to submit individual development plans outlining their areas of interest. From that information, managers arrange ways to stretch personnel beyond their normal responsibilities—by details to the regional office or other assignments in the facility, for instance.

The station's air traffic manager, along with employees, set up a plan to educate coworkers about dealing with AIDS in a job situation. Also, at an all-hands meeting, a panel of medical and air traffic personnel gave information and answered questions about the disease.

On the international scene, the Anchorage FSS has been vital in supporting the increase in air commerce between the United States and Russia. Facility personnel gave tours to visiting dignitaries. They also helped establish necessary procedures between the two countries for preflight flight plans and the conversion programs for Instrument Flight Rules flight plans. They then shared the information with other facilities as they became involved with International Civil Aviation Organization flight planning.

For the past several years, performance at Anchorage FSS consistently has been ranked among the top 50 flight service and automated flight service stations. These rankings have been achieved despite a decreasing staff in preparation for the station's scheduled consolidation into the Kenai AFSS. To shorten on-the-job training time, all employees have completed their area ratings prior to consolidation with Kenai—another significant accomplishment.

Charles Muhs manages the Anchorage FSS. Victoria Clark is assistant manager.



The Anchorage Flight Service Station has been vital in supporting the increase in air commerce between the United States and Russia. Pictured is Clara Steiner, air traffic control specialist.

St. Petersburg

Automated Flight Service Station
St. Petersburg, Florida
Southern Region

Selecting as 1992 Automated Flight Service Station of the Year, St. Petersburg AFSS can claim lots of accomplishments. During Hurricane Andrew, when the Miami AFSS was destroyed, St. Petersburg's personnel took over a large volume of the Miami traffic, with no derogation of services. What would normally take a facility months to assimilate was done in a matter of hours.

Procedures had to be adopted quickly to assume responsibility for the Miami area, and each specialist took the information and learned it, allowing for a smooth transition. This was a monumental task, considering the complexity of southern Florida airspace, as well as the massive amount of coordination required to support the civil and military units conducting operations in that area.

Named for the award over other nominees, St. Petersburg handled the highest demand for services of any AFSS in the country. Specialists each averaged a productivity level of 24,373 services. As a whole, they processed



Employees at St. Petersburg handled the highest demand for services of any automated flight service station in the country.

over 225,000 flight plans, with a loss of 62. Of those 62, there were 27 attributed to errors by specialists.

In its facility evaluation, St. Petersburg received a 95, earning a commendable rating in the area of facility traffic, as well as pilot education and external relations.

Internal communications at the station were also exemplary. It has a local newsletter and a health-and-fitness newsletter. Employees conducted 274 tours during the year and numerous meetings for users of their services. The facility also commissioned a temporary flight service station for the Experimental Aircraft Association Sun 'n



St. Petersburg's specialists each averaged a productivity level of 24,373 services.

Fun Fly-in, providing 10,201 flight services.

AFSS employees completed 3,417 hours of classroom training and 3,434 hours of proficiency training. They handled a space problem with some creative repositioning and worked with the local military depot to procure some sorely needed furniture. Of the 64 employee suggestions processed, 85 percent were implemented. For EEO activities, the facility's air traffic manager Bob Bell received the Matilda Garcia Total Commitment Award.

The spirit of cooperation within St. Petersburg AFSS was evident not only during Hurricane Andrew, but also when a tornado struck the home of one of the supervisors. Again, facility personnel chipped in and came to the rescue.

Thomas Hofbauer is assistant air traffic manager of the AFSS.

Kansas City

Air Traffic Control Center
Kansas City, Kansas
Central Region

Over the past year, facility managers and employees have taken significant risks in advocating cultural change at Kansas City Center, which has been selected over other quality nominees as outstanding en route center of 1992. They recognize people as FAA's most valuable asset and provide a climate where employees can feel comfortable, appreciated, and involved in meeting the challenges facing the air traffic system.

Operations increased 4.65 percent over 1991, but operational errors fell by 55 percent. A sweeping airspace restructuring plan was implemented in June to meet operational demands and reduce delays—down 28 percent from 1991.



Controllers monitor the "Flint Hills" area at the Kansas City Air Route Traffic Control Center.

Recognizing that quality service is dependent on clear communications and understanding, the facility has a Quality Initiative Plan and seminars that involve employees in decision making. The facility manager and the National Air Traffic Controllers Association representative meet weekly, quarterly listening sessions are held, a complaint hotline is available, and customer satisfaction forms are provided.

In 1992 there were 39 full-performance-level controllers certified, with the facility certification level at 95 percent. Additionally, 174 personnel attended the "Managing Diversity" course, 84 new individual development plans were created, and a mentoring program was established.



Kansas City center's Bruce Boyd provides on-the-job training for the "Flint Hills" area.

A demonstrated "good neighbor," the center, which joined the local Chamber of Commerce, provides aviation education and recruitment support throughout the local area and maintains an "Operation Raincheck" program. Its ad hoc child care advocacy group, Top Flight Kids, was empowered to assist in the design, implementation, and monitoring of all facility child care activities.

Implementing the alternate work schedule program at

the center in conjunction with the sign-on/sign-off program created an improved match of people to traffic. As a result, overtime expenditures were reduced by 20 percent, the third straight annual reduction. Equipment and resource management were planned for and tracked under a facility five-year plan, and innovative savings came by obtaining nearly new office furniture from another agency.

In-flight monitor reports indicate over 95 percent satisfactory or better performance. Operational teamwork was cited as commendable in the past full facility evaluation. Also, volunteerism and charity were up as shown by the over 2,200 hours of leave employees donated and the \$3,000 they provided to the Hurricane Andrew relief effort. Kansas City's air traffic manager was Christopher Blum; Dawna Smith was assistant manager.

Flint

Air Traffic Control Tower
(Levels I-III)
Flint, Michigan
Great Lakes Region

Chalking up an 8.7 percent increase in operations over the past five years, Flint, Michigan, Air Traffic Control Tower was selected as the 1992 terminal facility of the year for levels I through III. It reported no operational errors for '92.

The facility also showed some impressive statistics in the area of employee development with over 40 position certifications, seven career progression moves, and cultural diversity training. Flint's work force is very diverse; almost 50 percent of its employees are women or minorities.

While using only 134 hours of overtime for the entire year, the facility recorded 1,312 hours of on-the-job training. Quality through Partnership and health awareness programs were also initiated.

During the 1992 full facility evaluation, Flint tower



At Flint Tower, from front, are Jim Kasara, Jay McDougall, and Gary Krupczak.



For '92, Flint Tower reported no operational errors. From left, Jay McDougall, Veronica Green, and Bruce Delamarer.

received "commendables" in the areas of operational supervision, labor/management relations, human relations/employee participation groups, and external communications. In interviews with users, airport officials, and fixed base operators, the evaluation team received highly favorable comments about tower employees' quality of service and willingness to ask for and listen to users' comments.

Tower air traffic manager was Gary Klinger; acting manager was Sylvia Corcoran.

Houston

Air Traffic Control Tower
(Levels IV-V)
Houston, Texas
Southwest Region

Handling record traffic—689,286 operations—and reducing delays—down 38 percent—Houston Intercontinental Tower/TRACON was selected over other

nominees for its outstanding achievements and performance. Controllers used ARTS (Automated Radar Terminal System) III software enhancements to improve the out-to-off and arrival-fix-to-gate times, which increased efficiency and assisted users at both Houston Interconti-



At Houston tower from left, Don McCann, Peggy Bull, Barbara Adams, and Brenda Davis.

mental and Hobby airports. They reduced operational errors/deviations by 58 percent, with no surface errors recorded. In addition, personnel implemented an expanded terminal control area, which had been a five-year project.

The facility received a conformity index of 95 on its full-facility evaluation—a 13-point improvement over the last evaluation. The philosophy of its Quality through Partnership program—implemented during the year—was reflected in the communications, human relations, employee morale, and operational efficiency at the tower. Suggestions from QTP workgroups resulted in changing grass mowing and rubber removal to the midnight shifts, creating three ARTS patches, and assigning arrival aircraft runway to position them for the shortest departure taxi route after passengers deplane.

The tower's employee development activities were geared at "training to succeed." Thirteen out of 19 developmentals were certified with only one failure. Employees filed no EEO discrimination complaints during the year, and all personnel received sexual harassment training. Seven of 19 promotional selections were either females or minorities.

In addition to the ARTS patches, advances in automation included development of an ultra-high-speed communications system between ARTS and personal com-



Controllers at Houston Tower handled record traffic—689,286 operations—and reduced delays—down 38 percent. From back are Caroline Carey, Humberto Melendez, and Chuck Konz.

puters, automated tracking of over-the-shoulder evaluations, time-on-position data, and traffic count. The facility commissioned an ASR-9 radar system and completed site preparation for the first Terminal Doppler Weather Radar system.

Houston tower's manager was Jim Sinon. Jim Gilbert was assistant manager. *

By Sadie Amis

Off Duty ... and in Person Magic Tricks for Tykes

Air traffic control is such a complex business that some days it might seem like having some magical skills would be handy in getting it all together. At times like that, supervisory air traffic control specialist Jim Moates might be said to have an advantage.

dren laughing.

Moates joined the FAA at Jackson, Mississippi, in 1970 as an air traffic controller after serving in the Air Force. He was assigned to the Birmingham Air Traffic Control Tower in 1971, becoming a supervisory controller in 1977. During his years with



To the delight of his rapt audience at a magic show, Jim Moates shapes balloons to look like animals.

Moates, from Birmingham, Alabama, has been performing "magical illusions" since 1988. He has put on shows for thousands of kids as well as for adults at hospitals and church functions. Jim belongs to the International Brotherhood of Magicians, the Fellowship of Christian Magicians, the Birmingham Magic City Magicians Club, and the National Association of Ventriloquists. He sometimes entertains children as a clown and, when the moment is right, dons a full gorilla costume, assuming the identity of a character named "Rodney." Also, he has just finished a course in ventriloquism where he learned some more tricks to add to his act and keep chil-

the agency, Moates has always been involved in helping youth groups such as the Alabama Sheriffs Boys Ranches where he served as a counselor.

In the near future, Jim is looking forward to retirement at his lakeside home. He'll have more time to spend with his wife Gloria and his children Stephanie and Patrick, he says. Moates also hopes to get more involved entertaining children with his bag full of magic tricks.

And, when the time comes, he looks forward to sharing lots of "magical" moments with his grandchildren. *

Sadie Amis is administrative assistant at Birmingham, Alabama, Air Traffic Control Tower.

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

FAA World

Firsts

International Roundtable

The Office of International Aviation has developed a unique forum to provide the Administrator's Management Team (AMT) with insights into the major political, economic, social, and technological forces shaping the 21st century.

The first Aviation International Roundtable took place on March 19 at the National Academies of Sciences and Engineering in Washington. Harvard professor John Meyer, an expert on capital formation and economic growth and coauthor of *Deregulation and the Future of Intercity Passenger Travel*, reported on the state of transportation systems in Eastern Europe. John McLucas, former FAA Administrator and Secretary of the U.S. Air Force, moderated the session.

Discussions explored challenges facing the aviation sector in the newly independent states of the former Soviet Union. Financial chaos, considerable fragmentation, and confusion over ownership and responsibilities are among the many issues requiring resolution. With regard to improving aviation safety in Eastern Europe, Meyer emphasized the importance of technical assistance, such as that the FAA provides.

Roundtable number two took place on May 3 with former FAA Administrator Najeeb Halaby as moderator. James Lilley, who served as ambassador to

China and South Korea, was the forum's guest speaker.

The third session will be held on June 28. Terry McCoy, director of Latin American studies at the University of Florida, is scheduled to discuss strategic issues related to South America. For information on the roundtables, past and future, contact Cynthia Swain, Office of International Aviation, (202) 267-8142. *



Those participating in the first Aviation International Roundtable included FAA's Joe Del Balzo, Tom Dean of the Transportation Research Board, Harvard professor John Meyer, and moderator John McLucas.

Tracking Travel Advances

Theron Gray, Assistant Administrator for Information Technology, presented Ernie Keeling, director, Office of Accounting, with the software and documentation for TAS—the Travel Accountability System. It automatically processes salary offsets for employees who don't settle outstanding travel advances promptly.

TAS provides two basic services to FAA's accounting offices:

- document control for travel vouchers
- improved travel advance reporting.



To get technical, TAS incorporates a graphical user interface front-end menuing system that runs in Microsoft Windows version 3.1, and updated COBOL applications running on the client, with Oracle's Relational Database System version 6.0 residing on the server.

The travel system's access to accounting's Oracle database server was demonstrated using the Headquarter's fiber-backbone. *

Ernie Keeling, director, Office of Accounting, and Theron Gray, Assistant Administrator for Information Technology

June 1993

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First-Rate Investigators

For the third time over a four-year period, the Great Lakes Flight Standards Division received the Quality Assurance/Accident Investigation Award from the Office of Accident Investigation.

By law, the National Transportation Safety Board investigates accidents, determines probable cause, and issues safety recommendations. In a parallel and concurrent investigation, the FAA identifies the agency's investigative responsibilities for the accident and also makes related safety recommendations.

The annual award is given for Flight Standards participation in the aviation accident investigations conducted in their region. The award, given for 1991 investigations, takes into account timely processing of the FAA report, on-scene participation, the

identification of the agency's areas of responsibility, and corrective action to be taken. There were 343 aviation accidents in the Great Lakes Region for the year, as compared to a total of 2,143 in the United States.



In addition, five regional employees were recognized for contributions to the Quality Assurance Program:

Marva Taylor, Gary Baxter, Steve Novota, and Bob Ritter of the Operations Branch, AGL-210, and Ron Koenes, Regional Accident Prevention Program manager, AGL-204. Leonard Swope, Indianapolis Flight Standards District Office, also received an award for a safety recommendation he wrote that subsequently resulted in issuance of an airworthiness directive.

Photographed at the presentations are, from left, Bill Hendricks, director, Office of Accident Investigation; Frank DelGaudio, manager, Recommendation and Quality Assurance Division; David Hanley, regional Flight Standards Division manager; Brooks Goldman, Deputy Associate Administrator for Aviation Standards; and Bill Withycombe, deputy regional administrator. *

Survey Scene

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

Here are some updates.

• "Thank you's" go to all those who completed and returned the 1992 Job Satisfaction Survey (JSS), which was distributed to a random sample of 15 percent of the FAA work force. All levels of the agency and all major occupations and geographical areas were represented in the sample.

Responses were due back to the Civil Aeromedical Institute by May 28. After results are compiled and published—late summer—all those

in the sample will receive an executive summary.

The JSS has been administered biennially since 1984 as a means for improving the quality of FAA work life. It is one of several tools used by top management to track progress for improving working conditions and to target scarce resources needed in making positive change within the agency. The JSS also aids executive strategic decision making.

• So that the JSS can receive adequate attention, the administration of the Survey Feedback Action (SFA) has been delayed. Originally scheduled for August, the SFA will be postponed for several months to avoid an overlap

with release of the JSS results. The SFA is currently targeted to begin distribution within the first six months of 1994. In the meantime, recommendations from the recently completed 1991 SFA national evaluation are being used to fine-tune the upcoming cycle. Organizations and facilities that participated in the evaluation will receive copies of the national report.

Look for some highlights in next month's "Survey Scene." *

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.

People

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

Space permitting, actions of a change of position and/or facility are published.

Aeronautical Center

Jose M. Arguello, supervisor, Enroute Radar Section, Radar Support Engineering Branch, National Airway Systems Engineering Div. ... John J. Dietrich, supervisor, Terminal Radar Section, Radar Support Engineering Branch, National Airway Systems Engineering Div. ... George R. Francis, supervisor, NAVAIDS Section, NAVAIDS/Communications Support Engineering Branch, National Airway Systems Engineering Div. ... Joseph M. Hoffert, supervisor, Communications Section, NAVAIDS/Communications Support Engineering Branch, National Airway Systems Engineering Div. ... Carol A. Manning, supervisor, Human Factors Applications Section, Human Factors Research Laboratory, Human Resources Research Div. ... James D. Pritchard, supervisor, GNAS/ARTCC Section, Environmental Support Engineering Branch, National Airway Systems Engineering Div. ... Robert G. Quirk, manager, Atlantic City, NJ, Flight Inspection Field Office, from Central regional office ... Sondra D. Sheets, manager, General Services Branch, Financial Operations Div. ... Robert J. Shields, manager, NAS/NAIIS Program Branch, Logistics Automation Div., promotion made permanent ... Helen Smith, supervisor, Storage Section B, Storage & Distribution Branch, Storage & Transportation Div., promotion made permanent ... Donald D. Snow, staff chief, Fleet Modernization Program, Office of the Director ... Harry Y. Tome, supervisor, Line Maintenance Section, Honolulu FIFO, from Tokyo FIFO.

Alaskan Region

Ernest C. Lewis, unit supervisor, Maintenance Operations, Anchorage ARTCC AFS ... Craig M. Loudon, unit supervi-

sor, North Alaska AFS, Fairbanks, promotion made permanent ... Dennis E. Sheehan, area supervisor, Kenai AFSS, from McGrath PSS.

Central Region

Larry A. Bruno, manager, Civil Aviation Security Div., from Washington Headquarters ... Luellen Carradine, deputy manager, Human Resource Management Div. ... Johnnie M. Flemming, staff chief, Civil Rights Staff ... Robert R. Knight, manager, Salina, KS, ATCT, from Aeronautical Center ... Teddy S. McAnally, unit supervisor, Kansas City, MO, FSDO ... Terry D. Tupper, principal operations inspector, Kansas City, MO, FSDO ... Thomas L. Wray, asst. manager, operations, Olathe, KS, ARTCC.

Eastern Region

John R. Brogan, unit supervisor, Philadelphia AFSFO, Tri-State AFS, promotion made permanent ... Donald M. Cline, manager, Systems Requirement Branch, Air Traffic Div., from New York TRACON ... James F. Coffey, manager, Frankfurt, Germany, FSDO ... Cosmo G. Hamilton, area manager, Leesburg, VA, AFSS, from regional office ... Janice R. Hilmer, area manager, New York AFSS ... John Humfleet, manager, London FSDO, Gatwick International Field Office ... Marilyn T. Jackson-Brame, manager, Leesburg, VA, AFSS ... Paula L. Los Kamp, section supervisor, Terminal Sub Branch, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... James P. Meekins, manager, Caldwell-Wright ATCT, Fairfield, NJ, from regional office ... Kenneth C. Merritt, unit supervisor, Trenton, NJ, AFSFO, Tri-State AFS, from regional office ... Douglas R. Murphy, asst. manager, Air Traffic Div., from Wichita, KS, ATCT ... Nancy Oussaty, asst. manager, LaGuardia ATCT, from Dutchess County ATCT, Wappingers Falls, NY ... Richard T. Pelkowski, manager, Washington National ATCT, from Dulles ATCT ... William J. Reed, manager, Brussels FSDO ... Judith A. Stovall, unit supervisor, Airway Facilities Div., promotion made permanent ... Keith Teasley, asst. FSDO manager, Brussels

... Thomas S. White, area supervisor, Kennedy ATCT, from New York TRACON ... Donald J. Wiener, asst. manager, Resource Planning Branch, Airway Facilities Div., from New York ARTCC AFS.

Great Lakes Region

George F. Ackley, area supervisor, Akron-Canton, OH, ATCT ... J. D. Armstrong, area supervisor, Kankakee, IL, AFSS, promotion made permanent ... William L. Calhoun, systems engineer, Farmington, MN, AFS ... Benjamin T. Driggs, asst. manager, plans & programs, Detroit Metro ATCT ... Martin G. Duffy, manager, Aurora, IL, AFS ... Roger Henry, supervisor, F&E NAS Planning Section, Resource & Planning Branch, Airway Facilities Div., from Dakota AFS, Bismarck ... Phyllis J. Hill, section supervisor, Medical Div. ... William A. Houck, manager, Terre Haute, IN, AFSS, promotion made permanent ... William L. Johnson, asst. manager, programs, Cleveland Hopkins, OH, ATCT ... Darrel L. McDonald, manager, Bloomington, IN, ATCT, promotion made permanent ... Steven J. Obenauer, asst. manager, Airway Facilities Div. ... Robert J. Reed, technical coordinator, Michigan AFS, Belleville, MI, from Washington Headquarters ... Paul E. Wilfinger, area supervisor, Kankakee, IL, AFSS, promotion made permanent.

New England Region

Kellie A. Sbardella, area supervisor, Portland, ME, ATCT, promotion made permanent ... Allan R. Turmelle, manager, Worcester, MA, ATCT, from Portland, ME, ATCT ... Robert H. Whitworth, manager, Bridgeport, CT, ATCT, from New York TRACON.

Northwest Mountain Region

Stevan C. Booras, manager, Felts Field ATCT, Spokane WA, promotion made permanent ... Eldon E. Dahlstrom, manager, Worland, WY, FSS, promotion made permanent ... Thomas R. Davidson, manager, Seattle-Tacoma, WA, ATCT, from Western-Pacific regional office ... Daniel A. Flanagan, unit supervisor, Auburn

ARTCC AFS ... Nancy D. Holston, manager, Denver, CO, AFSFO, Denver AFS ... Steven W. Koepl, manager, Lewiston, ID, ATCT, promotion made permanent ... Jeanne M. Sund, unit supervisor, Helena, MT, PSDO.

Southern Region

Charles D. Billings, unit supervisor, Columbia, SC, AFS, from San Juan, PR, AFS ... Justo P. Casablanca-Garcia, area manager, San Juan CERAP ... Janice Y. Deak, traffic management unit supervisor, Miami ARTCC ... Brad C. Erikson, area supervisor, Miami International ATCT, from West Palm Beach ATCT ... Cephas T. Evans, manager, Budget Div., promotion made permanent ... Latricia D. Haight, asst. manager, Miami AIFSS ... Donald R. Holland, area supervisor, San Juan CERAP, from Hampton, GA, ARTCC ... Bernard E. Lannan, supervisor, Automation Section, Resource & Planning Branch, Airway Facilities Div., promotion made permanent ... Ronald J. Liszt, manager, Resource Management Branch, Air Traffic Div., from Memphis ATCT ... Robert J. Morgan, manager, Tampa AFS, promotion made permanent ... Richard A. Nesbitt, area supervisor, Jackson, MS, ATCT, from Raleigh, NC, ATCT ... Billy G. Peacock, deputy manager, Air Traffic Div., from Central regional office ... Bobby D. Price, area manager, Miami International ATCT, from West Palm Beach ATCT ... Diana Maria Rivera, asst. manager, plans & procedures, San Juan CERAP ... Albert S. Sudduth, supervisor, Safety Analysis Section, Safety Analysis & Resource Management Branch, Flight Standards Div. ... Mitten R. Swartzwelder, area supervisor, Miami ARTCC.

Southwest Region

Donald W. Bates, area supervisor, Dallas/Ft. Worth TRACON Tower ... Rene E. Dhenin, unit supervisor, Dallas-Ft. Worth CASFO, from Brussels, Belgium ... David L. Donnell, manager, Safety Enforcement Branch, Office of Assistant Chief Counsel ... Charles E. Schumacher, area supervisor, Dallas/Ft. Worth Limited Radar Cab ... Danny C. Vincent, asst. manager, traffic man-

agement, Ft. Worth ARTCC ... Mark D. Washam, areasupervisor, Dallas/Ft. Worth Limited Radar Cab, from Houston Hobby ATCT ... Bennie C. White, area manager, Dallas/Ft. Worth Limited Radar Cab, from Dallas/Ft. Worth TRACON.

Technical Center

Angela F. Burrows, technical program manager, Voice Switching Automation Div ... Andrew C. Chung, team leader, Advanced Automation Systems Div. ... Sheila A. Franklin, team leader, Advanced Automation Systems Div. ... Kim L. Taylor, team leader, Advanced Automation Systems Div.

Washington Headquarters

Terry Alfred Allen, manager, Production Certification Branch, Aircraft Manufacturing Div., Aircraft Certification Service ... Debora L. Clough, team leader, Career Systems Div., Office of Human Resource Development ... Raymond F. Colangelo, branch manager, Policy & Systems Analysis Div., Office of Aviation Policy & Plans, promotion made permanent ... Cynthia A. Dominik, manager, Enforcement Policy Branch, Enforcement Div., Office of the Chief Counsel, promotion made permanent ... Felix L. Lococo, manager, Technical Standards Branch, Field Programs Div., Flight Standards Service ... Thomas Longridge, manager, Advanced Qualifications Program Branch, Air Transportation Div., Flight Standards Service ... John R. Mathewson, manager, F & E Program Analysis Div., NAS Program Management Service ... Irene H. Miels, deputy general counsel, Airports & Environmental Law Div., Office of the Chief Counsel ... Charles Ralph Reavis, manager, Evaluations Div., Office of Air Traffic System Effectiveness ... Karen M. Shupe, center counsel, Senior Executive Resource Staff, Associate Administrator for Human Resource Management ... Michael R. Shveda, manager, Interfacility Communications Program, Program Director for Communications ... Henry Willis, branch manager, Technical Standards Program, Maintenance Engineering Div., Systems Maintenance Service.

Western-Pacific Region

Lori Laquaglia Aquilino, deputy facility manager, San Francisco IFO, Flight Standards Div., from Frankfurt, Germany ... Ronald G. Beckerdite, manager, Guam CERAP, from El Toro, CA, TRACON ... Ronald D. Emery, asst. manager, quality assurance, Los Angeles ARTCC, Palmdale ... Robert P. Endres, unit supervisor, Monterey, CA, AFSFO (Nav/Comm/Radar), Golden Gate AFS, from regional office ... Albert W. Gackowski, area supervisor, Long Beach, CA, ATCT, promotion made permanent ... James W. Gau, unit supervisor, Diamond Head, HI, AFSFO, Honolulu AFS ... Gregory S. Kingery, area supervisor, Reid-Hillview ATCT, San Jose, from Oakland TRACON ... Donald H. Kirby, asst. manager, air-space & procedures, Air Traffic Div., from Burbank TRACON ... Edward P. Moy, manager, Phoenix AFS, from regional office ... Matthew F. Nally, asst. manager for program support, Los Angeles ARTCC AFS ... Robert B. Nowland, unit supervisor, Los Angeles CASFO ... Kenneth C. Powell, area supervisor, Fresno, CA, ATCT, from Monterey ATCT ... Katherine D. Raulston, area manager, Los Angeles ARTCC ... Helyn B. Shoemaker, area supervisor, Palm Springs ATCT, from Bedford, MA, ATCT ... Dennis P. Sullivan, area supervisor, Burbank TRACON, promotion made permanent ... Donald P. Torchio, unit supervisor, Golden Gate AFS, Hayward, CA ... Dennis H. Wilham, facility manager, Asia Pacific IFO, Singapore, Flight Standards Div. ... David S. Williams, area supervisor, Los Angeles ARTCC, promotion made permanent ... Garry M. Wohlleib, asst. manager for training, San Diego AFSFO, from regional office.

Retirees

Aeronautical Center

Doris R. Bartgis
Joan Campbell
Evon M. Cook
Billy J. Edwards
Richard A. Parker

Stanley S. Spencer
John H. Whiten

Alaskan Region

Duane J. Hickey
Floyd Pattison
Cleo Joe Roush

Central Region

Frederick D. Cason
Carson C. Coil
Richard F. Yotter

Eastern Region

David N. Darling
Lawrence K. Gibson
Kenneth B. Johnson
Gerald Konigstein
Charles E. Martin
Ronald R. Shippey

Great Lakes Region

Barbara J. Aldrich
Henry Bolek
Thaddeus Dziecol
Gerald A. Gardner
Charles T. Holly
Roger D. James
Barton H. Schmidt
Robert D. Shea

Northwest Mountain Region

John H. Anderson
Lewis A. Bass
Wesley C. Hamilton
Patricia G. Hunter
Joseph B. Klaumann
John N. Ternest

Southern Region

William W. Curry
Marilyn Kay Emerson
Doris S. Fail
Harvey M. Mayer
Thomas W. Murphy
Charles W. Phillips
Johnny J. Posey
Franklin D. Raines
Philip E. Trau
Timothy J. Whitmire
James L. Wright

Southwest Region

Wendell T. Bryant
Thomas S. Clawson
William R. Eudaley
Jack D. Flynn
Herbert E. Garner
Paul E. Holligan
Joe N. Long

Arthur Sessler
Robert L. Turner
Ronald D. Warrick

Technical Center

Lloyd Hitchcock
Lee E. Lichtenberger

Washington Headquarters

Baltassar Bernhardt
Robert F. Eisengrein
James J. Jamitis
Nila E. Reitz
Cloyd V. Shirley

Western-Pacific Region

Marshall D. Davis
Bradley S. Girod
Maxine Guest
Richard L. Olsson
William H. Powell
William A. Preece
Robert M. Reeder
Donald W. Schultz
Clarence W. Whipple

'Planned Direct Ship' Allocation—

A New Fiscal Process

Now there's a better way of managing one facet of the National Airspace System (NAS) supply support budget, thanks to an employee QAT group. The Quality Action Team for NAS Supply Support Fiscal Planning was set up in 1992 to come up with ways of allocating supply support funds to regions and centers.

Acting on the QAT's recommendations, the FAA Logistics Center has added regional and center allocations to its "planned direct ship" category—a category that covers nonstocked, commercial procurements and standard federal and military requisitions. Under the new

procedure, the Logistics Center remains the centralized budget, procurement, and coordination point for financing, planning, requisitioning, and shipping items; also, current ordering and shipping procedures remain the same.

The planned direct ship allocation process is similar to one initiated two years ago for administrative supplies. Based on the QAT recommendation and previous experience with the administrative supplies, 80 percent of fiscal year 1991 expenditures was allocated to each region and center for fiscal years '93 and '94. The remainder of fiscal year 1993 will simulate allocation of planned direct ship, and the QAT will review results. Full

implementation is scheduled for fiscal 1994.

To further refine NAS supply support, the Logistics Automation Division, AML-100, has developed reports that reflect actual regional and center requisitions by full cost center codes. Compared are target allocation amounts by cost center against current requisitions for that cost center. Compiled from data in the Logistics and Inventory System, the reports—the first of which were distributed in April—will aid in managing and tracking requisitions by full cost centers and compare expenditures to regional and center allocations. *

True or False?

Test Your Knowledge

1. On July 26, 1992, the employment title (Title I) of the American Disabilities Act became effective for employers with 25 or more employees.
2. Under the American Disabilities Act, an employer is required to give preference to a qualified applicant with a disability over other applicants.
3. The term, "reasonable accommodation," means a modification or an adjustment to a job or the work environment that will enable a qualified applicant or employee with a disability to perform essential (fundamental) job functions.
4. At the pre-employment offer stage, an employer may give a medical examination to an applicant.
5. Under the American Disabilities Act, an employer may test applicants or employees for illegal drugs and make employment decisions based on the results.
6. An employer who offers a pre-employment test to applicants must provide auxiliary aids for persons with impaired sensory, manual, or speaking skills (such as braille, large print, or taped examinations).
7. Businesses are entitled to take a tax deduction of up to \$15,000 per year for expenses associated with the removal of architectural and transportation barriers for compliance with the American Disabilities Act.
8. At the pre-employment offer stage, an employer may ask an applicant to describe or demonstrate how he or she will be able to perform job-related functions.
9. An employer may give an applicant a physical agility test at any point in the application or employment process.
10. During the pre-employment interview, an employer may ask the applicant how he or she became disabled.
11. An employer may use an application form which includes a checklist of various disabilities, and ask applicants to check which ones apply to them.
12. An employer who tests applicants must offer the pre-employment test in a place and in a manner accessible to persons with disabilities.

Answers: 1. T 2. F 3. T 4. F 5. T 6. T 7. T 8. T 9. T 10. F 11. F 12. T

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