



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

FAA World

May 1993



This new high-tech, touch-screen voice switching and control system will provide complete and flexible digital air-to-ground and ground-to-ground communications to air traffic facilities across the nation.

A new "user friendly," high-tech voice switching and control system—VSCS for short—is one step closer to becoming reality at FAA facilities across the nation.

by Diane Spitaliere

VSCS

Story on page 5

F or Y our I nformation . . .

How will FAA achieve the **full-time equivalent reductions (FTE)** ordered for fiscal years 1993 and 1994?

The House Appropriations Subcommittee on Transportation asked Secretary of Transportation Peña about the source of the FTE reductions and if they could be achieved through attrition. Peña responded that the savings would be achieved through attrition and that no specific work force would be targeted.

FAA's attrition rate in FY '92 was about four percent; a sustained four percent rate in FY '93 would cover the '93 reductions. The agency's operations funded employment has decreased by 430 from October 1, 1992, through March 31, 1993. Also, the FAA is taking a serious look at how it does business and where efficiency can be increased to achieve mandated reductions. It's too early to tell if options being considered will result in reprogramming requests in FY '94.

On April 8 the Secretary and the modal administrators unveiled the FY 1994 budget proposal. For FAA, the \$9.2 billion requested represents a 3.5 percent increase over the 1993 enacted level. Over half the funding is for capital programs. Some \$456 million is included for continued work on the Advanced Automation System.

They're at it again! The **Marine Air Traffic Control Association (MATCA)** is planning its second reunion—this one in the Orlando, Florida, area during October. Members say this is a group for former Marines who have served in air traffic and related military occupations, not one expressly for retired Marines. Periodically members receive a newsletter containing nostalgic items and a mailing list of members.

Interested? Contact Boyd Murdock, Marine Air Traffic Control Association, 1935 River Bend Road, Heber Springs, Arkansas 72543.

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Airshows in '93

Revitalized and even more attractive, the 1993 DC-3 exhibit tells FAA's story to its many visitors. Also, a microflight simulator allows them to test their flying skills. Here's a list of upcoming appearances scheduled for the DC-3:

Date	Airshow	Flight Inspection Aircraft	Flight Inspection Field Office
May 1	Scout-O-Rama Oklahoma City	BAe 800, BE-300	Oklahoma City
May 14-15	Andrews Air Force Base Washington, DC	BE-300	Atlantic City
June 18-20	Aerospace America Oklahoma City	BAe 800, BE-300	Oklahoma City
June 26-27	Concord International Air Festival Concord, New Hampshire	BE-300	Atlantic City
July 17-18	Hibbing-Chisholm Aviation Days Hibbing, Minnesota	BE-300	Battle Creek
July 29- August 4	Experimental Aircraft Association Convention Oshkosh, Wisconsin	BE-300	Battle Creek
August 28	Salt Lake City Expo Salt Lake City, Utah	BE-300	Sacramento
September 16-19	Reno Air Races Reno, Nevada	BE-300	Sacramento
October 2	Joplin Regional Airport Open House, Joplin, Missouri	BE-300	Oklahoma City
October 9-10	Muskogee Air Show Muskogee, Oklahoma	BE-300	Oklahoma City

Turn to page 15 for some closeups from airshows.

Aircraft Certification Training Program

Indoctrination Course Debuts in June

The Aircraft Certification Branch at the FAA Academy recently conducted the prototype class of a new Aircraft Certification Service Indoctrination Course. Tom McSweeney, acting service director, and Elizabeth Yoest, acting deputy director, were the featured speakers during the first day. Their presentation, which will be an integral part of each indoctrination class, shows a commitment to the service's most important resource—its employees.



Elizabeth Yoest

Ray Payne, Indoctrination Course manager, led an instructor team that taught about specialists' roles and responsibilities, continued operational safety, type certification, certification of export/import products, designee

management, and production certification.

Attending the first class were Brenda Uttaro, acting manager of the Planning and Program Management Division; Bill Schultz from the General Aviation Manufacturers Association; David Gastinger, Bell Helicopter; and representatives from the service's four directorates and Headquarters divisions.

The first regularly scheduled class for the new course takes place in June. Four additional classes will be held this year. Plans are for all new Aircraft Certification personnel to attend the course during their first six months of employment.

The Indoctrination Course is the first of many technical training courses the service is developing. Job-specific training programs have been developed for flight test pilots and flight test engineers. Additional programs are being developed for systems, propulsion and structures engineers, and manufacturing inspectors. All of the courses will be open to industry and international personnel.

For additional information about the Aircraft Certification training program, contact Roger Richardson, AIR-510, (202) 267-8624. *



Tom McSweeney

Trust Us



Terry Dudis takes a "trust fall" into the hands of her classmates attending the Center for Management Development ropes course in the Ocala National Forest. Dudis is chief of the Department of Transportation's Organization and Management Analysis Division.

The 17-member training group included representatives from all modal operations. Participants also learned about teambuilding in conventional classroom settings during their week-long stay at FAA's primary management training facility in Palm Coast, Florida. *



Photos by John Clabes

VSCS

Switching Voices

New Communications System Soon To Be a Reality

FAA's new voice switching and control system (VSCS) gets high marks from agency employees who helped develop it. They say it's "user friendly" and predict controllers will "love" the advanced system.

VSCS can provide complete and flexible digital air-to-ground and ground-to-ground voice link communications between controllers at air route traffic control centers and enroute aircraft.

After almost a decade of research and development, production of the communications systems began last January at the prime contractor's facility in Melbourne, Florida. Harris Corporation—which won the \$1.7 billion contract in December 1991—is expected to deliver voice switching and control systems to the nation's 22 air traffic control centers, the New York and Los Angeles Terminal Radar Approach Control facilities, and the FAA Academy within the next four years.

The first system, already in production, is scheduled to be delivered to the Seattle Air Route Traffic Control Center in January 1994. Estimates are for it to be operational about one year later, allowing time for testing and evaluation.

The FAA Academy is scheduled to receive delivery that following April, and four additional air route traffic control centers will also receive the communications systems in 1994.

Delivery of the systems is no small task, according to an FAAer stationed at the production plant. Mammoth in size, each system takes seven tractor trailers to transport the high-tech equipment.

Work on the design and development of the prototype system started in 1986 when Harris and AT&T were each awarded multimillion-dollar design competition phase contracts by the FAA. During this phase, exhaustive testing of the system was conducted by both contractors and the FAA, which included evaluation by air traffic controllers.

Human factors engineers and air traffic controllers made sure that the design met controllers' operational requirements and was "user friendly" without compromising flexibility.

Since 1983, a special Air Traffic team

ters staffer. It includes controllers from a variety of air traffic facilities to get different perspectives on the new communications system.

To monitor the system's development and integrity, the FAA has full-time, on-site representatives at the Harris production plant.

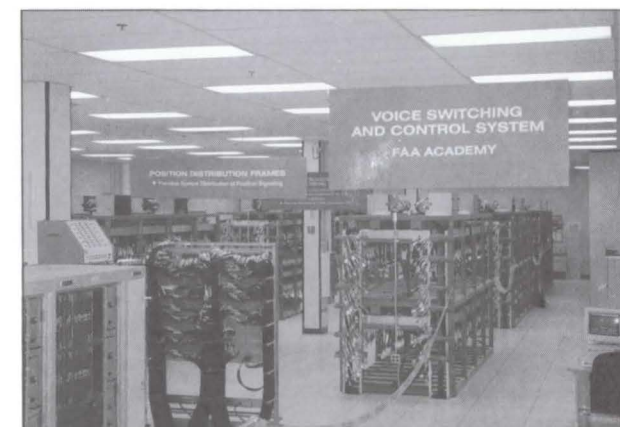
Controllers, who are stationed at the site on an alternating basis, ensure that VSCS team recommendations are properly implemented. The Program Manager for Advanced Automation and Airway Facilities also have on-site representatives overseeing technical aspects of production.

Part of the VSCS system requirements team, Jeff Call, a controller from Memphis center, and Hoyt Diamond, an air traffic supervisor from Indianapolis center, are currently monitoring the production of the new equipment at the Florida facility.

"Replication of the existing communications system is used as the baseline for the new system," says Diamond. "From a user's perspective, VSCS is very similar to what controllers are currently using." Initially, it will be installed into the existing M-1 consoles to allow simultaneous operational use and testing during the transition to the common console-based control rooms. It will use existing microprocessor-based digital technology so that controllers can easily route all communications through a touch-screen display.

Although functionally similar to the existing communications system, controllers will notice many improved features in VSCS, including:

- Better voice quality
- A touch-sensitive entry device



It will take seven tractor trailers to deliver this voice switching and control system to the FAA Academy, Oklahoma City, in April 1994.

has been dedicated to the development and implementation of VSCS. Called the Air Traffic VSCS system requirements team, it is charged with operational testing of VSCS and the development of new system functionalities.

The team is comprised of one representative from each region—with a mix of both supervisors and full-performance-level controllers—a National Air Traffic Controllers Association representative, and a Headquar-

- An adjustable screen brightness level

- Flexibility for future expansion

In addition, color coding and icons will allow controllers to instantly recognize situations requiring immediate attention. Placement of function and communications buttons on the screens is designed to give the controllers quick, fingertip control of all communications actions from a central, easy-to-reach location.

"If three calls are coming in at a controller's station, he or she can identify and choose whom to talk to first," says Call.

Designed for an easy transition, the system is "user friendly" and more capable than ever before. "Because of all its improved features and ease of use, I think controllers are going to love the new voice switching and control system," says Call. "A trained controller should be able to master the new equipment quickly."

The system is tailored for each air traffic control center's environment and requirements, enabling each facility to reconfigure VSCS to meet its specific needs. It provides greater flexibility, allowing supervisors to reconfigure sectors.

With the existing system, supervisors must call an Airway Facilities technician to add or delete frequencies. With VSCS, they will be able to do it themselves with the touch of a few buttons. Ultimately, says Diamond, this allows supervisors to manage their resources better.

"Today's environment is very restrictive, but VSCS will give us the flexibility we need to combine sectors," Diamond adds.

With the installation of the modern-day communications equipment, the agency's Airway Facilities technicians will take on added responsibilities.

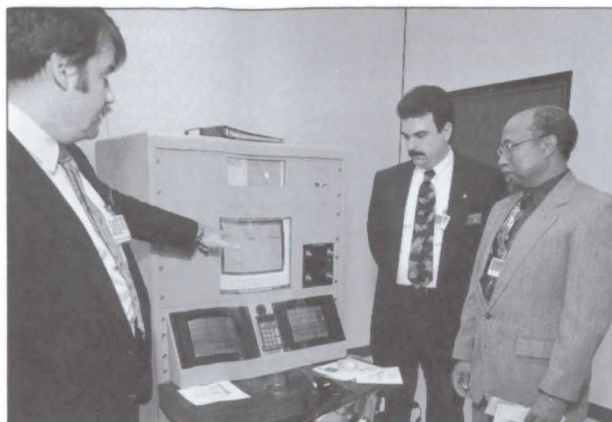
"Technicians will play a new role in maintaining this high-tech system," says Gary Wieting, Advanced Auto-

mation Program manager for logistics.

The old system—which was installed in the 1960s—is operating at near capacity. Although it continues to be highly reliable, many of the replacement parts for the toggle switch and vacuum tube technology are no longer available "off the shelf."



Dave Halley, a top executive at Harris Corporation, right, demonstrates the system to Associate Administrator for Contracting and Quality Assurance Carolyn Blum and VSCS Development Branch manager Jim Monnie.



Members of the Air Traffic VSCS system requirements team Hoyt Diamond, right, and Jeff Call, center, discuss the communications system with a Harris official.

VSCS will replace the current tube-and-relay-designed system with a digitally switched, computer-controlled system.

Prior to deployment of the first system, technicians will receive maintenance training at the FAA Academy.

Agency technicians are currently rotating through the Harris production facility to ensure that production systems are operationally suitable to the Airway Facilities community.

The architecture of the system is

something that has never before been seen at FAA, according to Wieting. "The maintenance strategy will be different from anything used in other components of the National Airspace System," he says.

To guarantee high reliability, specifications require that the system cannot be out of service more than three seconds a year.

Fiber-optic voice routing and digital switching techniques enable controllers to connect calls in 15 milliseconds or less with no voice delay through the system. VSCS, which can easily accommodate the expected peak traffic load of 2,400 calls per minute, has been tested at twice its capacity limit. State-of-the-art digital audio voice routing through the system provides crystal-clear, consistent voice communications.

Rod Taquino, on-site alternate technical officer from the Program Manager for Advanced Automation, has been stationed at the Harris facility since June 1992.

Working with Harris officials on a day-to-day basis on the technical aspects of the system, he gives a production and engineering perspective.

"I try to head off problems before they escalate to the Headquarters level," says Taquino. "In an operation like this, problems should be resolved at the lowest level."

One of the big advantages of VSCS, according to Taquino, is that it is dynamically reconfigurable and allows switch growth because of the modular design. "These systems have been sized for the future—they are equipped to accommodate capacity needs well beyond the year 2010," he says.

An article on a prototype system delivered to the FAA Technical Center earlier this year will be in an upcoming *FAA World*. *

Diane Spitaliere is Headquarters Intercom editor.

International Accident Investigation

FAA, Civil Aviation Authority of Singapore Host Conference

By Jim Witeck

During March, aircraft accident investigation officials from a number of Asian-Pacific rim countries descended upon the Singapore Aviation Academy at the request of the FAA Office of Accident Investigation (AAI) and the Civil Aviation Authority of Singapore (CAAS). The two-day Aviation Safety Investigation Conference was an important exchange of information and aimed to enhance cooperation among the countries in the Asian-Pacific region in the conduct of high-quality aircraft accident investigations. Cas Castleberry, Associate Administrator for Aviation Standards, addressed conference participants. Bill Hendricks, director, Office of Accident Investigation, organized and moderated the meeting.



Cas Castleberry

Panels of experts addressed:

- Perspectives and experience of investigative authorities
- Aircraft operators' contributions to aircraft accident investigations
- Airframe and engine manufacturers' roles in aircraft accident investigations
- Cooperation among authorities in the Asia Pacific region

Experts were drawn from the FAA, the National Transportation Safety Board, foreign accident investigation authorities, U.S./Asian-Pacific airlines, U.S./French airframe manufacturers, and U.S. engine manufacturers.

An outgrowth of the worldwide ICAO Accident Investigation Divi-



Shown are chief conference sponsors and participants from the Civil Aviation Authority of Singapore, FAA, and the National Transportation Safety Board.

sional Meeting held in Montreal in early 1992, the conference was primarily intended to establish or improve working relationships among all interested parties who potentially could be involved in investigations of accidents in Asia and the Pacific rim. In this forum—devoid of the intense pressures experienced by investigators in the aftermath of an accident—the meeting successfully:

- Provided an opportunity for representatives from civil aviation authorities to describe their procedures, practices, and experiences in investigations
- Allowed representatives from the aviation industry to describe their resources and the technical expertise available if their products are involved in major aircraft accidents
- Fostered better relationships and cooperation among and with countries that have advanced investiga-

tion expertise and facilities

In addition to the array of speakers who participated in the conference, the audience included some 70 other officials, largely from the region. Represented were 15 civil aviation au-

thorities, 15 air carriers that operate in Asia and the Pacific rim, three manufacturers, and 11 other organizations such as the Airline Pilots Association and insurance underwriters. Panel experts responded to the many queries from the audience during the question-and-



Bill Hendricks

answer periods that followed presentations.

A similar forum in Latin America is tentatively set for later in the year. Its agenda will also include participation from accident investigation authorities, air carriers serving the region, and airframe and engine manufacturers. *

Over-the-Counter Medications and Flying—Maybe You Shouldn't . . .

By Steve Carpenter, M.D.

Medicine can cure, but that's not all it can do. Allergies and adverse side effects may be the result of using either prescription or nonprescription drugs. Added to that, self-medication with over-the-counter products eliminates the safety net of a doctor's or pharmacist's advice concerning side effects. Therefore it's up to you to find out what can happen when treating yourself with nonprescription medicine.

Pilots and OTCs

When pilots or others in safety-related positions are not feeling well, the best action may be to ground themselves until they recover. At times, pilots may be tempted to treat themselves with

over-the-counter drugs and continue flying. Over-the-counter medications (OTCs) are any legal, nonprescription substances taken for the relief of discomforting symptoms. They can be capsules, tablets, powders, or liquids. Such substances, however, will only mask the symptoms of their illness. Since they do not cure the condition, the pilot using OTCs will not be at peak physical performance while flying.

Unwanted reactions

In addition, medications themselves can cause two kinds of adverse reactions:

- Allergies—rare and unpredictable reactions to a substance. Those who know of existing allergies should

carefully read the list of ingredients in OTCs and avoid exposure to substances that don't agree with them.

- Side effects—which can take many forms, including drowsiness, impairment of judgment, upset stomach or bowels, disturbance of vision, or even itching. Any of these

treating may be as disqualifying to a pilot as the medication.

- When in doubt about medication, ask your physician or aviation medical examiner for advice.

- In their own personal "pre-flight," pilots should carefully consider the safety of flying during times when they need medication to feel better. Illness serious enough to require medication is also serious enough to prevent flying.

- Do not fly if you have a cold. Changes in atmospheric pressure with changes in altitude can cause serious ear and sinus problems.

- Avoid mixing decongestants—and cough syrup that has them—and caffeine.

- Be wary of medications that contain alcohol.

The pilot safety brochure *Over-the-Counter Medications and Flying* is available from:

Civil Aeromedical Institute
Aeromedical Education Division,
AAM-400
PO Box 25082
Oklahoma City, Oklahoma 73125

Dr. Carpenter is a medical officer in the Civil Aeromedical Institute's Aeromedical Certification Division.

Table of specifics

The table included here lists the common over-the-counter medication and outlines possible side effects that could affect a person's ability to pilot a plane. As with all drugs, side effects vary with the individual and with changes in altitude and other flight conditions.

	Medication	Side Effects	Interactions
Pain relief and fever	aspirin Alka-Seltzer, Bayer Aspirin, Bufferin	Ringing in ears, nausea, stomach ulceration, hyperventilation	Increase effect of blood thinners
	acetaminophen Tylenol	Liver toxicity—in large doses	
	ibuprofen Advil, Motrin, Nuprin	Upset stomach, dizziness, rash, itching	Increase effect of blood thinners
Colds and flu	antihistamines Actifed, Benadryl, Cheracol-Plus, Chlortrimeton, Contac, Dimetapp, Dristan, Drixoral, Nyquil, Sinarest, Sinutab	Sedation, dizziness, rash, impairment of coordination, upset stomach, thickening of bronchial secretions, blurring of vision	Increase sedative effects of other medications
	decongestants Afrin Nasal Spray, Sine-Aid, Sudafed	Excessive stimulation, dizziness, difficulty with urination, palpitations	Aggravate high blood pressure, heart disease, and prostate problems
	cough suppressants Benylin, Robitussin CF/DM, Vicks Formula 44	Drowsiness, blurred vision, difficulty with urination, upset stomach	Increase sedative effects of other medications
Bowel preparations	laxatives Correctol, Ex-Lax	Unexpected bowel activity at altitude, rectal itching	
	antidiarrheals Imodium A-D, Pepto-Bismol	Drowsiness, depression, blurred vision—See aspirin	
Appetite suppressants	Acutrim, Dexatrim	Excessive stimulation, dizziness, palpitations, headaches	Markedly increase stimulatory effects of decongestants; interfere with high blood pressure medications
Sleeping aids	Nytol, Sominex	Prolonged drowsiness, blurred vision—contain antihistamine	Excessive drowsiness when used with alcohol
Stimulants	caffeine Coffee, tea, cola, chocolate	Excessive stimulation, tremors, palpitations, headache	Interfere with high blood pressure medications

Applauding Excellence

Thirty Receive EEO Awards at Headquarters Ceremony

They are doing things like aiding refugees, recruiting and training the disadvantaged, working with students in various ways, counseling the homeless, increasing our sensitivity to special needs, and much more. Acting FAA Administrator Joe Del Balzo described them—the 30 recipients of the 16th Annual Administrator's Awards for Excellence in Equal Employment Opportunity—as “people who have a profound realization that they live in a larger world for which they take more than their share of responsibility.” It was “not too long ago, when we first started talking about diversity, we saw our work force as made up of a simple majority and one large minority,” Del Balzo continued at the recent awards ceremony. Of course, “it wasn't quite that simple,” he added. “Now we're more aware of the complex nature



At the 16th Annual Administrator's Awards for Excellence in Equal Employment Opportunity ceremony

of our society, and the people we are honoring today have done much to heighten our awareness within the FAA.”

A special panel representing various segments of the FAA reviewed, screened, and recommended award recipients from 94 nominations. “There was no arbitrary number of awards to be given,” said Leon Watkins, Assistant Administrator for Civil Rights. “Location, grade level, sex, occupation, minority group, and age were not considered by the panel members in making their recommendations.” Recipients have indeed been carefully and intentionally screened “so that the EEO awards

will continue to gain a reputation as being a very prestigious and unique recognition for excellence in equal employment opportunity,” Watkins said.

Those honored at the Headquarters ceremony were:

James S. Aviles

Electronics Engineer
FAA Technical Center

In recognition of accomplishments in working with the Hispanic Employment Program by implementing equal employment opportunity initiatives and employee training programs

Carolyn Blum

Associate Administrator for Contracting and Quality Assurance
Washington Headquarters

For outstanding leadership in providing promotional and upward mobility opportunities for women and minorities in the Division of Contracting and Quality Assurance

Louis J. Bona

Director, Engineering, Testing, and Evaluation Service
FAA Technical Center

For consistently demonstrating outstanding commitment to the promotion of work force diversity and equal employment opportunity through mentoring and employee development programs

Marcos Costilla

Manager, Airway Facilities Division
New England Region

In recognition of leadership and enthusiasm in establishing and implementing a variety of equal employment opportunity and work force diversity initiatives in the New England Region

Mariann Crane

Personnel Officer
Northwest Mountain Region

For exemplifying leadership and personal contributions to the development and implementation of effective equal employment opportunity initiatives that increased minority representations in the Northwest Mountain Region

Alvin Crenshaw

Supervisory Air Traffic Control Specialist
Southwest Region

In recognition of exemplary equal employment opportunity counseling, minority and women recruitment, and for promoting EEO in the workplace and community

Walter T. Daigle

Assistant Sector Manager
Airway Facilities
Great Lakes Region

In recognition of significantly improving the percentage of women and minorities in the workplace and for positively changing attitudes toward cultural diversity

Dean J. Edmonds

Air Traffic Control Specialist
Western-Pacific Region

For unselfish and consistent efforts to provide employment opportunities within the Samoan community through training and outreach activities

Francisco Estrada C.

Management Program Analyst
Washington Headquarters

For demonstrated commitment to the spirit and intent of equal employment opportunity and for leadership exhibited in promoting the education of America's youth

Joseph C. Foster

Air Traffic Manager
Western-Pacific Region

In recognition of exemplary leadership and successful coaching and mentoring of women and minorities in their pursuit of supervisory and managerial positions

Garrome P. Franklin

Deputy Regional Administrator
Central Region

For demonstrating personal commitment to the agency's work force diversity efforts and for making significant contributions to hiring minorities and women in the Central Region

Darlene M. Freeman

Associate Administrator
for Aviation Safety
Washington Headquarters

In recognition of outstanding leadership in work force diversity and for exemplary work in the recruitment, employment, and advancement of women and minorities

Timothy R. Gress

Area Supervisor, Air Traffic
Great Lakes Region

For outstanding managerial leadership in motivating minorities and women in their development and providing creative training programs in equal employment opportunity and cultural diversity

Mamie Harley

Logistics Management Specialist
Southwest Region

For commitment and contribution to equal employment opportunity, particularly in the area of minority recruitment, the Federal Women's Program, and support of work force diversity

Cecil A. Hoyer

Program Analyst
Washington Headquarters

In recognition of extensive leadership and accomplishments in equal employment opportunity activities, such as recruitment, aviation education, mentoring, career counseling, and community outreach for minorities and women

Daryl Johnson

Air Traffic Control Specialist
Southwest Region

For outstanding work and accomplishments in setting goals, organizing recruitment efforts, and creating marketing initiatives to establish the A+ Program at the Houston Center

Ingrid Johnson

Aerospace Engineer
Southwest Region

In recognition of exemplary accomplishments as an equal employment opportunity counselor by resolving 80 percent of your discrimination complaint cases and for effective community outreach activities

Mary A. Juarez

Secretary, Air Traffic
Great Lakes Region

For demonstrated commitment in promoting equal employment opportunities in the Great Lakes Region by creating increased awareness of EEO concerns through education and outreach efforts

Mamie W. Mallory

General Engineer
Maintenance Operations
Washington Headquarters

For outstanding leadership in support of the agency's equal employment opportunity goals and for active involvement in special-emphasis programs

more recipients on page 12

Ricardo Mills

*Air Traffic Control Specialist
Southwest Region*

In recognition of contributions made to the A+ Program through recruitment activities and creative strategies that resulted in the selection of 17 women and minority employees

Edward J. Phillips

*Regional Administrator
Great Lakes Region*

For exemplary leadership in the development and implementation of model affirmative action and cultural diversity programs for employees in the Great Lakes Region including the regional management team

Janice R. Pope

*Employee Development Specialist
Southern Region*

For outstanding leadership and extraordinary efforts in developing and presenting a course on valuing and managing diversity for over 400 employees in the Southern Region including the regional management team

Marie Portis

*Equal Employment Manager
Northwest Mountain Region*

In recognition of outstanding achievement in implementing a highly successful Disadvantaged Business Enterprise Program that reflects over \$147 million in airport improvement contracts to minorities and women

Maria A. Sanchez

*Employee Development Specialist
Western-Pacific Region*

For outstanding performance in working to employ and advance minorities and women through numerous initiatives that focus on and address the agency's diversity goals

James G. Sappier

*Air Traffic Control Specialist
New England Region*

In recognition of commitment to equal employment opportunity and for outstanding accomplishments in the use of education and other outreach initiatives to recruit Native Americans

Nicholas S. Stoer

*Assistant Administrator
for Budget and Accounting
Washington Headquarters*

In recognition of outstanding leadership in directing and promoting a highly diverse organization that reflects a work force comprised of 70 percent women and minorities

Lawrence L. Stroud

*Computer Specialist
FAA Technical Center*

In recognition of outstanding leadership and service in fostering education programs in the local schools, community at large, and Historically Black Colleges and Universities

Henry R. Verbais

*Public Affairs Specialist
Western-Pacific Region*

For demonstrated excellence and diligence in promoting numerous opportunities in aviation education for young women and minority students

Robert H. Weins

*Director, Resource Management Service
FAA Technical Center*

For exemplifying outstanding leadership in equal employment opportunity as evidenced by your organization having the highest number of women and minorities employed, as well as personal community work with young people

William H. Williams

*Director, Aviation Systems Standards
Mike Monroney Aeronautical Center*

In recognition of progressive leadership in the enhancement of the FAA's equal opportunity program by motivating subordinate managers to institute sound affirmative action programs

National Airspace System Symposia

Crowds of aviation enthusiasts have taken advantage of FAA's innovative National Airspace System symposia begun last fall by the Office of Aviation System Standards (AVN). More than 4,000 airmen have joined FAA so far in these nationwide sessions intended for instrument-rated pilots and produced to inform the flying public of recent happenings in the aviation world.

Symposia were held in Oklahoma City; Portland, Oregon; El Segundo, California; Hurst, Texas; Atlanta; Secaucus, New Jersey; Bedford, Massachusetts; Northbrook, Illinois; and Grandview, Missouri. Each session averaged 450 in the audience with over 700 at Portland and 600 at Secaucus.

The symposia are a joint venture of AVN based in Oklahoma City, FAA's regional offices, Jeppesen Sanderson,



At the Chicago Symposium, Bill Williams, director, Office of Aviation System Standards, stands with members of the Kansas City Chapter of the Ninety-Nines, Inc.

a private aviation company, and the Ninety-Nines, Inc., an international women pilots' organization.

Symposia attendees learn about magnetic variation and the National Airspace System, standards for instrument operations, and flight data of the future. Many sessions included an issues panel comprised of regional FAAers

available to answer questions. During the symposium in the Great Lakes Region, AVN's Airman and Aircraft Registry manager talked about registry operations and expected changes under a new registry modernization program.

Hundreds of comment cards were received after the sessions. Typical comments were: "Need more of this type of meeting." "The meat of this conference was great. Keep sharing!" "Presenters had wealth of knowledge."

R. K. Duckworth of Duluth, Georgia, said, "I appreciate your efforts in providing these informative sessions. From the size of the audience, I'm not alone. Please keep them coming, and keep me on your notification list. Thank you."

A symposium is scheduled for Oregon's Portland Air Fair in November. *

Survey Scene

An enthusiastic advocate of the Survey Feedback Action process, Gary Tucker, Eastern Region's Air Traffic Division manager, was a Navy air traffic controller. He joined the FAA in 1966 as a flight data aid at the Kansas City Air Route Traffic Control Center and has worked in many positions throughout the regions. Tucker has the following to say about his experience with the SFA:

'Walk the Talk'

By Gary Tucker



Commitment is key to the Survey Feedback Action process, and executives must take the lead by walking the talk. Managerial participation in the survey process is not something that can be delegated.

The survey gives employees an opportunity to express their concerns as well as to take part in the cure. During the feedback phase, meetings can get pretty intense. Managers need to develop a nondefensive communications style, so that employees feel free to air suggestions.

Personally, I have learned a lot from the SFA feedback, especially about my verbal/nonverbal behavior. During the last survey cycle, I read over 3,000 comments—which came from Eastern Region's 3,600 Air Traffic employees—to find out what needed attention. Comments were separated by organization, and managers were challenged to read them in a nondefensive manner. As a result, some immediate improvements were made.

I've seen how the Survey Feedback Action process, which encourages direct interactions among all levels of employees, can at the same time expand the area of communications for Air Traffic's Quality Through Partnership program. Actually, you couldn't have an effective QTP program without it. In these times of cutbacks and limited resources, the SFA is helping FAA's work force get the job done. *

Firsts



Jim Leach, contract instructor in foreground, shows Jim Patchett the simulator. Patchett is assistant manager for NAS implementation.

Radar Simulation Lab in Use at Anchorage Center

By Joette Storm

Training air traffic controllers to be prepared for any situation in the sky is a perennial challenge for the Federal Aviation Administration. Recently the agency's Alaskan Region took another step in meeting that challenge with the dedication of a radar simulation lab at the Anchorage Air Route Traffic Control Center.

The new lab consists of eight computer workstations with large video screens that simulate a radar scope, track ball, access keys, and other features of a radar position in the control room. Driven by software that plays more than 200 traffic scenarios, the units

give controllers the opportunity to learn how to work a radar position and practice solving a wide variety of problems.

Charles Gray, the assistant manager for training at the Anchorage center, says planning for the lab has been in the works since 1989. The new equipment was developed by Paramex under the direction of the Automation Engineering Division, ANA-100, at a cost of \$9,000 per workstation. That's quite an improvement over the \$55,000 cost of the old "planned view displays" (PVDs) previously used for training, says Gray.

Dave Palmer, installation team leader, says, "This project was very

rewarding. We formed a project implementation team of Air Traffic and Airway Facilities employees in late October 1992 to plan and complete this installation, and it's been a pleasure working together. It was only through the commitment and efforts of the team members that we were able to achieve our goal."

At a recent dedication ceremony and open house, Joe Woodford, center manager, touted the benefits that will accrue from the new lab. "The new equipment will increase training capacity by 300 percent and cut the time for training in half," he said. "An additional benefit is that it frees up four of the planned view displays for use in the center's control room, where the radar operations can now be expanded," Woodford related.

"The new lab will allow us to meet all national requirements locally," Woodford went on to say. The result will be some savings in travel costs.

"We have come a long way from the old Plexiglas plates and grease pencils used in 1969 to simulate traffic," Woodford stated. "This stand-alone facility will not be affected by any outages on the control room floor, nor by failure of equipment outside the center's walls; for the sake of realism in training scenarios, however, any malfunctions can be simulated."

The state-of-the-art system, the first of its kind being used this way in the FAA, may eventually be installed in several other air traffic control facilities. Acceptance testing on the lab took place during the week of February 8, and the first class started on March 18.

Gray plans to use the lab to acquaint military air traffic controllers with the FAA system in preparation for "Cope Thunder," a series of U.S. Air Force exercises planned for the next year in Alaskan airspace. *

Joette Storm is the public affairs officer in the Alaskan Region.

Mission Accomplished

Crowds Flock to Seasonal Airshows

Reported by Donna Glasgow

Those who work with FAA's DC-3 N34 static display have a mission: Their task is to educate the flying public about safety, promote aviation education, spread the word about FAA accomplishments, and encourage America's most talented people to pursue an aviation career. Consequently, the 1992 airshow season was termed a "smash" after some 45,000 visitors went away better informed about the role of the FAA in aviation. This year's season kicked off in late April. (See page 3 for the DC-3's airshow schedule for 1993.)

There is no charge for the N34 tour, and it draws tremendous crowds. Crewmembers from the Office of Aviation System Standards enjoy showing visitors the DC-3, which was used as a flight inspection aircraft in the 1950s.

A computerized microflight simulator has been a big hit judging from the many people who line up to try their pilot skills. The computer is equipped with a standard aircraft panel and controls, including rudder pedals with brake action and the ability to program various types of aircraft and flight situations.

Last year the crew parked the DC-3 at the Sacramento Flight Inspection Field Office after the West Coast Antique Fly-in at Watsonville, California, in preparation for the Rendezvous Airshow, Merrill Field, Anchorage. Making the long, arduous Alaskan trip were Larry Patterson, pilot-in-command, and Gene Basden, second-in-command, and crewmembers Jerry Searcy and Ronnie Baker.

The season ended with the Experimental Aircraft Association convention in Oshkosh, Wisconsin. In charge of the DC-3 were Pam Ellis, pilot-in-command; Gene Basden and Mike Ahern, second-in-command; and crewmembers Jim Jarvis, John Burleson, Donna Glasgow, Sharon Young, Ed McGaw, and Art Hasse.

A group of about 25 disabled veterans were the last visitors to the DC-3 at Oshkosh '92. The aircraft had been closed and prepared for the trip home when the veterans made a special request to take a look. They were delighted when the crew reopened the aircraft for a full tour. *

Donna Glasgow is DC-3 news editor, AVN-30.

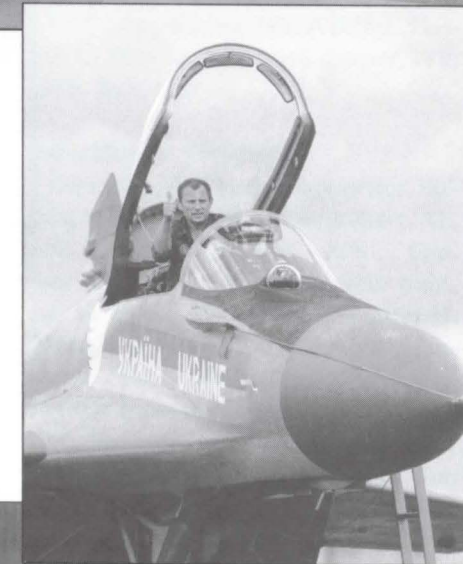


Golden Knights, the U.S. Army parachute demonstration team, opens many airshows across the country each year.

DC-3 crewmembers with a veterans group visiting the display at Oshkosh.



New era, new markings—MiG-29 and crews from Ukraine, once part of the former Soviet Union, flew aerial demonstrations at Aerospace America '92 in Oklahoma City.



Flight Standards representative Jay Nelson's booth at Oklahoma City's '92 airshow was both educational and fun.

'Grounded' Inspector Returns to Cockpit

Caring Colleagues Made a Difference

By Bill Friedrich

On a cool, cloudy April morning in 1991, I experienced an M.I. (myocardial infarction), or as we lay people call it, a heart attack. It occurred while I was driving to work at the Bedford, Massachusetts, Flight Standards District Office, and I never really knew it happened. I felt no chest, arm, or other pains or symptoms we have learned to associate with heart attacks.



Aviation Drug Abatement Program assistant Lois Corbett happily presents Bill Friedrich with his Second Class Medical Certificate.

I remember feeling vaguely uneasy or uncomfortable, but I couldn't put a finger on it. After I parked and left my car, I felt damp and light-headed, as if someone suddenly let air out of a balloon. Upon entering the FSDO, I was told by coworkers that I looked quite pale. One employee, Lois Corbett, recognized my symptoms for what they really were and urged my supervisor to rush me to a hospital.

Tests administered at the hospital revealed I had suffered a silent heart attack, fortunately a mild one, and disclosed some blockage in several arteries. After a few days of hospital care and many more tests, I was released to a cardiologist's care and entered a rehabilitation program.

After a month, I returned to work status to face the ultimate challenge of regaining my Second Class Aviation Medical Certificate. That certificate would be necessary in maintaining my position as an aviation safety inspector.

Over the next several months, I underwent testing, which, if successful, would convince the Civil Aeromedical Institute (CAMI) in Oklahoma City that I qualified for a medical certificate under special issuance. Unfortunately, the tests confirmed that the blockage still existed, and the reissuance of a medical certificate was not possible. The only remaining avenue was coronary artery bypass graft surgery—the open-heart variety. This was completed in March 1992, and after six months of rehabilitation and testing, my cardiologist—also a senior aviation medical examiner—determined that I was medically fit for aviation duties. I applied for a Second Class Medical Certificate and, some six months later, I was awarded a Third Class Certificate pending the decision of a medical review board to determine my eligibility for a Second Class Medical.

Early this year I received some good news—a confirmation that my Second Class Certificate was to be awarded.

Truly, I am indebted to Lois Corbett for recognizing my symptoms and insisting I needed medical attention. Others to whom I am grateful include Dr. Paul Clark, regional flight surgeon; Carol Rayburn, manager, New England Region Flight Standards Division; and Barry Bermingham, the FSDO-1 manager. *

Bill Friedrich is an operations aviation safety inspector at the Bedford, Massachusetts, FSDO. Thanks to the New England *Intercom* for this article.

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.

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

Aeronautical Center

Willie E. Erwin, staff chief, Associate Administrator for the Aeronautical Center ... **Barry A. Farnsworth**, supervisor, Technical Support Section, Airmen Certification Branch, Airmen & Aircraft Registry Div. ... **Judy A. Holcomb**, academy 3R instructor, Development Section, Technical Operations Branch, Airway Facilities Div. ... **Jim M. McCollum**, supervisor, Flight Procedures/Inspection Section, Atlantic City FIFO, from Frankfurt, Germany, FIFO ... **Robert F. Oborsky**, asst. div. manager, Engineering & Production Div., promotion made permanent.

Alaskan Region

Carl E. Henley, area supervisor, Anchorage ARTCC, from regional office ... **Judy A. Nickell**, area supervisor, Anchorage ARTCC, promotion made permanent.

Central Region

Kirk R. Jorgensen, area supervisor, Cedar Rapids, IA, ATCT, from Omaha TRACON ... **Merritt K. Markussen**, supervisor, Telecommunications Management & Planning Section, Resources & Planning Branch, Airway Facilities Div. ... **Jerald E. Strentz**, asst. branch manager, Manufacturing Inspection Office, Small Airplane Directorate, from Vandalia, Ohio, Manufacturing Inspection District Office ... **Lindon R. Wynes**, area supervisor, Olathe, Kansas, ARTCC

Eastern Region

Antonio A. Acosta, operations unit supervisor, Teterboro, NJ, FSDO ...

Charles Ray Gooding, manager, Camp Springs, MD, AFSFO, Capital AFS ... **Alan D. Hendry**, asst. manager, Richmond ATCT, Sandston, VA, from regional office ... **Robert S. Hiller**, area supervisor, Wilkes-Barre, PA, ATCT, promotion made permanent ... **Barbara A. Jackson**, area manager, Leesburg AFSS ... **George G. McHale**, unit supervisor, Chantilly, VA, AFSFO, Capital AFS, promotion made permanent ... **Ronald X. Ruggeri**, supervisor, Planning Section, Systems Requirement Branch, Air Traffic Div., from Kennedy ATCT.

Great Lakes Region

Gregory B. Clatterbuck, asst. manager, programs, Dayton Vandalia, OH, ATCT ... **Stanley W. Estes**, area manager, Chicago O'Hare ATCT, Illinois (CAB) ... **Thomas J. Hultgren**, area supervisor Milwaukee, WI, Mitchell Field ATCT, from Milwaukee Timmerman ATCT ... **Curtis L. Kaler**, asst. manager, traffic management, Minneapolis, MN, ARTCC ... **John H. MacAuley**, ORD ATCT program manager, Establishment Engineering Branch, Airway Facilities Div. ... **Robert M. Markgraf**, manager, Terre Haute, IN, ATCT, from Indianapolis ATCT ... **Wayne N. Meier**, staff engineer, Farmington, MN, AFS ... **Joseph K. Puhala**, area manager, Dayton Vandalia, OH, ATCT ... **Thomas L. Ranzenberger**, unit supervisor, Olmsted County, MN, Minnesota AFS, Minneapolis, promotion made permanent ... **Richard J. Sitzman**, unit supervisor, Indianapolis, IN, AFS ... **Michael A. Wilson**, unit supervisor, Indiana AFS ... **Maureen Woods**, manager, System Requirements Branch, Air Traffic Div., from Dayton Vandalia, OH, ATCT ... **Clark W. Young**, supervisor, Construction Section, Establishment Engineering Branch, Airway Facilities Div.

New England Region

David N. Anderson, manager, Bangor, ME, Technical Support Office, Airway Facilities Div. ... **Gary S. Lopez**, manager, Bedford, MA, FSDO, from regional office ... **Carl L. Smith**, area manager, Nashua, NH, AFS ... **Thomas A. Swanson**, manager, Boston, MA, AFSFO, Boston AFS.

Northwest Mountain Region

Edwin Ghigliotti, unit supervisor, Longmont, CO, ARTCC AFS, promotion made permanent ... **Richard A. Groo**, asst. manager for training, Salt Lake City, UT, AFS ... **Gordon L. Houston**, unit supervisor, Salt Lake City, UT, ARTCC AFS ... **John P. Kleber**, asst. manager, Denver, CO, AFSS ... **Kyle L. Olsen**, manager, Propulsion Branch, Los Angeles Aircraft Certification Office, Transport Airplane Directorate, Long Beach ... **Robert J. Paro**, unit supervisor, Radar/Auto Construction Engineering, Establishment Engineering Branch, Airway Facilities Div. ... **John B. Shear**, unit supervisor, Portland, OR, FSDO, Hillsboro ... **Gregory T. Sime**, unit supervisor, Portland, OR, FSDO, Hillsboro ... **Cecil C. Wagner**, crew chief, Denver Airports District Office, from regional office ... **Richard C. Weinberg**, manager, Aspen, CO, ATCT, from Albany, NY, ATCT ... **Thomas C. Wimber**, manager, Casper, WY, AFSS, from Denver AFSS.

Southern Region

Russell A. Anile, unit supervisor, Birmingham, AL, AFSFO, Montgomery, AL, AFS, from Columbia, SC, AFS ... **Gregory A. Barrett**, asst. manager for training, Memphis, TN, ATCT ... **Walter H. Bevan**, unit supervisor, Memphis, Tennessee FSDO, Nashville, TN ... **Joy J. Boyden**, supervisor, Systems & Programming Section, Data Processing Branch, Management Systems Div., promotion made permanent ... **Oscar E. Branch**, manager, Jackson, MS, ATCT, promotion made permanent ... **Marvin A. Burnette**, area supervisor, Mobile, AL, ATCT, from Pensacola, FL, ATCT ... **Raymond Clark**, unit supervisor, Columbia, SC, AFS, promotion made permanent ... **Ricardo O. Cowan**, asst. manager for automation, Macon, GA, AFSS, from Atlanta FSS ... **Richard J. Garceau**, area supervisor, Jacksonville, FL, ATCT, from Tampa, FL, ATCT ... **Bruce E. Hargis**, manager, Albany, GA, ATCT, from Savannah, GA, ATCT ... **Kenneth S. Hirsch**, unit supervisor, Chattanooga, TN, HUB AFS, Atlanta, from Covington, KY, AFS ... **David W. Howell**, asst. man-

Know someone who should be highlighted in print? News about notable FAAers can be sent to:

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

ager for technical support, Memphis, TN, ARTCC AFS ... **Michael T. Medley**, area supervisor, Florence, SC, ATCT, from Hebron, KY, ATCT ... **David R. Riggins**, area manager, Memphis, TN, ARTCC ... **Phillip E. Roberts**, area supervisor, Louisville, KY, AFSS ... **Naomi L. Saunders**, manager, Civil Aviation Security Div., Hapeville, GA, from Central regional office ... **Gary R. Scannevin**, manager, Kentucky PSDO, Louisville, from Washington Headquarters ... **Richard Yelton**, manager, Greenwood, MS, AFSFO, Memphis, TN, AFS, from regional office.

Southwest Region

Janis A. Austin, area supervisor, Dallas-Ft. Worth ATCT, from Meacham Field ATCT, Ft. Worth, TX ... **Barbara S. Hause**, area supervisor, Dallas-Ft. Worth ATCT ... **Faye Sandberg Nedderman**, manager, Planning & Programming Branch, Airports Div. ... **Danny A. Newberry**, unit supervisor, Dallas-Ft. Worth AFS, from Washington Headquarters ... **J. T. Stubbs**, manager, Riverside ATCT, Tulsa, OK, from Texarkana, AR, ATCT ... **Raul C. Trevino**, supervisor, F&E Planning Section, System Requirements Branch, Air Traffic Div., from Ft. Worth ARTCC ... **Albert G. Tyson**, asst. manager for technical support, Albuquerque ARTCC AFS ... **Lynette Word**, regional counsel, Office of the Assistant Chief Counsel.

Technical Center

Ruth Dangerfield, unit supervisor, Materiel Management Section, Materiel Branch, Logistics Div., promotion made permanent ... **Virginia S. Gavin**, technical program manager, Air Traffic Control Sustaining Engineering Div. ... **Robert W. Pyle**, unit supervisor, Materiel

Handling Section, Materiel Branch, Logistics Div., promotion made permanent.

Washington Headquarters

Michael J. Harrison, branch manager, Airport Surface Program Office, Research & Development Service ... **Franklin D. Hatfield**, branch manager, Military Operations Div., Office of Air Traffic System Management ... **Byron E. Johnson**, branch manager, Program Manager for Secondary Radar, Program Director for Surveillance ... **Robert R. Lachance**, team supervisor, Federal Air Marshal Branch, Security Operations Div., Office of Civil Aviation Security Operations ... **Hugh M. McLaurin**, program manager, Systems Technology Div., Research & Development Service ... **William J. Reed**, manager, Flight Standards Division, Brussels, Belgium, Flight Standards Service, from Rochester, NY, PSDO ... **Carey W. Terasaki**, manager, Airworthiness Law Branch, Regulations & Enforcement Div., Office of the Chief Counsel, from Northwest Mountain regional office ... **Michael T. Vachon**, manager, Management Support Branch, Program Management Div., Office of Aviation Medicine ... **Stephen E. Vuocolo**, division manager, National Flight Data Center, Office of Air Traffic System Management, from Baltimore ATCT ... **William W. Wallis**, manager, Civil Operations Div., Office of Air Traffic System Management.

Western-Pacific Region

Dana C. Anderson, area supervisor, Los Angeles ARTCC, Palmdale, CA, promotion made permanent ... **Tommy E. Barclay**, asst. air traffic manager, operations, Oakland, CA, TRACON, from Los Angeles TRACON ... **Stanley J. Barker**,

NAS operations manager, Los Angeles ARTCC AFS, Palmdale ... **Francis L. Benevides**, manager, Hilo, HI, AFSFO, Hawaii-Pacific AFS, Honolulu ... **Ward R. Billings**, NAS operations manager, Los Angeles ARTCC AFS, Palmdale ... **Gilbert C. Burnias**, area supervisor, Los Angeles ARTCC, Palmdale, CA, promotion made permanent ... **Steven E. Dahlen**, aviation safety inspector, Honolulu PSDO, promotion made permanent ... **Ralph A. Dunham**, NAS operations manager, Los Angeles ARTCC AFS, Palmdale ... **Robert D. Durben**, NAS operations manager, Los Angeles ARTCC AFS, Palmdale ... **Dennis S. Ham**, manager, Fresno, CA, AFSFO, Sierra Nevada, CA, AFS, from regional office ... **Jack R. Hamilton**, manager, Tucson, AZ, ATCT, from Goodyear, AZ, ATCT ... **Jeffery L. Hamilton**, area supervisor, John Wayne ATCT, Santa Ana, CA, promotion made permanent ... **Richard P. Harrington**, NAS operations manager, Los Angeles ARTCC AFS, Palmdale ... **Ramiro Rodriguez**, unit supervisor, Phoenix, AZ, AFS ... **Rosalina F. Serai**, area supervisor, Honolulu ARTCC, promotion made permanent ... **Gregory F. Smith**, manager, International ATCT, San Jose, CA, from regional office ... **Louis E. Spencer**, NAS operations manager, Los Angeles ARTCC AFS, Palmdale ... **Larry J. Statham**, asst. manager, MCAS TRACON El Toro, CA ... **Dale R. Steckel**, unit supervisor, Technical Analysis Section, Systems Maintenance Engineering Branch, Airway Facilities Div., promotion made permanent.

Retirees

Aeronautical Center

Joseph G. Deller
Eve E. Maytubby
Jesse C. Mills
Alvin M. Revzin
Norval G. Simpson
Nova L. Winders

Alaskan Region

Alfred L. James

Central Region

Lewis L. Clark
Lawrence B. Holt
Arthur H. Knettle

Eastern Region

Leila L. Leeks
John A. Shagen
Harry V. Trainum
James J. Yurkovic

Great Lakes Region

Zonnie J. Fritsche

Marlin E. Hensler

Northwest Mountain Region

John C. Artley
Lyle J. Carr
Donald L. Darrow
H. Flanary
Judy A. Hayes
Thomas D. Moreland
Nancy C. Sadon

Southern Region

Norvell L. Cole
Bernard K. Deese
John M. Hatchett
Edgar V. Lewis
Betty S. Mitchell
Louis P. Schuitema
Carroll M. Wickersham

Southwest Region

William H. Bauerle
Arlen L. Byrd

Tina L. Hiel
Kenneth L. Hodges
James E. Honeycutt
Larry M. Kester
Gilbert C. Parro

Technical Center

Albert A. Lupinetti

Washington Headquarters

William O. Byberg
William C. Davis
Beatrice E. Menge

Western-Pacific Region

Neil B. Bettenhausen
Lorrian P. Bush
Roy T. Kuratani
Charles M. Lewis
James A. Mills

FYI

continued from page 2

In spite of the District of Columbia Circuit Court decision holding the total ban on **honoraria** to be unconstitutional as it applies to executive branch employees below the GS-16 level, the Office of Government Ethics advises that the ban will continue in effect for the time being. This delay allows time for the Department of Justice to consider whether the decision should be appealed. Advice to the contrary that has been circulated by an employee labor organization is not authoritative. Keep posted for updates.

The **Air Traffic Control Association (ATCA)** is holding its technical conference and exhibits in Geneva, Switzerland, Sunday-Tuesday June 6-8. Sessions focus on the human, technical, economic, and management perspectives related to air traffic control. State-of-the-art air traffic control technology will be on display.

Also, ATCA has announced its 1993 awards program. Awards give special recognition to those displaying outstanding achievement in the development, operation, or maintenance of the national air traffic control system or an outstanding contribution to the system. Nominations are due to the awards committee before Thursday, July 1.

For further information, the association can be contacted at 2300 Clarendon Boulevard, Suite 711, Arlington, VA 22201. Phone (703) 522-5717; FAX (703) 527-7251.

A new book, *Ladybirds II: The Continuing Story of American Women in Aviation*, by Henry M. Holden and Captain Lori Griffith is right off the press. It records accomplishments from the dawn of aviation in 1783 until the present day. Several pages detail the career of **Arlene Feldman**, Regional Administrator, New England Region. According to Feldman, skills women might focus on developing to make progress at the FAA are expertise with computers, a pilot's license, and abilities in oral and written communications.

The **U.S. Navy GCA (Ground Controlled Approach) Association** was formed at a 1992 reunion held in Kansas City. Membership is currently open to all former Navy/Marine Corps personnel who were graduated from the Navy's GCA schools.

For information on the association and to take your place on the membership rolls, contact Nelson W. Bowers, secretary, PO Box 1812, Sebring, Florida 33871; or Rex A. Maddox, president, 7504 Range Road, Alexandria, Virginia 22306-2422.

FAA Remembers. Former FAA Deputy of the Western Region from 1971 through 1974, **Robert Owen Blanchard** died in Bellevue, Washington, earlier this year. He had retired after serving 32 years with the agency and returned to Seattle where he had been area manager from 1965 to 1971.

Mr. Blanchard is survived by his wife of 50 years, Evelyn, and three daughters.

Safety Message

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Solution: _ _ _ _ _

Look for the solution to the puzzler in the June *FAA World*.



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