



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

FAA World

November 1993



CTAS

By Pat Tomasetti, editor

"It's contrary to the nature of developers," who usually come down on the side of sweeping change, says Chuck Friesenhahn. He is describing the incremental, step-by-step process that's working so well for the Center TRACON Automation System (CTAS). Friesenhahn, the system's program manager, adds, "It's also human nature to want to eliminate all uncertainty."

Yet CTAS, which has been praised by air traffic controllers, airlines, and FAA managers, is taking an evolutionary, not a revolutionary, approach. In that way, it is being fast tracked—so far successfully—for the near-term. "We're trying to provide incremental

see 'Fast Track' on page 6

For Your Information . . .

The Human Resource Management Division has established a vacancy information telephone line for information on Air Traffic National Selection System, Airway Facilities National Selection System, and Aircraft Certification Service Supervisory Identification and Development Program vacancies.

Access the job line by dialing 1-800-201-6307. A recorded message provides the caller with the position title, routing symbol, announcement number, and closing date of the vacancy. The message also gives the appropriate human resource management office for additional information or to indicate interest in a particular vacancy. Updates are done on the first and third Monday of each month.

The information line does not replace current polling procedures for these programs. To find out more, call AHR-152's Barbara Sieger, (202) 267-3891, or AHD-400's Cynthia Ferentinos, (202) 366-6968.

"Open Season" for the 1994 Federal Employees Health Benefits Program runs from November 8 through December 13 this year.

Nationwide, more than 300 health plans are participating in this open season. According to the Office of Personnel Management, this will be the fourth consecutive year that employees and annuitants will receive improved benefits through low rate increases. Many enrollees will also benefit from new or improved preventive care services for themselves and their families, including physical exams, cancer screening, well child care, and blood lead level screening for children.

Additionally, many plans have improved mental health and substance abuse benefits as well as benefits for diagnosing and treating causes of infertility. The Office of Personnel Management is also encouraging the plans to provide and expand preferred provider networks for increased savings and convenience to enrollees.

Most enrollees will experience improvements in claims processing, particularly when they purchase prescription drugs. Using preferred drug networks will give the advantage of electronic filing of claims for prescriptions at the time of purchase. Enrollees can pay the drug costs not covered by the plan.

To receive further information, contact your servicing human resource management division.

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Change Is in the Air

FAA Responds to Reinventing Government Review

Transformation of the federal bureaucracy, the aim of the National Performance Review, is a hot topic of discussion across the Nation. By focusing on how government should work, not on what it should do, the six-month review zeroed in on ways to cut government red tape and deliver services effectively, efficiently, and responsively. The benefit should be a federal system that works better and costs less.

Vice President Al Gore, who led the review completed in September, said, "We are taking action to put America's house in order." He organized experienced federal employees into teams to examine the workings of agency and interagency systems. "Reinvention Teams" were developed to lead transformations in individual departments, and "Reinvention Laboratories" were set up to find ways to improve business processes. Also, ideas were sought from people across the country.

As a result, the review identified a wide range of problems and defined solutions. If enacted, its recommendations could save taxpayers \$108 billion over five years. The size of the civilian, nonpostal work force is expected to be reduced by 252,000, or 12 percent, for the same period.

As much as possible, downsizing will be accomplished through attrition, early retirement, and a time-limited program of cash incentives to leave federal service. Most reductions will be in the ranks of supervisors, headquarters staffs, personnel specialists, budget analysts, procurement specialists, accountants, and auditors, according to the Vice President's report.

FAA's response to the review is well underway. The agency's "reinventing government" task force, headed by Associate Administrator for Aviation Standards Darlene Freeman, has identified potential issues for efficiency and cost saving improvements, including:

- Contracting out level one air traffic control towers.
- Joint management with air carriers of the national airspace.

- User fees for foreign carriers.
- Establishment of an aeronautical telecommunications network public-private consortium.
- Revised technical training in Airway Facilities.

As part of the review, agency employees also were invited to introduce their ideas for reinventing government by calling the Secretary's Hotline in the Department of Transportation. Nearly 600 FAA employees responded. The most common suggestions addressed reducing the number of layers in the FAA, delegating more procurement authority to the field, and generally simplifying the procurement process. All these issues are currently part of the agency's planning effort to reinvent itself.

Preliminary guidelines were issued to FAA's top managers concerning reduced employment and expenditures. The agency's streamlining focuses on nonsafety positions, such as managers, overhead, and support; positions directly related to safety, such as air traffic controllers, are excluded. In addition, Acting Deputy Administrator Joe Del Balzo has advised Administrator's Management Team members:

- To continue the current hiring freeze.
- Against using permanent change-of-station (PCS) funds to fill jobs in Headquarters, regional offices, and the Aeronautical and Technical Centers.
- Against moving employees from safety work forces to supervisory, managerial, or staff positions.
- To make sure that every action taken is consistent with reducing cost, overhead, and number of layers.

The agency's Executive Board, chaired by Del Balzo, has devised strategic objectives and is now working on a five-year plan outlining how the FAA will fulfill its commitment to aviation leadership at a lesser cost. Additionally, Del Balzo has requested ideas and suggestions from members of the Administrator's Management Team on streamlining the agency's work force in keeping with National Performance Review guidelines. *

As with any budding pilot, I worked hard for my ratings, spent a lot of money, studied hard for the written tests, sweated out the checkride, and waited for that great day when my new certificate would arrive . . . and waited . . . and waited . . . and waited. The weeks seemed to slip into the sunset.

I decided to call the FAA number in the phone book for airmen certification . . . busy.

Does this sound familiar? More than a few of us have been through it, myself more than once.

Solving the mystery

I used to wonder about the mysterious certification process. After the checkride, you wait for awhile, and the new certificate will magically appear in your mailbox. What exactly happened between

checkride and mailbox I could only guess. But now I am no longer in the dark because in June 1991 I became a legal instruments examiner for the FAA in the Airmen Certification Branch (AVN-460), Airmen and Aircraft Registry, Office of Aviation System Standards, in Oklahoma City.

Primary functions of the job are the examination of applications and the final approval for issuing the certificates. Examiners also answer correspondence, update the records of pilots, issue duplicate certificates, and serve rotating tours of duty on the public phone lines about twice a week. However, the responsibility goes further than those basic production duties.

The organization directly assists field office personnel concerning the needs of the local airmen. All of the legal instruments examiners in AVN-460 help coordinate legal issues, identify and interpret specific Federal Aviation Regulations that relate to the issue of airmen certificates, and

Okay! Just Where Is My Certificate?

By John Ryan



John Ryan displays the correspondence received during a typical day in AVN-460.

perform many other activities that play a role in major changes to overall FAA policy.

At first I didn't think it sounded too difficult, and maybe you don't either. But after completing the first year's training program, I had a new appreciation for the work that is done here.

During fiscal year '91, for example, we examined 237,274 applications and issued the certificates for all airmen, including pilots, flight engineers, flight instructors, mechanics, foreign pilots, air traffic controllers, and aircraft dispatchers. We also scored, recorded, and provided 182,000 written tests for certificate applicants.

Registry building dedicated

On November 1, 1991, groundbreaking ceremonies were held for the 70,000-square-foot, \$10 million Registry Building at FAA's Mike Monroney's Aeronautical Center in Oklahoma City. Dedicated this past August, the new facility is a state-of-the-art marvel where the latest laser-optical record keeping equipment

will support modernization of airmen certification, aircraft registration, and processing major repair and alteration reports for aircraft, as well as the increased enforcement of requirements associated with these systems.

The building was designed when the Drug Enforcement Act of 1988 changed the FAA's role from having authority only in safety-related matters to assisting in drug interdiction efforts. It will house records on all registered airmen and aircraft, along with about 300 employees.

Giving almost instantaneous access to information, its new technology—scheduled to be operational in 1995—will strengthen the fight against drug trafficking and enable the FAA to perform even greater services to the aviation industry.

Faster and more accurate

Unlike the current operation of handling, sorting, filing, and counting huge stacks of paper, the new system will soon allow examiners to scan and record each request for a certificate as it is received. Those few seconds will give a complete historical track of each file, showing where to find an application and identifying its status.

The entire process of examination and issue will be done on a split computer screen with laser-optical equipment, substantially reducing the current issue cycle of 30 to 45 days. The ultimate goal is to issue a completed certificate by the end of the same day the application is received.

Dealing with glitches

Unfortunately, sometimes files must be returned to the designated examiner or Flight Standards district office for correction of various mistakes or completion of information required. This adds weeks and sometimes even a month or more to the time it takes to issue a new certificate, occasionally using up the entire 120-

day life span of the temporary certificate. Then a second temporary certificate may have to be requested from the Flight Standards district office.

The worst case scenario is when an application has to be reconstructed by the designated examiner or Flight Standards district office to replace one that was lost in the mail or somehow disappeared along the way. Annually, between 150 and 300 files are reconstructed—about one tenth of one percent of the total receipts for the period.

Continuous improvement

Of course there are many horror stories about lost files and certificates that were never received. Many applicants

become extremely upset because they just want the certificate they worked very hard to earn. Then the examiner needs to find out what went wrong in the intricate system and do his or her best to fix the problem.

We want to provide the best service to all users of our services—student pilots, airline pilots, mechanics, FAA inspectors, and others, and we firmly believe that the bottom line of quality service is the dedication of FAA employees who care about the work they do. For me, the greatest personal satisfaction comes when I am able to help solve someone's problem, or to help an irate applicant take

that first step toward becoming a satisfied customer.

Okay, so just where is that certificate we were wondering about earlier? In most cases, it will arrive in your mailbox in good time. Even though a high accuracy rate is our trademark, any application can become victim to problems or mistakes at any point in the process. However, if your application runs into trouble, please give us a chance to help out. After all, that's our job. The airman's help hotline is (405) 954-3261. *

Article from *Focus* magazine, Office of Aviation System Standards

Survey Scene

The "National Evaluation Report" on the 1991 Survey Feedback Action (SFA) process is out. Conducted from January to March 1993, the survey evaluation drew from approximately 90 participating FAA organizations and facilities.

Results show that overall, employees like having an avenue to express their opinions to management but feel there is little or no follow-up to their ideas. Supervisors and managers believe the survey opens lines of communication but the follow-up activities are time consuming, require intensive paperwork, and duplicate other ongoing activities—team building, Total Quality Management, Quality through Partnership, and Employee Involvement, for example. Perceptions of Survey Feedback Action's success increase in moving up the chain-of-command.

Employees who participated in the evaluation gave the following insights on the process:

• **What are the positives of the SFA program?** "Opportunity to express feelings and opinions" was employees' most frequent response. For supervisors and managers, it was "better communication." One Air Traffic employee

said, "I appreciated getting to give my views during the survey. It's a great idea and makes one feel a part of the workplace."

• **What are the negatives about the SFA program?** "Question of confidentiality/retaliation" was the most frequent response from employees, followed by "supervisor/manager doesn't want feedback and/or to hear the truth." Supervisors and managers most frequently commented on survey wording as "confusing/biased/too broad/adversarial." Employees more frequently voiced the opinion that the SFA is a good program but doesn't work because of deficient follow-through. Supervisors and managers focused on the required post-survey activities and the amount of time and money expended on the program. One Security employee noted: "I think the SFA would have made a difference if continued follow up was done. . . . Identifying the problem is just not enough."

• **How has the SFA made a difference?** The two most frequent responses expressed by employees and supervisors were: "None/no change" and "Improved communication." The two most frequent responses expressed by managers were: "Improved communication" and "Awareness check for supervisor/manager."

More and better communications is a positive outcome of the SFA pro-

cess, but managers apparently still need to communicate better to employees the changes resulting. One Air Traffic manager said, "This facility has improved 100% as compared to one and a half years ago. The survey was the catalyst."

The evaluation interviews revealed that many apparently did not know or understand the purpose of the SFA and its process and procedures. The SFA was designed as a tool to improve communication and interaction skills among all staffing levels, with emphasis on the first-level supervisor's work group.

As a result of the evaluation process, several recommendations for the Employee Survey Program are now under review. The recommendations are included in the SFA evaluation report.

To find out more about the SFA evaluation report, contact your Headquarters or regional Employee Survey Program representative. Copies of the "National Evaluation Report" on the 1991 SFA process were distributed to managers of facilities and organizations participating in the evaluation, Administrator's Management Team members, Employee Survey Program Headquarters and regional representatives, national unions, and members of the evaluation team. *

On the Fast Track

Center Automation Gives Controllers and Airlines Added Value

continued from page 1

tal benefits to aviation as soon as possible, while making sure the additional capability can be integrated into the future Advanced Automation System," says Friesenhahn.

Across-the-board savings

So far, the CTAS prototype has been received enthusiastically. The system, which the FAA is developing in conjunction with NASA Ames Research Center, MIT Lincoln Lab, and Mitre Corporation, does not really replace anything; it actually provides additional tools to reduce delays, lighten controllers' workloads, save fuel, and identify potential conflicts among arriving aircraft.

The FAA's Associate Administrator for System Engineering and Development, Marty Pozesky, describes CTAS as a product of research and development that enhances "flight efficiency by incorporating new air traffic control automation into the existing system."

Predictions are that by bringing CTAS online at just 12 selected airports initially, airlines will save nearly \$600 million in operating costs and reduced delays by the year 2000. One of the important advantages CTAS will bring controllers is in staffing for a rush of traffic. It gives a "heads up" on where, when, and what type of traffic is coming into the terminal area.

Beneficial automation

As an overview:

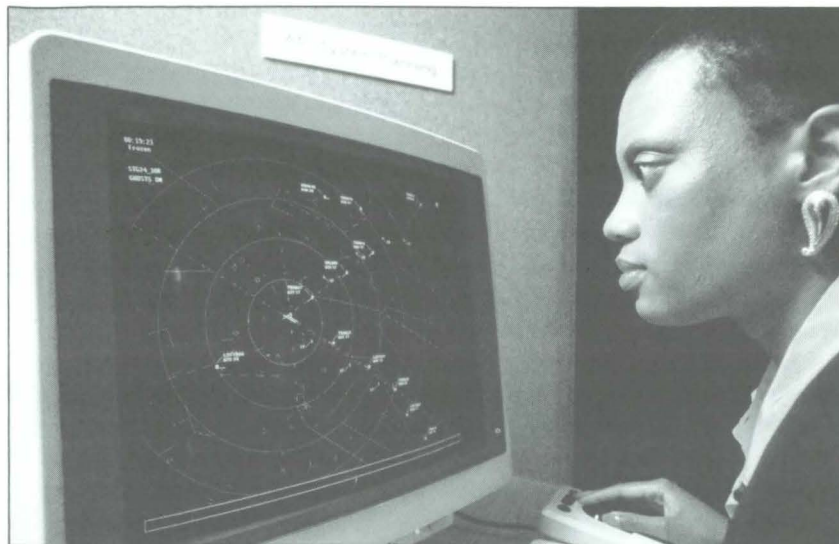
- CTAS is a single, integrated system with four functional products for presenting information to controllers—Traffic Management Advisor, Descent Advisor, Final Approach Spacing Tool, and Expedite Departure Path.
- It calculates aircraft trajectories within 200 miles of the airport, giving an estimated time of arrival for each plane.
- From the trajectories, the dynamic process develops an integrated traffic plan, sequencing and scheduling the aircraft on a continual basis.
- The system determines the most efficient plan for all aircraft involved—maybe not for an individual plane, but for the system as a whole.
- CTAS displays the schedule of arriving aircraft on a linear timeline for traffic management coordinators and provides optional speed, heading, and descent advisories to controllers to assist in meeting the schedule.

Field development key

Since March 1992, CTAS has been in testing at the terminal radar approach control (TRACON) facility at Stapleton International Airport, Denver, and the air route traffic

control center in Longmont, Colorado. Simpler parts of the system are used in operations while the more complex parts work in "shadow" mode—meaning radar data drives CTAS and provides advisories, but controllers do not act on them.

Field development, rather than doing all the work in the lab, has been vital to the success of the CTAS prototype, the system's developers believe. They explain how breakthroughs come more easily in a real-world environment. Add to that achievement the ability to produce a better product a whole lot faster because users can work out problems side-by-side with developers. Also, results are



Simpler parts of the system are used in operations while the more complex parts work in "shadow" mode—meaning radar data drives CTAS and provides advisories, but controllers do not act on them. FAAer Janis Hooten is pictured.

tested by a cross-section of controllers, not just those who volunteer for the project.

Important to project success thus far has been a very close working relationship between the Air Traffic Requirements Service and research and development organizations. Friesenhahn also credits those in Northwest Mountain Region, Southwest Region, and their facilities for providing opportunities for breakthroughs to occur.

Given that it's important to refine complex technologies in the field, he also describes how placement of prototypes in facilities must be guided by the premise of noninterference to controllers and Airway Facilities employees. "If our work could adversely affect the operation, we back off and do it some other time," he underlines. "Developmental activities must be compatible with the operational folks."

One example of how field development is influencing the final CTAS product concerns the Traffic Management Advi-

sor tool. Originally intended primarily for center traffic management coordinators, TRACON controllers picked up on the tool and realized its value for them. Now the TMA can provide them with situational information that was previously unavailable. Also, it makes coordination with the center much easier.

Working across lines

Friesenhahn says that the CTAS program also illustrates "how well all of us in the FAA can work together across career and organizational lines." People involved in the program have a good mix of skills. They have come to it with backgrounds as pilots, controllers, engineers, computer workers, and business managers.

Also, development of the program requires very close cooperation among those in Air Traffic, Research and Development, Airway Facilities, and Flight Standards. Too, close coordination is necessary among people at Headquarters, facilities, and the Technical Center, for instance. "And they can do magic at the Technical Center," Friesenhahn remarks with admiration.

In the fast lane

So far, notable progress has been made in fast-tracking CTAS. Here's a look at accomplishments slated for the next few years:

- The Traffic Management Advisor prototype is in place at the Denver center, Denver TRACON, and Dallas-Fort Worth TRACON. Later this fall, Fort Worth center is scheduled to receive it. Additional deployments of TMA are in the works for Chicago, Southern California, Seattle, New York, Washington, DC, Boston, Houston, and Atlanta centers.
- A prototype Descent Advisor should be in the Denver center in '94, with limited deployment beginning in '96.
- FAST—the Final Approach Spacing Tool—is in development at the Dallas-Fort Worth TRACON. Plans are to deploy an operational version in '95 to five or so major airports.
- The Expedite Departure Path "will sequence departure flows similar to the way the other three tools manage arrival flows," says Friesenhahn. A prototype should be in place during '95. Deployment is targeted for 1997.

About the value of CTAS and other high-tech aviation products, Friesenhahn says, "The need is so pressing that the real risk is not going for early benefits—not taking advantage of all the technology available as soon as possible." And that's where fast-tracking—which can be defined as expediting efforts to move new technology from concept to operation in a reduced timeframe—has come into play. *

On the cover: Bill Nedell, foreground, and Denver center's Gary Wells.

A Combination of Four

The Center/TRACON Automation System is part of the Terminal Air Traffic Control Automation, the agency's TATCA program. The system integrates a set of four tools to assist—not replace—both center and terminal controllers in achieving optimal terminal traffic flow. Here are short descriptions of what CTAS components can do:

- **Traffic Management Advisor (TMA).** The TMA schedules arrival traffic flow through the feeder gates to runways and generates a landing sequence as far out as 200 miles from the airport. A graphically depicted linear clock, showing time in the future as a vertical timeline, is used to display aircraft identification tags alongside scheduled and estimated times of arrival.

This visual reference gives traffic managers a picture of the time interval between consecutive aircraft and the relative position of all aircraft.

TMA's interactive features permit controllers to make real-time changes in the schedule, the airport's acceptance rate, and runway configuration. The tool communicates optimized sequences and feeder fix times to center arrival sectors.

- **Descent Advisor (DA).** Providing top-of-descent points, along with speed, heading, and altitude advisories, the Descent Advisor helps center controllers deliver aircraft to the TRACON feeder fixes on time and with minimum fuel consumption. Optimal conflict-free descent profiles and routings are continually computed based on traffic, aircraft performance, weather, and airport/airspace configurations. The DA provides descents consistent with TMA schedules.

- **Final Approach Spacing Tool (FAST).** The FAST assigns landing runway and sequence numbers in conjunction with precise speed and turn advisories to assist TRACON approach and final controllers in efficiently spacing aircraft on the final approach course. Advisories are continually updated to correct time and position changes that have accumulated since the previous advisories were displayed.

- **Expedite Departure Path (EDP).** Intended to provide optimal climb profiles and routings for departure traffic in sequence with arrival streams, the EDP will allow departures from satellite airports to be incorporated into the overall scheduling process at the primary airport. *

Eyes on Kitty Hawk

Wright Brothers' Epochal Flight Approaches 90th Anniversary

By Ned Preston

The birth of the airplane is one of those historical events that fires nearly everyone's imagination. Pursuing a goal that many considered impossible, Wilbur and Orville Wright worked without benefit of academic degrees or financial backers. They chose the windswept, isolated coast near Kitty Hawk, North Carolina, as the scene of a series of painstaking experiments with gliders. By 1903, the brothers were ready to incorporate an engine into their designs. On the morning of December 17, they translated their calculations into triumphant reality—powered, controlled flight in a heavier-than-air craft.

Always careful planners, the brothers made sure that the moment was captured in a now-familiar photograph. The shot was taken by one of the Lifesaving Service men whose off-duty assistance was the only federal help the Wrights received at this stage. Wilbur, who is shown running beside the *Flyer*, was able to keep up as the craft labored along a wooden track into the strong, icy wind. The 12-second flight that followed was "erratic," Orville wrote later. It ended with a "sudden dart" toward the ground 120 feet beyond takeoff. After sheltering indoors, the brothers switched places for a series of flights that included a trip of 852 feet in 59 seconds. Although a gust of wind wrecked the *Flyer* while it was unoccupied, the Wrights had proven their design. Beginning with the word "success," they described their accomplishment in a brief telegram to their father at home in Dayton, Ohio.

The America of 1903 had difficulty in grasping what had happened. The Wright family was unable to announce the achievement through the Associated Press, whose Dayton representative saw no news value in a flight lasting less than a minute. Closer to the scene, the *Norfolk Virginian-Pilot* snapped up the story but mangled the facts. The paper's version lengthened the flight to three miles and converted the *Flyer* to a huge machine with two propellers. The report inspired a chorus of garbled accounts that damaged the Wrights' credibility. Doubts about the brothers' work continued for years, nourished in part by their attempts to shield their invention from imitators.

Today, the events of December 17 can be recognized as a crucial step, but also part of a process. The chairman of the National Air and Space Museum's Aeronautics Department, Tom Crouch, recently discussed the issue. Crouch remarked that, if something had prevented the brothers from inaugurating powered flight in 1903, he



The Wright Brothers National Monument at the summit of Kill Devil Hill, North Carolina, is the focal point of a park that has a half-million visitors annually.

might still argue that they were the true inventors of the airplane. Their earlier glider flights had already demonstrated their mastery of the essential design problems. Others achieved powered flight as early as 1906, but their accomplishments were based on what they knew about advances the Wrights had pioneered. The two men from Dayton, meanwhile, were pressing ahead to develop a truly practical aircraft.



Brothers Wilbur, left, and Orville Wright.

By 1908, the Wrights were ready for a series of spectacular public demonstrations that confirmed their leadership in aeronautics. The initial Kitty Hawk flights remained a popular symbol, however, and also a key point in the battle over the brothers' far-reaching patent claims. Unable to deny that the Wrights had been the first to make an actual powered flight, their opponents sought to prove that the Smithsonian experimenter Samuel Langley had been potentially capable of the feat. One result of this tactic was Orville's decision to ship the original *Flyer*, by then a national icon, to the Science Museum of London. Not until after the 45th anniversary of the Kitty Hawk flight did a chastened Smithsonian receive the revered machine.

The *Flyer's* return was part of a movement to preserve locations and artifacts associated with the Wrights. In 1932, a stone memorial representing wings was dedicated at the summit of Kill Devil Hill at the site of the first flight. It remains the focal point of the Wright Brothers National Monument, a park visited by a half-million persons annually. Beginning in 1938, the public has also been able to tour the brothers' home and bicycle shop, transplanted to Henry

Ford's Greenfield Village near Detroit. Other memorials include a 30-foot marble shaft in Dayton on Wright Brothers Hill, overlooking Huffman Prairie, scene of the pair's experiments after the 1903 success.

A series of biographers have offered interpretations of the Wrights. In 1943 journalist Fred Kelly managed to publish an authorized volume that survived Orville's exacting scrutiny. Other writers such as aviator Harry Combs helped to dispel any lingering image of the brothers as mere mechanics by describing their analysis and mastery of aeronautic problems. John Evangelist Walsh extolled Wilbur as the true inventor of the airplane, arguing that the long-lived Orville had received an undue share of the credit.

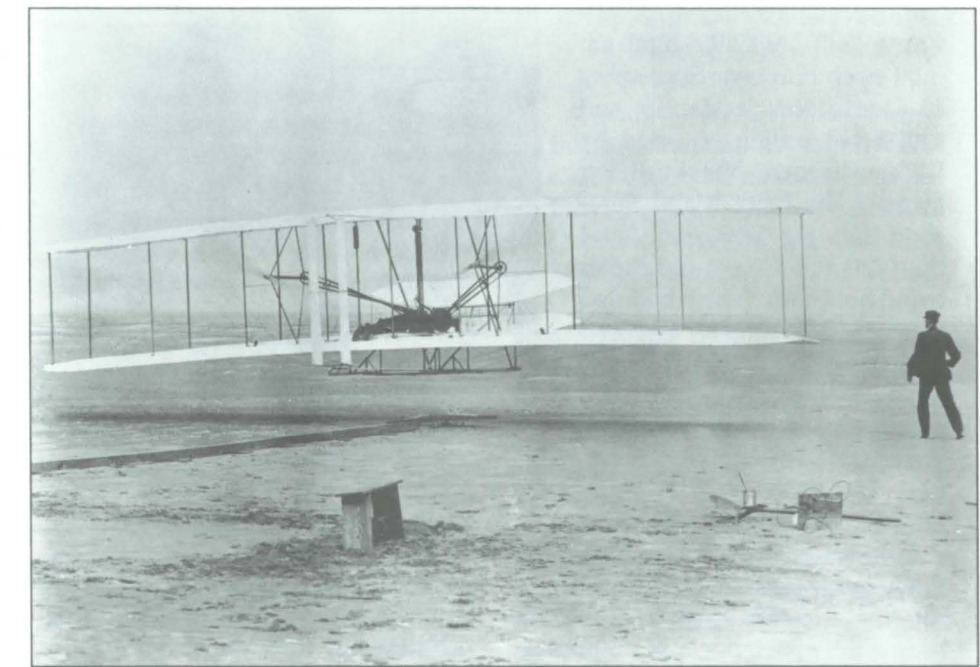
Tom Crouch regards Walsh's thesis as exaggerated, although he views Wilbur as the dominant partner in the early phase of the quest for flight. In his 1989 work, *The Bishop's Boys*, Crouch depicted the brothers as a team forged by family circumstances. Although they may have derived their mechanical bent from their mother, the pair were deeply influenced by their father, a combative clergyman

with a sense of high moral purpose. Watching their father's doctrinal and legal battles, Wilbur, Orville, and their sister Katherine came to see themselves as allies against a hostile outside world.

On the eve of the 90th anniversary of Kitty Hawk, Crouch notes an upsurge in interest in the Wrights, both in this country and in Europe. Planned events include a December 9 address by the inventors' grand-nephew, Wilkinson Wright, who will deliver the annual General Electric lecture at the National Air and Space Museum in Washington. Greenfield Village will feature "flight" as the theme of its holiday programs for December.

In Dayton, a wreath laying at Wright Brothers Hill will take place on December 17. At the memorial in Kitty Hawk, the First Flight Society will mark the anniversary by inducting astronaut Alan B. Shepard into their First Flight Shrine. The public ceremonies there will begin a decade-long program of special activities leading toward a national celebration of the first flight's centennial. *

Dr. Ned Preston is the FAA historian.



This photo of the first powered, controlled flight in a heavier-than-air craft was taken by an off-duty Lifesaving Service worker. Wilbur Wright is on the ground.

Long Island's MacArthur Facilities

More than 1,000 people turned out for an anniversary celebration and "open house" on September 18. For 30 years, the New York Automated Flight Service Station (NY AFSS) at Long Island's MacArthur Airport has been providing its services to the flying public. Throughout the day, FAAers from both the NY AFSS and MacArthur Airport Traffic Control Tower guided tours and seminars on aviation safety during this seventh annual open house.

On display were aviation-related exhibits and helicopters from the Army National Guard and the Suffolk County Police Department; a MacArthur Airport fire-and-rescue truck; and the "Firestar," a home-built ultralight.

Sport Aviation (Experimental Aircraft Association, Chapter 594), an association with international mem-

bership, provided information on "Eagle Flight," a program for students ages 8 to 17 that prepares them for demonstration flights with a volunteer pilot. The program also educates youngsters about airplanes and the principles of flight.

More information about Eagle Flight is available from:

Young Eagles Office
EAA Aviation Foundation
PO Box 2683
Oshkosh, Wisconsin 54903-2683
(414) 426-4800

Additional displays at the open house came from the U.S. Coast Guard Auxiliary; the Long Island Chapter of the Ninety-Nines, an international organization of women pilots; the Long Island Soaring Association; the National Weather Service; and Suffolk Aeromodelers, who exhibited

radio-controlled aircraft models.

Outdoors, the airport's crash-fire-rescue team demonstrated different types of fire extinguishers.

Related FAA seminars on aviation safety were held at the Board of Continuing Education Services, Suffolk Air Academy. Topics covered were:

- Reclassification of airspace—the ABC's of airspace.
- Advice for the nonpilot, companion, or flying assistant.
- Procedures concerning limited radar approach control.
- Avionics, log books, and installations.
- Aviation-related fires and methods used to extinguish them, along with a showing of the film *Fire! Fire! Fire!*.

It was a great day according to many of the visitors. *

Joan Brown

New York TRACON

More than 900 people braved foul weather for the New York Terminal Radar Approach Control's (TRACON's) ninth annual open house on September 18. Due to thick clouds, rain, and a 300-foot ceiling reported by LaGuardia tower, the sky diving team of the Long Island Parachute Club, the "Skywriters," and the National Guard helicopter could not make their scheduled appearances.

Lots of events and displays did stay open to the public, though. With assistance from facility personnel, groups of visitors got to observe actual TRACON operations. They watched while air traffic controllers directed aircraft to and from the New York metropolitan area and its 50 satellite airports. The visitors saw how controllers track the target on their round, 21-inch radar screens while keeping alert to the aircraft's relationship to other planes and ad-



Training specialist Joe Wcela showing spectators different systems to operate model aircraft.

new computer system that shows time tracking of the space shuttle. The system transmits and tracks a shuttle's flight, allowing live communications from the mission control navigator to be tapped into a ham radio operation via a satellite channel. The audio portions heard through the computer resemble the satellite coverage normally witnessed on television.

The New York TRACON, which operates around-the-clock, has responsibility for control of air traffic for Kennedy, LaGuardia, Newark, Islip, Liberty Westchester, and other locations in New York, New Jersey, and Connecticut. Its controllers guide more than 6,000 aircraft a day to their destinations. *

Paula Porcello

Joan Brown is a program assistant and Paula Porcello is a public affairs specialist in FAA's Eastern Region.

FAA World

Incentives Technique Saves Big Bucks

\$1.5 Million Invested; Savings May Top \$20 Million

Procuring the right equipment to aid in safely controlling air traffic is a vital part of FAA's mission. So what happens when an essential piece of hardware is in short supply and extremely expensive to boot? That's just the situation that those in the FAA USAF Replacement Radar (FARR) Program faced recently.

Power transistors are essential to the ARSR-4, the first all solid state en route radar the FAA has purchased. The required 250-watt power transistors were proving to be both more costly and more difficult to produce than had been anticipated.

According to the En Route Radar Program manager, Richard Lay, ANR-400, "Production schedules and budget plans were in jeopardy, and we knew we had to do something to save them. We heard about the Industrial Modernization Incentives Program (IMIP) technique and decided to look into it." A new way of doing business at the FAA when it was first considered for the ARSR-4 program, an IMIP allows the government to realize monetary benefits and schedule improvements by assisting a contractor through capital investment or performance award incentives. Lay asked the associate program manager for contracts, Micheline Conn, ASU-320, to research the technique and to provide recommendations for implementation.

When the ARSR-4 contract had been signed in 1988, Westinghouse solicited five vendors to provide a reliable source for transistors. At critical design review time, only three of the five vendors were still in contention. M/A-COM was the only vendor who designed an acceptable product and demonstrated the capability to fabricate it and commence production.

However, M/A-COM subsequently found that they were unable to produce the device in sufficient quantity to meet the ARSR-4 schedule. In addition, the cost of production proved to be almost three times the fixed price that was negotiated. Accordingly, M/A-COM was withstanding significant losses which were unacceptable.



Micheline Conn, ASU-320, receives achievement award from program manager Richard Lay for development of an innovative, two-level contracting procedure.

Conn's research and careful study of the Federal Acquisition Regulations (FAR) indicated that an IMIP had real potential for solving the power transistor problem. However, since M/A-COM was a subcontractor to Westinghouse rather than a direct contractor to the ARSR-4 program, some special arrangements had to be considered. Conn devised an innovative procedure whereby the incentives program for the ARSR-4 was instituted through a modification of the ARSR-4 contract; in that way Westinghouse could establish and implement an IMIP for M/A-COM.

The contract change that the FAA negotiated with Westinghouse established guidelines for an IMIP with M/A-COM that would be implemented incrementally. Initially, it provided for an engineering analysis of the M/A-COM production facility to identify causes of the low yield of power transistors and to come up with workable solutions.

This analysis yielded immediate results. M/A-COM made engineering improvements, including those in processing methods and statistical controls. As an outcome, the power transistor shipment rate went from about 300 to a steady 900 units a month.

In a second phase, M/A-COM purchased, installed, and started up the capital equipment necessary to bring the power transistor production rate in line with full support of the ARSR-4 production schedule. Results were an increase from 900 units a month produced by two shifts, to 1,100 units a month made in one shift.

Currently under phase three—full implementation—M/A-COM continues to identify ways to improve the process and increase yield. Deliveries are now maintained at 1,200 units per month. "The bottom line," says Lay, "is that the government invested about 1.5 million in this IMIP effort, and the overall savings realized by preserving the schedule and obtaining the needed power transistors at the originally expected price is in excess of \$20 million."

Implementation of an Industrial Modernization Incentives Program to support ARSR-4 radar production has proven to be a win-win-win solution for everyone—the agency's ARSR-4 Joint Program Office, Westinghouse Electric Corporation, and M/A-COM. *

Le Anne Robbins

FAA's first female manager of a regional Airway Facilities division was recently appointed. Le Anne Robbins, manager of the Southern Region's ASO-400, started with the agency in 1977 as a GS-4 electronics technician developmental at the Minneapolis airport. She then transferred to Eugene, Oregon, where she earned journeyman status. Moving to Southwest Region's Dallas-Fort Worth Sector, she later became supervisor of the El Paso Radar Communications Unit. Robbins returned to the Dallas-Fort Worth area as an operations specialist and subsequently served as manager of the Love Field Sector Field Office and Dallas SFO II on an extended detail.

Robbins attained career diversity as the test director for D-BRITE (Digital Bright Radar Indicator Tower Equipment) Program in the NAS Development (AND) organization. She subsequently became the deputy project manager and the project manager for D-BRITE. During her time in



AND, she applied for and was successful in the Airway Facilities National Selection System, which made her eligible for management positions in Airway Facilities.

As assistant sector manager at the Oakland Air Route Traffic Control Center in Fremont, California, she applied for the Senior Executive Service Candidate Development Program. She was selected as the manager for Denver ARTCC in 1991 and during the same week found out that she had been selected for the candidate development program. In May 1993, upon completion of the development program, Robbins transferred to the Southern Region as assistant manager of the Airway Facilities Division, ASO-401, where she recently became division manager, ASO-400.

Still the picture of Robbins' career is not complete. She has also served as an equal employment opportunity counselor, an aviation education facilitator,

chair of the Southwest Region Federal Women's Program, an architect of Southwest Region's human relations plan in the 1980s, and chair of employee participation committees in the offices of the Program Director for Automation and the Associate Administrator for NAS Development. Currently she is vice president of the Technical Women's Organization (TWO).

Robbins has moved eight times in 13 years—no small challenge because for much of her early career she was a single parent with two daughters and no family support system.

She has often been the first woman to attend a particular technical training and become certified on the system—ATCBI-5 and ARTS II, for example. She was among the first female journeyman technicians, supervisors, and managers in Airway Facilities. Although Robbins has found this to be a challenge at times, it has also been a unique opportunity to mentor and develop other women and minorities, a responsibility that she takes very seriously. It is critical, she believes, to keep and develop the talented people we hire. *

Ray Salazar

Ray Salazar, recently named director of the newly created Latin America/Caribbean International office in Miami, is a "perfect choice for this important new job," say top agency officials.

Salazar has been director of the Center for Management Development at Palm Coast, Florida, since June 1990.

"Mr. Salazar has the perfect 'mix' of technical skills and background and a detailed knowledge of the international environment for this post," Administrator David Hinson said. Salazar's strong leadership at CMD was also cited as a major plus as the FAA begins to develop a more coherent strategy towards Latin America.

The assignment encompasses 42 countries, Hinson said. "This region accounts for more than 38 percent of the 68.8 mil-



lion international air passengers arriving and departing the United States in 1991," he noted. Almost half of our citizens who traveled outside the United States by air in 1991 flew into this

region. Almost 100 air carriers are serving the United States from the region under Part 129, Federal Aviation Regulations, authority, and one-third of the FAA's technical assistance agreements are with countries in Latin America.

The new post was created by the FAA's Office of International Aviation to aid in the creation of a global aviation system, both for safety and efficiency. Joan Bauerlein, director of FAA's Office of International Aviation, said safety and efficiency are so interrelated that "inefficiency anywhere becomes everyone's problem. U.S. citizens traveling abroad expect the

same level of safety they have in the states."

Salazar will supervise international policy across the board in Latin America and the Caribbean. Offices in Rio and Fort Worth will report to the newly created Miami office. Responsibility equates with the FAA's International offices in Brussels and Singapore, Bauerlein said.

At the CMD where some 5,000 students a year attend classes, Salazar's work resulted in major curriculum changes and a new direction for training FAA's managers. "Experiential learning" became the heart of studies for new and long-time managers.

Salazar started government service with the U.S. Army's military intelligence in 1966. After joining the FAA in 1972, he served as security officer in several regions before becoming director of the Office of Civil Aviation Security in 1986, a job he held until moving to the CMD. He received the Senior Executive Service Presidential Meritorious Rank Award for 1991-92. *

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

Marvin A. Conway, manager, Aircraft Program Div. ... **James L. Ellis**, manager, Personnel Management Division B ... **David A. Smith**, manager, Aviation Security Training Div. ... **John H. Smith**, manager, En Route Performance Verification Branch, Air Traffic Performance Verification Program Div. ... **Danny L. Wheeler**, unit supervisor, Avionics Maintenance Section, Aircraft & Avionics Maintenance Branch, Aircraft Maintenance & Engineering Div., promotion made permanent.

Alaskan Region

Ray A. Ballantyne, area supervisor, Anchorage TRACON, from regional office ... **Sylvia A. Caldwell**, manager, Nome FSS, from regional office ... **Nancy A. Lathey**, unit supervisor, Air Traffic Div. ... **Cyrus E. Mutchler**, unit supervisor, Bethel AFSFO, North Alaska AFS, Fairbanks, promotion made permanent ... **Robert J. Phillips**, asst. manager, programs, Anchorage TRACON ... **Frances A. Sherertz**, branch manager, Civil Aviation Security Field Office, Civil Aviation Security Div. ... **Paul J. Williams**, asst. manager for program support, North Alaska AFS, Fairbanks ... **Joseph F. Woodford**, manager, Facility Operations Branch, Air Traffic Div., from Anchorage ARTCC ... **Darrel L. Zuke**, manager, Fairbanks AFSFO, North Alaska AFS.

Central Region

William V. Francis, supervisor, Geographic Section, Kansas City, MO, FSDO

... **Samuel S. Inouye**, principal operations inspector, Certificate Management Section, Kansas City, MO, FSDO ... **Pamela A. Rusk**, manager, Forbes Air Force Base AFSFO, Wichita AFS.

Eastern Region

James D. Allen, asst. manager, Flight Standards Div. ... **John J. Cahill**, manager, Dutchess County ATCT, Wappingers Falls, NY, from Westchester ATCT, White Plains, NY ... **Melvin T. Cooper**, asst. manager, Washington FSDO, Loudoun County, VA ... **Lynn M. Heflin**, asst. manager, quality assurance, New York ARTCC, Islip ... **Norman Lizzul**, area manager, New York ARTCC, Islip ... **Nora Zaba**, group supervisor, Internal Security Branch, Civil Aviation Security Div.

Great Lakes Region

Wanda L. Adelman, manager, Aurora ATCT, Sugar Grove, IL, from Minneapolis ATCT ... **John E. Brandt**, supervisory engineering technician, Dakota AFS, Bismarck, ND ... **Jerry J. Daily**, manager, Dakota AFS, Bismarck, ND, from Illinois AFS, Springfield ... **Richard P. Demint**, supervisory engineering technician, Rock Island County, IL, Illinois AFS, Springfield ... **Robin E. Hill**, area supervisor, Bismarck, ND, ATCT, from San Diego Miramar NAS ... **David J. Huss**, supervisory engineering technician, Brown County, Wisconsin AFS, Green Bay ... **Larry H. Ladendorf**, asst. manager, Airports Div. ... **R. T. Phillip Martin**, area supervisor, Springfield, IL, ATCT, promotion made permanent ... **Del R. Meadows**, area supervisor, Springfield, IL, ATCT, promotion made permanent ... **Wayne M. Rogers**, manager, Systems Maintenance Engineering Branch, Airway Facilities Div. ... **Richard M. Sonstegard**, supervisory engineering technician, Dakota AFS, Bismarck, ND ... **James H. Washington**, deputy manager, Air Traffic Div. ... **Beatrice M. Wilbur**, administrative manager, Minneapolis/St. Paul Certificate Management Office ... **Donald E. Yardley**, environmental support unit supervisor, promotion made permanent.

New England Region

Judge R. Coles, traffic management unit supervisor, Boston ARTCC, Nashua, NH ... **Norman L. Gommoll**, manager, Portland, ME, ATCT, from Alaskan regional office ... **Gregory J. Lemieux**, unit supervisor, Windsor Locks, CT, AFS, Burlington, VT, promotion made permanent ... **John J. Markunas**, deputy general counsel, Office of the Assistant Chief Counsel ... **Robert C. Yalden**, area supervisor, Boston ARTCC, Nashua, NH.

Northwest Mountain Region

Christopher L. Glover, manager, Financial Resources Div. ... **Michael L. Hopkins**, asst. manager, operations, Portland, OR, ATCT ... **Paul D. Johnson**, unit supervisor, Information Technology Div. ... **Raymond J. McMichael**, unit supervisor, Salt Lake City, UT, ARTCC AFS, promotion made permanent ... **Diane M. Niles**, unit supervisor, Portland, OR, AFS, Redmond, from Medford, OR ... **David L. Pyle**, traffic management unit supervisor, Denver ARTCC, Longmont, CO ... **Linda M. Rose**, manager, Information Technology Div. ... **Larry J. Statham**, asst. manager, Denver ATCT, from El Toro TRACON, Santa Ana, CA ... **Martin R. Walker**, asst. manager, programs, Colorado Springs ATCT, from Pueblo, CO, ATCT.

Southern Region

Roger M. Anderson, asst. manager for training, Nashville, TN, ATCT ... **Susan D. Coulter**, manager, Management Consulting Staff, Airway Facilities Div. ... **Paul W. Davidson**, area manager, Hebron, KY, ATCT ... **Harold G. Davis**, manager, Rocky Mount, NC, FSS ... **Kenneth Dejongh**, unit supervisor, San Juan, PR, AFS ... **Stanley D. Ensley**, area manager, Hartsfield ATCT, Atlanta, from Hampton, GA, ARTCC ... **Rosemary B. Green**, supervisor, Control, Reports & Analysis Section, Accounting Operations Branch, Accounting Div., promotion made permanent ... **Ronald L. Harper**, area manager, Macon, GA, AFSS, from Miami AIFSS ... **Robert M. Jackson**, manager, Establishment Engineering Branch, Airway Facilities Div. ... **Milton J.**

Jones, area manager, Nashville, TN, ATCT ... **Ronald C. Montague**, area supervisor, Hampton, GA, ARTCC ... **Paul A. Ray**, staff chief, National Simulator Program Staff, Flight Standards Div. ... **Harry P. Roberts**, unit supervisor, Miami Hub AFS ... **Valencia S. Steed**, supervisor, DOT Modes Payroll Section, Payroll Branch, Accounting Div., promotion made permanent ... **Michael C. Thomas**, asst. manager, Flight Standards International District Office, Miami ... **Ernest T. Vargas**, asst. manager for program support, San Juan, PR, AFS, from regional office ... **William F. Whitehead**, manager, Huntsville, AL, ATCT, from Nashville, TN, ATCT ... **Paul Zinski**, unit supervisor, Atlanta FMP, Airway Facilities Div.

Southwest Region

Glenn A. Adams, manager, System Management Branch, Air Traffic Div. ... **Roy D. Engelke**, area supervisor, Houston ARTCC ... **Rufus L. Forrest**, manager, Tulsa AFSFO, Oklahoma City AFS, Bethany, from Washington Headquarters ... **Denise R. Garcia**, unit supervisor, Albuquerque, NM, ARTCC AFS ... **Clifton M. Harris**, unit supervisor, Monroe, LA, Little Rock, AR, AFS ... **Ricardo E. Mills**, area supervisor, Houston ARTCC.

Technical Center

Raymond J. Alimenti, technical program manager, Secondary Surveillance

Div. ... **Steven James Curran**, technical program manager, Voice Switching Automation Div. ... **Paul Z. Jankowski**, technical program manager, Systems Development Div., promotion made permanent ... **Robert D. McQuown**, supervisor, RDP/FDP Section, Enroute Field Support Branch, National Enroute Systems Engineering Div. ... **Laurel A. Tootell**, deputy div. manager, Voice Switching Automation Div.

Washington Headquarters

Jeffrey Clarke, manager, Terminal Procedures Branch, Procedures Div., Air Traffic Rules and Procedures Service, from LaGuardia ATCT, Queens, NY ... **Lee S. Longmire**, deputy director, Office of Civil Aviation Security Policy & Planning, from Western-Pacific regional office ... **Elizabeth F. Rand**, program manager, F&E Resource & Planning Div. ... **Catherine L. Randall**, staff officer, Current Operations Branch, Executive Director for System Development ... **Diane M. Spitaliere**, manager, Employee Communication Branch, Public & Employee Communications Div., Office of Public Affairs ... **Howard J. Vaughn**, deputy manager, Certificate Management Branch, Flight Standards National Field Office, Flight Standards Service, promotion made permanent ... **Belinda R. Zamer**, program manager, Technical Training & Certification Branch, Maintenance Operations Div., Systems Maintenance Service.

Western-Pacific Region

Stephen Aguirre, unit supervisor, Establishment Engineering Branch, Airway Facilities Div., from Sierra Nevada, CA, AFS ... **Paul D. Candelarie**, manager, San Francisco (Nav/Com/Rad) AFSFO, from Hayward, CA ... **Gale C. Coffey**, supervisory electronics technician, Oakland, CA, ARTCC AFS ... **Mark D. Cottrell**, asst. manager, military operations, Los Angeles ARTCC, Palmdale ... **Scott T. Davies**, area supervisor, Lindbergh International ATCT, promotion made permanent ... **Earl Hardy**, systems engineer, Oakland, CA, ARTCC AFS ... **Norman D. Harris**, manager, Oakland, CA, AFSS, from Oakland TRACON ... **Diane M. Mangels**, manager, Santa Monica, CA, ATCT, from Hawthorne ATCT ... **Joseph Miles**, systems engineer, Oakland, CA, ARTCC AFS, Fremont ... **Leonard A. Mobley**, manager, Facility Operations Branch, Air Traffic Div., from Los Angeles TRACON ... **Matthew F. Nally**, supervisory electronics technician, Los Angeles ARTCC AFS ... **Kempley S. Taylor**, unit supervisor, Oakland, CA, ARTCC AFS, Fremont ... **Jeffrey H. Thorstenson**, manager, John Wayne ATCT, Santa Ana, CA, from Los Angeles ATCT ... **Johannes H. Willemse**, manager, Phoenix, AZ, AFS, from regional office ... **William J. York**, area manager, Southern California TRACON, San Diego, from Ontario, CA, TRACON.

New England Region

Jack A. Sain
James A. Tilley

Northwest Mountain Region

H. G. Bartlett
Gene L. Dunham
Evelyn M. Engstrom
James Garcia
Donald E. Johnson
Edwin J. Justice
Carl E. Peterson

William F. Dockery
Edward A. Gfroerer
Adam Joseph Mattern
Joseph D. McKinley
Louis Paskevich
Harold W. Sowers

Great Lakes Region

Carl E. Blassingame
James F. Bruner
George W. Evans
John A. Johnson
Gerald J. Lynch
Mary Foley Malham
Orville K. Putzier
John F. Tobin

Retirees

Aeronautical Center

John J. Callanan
John R. Newman
Erie R. Schneider

Central Region

Don S. Lang
Ruth M. Lynch
Jack Roggenbach

Eastern Region

George N. Benoit
Armour W. Brown

Southern Region

William C. Beal
Bradley H. Beckham
Edward P. Bradley
Cecil Ira Davidson
Jerald W. Dean
Robert W. Gess
William W. Harper
Paul A. Kessler
Edgar E. McRee
Reginald F. Potoczny
Larry M. Price
William W. Rainey
Candido Rosado
Richard J. Shremshock
James M. Taylor

Southwest Region

Jimmy C. Burgess
John F. Hicks
Norman C. Skipworth

Washington Headquarters

Kenneth M. Mays
Joyce A. Sexton
Helen A. Smith

Western-Pacific Region

William W. Chinn
Merle D. Clure
Ronald L. Mathews
William J. Patterson



Waco tower personnel, from left—Charles Jefferson, Dave Lambert, Jim Cummings, and Thomas Beck.

'Golden Eagle' Goes to Waco Employees

For their deep involvement in assisting law enforcement agencies in the Mount Carmel siege at Waco, and for their dedication in upholding the true air traffic tradition during this tragedy, Waco Airport Traffic Control Tower employees have received Southwest Region's Golden Eagle Award. Presented by Regional Administrator Clyde DeHart, it marked the first time the award was given to a group rather than to an individual.

Also participating in the ceremonies were Larry Craig, Southwest Region Air Traffic Division manager; Jim Cummings, Waco tower manager; Bob Sheehy, mayor of Waco; Bob Seal, a representative of the Federal Bureau of Investigation; Walt Schrupp, director, Waco Department of Aviation; and William Czervinske, manager, San Antonio Air Traffic Hub. *



FAA Remembers

On September 21, retired FAAer **Carl Fundeen**, 74, died of cancer at his Anchorage residence. A native of Kennicott, Alaska, he graduated from Cordova High School and in 1941 began his career with the Civil Aeronautics Administration as an airways technician in Cordova. Mr. Fundeen transferred to Annette Island as an airways engineer in 1945. In 1964 he started work in King Salmon where he later became station manger and then sector manager.

In 1983 the sector office was presented with the national General NAS Sector of the Year award—the first time an Alaskan office had captured that honor. After 46 years and 9 months of service in Alaska, Mr. Fundeen retired in December 1988 as manager of King Salmon's sector field office.

Among other awards, Mr. Fundeen was a recipient of the Secretary's Award for Meritorious Achievement (Silver Medal) that honors exceptional service to the Department of Transportation and the federal government.

Mr. Fundeen's survivors include Pat, his wife of 54 years; sons and daughters-in-law, Edward and Renée, John and Sandy, and Carl; and grandchildren Kelly, Tanya, Kimberly, and Mary.

Quality Action Team

Zeros in on Needs and Directions

These are exciting times in lots of ways for the FAA. In recent years, efforts to respond to an increasingly diverse workplace have given birth to a new understanding of diversity. One way to respond to the diverse needs of FAA employees is to provide a flexible and supportive work environment so that the formidable task of balancing home and work life responsibilities is easier.

The agency has established a Work and Family Life Quality Action Team (QAT) to do just that. The team has completed the first step in a series of activities designed to identify the family and work-related needs that should be important to FAA employees in the future. Three discussion groups have met to focus on the concerns FAAers have about such issues as child care, other dependent care, part-time employment, flexible working hours, flexible employment, and other family-related topics.

Representatives from the Office

of Labor and Employee Relations and Fried and Sher, a contractor with experience in government-sponsored



From left are Carmen Calabro, Technical Center contact; Debra Barnes; Janice Armstrong; and Joanne Pfeil of Fried and Sher.

care programs, have conducted the meetings with representative FAA employees in strategically located sites across the country. Participants were selected from a cross-section of geographical locations and job areas.

Information gained from the meetings on the agency's future needs and directions in relation to family and work life issues will be used to set up an employee needs survey, which should

be ready for distribution in the near future. Survey results will become a basis for recommendations to the team's sponsoring Quality Management Board, headed by the Associate Administrator for Airway Facilities Arnold Aquilano.

Members of the quality action team are Janice Armstrong, team leader, and Debra Barnes, Office of Labor and Employee Relations; Sam Hart, Aviation Medicine; Bruce Henry, Office of Air Traffic Program Management; Phil Krause, Human Resource Management Division, Great Lakes Region; Mary McBurney, Air Traffic Plans and Requirements Service; Elaine Morin, National Air Traffic Controllers Association; Mai Nguyen and Sheila Robinson, Office of Personnel; Rita Simons, Office of Civil Rights; and Ponjola Short, Office of the Associate Administrator for Airway Facilities. Gary Baldwin, deputy director, Office of Labor and Employee Relations, is the linking member between the board and the team. *



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