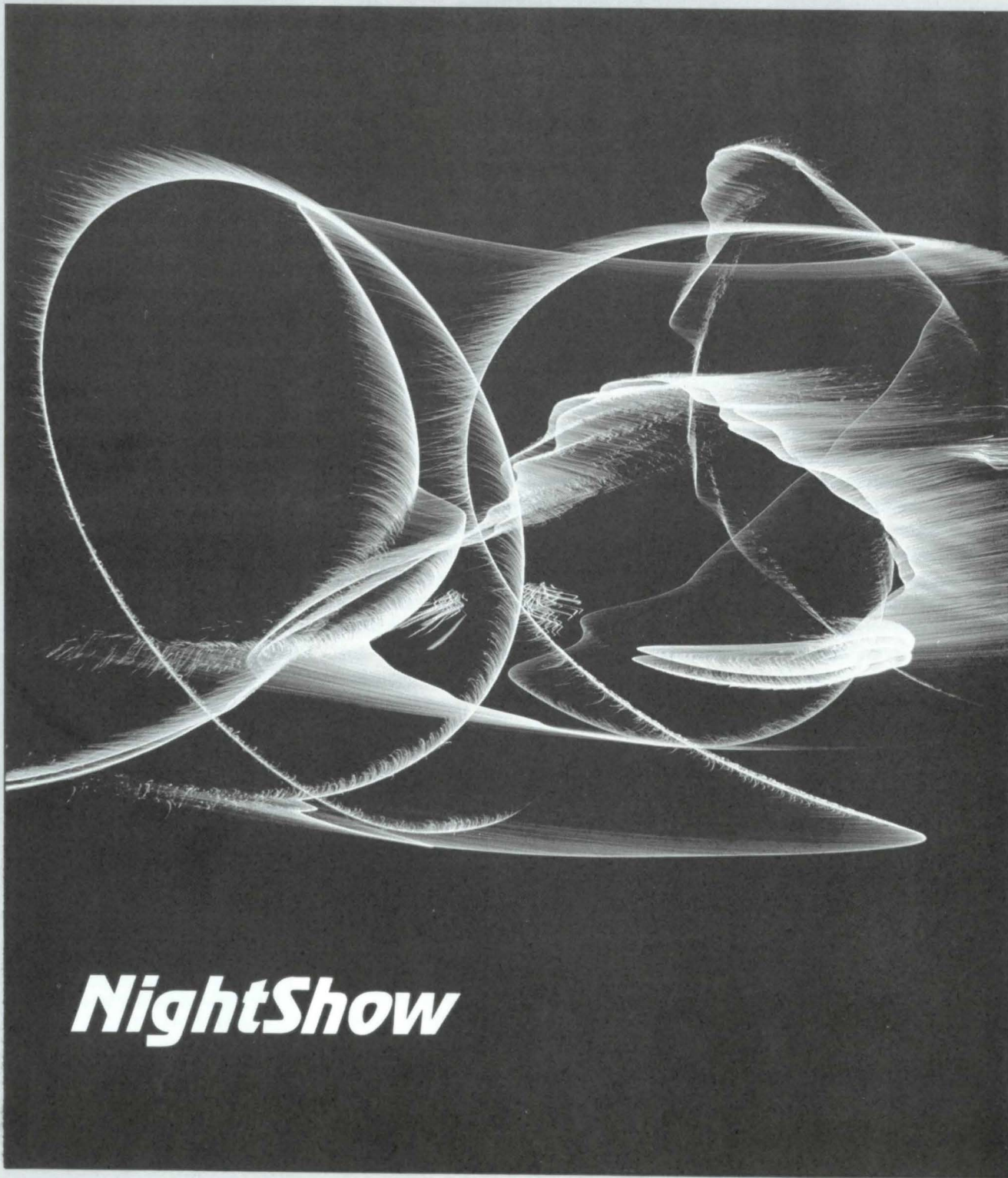




U.S. Department
of Transportation
**Federal Aviation
Administration**

FAAWorld

September 1993



NightShow

F or Y our I nformation . . .

On our cover, a time exposure traces the after-dark flight of Manfred Radius' aerial act at a nighttime airshow. Oklahoma City's Aerospace America began pioneering nighttime performances several years ago.

Thanks to Mike Harvey, Mike Monroney Aeronautical Center, for the cover photograph again this month.

Late on Friday, August 6, the Senate confirmed **David Hinson**, a former vice president of marketing and business development for the commercial segment of Douglas aircraft, to be FAA's 13th Administrator. A private swearing in took place on Tuesday, August 10. The public ceremony was Tuesday, August 24, at the National Air & Space Museum.



David Hinson
13th FAA Administrator

Implementation of President Clinton's decision allowing air traffic controllers who were fired in 1981 for participating in an illegal strike to reapply for jobs as controllers began last month. The agency has a toll-free number, 1-800-960-0600, to answer questions from these former controllers interested in applying for controller and other FAA jobs. Former controllers can request information and application packets by calling the number.

Currently, there is an FAA employment freeze due to budget restrictions. When the freeze is lifted, the FAA estimates that it will hire fewer than 200 new controllers in each of the next few years. Under the President's order, fired controllers are allowed to apply for these openings and other agency job vacancies for which they qualify. Recruitment and employment processing for controller jobs, for example, requires standard medical and security clearances and takes about six months. Any fired controller who is hired will undergo rigorous training and meet certification requirements prior to assuming his or her duties.

The former controllers will be able to apply for positions under the same rules as other applicants. They will have to meet governmentwide job qualifications and will be considered along with applicants from other sources, including those who have passed the air traffic civil service exam, student employment programs, current FAA employees, and certain military controllers.

Contents

Planning for Tomorrow AXO's diversity efforts	3	International Careers Job listings	15
Quality Effectiveness Teams Changing the way work is performed	5	The Heartbeat of the NAS National center advises on status of aviation system	16
A Tense Situation Rapid response saves controller's life	6	Departments	
Flood Report A look at what was and will be	7	FYI	2
Human Factors Research Issues related to aviation safety	10	Photo Credits	5
		Survey Scene	12
		People	13



U.S. Department
of Transportation

**Federal Aviation
Administration**

FAA World

September 1993 Vol. 23, No. 9

Secretary of Transportation
Federico F. Peña

FAA Administrator
David R. Hinson

**Assistant Administrator—
Public Affairs**
Bob Buckhorn, acting

**Manager—Public & Employee
Communications Division**
Paul Steucke, Sr.

**Manager—Employee
Communications Branch**
Vacant

Editor
Pat Tomasetti
(202) 267-3448

Art Director
Michael A. Malden

FAA WORLD, the official FAA employee publication, is prepared by the Employee Communications Branch (APA-340) of the Public and Employee Communications Division, FAA Office of Public Affairs, 800 Independence Avenue SW, Washington, DC 20591.

Articles and photos for FAA WORLD can be submitted directly to APA-340 or to regional FAA public affairs officers:

John Clabes—Aeronautical Center
Joette Storm—Alaskan Region
Sandra Campbell—Central Region
Bob Fulton—Eastern Region
Morton Edelstein—Great Lakes Region
Tony Willett—New England Region
Tim Pile—Northwest Mountain Region
Kathleen Bergen—Southern Region
Mike Ciccarelli, acting—Southwest Region
Holly Baker—Technical Center
Elly Brekke—Western-Pacific Region

A Plan for Today and Tomorrow

Strategies To Create a Diverse, 'Employee Friendly' Workplace

By Jacqueline Blazy



The issue of work force diversity is not as new as you might think. It has been around since the late 1980s and grew out of employers' recognition that the labor force from which they recruit was drastically changing. The *Washington Post* reported in 1989 that some employers were expanding their hiring horizons to include groups they had previously overlooked or avoided.

The article revealed that the labor force, formerly fueled by baby boomers, was beginning to dry up, forcing organizations to recruit where they had not recruited before. Increasingly, available labor pools were made up of racial (Blacks and Asians) and ethnic (Hispanic) minorities as well as women.

Valuing differences

As America's labor market changes, so, too, do its cultural values. Indeed the human resource management road map of the Department of Transportation recognizes the inherent value our differences bring to the workplace.

More recently, the FAA Executive Board has discussed potential strategies to guide diversity efforts in the agency. The board determined that each organization reporting directly to the Administrator should develop and submit by September 1 action plans fulfilling guidance set forth by the board, including that on:

→ FAA's commitment to have a work force that visibly reflects the American population by the year 2000.

→ The agency's commitment to eliminate its hostile work environment. This includes the elimina-

tion of sexual harassment and all forms of discrimination.

A broader definition

Adding to the dialog, FAA's Office of Civil Rights broadened the definition of work force diversity to include a recognition of the uniqueness each of us brings to the workplace. Diversity is more than visual differences, such as race, gender, or mobility impairments. It covers a full range of differences, including national origin, age, vision or hearing impairment, cultural heritage, religion, personal background, and geographical background, among many other things.

In short, diversity is about what makes us different from one another. It's also about understanding and valuing those differences and the uniqueness that makes me what I am and you what you are.

AXO's Diversity Plan

As the FAA becomes a more diverse place, the challenge will be to use its diversity to improve organizational effectiveness and productivity. This means, among other things, the removal of barriers that prevent the full use of all employees, including unfettered access to training and development opportunities.

"AXO [Office of the Executive Director for System Operations] is dedicated to becoming an organization that mirrors America, and that is free of racism, sexism, sexual harassment, and other biases that prevent employees from contributing effectively to its

missions," reads the opening paragraph of the AXO Diversity Plan. The plan was developed by a team of key executives: Tony Broderick, Associate Administrator for Regulation and Certification; New England Regional Administrator Arlene Feldman; Dan Peterson, Office of the Chief Counsel; Ted Beckloff, Southern Regional Administrator; Herb McLure, AHR-1; and Dorothy Berry, AHR-2. It is based on precepts that:

→ AXO will hire, develop, and promote persons who are not adequately represented in its work force.

→ The goal is to achieve a net gain of women, minorities, and people with disabilities in all levels of the organization.

→ Targeted hiring means System Operations will actively recruit from under-represented groups.

A quick rundown of some statistics in AXO reveals our success. In fiscal year 1993, the Air Traffic National Selection System recruited 32 managers—eight of whom were women, including three minority females; four were minority males. Of 118 recent selections of managers and supervisors in the Air Traffic organization, 56 (or 47 percent) were female or minority.

Second strategy

The second strategy addressed in the diversity plan centers on training. AXO is providing diversity awareness and skills training to critical parts of the work force, guided by maxims that:

→ All its employees receive a minimum of one day of awareness training.

→ This training informs employees about diversity and the busi-

ness necessity of having a diverse work force.

→ Employees are learning to recognize their own prejudices and the impact those prejudices have on others.

In addition, all supervisors and managers participate in diversity and sexual harassment training designed to help them recognize and correct their own cultural stereotyping and biases. Training is designed to facilitate openness, self-disclosure, candor, and expressions of support. The expected outcome is that behaviors will improve, resulting in a workplace free of racism, sexual harassment, and other abusive conduct.

We have been successful as an agency in hiring more minorities, women, and people with disabilities. In fiscal year 1992, the FAA hired 603 minorities and 1,197 women. However, during the same period, 725 minorities and 1,121 women separated from the agency.

Would an environment supportive of diversity have made a difference in those statistics? The AXO management team believes the answer to that question is "yes," and they believe the remedy is, in part, training.

Again, using the Air Traffic organization as an example, in the Alaskan Region 100 percent of the Air Traffic regional office and field employees have attended sexual harassment awareness training, and similar training is going on throughout the organization.

Managers will also be provided with the training necessary to manage a diverse work force. Skills like communication, conflict management, and empowerment will be emphasized.

Strategy three

The third strategy of the AXO plan focuses on creating an employee friendly work environment. Commitments have been made to make whatever changes are necessary to create an environment friendly to cultural diversity. These

commitments are focused on communications, equality of opportunity, employee survey and follow-up programs, and accountability. To humanize the work environment:

→ AXO managers are encouraged to take every opportunity to share information on diversity with all employees. Statistical data on promotions, awards, employment, and the like is circulated.

→ Speeches, videos, and public appearances by senior managers incorporate the diversity message.

→ A guide to combat sexual harassment has been developed. Outlining appropriate versus inappropriate behavior, it will be provided to all employees. A model for the project is the guide developed in Central Region.

→ The Associate Administrator for the Aeronautical Center is producing a videotape to convey AXO's diversity message.

→ Training and development opportunities are announced to all employees as well as agency special emphasis groups.

→ All vacancy announcements are distributed to special emphasis groups.

→ Diversity is being achieved on personnel rating and ranking panels.

→ An equal employment opportunity oversight committee comprised of AXO associates and two regional administrators is functioning. The committee will determine the status of complaints in AXO, identify whether action has been attempted to resolve complaints, and supply complaint information to the applicable associate or regional administrator.

→ Regional administrators now include assessments of diversity accomplishments in their performance review of all division managers in the regions.

→ Each AXO quarterly meeting includes a summary of diversity accomplishments for the organization. Associates and regional administrators report on the efforts to achieve diversity in hiring, promoting, and training their employees.

AXO's diversity strategy targets actions designed to influence and

improve the culture in the FAA. Awareness training is combined with affirmative action and targeted hiring, constructive use of survey feedback data, and employee orientation that emphasizes diversity. This multifaceted approach seeks to produce an environment that is consistently friendly to employees and helps to underscore the value and importance of work force diversity.

Those in AXO have been fortunate to have the help of the Assistant Administrator for Human Resource Management, Herb McLure, and his organization in their work towards diversity.

On a roll!

AXO's success is reflected in the larger world around us. Trends show that in general employers are making the corporate environment more supportive of their diverse work forces. They offer mentoring programs to pair new employees with those more "seasoned"; organize networks to help women and minorities adjust to the organization and communicate their needs to management; and train current workers to be more tolerant of language and cultural differences, identify and reject racial and sexual prejudices, and be more accommodating to people with disabilities.

New entitlements to family and medical emergency leave enacted earlier this year evidence changing policies. The law entitles federal and postal employees, among other working Americans, up to 12 weeks during a 12-month period of unpaid, but job protected, leave for births and adoptions, as well as personal or family medical crisis.

We have made a good beginning, but still it's only a beginning. The wonderful poet Robert Frost said it nicely, "we still have miles to go before we sleep." *

Jacqueline Blazy is executive officer in the Office of the Executive Director for System Operations.

Airway Facilities Quality Effectiveness Teams

Through team involvement and support from the Professional Airways Systems Specialists Union (PASS), FAA's Airway Facilities organization is involved in an approach to help reinvent government. It is bringing expertise to the identification of ideas for significant changes in the way work is performed.

Initially, an Airway Facilities (AF) Quality Effectiveness Team (QET) was established to recommend ways of better using the field maintenance work force. This team, chartered by Arnold Aquilano, Associate Administrator for Airway Facilities, AAF-1, and Howard Johannssen, President, Professional Airways Systems Specialists Union, visited various field locations, conducted interviews, and made recommendations. Through team members' concerted efforts, several plans were approved for implementation, including a plan to institutionalize the QET process nationally.

During May, team members discussed ways to expand and institutionalize the Airway Facilities QET process. As a result, they developed generic operating guidelines for the organization's QETs and guidelines for a National QET (NQET) to serve as an example for other teams. The process incorporates Employee Involvement (EI) principles to identify innovative approaches that could improve ongoing maintenance processes.

A joint agreement between the Professional Airways Systems Specialists Union and the FAA promulgates these guidelines to all Airway Facilities Regional Joint Employee Involvement Steering Committees. Employee Involvement committees and work groups will be able to use the guide-



From left are National Quality Effectiveness Team representatives Ron Rahrig, PASS; Brian Riehle, AAF-1; Mark Erb, ASM-260; Chet Lament, for air route traffic control center sector managers; Harry Hale, NQET focal point; John Wagner, Air Traffic's Supervisors Committee; Joe Beauchea, PASS; Dave Andress, Air Traffic's Supervisors Committee; and Steve Woolheater, representing general National Airspace System sector managers.

Photo Credits

FAA Representative in Paris Bob Francis, left, greets Dr. Assad Kotaite, president of the International Civil Aviation Organization, at the 40th Paris Air Show.

Kotaite viewed the agency's exhibits, featuring displays on the Global Positioning Satellite System, Center-TRACON Automation System, Dynamic Ocean Tracking, and Automatic Dependent Surveillance. Technology demonstrated helps create a safer and more efficient civil aviation system.

Positioned at the entrance of the USA National Pavilion, the FAA exhibit combined a programmed, 24-

lines in formulating QETs throughout the organization.

Through a "collaborative process," the new QETs may also identify ways of changing maintenance methods in order to use the work force more effectively. Also, they may help offices of primary responsibility in forming problem solving work groups to deal with identified issues, recommendations, and plans.

Other approved plans currently are: expediting essential modifications, optimizing technical inspections, improving National Airspace System performance through the leased interfacility NAS communications system (LINCS), refining facility reference data file (FRDF) tasks, and revalidating maintenance procedures that resolve conflicts of information in handbooks. Implementation plans are in various stages of completion. QETs provide status information on plans they initiate and bring them to closure with the Airway Facilities Executive Board or appropriate decision authorities. *

monitor video wall with the state-of-the-art air traffic control technology. The agency also sponsored seminars on satellite navigation.

Held every two years, the Paris Air Show is the largest event of its kind in the world. *



Lightning Action, Teamwork Save Controller's Life

On May 5, a dramatic sequence of events occurred in the terminal radar approach control facility atop the terminal building at Seattle-Tacoma International Airport. What happened that Wednesday evening, in that dimly lit room, is an example of teamwork and quick response that included lifesaving cardiopulmonary resuscitation (CPR). The normal evening traffic was uneventful as the controllers settled into

When Ed then approached Jim to monitor arrival operations, Jim's head was down on the console.

"Is traffic that slow?" Ed asked jokingly—but Jim did not respond. It appeared he was unconscious and not breathing.

Rapid response

Ed immediately delegated all of Jim's aircraft and airspace to air traffic control specialist Mike Callahan, who was working the adjacent radar

By Mitch Barker

and Jim still had no detectable pulse and was not breathing. Minutes later, the Sea-Tac Airport Fire Department personnel arrived and continued CPR.

Anxious moments

Approximately twelve minutes elapsed, and Jim still had no detectable pulse or unassisted respiration. Paramedics continued CPR and employed a defibrillator. It required four defibrillation attempts before a heartbeat and respiration were restored.

After his vital signs stabilized, Jim was transported to a hospital. The emergency room doctor said it was very rare that a person who had suffered cardiac trauma such as Jim's would arrive at the hospital with such strong and stable vital signs. He attributed Jim's survival to the immediate lifesaving CPR and assistance provided by Sue, Ed, and the paramedics.

Teamwork in action

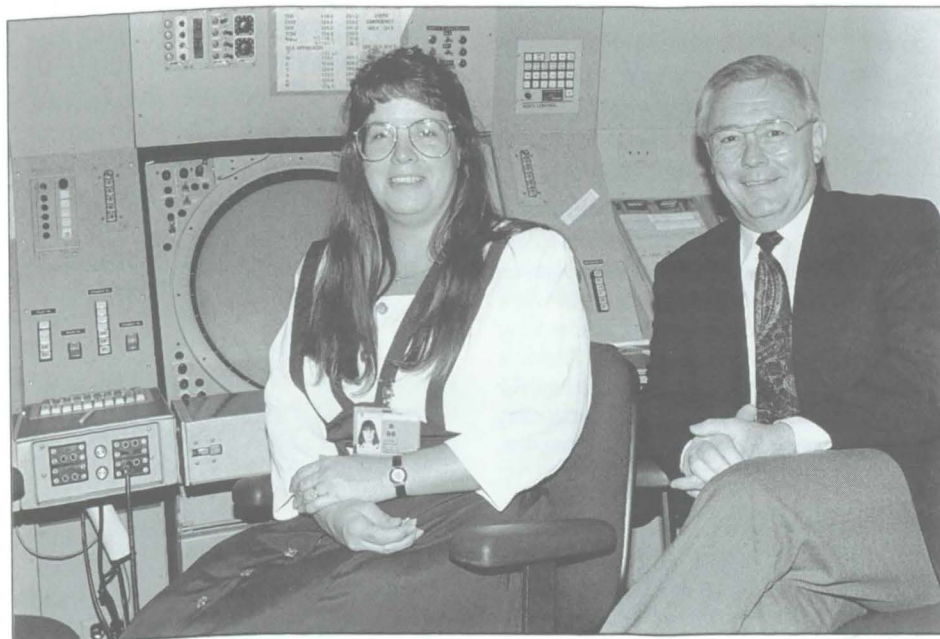
While the medical emergency unfolded, aircraft continued to fly. The controllers in the radar room focused their attention on their duties while CPR and defibrillation were performed on Jim.

"Everyone responded to this crisis," said tower supervisor Wes Price of the exceptional teamwork. "You couldn't have wanted any better response."

Controllers routinely handle emergency situations, and what happened that night is an example of their ability to remain focused despite distractions. It was a tense, stressful situation no one will ever forget.

Though Jim remembers little about that Wednesday evening, he continues to recover rapidly. Medical tests have revealed cardiac problems, but Jim has begun a treatment and recovery plan that will allow him to return to an active life. *

Mitch Barker is a public affairs specialist in Northwest Mountain Region, ANM-5.



Controllers Sue Hoover and Ed Gass provided lifesaving CPR.

a familiar routine. All runways were open, and the weather was clear; arrivals and departures were flowing smoothly.

'Is traffic that slow?'

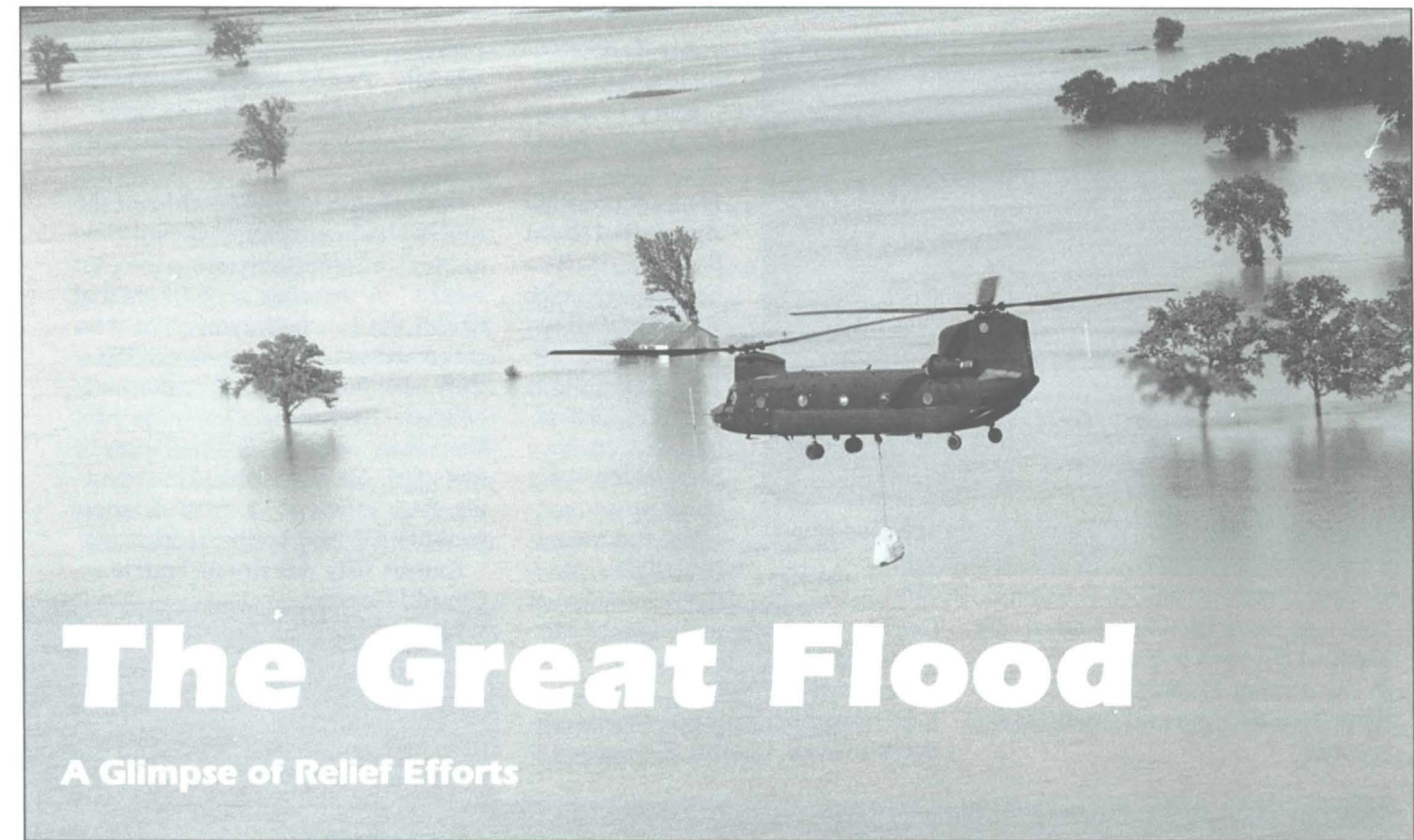
Area supervisor Ed Gass was managing the shift with enough people to safely control traffic and conduct a break rotation. Air traffic control specialist Jim Know was working an arrival radar position with a moderate volume. At 8:00 p.m., traffic management coordinator Dick Bobb advised Jim on an anticipated traffic increase and ribbed him on his approaching retirement.

sector. That combination doubled Mike's workload. Ed pulled Jim from his chair to the floor. He was not breathing, and there was no detectable pulse.

Air traffic control specialist Sue Hoover was working an associated arrival radar position and immediately assisted Ed in administering cardiopulmonary resuscitation. Ed performed chest compressions while Sue provided respiration.

Meanwhile, Dick contacted emergency medical personnel and coordinated traffic levels to compensate.

Five long minutes of CPR went by,



Army Reserve helicopter CH47 brings a 10-ton rock to a broken levee just west of Glasgow, Missouri.

Rivers throughout Mid-America are more peaceful now, but much of the work is just beginning for those who experienced their fury. To help ease the loss of those who were hit the hardest by the out-of-control water, organizations throughout the country are collecting money for flood relief. They include the:

American Red Cross
Disaster Relief Fund
PO Box 37243
Washington, DC 20013
1-800-842-2200
and
Salvation Army
Box 5
St. Louis, Missouri 63150
1-800-935-6639

Checks must be designated for "flood relief."

The recent flooding brought out the community spirit of FAA employees. Here are just a few accounts of their contributions.

Des Moines Flight Standards District Office

Flooding in the area began on Saturday, July 10, and was fully developed by Sunday night. The entire city was completely cut off from any water supply, and the business districts of Des Moines and West Des Moines were heavily flooded. The prognosis was terrible: Travel was dangerous, family safety was in jeopardy, and there was no water available for drinking or sanitation.

Yet from the beginning, many employees contributed to the well-being of the city. Office manager Tim Griffith, as Chief of Staff for Air, Iowa National Guard, spent long hours in the military emergency command post acquiring and scheduling a C-5 airlift to bring in water purification units.

Danny Morford, Larry Brown, Griffith, and their families filled and stacked sandbags at several locations. Bob Anderlik and Nick Spasic opened their homes to friends and strangers for showers and drinking water. Danny Sharp loaded his water tank

into a pickup and began trucking portable water in for neighbors.

On Wednesday the FSDO was reopened without running water. Leroy Monson and Griffith brought water from their undamaged wells to supply office needs and for people to take home. On Thursday, July 22, water was turned back on for some of the area. Cleanup continues.

Des Moines Airway Facilities Sector

Many AFS employees helped in the flood relief effort. Dale Bets, Ken Birlingmair, John Burris, Glenn Bush, Verlin Cadwallader, Ron Cline, Barb Craig, Amy Currie, Dave Farrington, Jeff Gehring, Tom Isenhower, Dave Kania, Ted Leigh, Joe Lindley, Ron Mark, Dan Martin, Steve Robinson, and Dave Smith volunteered to distribute water, help with sandbags, or work on cleanup.

Regional Flight Surgeon, ACE-400

Central Region provided immunization for tetanus to individuals working in flood conditions who had not been "boosted" in the past 10 years or



Even built on "high ground," this farm didn't escape flood waters.

Air Traffic Division, ACE-500

Employees from St. Louis and Des Moines towers and Columbia Automated Flight Service Station have assisted with stacking sandbags on their days off. Three employees from the Air Traffic Division have been extensively involved in managing the temporary flight restrictions in place at

who had never been immunized. Its Medical Division is grateful to those in the Airway Facilities Division for their deep concern and financial assistance.

Des Moines Tower and over the Missouri and Mississippi rivers.

Accounting Division, ACE-20

To raise money for flood victims in the Midwest, Central Region's Ac-

counting Division held a bake sale in late July. Profits were donated to the Salvation Army Flood Relief Fund.

St. Louis Civil Aviation Security Field Unit

Special agent Don Muschler of the unit has had an entirely different view of the flood situation during the past weeks. A member of the National Guard, he is a helicopter pilot who was activated for emergency military duty. He has flown numerous state officials, including Governor Mel Carnahan, over the flooded areas of Missouri. He also assisted in arranging FAA officials' tour of aviation facilities affected by the flood.

Kansas City Air Route Traffic Control Center

Center personnel provided assistance in the form of money, food, personal hygiene items, cleaning supplies, and more. They got information out to other FAAers on



Above: Flooding in St. Charles County, Missouri

Left: An aerial view of the Jefferson City Airport, Missouri

A State of Emergency It's not over yet!

Parts of each of the four states in Central Region were included in Presidential disaster declarations issued in July as a result of flooding.

Twenty-six airports were out of service due to floods in Iowa, Missouri, and Kansas. Eventually, the water will recede, but it will be months before anyone knows the extent of the flood damage to FAA facilities and personnel in the region, said Regional Administrator Jim Haight at a recent staff meeting.

Haight established a flood task force to assess the damage and plan for the future. The task force, which met for the first time on August 4, includes a representative from each of the region's divisions and staff offices. It is chaired by Herman Lyons, assistant manager of the Air Traffic Division. Deputy chair is Bob Long, manager, Systems Main-

tenance Engineering Branch, Airway Facilities Division.

During the preceding month, FAAers across the region were busy sandbagging; hauling water; distributing food; moving vulnerable equipment, including aircraft; preparing reports; and volunteering their off-duty time to assist other organizations or individuals. Personnel have been kept informed of the effects of Mississippi River valley flooding on Central Region aviation facilities with reports issued by the Regional Operations Center. The reports began July 2 at which time several airports were threatened by the Missouri and Mississippi Rivers. Since then, reports were updated whenever changes occurred. By August 9, the center had issued 44 reports. Reports are also prepared and issued by the Airway Facilities and Airports divisions.

Impending disaster in the region

was communicated July 11 by Mike Hodges, manager, Des Moines Air Traffic Control Tower, who said, "A state of emergency has been declared for the city of Des Moines. There is no electricity or water in the city," so all federal businesses are closed. "The river is expected to crest on Tuesday (July 13)."

Two hours later, he reported, "Rivers are rising rapidly. They have just closed I35 west of Des Moines and I80 north of Des Moines. Also, Fleur Drive to the airport is closed. West Des Moines will be flooded Monday (July 12). Access to the airport is down to one road and that is Southwest 8th Street. Raccoon River is rising rapidly. Expect it to crest 10 feet above flood stage by Tuesday."

By July 18, Des Moines FAA employees were back to work, but without municipal water supply. The water treatment plant closed, and the city was without drinking water until August 3.

Ironically, since June 1, "80 trillion

what was needed and how to get it to the flood victims.

Columbia, Missouri, Tower

Tower employees worked numerous flight operations to and from the vicinity of the Missouri River.

They also had four persons available to assist in community support.

Eyewitness account

Mid-afternoon on Saturday, July 24, while delivering two letters to the Parkville, Missouri, Post Office, ACE-112's Ken Payauys could not help but notice an abundance of automobile traffic in an otherwise very quiet little town. Police were directing traffic, the auxiliary fire department was out

in force, and one person was holding a hand-written, two-foot by three-foot sign, which said in part: "... volunteers needed to bag sand ... bring a shovel ... meet at city hall."

Payauys, an aerospace engineer, returned home, changed clothes, grabbed his favorite shovel, and reported for duty two hours early. Eight men, women, and teenagers began work on the first pile of sand. By the appointed time, the second, much larger, pile of sand had been delivered and a whole community of men, women, and youth had arrived to help. About four hours later, somewhere around 8 p.m., the second pile of sand had been put to good use. *

their time in sandbagging efforts and water distribution, of particular note was Ken Birlingmair, manager for program support, Des Moines Airway Facilities Sector Office.

Birlingmair, with his brother, hauled their father's 450-gallon water tank to a parking lot in a mall where they began to distribute the supply. The effort ballooned, and the mall became the largest water distribution site in Des Moines, dispersing 85,000 gallons per day. Birlingmair became "ad hoc" manager of the water distribution site. When President Clinton visited the city July 14, Birlingmair was seen at his side in the national news, with photos in the July 26 issues of *U.S. News & World Report* and *Time*.

Des Moines FAA personnel were the first to experience the major disaster in the region while St. Louis employees were the most recent. The levee protecting Spirit of St. Louis Airport "failed at 10:15 p.m. Friday, July 30th," stated an August 4 report by the Airports Division.

The report continued: "It is currently under approximately 10 ft. to 15 ft. of water. Water is still flowing through the break in the levee at approximately 8 to 10 knots. With the crest in the Missouri River now past, the situation should start to improve." Some 635 of the aircraft that were located at the airport were relocated in the 12-hour period just preceding the levee break.

Additionally, the report said, "The levee will have to be reconstructed before the airport can be reopened. The Airport Manager estimated 30 days before a recovery plan could be prepared and a longer period before the airport would reopen." In the meantime, all FAA employees based at the Spirit of St. Louis Airport are displaced.

The cleanup continues. *

Information compiled by Jean Branit, Central Region Public Affairs Office

All 'CLRS' for Human Factors Research

By Mike Wayda

Human factors researchers in the Office of Aviation Medicine have been given the "CLRS" forecast—clear and smooth. A surge of interest in human factors issues as they relate to aviation safety has intensified inquiry into this leading cause of aviation accidents. It has also propelled the Civil Aeromedical Institute (CAMI), with its 30 years of experience in various areas of human performance measurement and aeromedical safety, into the international spotlight in the advancement of human factors research.

'Age 60'

Among the high-visibility human factors projects assigned to CAMI is the "age 60" project. An agency regulation bars pilots who passed their 60th birthday from flying larger airline aircraft with more than 30 passenger seats.

Controversy surrounding the interpretation of an older "age 60" study led to the request for CAMI to initiate research concerning the relationship between pi-

lot experience, age, and accident rates. Using a contract with Hilton Systems, Inc., the CAMI team led by Pam Della Rocco found that there was little evidence concerning an increase in accident rates for Class III pilots prior to age 63. The finding has resulted in a notice by the agency of a public hearing to request comment on the "age 60" rule.

Readiness-to-perform

Another important cutting-edge research area is that of readiness-to-perform testing. Congress in 1985 mandated periodic drug testing for safety-sensitive occupations in public transportation. However,

after instituting wide-scale drug testing, the aviation industry reported that, while these programs are effective, they are also costly, time-consuming, and intensely disliked by many employees because of the allegedly invasive nature of existing procedures.

Then-acting FAA Administrator Barry Harris assigned CAMI the role of leading research to identify and validate alternative procedures to the "jar wars" approach. Computer-based, readiness-to-perform screens are being evaluated under the guidance of Bob Blanchard to determine if they can reliably identify employees

who are unfit for work because of alcohol, drugs, or other stressors.

Readiness-to-perform tests provide the opportunity to determine employees' readiness for duty, based on a comparison of their current performance with their own baseline data established over time. These tests have the potential for improving the safety of our work force and may significantly alter employee testing approaches.

World leadership via international studies

Another significant performance-based project at CAMI focuses on pilots with subtle neuropsychological problems, who may

FAA and Russian scientists review the air traffic control simulation tasks used in the joint study of human factors aspects of air traffic control vigilance. Standing, from left: CAMI's Mark Touchstone and David Schroeder and Nikolai Stoliarov and Elena Pomagilin of the State Scientific Research Institute for Civil Aviation, Moscow. Dr. Stoliarov directs ergonomic research in the Scientific Experimental Center for ATC Automation.



'A surge of interest in human factors issues as they relate to aviation safety has intensified inquiry into this leading cause of aviation accidents.'

be unable to perform properly in an emergency. COGSCREEN, a name derived from cognitive screening, is an automated test battery used to improve the medical assessment of pilots recovering from brain injury or disease.

The purpose of this research, led by Jerry Hordinsky, was to find an automated, low-cost, and sensitive screening tool that can be used to detect potentially debilitating neuropsychological problems in pilots.

Obvious cases of brain damage are not difficult to detect, but subtle ones are.

They are often missed without difficult and expensive testing.

COGSCREEN, however, has proved to be sensitive to detection of low-grade cognitive deficits, while providing the efficiency of computer-automated testing. The test is also easy to administer and inexpensive.

The international phase of this project was begun in 1990 under an agreement to enter into a cooperative study between the United States and Russia. Some 800 airline pilots in both countries were tested to establish statistical data from

which international norms could be drawn for evaluating pilots recovering from brain disease or injury. Further cooperative work on COGSCREEN is in progress.

Vigilance in air traffic controllers

Another international human factors project involves scientists from CAMI, Russia, and Washington University in St. Louis. Initiated in 1991 and now headed up by David Schroeder, the study seeks to identify time-on-task changes in visual search behavior that could be used to predict changes in vigilance on a simulated air traffic control monitoring task. Improved techniques to identify both performance lapses and situations in which operators demonstrate inefficient monitoring behavior are likely to play a significant role in ensuring the safety of future systems.

Leadership recognition

CAMI's successful projects, however, have always depended on the high quality of its scientific, technical, and support staff. This May, for example, the institute's leadership in human factors research was acknowledged during the

Aerospace Medical Association annual meeting in Toronto. At the meeting:

- Schroeder, Human Resources Research Division manager, was elected president-elect of the Aerospace Human Factors Association.

- Advanced Systems Section manager Carol Manning was elected as an at-large member of the association's executive council.

- Elected charter fellows of the association were: Manning and Schroeder; William Collins, CAMI director; and Henry Mertens, Workload and Performance Team supervisor.

Says FAA's Federal Air Surgeon Jon Jordan, "This recognition of CAMI scientists validates the successful efforts of the Office of Aviation Medicine to develop an effective human factors research program in response to the urgent requirements and concerns identified by the aviation community."

The CLRS forecast for human factors research remains steady. *

Mike Wayda is editor of the *Federal Air Surgeon's Medical Bulletin*.



The Civil Aeromedical Institute, located in Oklahoma City, leads the Office of Aviation Medicine's human factors research related to aviation safety.

Survey Scene

Once again the folks at the Civil Aeromedical Institute have been busily processing and analyzing the survey information from the latest administration of the Job Satisfaction Survey. This information allows senior management to plan and evaluate long-term, agency-wide improvements.

The earlier surveys in 1984 and 1986 were known as the Employee Attitude Survey and were administered to all FAA employees. These surveys were made up of 66 ques-



Greg Ruffin and Janine Layton scan returned survey booklets for inclusion in raw data files.

Mike Wayda

The 1992 Job Satisfaction Survey administration was delayed until May 1993 to incorporate questions that would help benchmark the nature of the work environment, including diversity, elder-care, child care, and alternative work schedules. Fifteen percent of the FAA work force was randomly selected to participate in the survey.

Working diligently under Tom Hilton, manager of the Training and Organizational Laboratory, a small group of

employees processed thousands of survey questionnaires mailed to CAMI from participating FAA employees. From the end of May through the middle of June, survey forms flowed into CAMI. "Mondays and Tuesdays were the busiest days for receiving survey forms," said Carolyn Dollar, a psychology technician at CAMI.

Early analysis of the survey data indicates the overall job satisfaction rate is up from previous Job Satisfaction Survey results. In fact, the 1992 overall job satisfaction figure came very close to meeting former FAA Administrator J. Lynn Helms' goal set in 1984 of 75

percent overall job satisfaction by 1992.

About 59 percent of the 8,200 employees who received the survey filled it out and returned the form. This enabled an accuracy level of +/- 2 percent. Of those employees who returned the survey, over 72 percent responded favorably regarding their overall job satisfaction. The greatest increase in overall job satisfaction came within the "specialist" group. Overall satisfaction in this group was up from 62 percent in 1990 to 73 percent in 1992. Here are some comparisons:

Overall Job Satisfaction

Goal	75%
1984	53%
1986	56%
1988	67%
1990	65%
1992	72%

Survey Participation Rates

1984	54%
1986	63%
1988	73%
1990	71%
1992	59%



Tom Hilton, Greg Ruffin, Janine Layton, Bob Link, and Mark Hamlin discuss proposed graphic layout of survey findings.

tions and were used to gain information on employees' satisfaction with specific aspects of their work, including management, supervision, pay and benefits, job involvement, federal issues, the work group, employees' understanding of the job, and how the agency manages change.

Results showed management and supervision to be key factors in employees' job satisfaction. In 1988, the survey was revised and designated the Job Satisfaction Survey and was administered to 15 percent of the FAA work force.

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

Cassius W. Brookshire, manager, Engineering Branch, Engineering & Production Div. ... Marvin B. Dunn, supervisor, Microwave Section, Electronic Production Branch, Engineering & Production Div., promotion made permanent ... John E. Fortin, academy 3R instructor, Organizational Effectiveness Staff, Air Traffic Div. ... Clauddia J. Jackson, manager, Operations Div. ... Robert F. Oborsky, manager, Engineering & Production Div. ... J. C. Pierce, manager, Quality Assurance Branch, Aircraft Maintenance & Engineering Div. ... Stuart B. Riley, academy 3R instructor, Specialized Training Branch, Air Traffic Div.

Alaskan Region

Judy A. Nickell, area supervisor, Anchorage ARTCC, promotion made permanent ... Henry G. Walters, supervisor, Environmental Engineering Section, Systems Maintenance Engineering Branch, Airway Facilities Div., promotion made permanent.

Central Region

Larry E. Daniels, unit supervisor, St Louis, MO, AFS ... Mark A. Einhellig, staff officer, F&E Budget/Facilities Integration Staff, Resources & Planning Branch, Airway Facilities Div. ... Robert H. Hale, manager, Wichita, KS, ATCT, from regional office ... Terry L. Locke, area supervisor, Olathe, KS, ARTCC, from Oklahoma City ... Richard S. Perl, area supervisor, Olathe, KS, ARTCC, from FAA Academy ... Everett W. Pittman, manager, Wichita, KS, Aircraft Certification Office, from Brussels, Belgium ... Elizabeth S. Wallis, manager, Resource Management Branch, Air Traffic Div., from Kansas City International ATCT.

Eastern Region

Gregory D. Bailey, area supervisor, Charleston Tower ATCT, promotion made permanent ... William H. Bennett, unit supervisor, Leesburg, VA, AFSFO, Washington ARTCC AFS ... Richard J. Ducharme, asst. manager, Dulles ATCT, Loudoun County, VA, from Eastern Regional office ... Dennis P. Harlow, area supervisor, Buffalo AFSS, promotion made permanent ... Raymond C. Keller, unit supervisor, Syracuse AFSFO, Empire AFS, promotion made permanent ... Jane G. Lee, area supervisor, Andrews ATCT, promotion made permanent ... Robert A. Miller, manager, Morgantown, WV, ATCT, promotion made permanent ... John M. O'Connor, asst. manager for technical support, Empire AFS, Syracuse, NY ... Edwin C. Satterfield, unit supervisor, Leesburg, VA, AFSFO, Washington ARTCC AFS ... Michael R. Sealy, manager, Wheeling ATCT, promotion made permanent ... Fredric A. Stein, aviation safety inspector, Operations Branch, Flight Standards Div., promotion made permanent.

Great Lakes Region

Virginia L. Alyea, area supervisor, Kankakee, IL, AFSS, promotion made permanent ... Mark S. Barnick, area supervisor, Cleveland, OH, Hopkins ATCT, promotion made permanent ... Michelle M. Behm, supervisor, System Support Section, Facility Operations Branch, Air Traffic Div. ... Jeffrey R. Black, area supervisor, Green Bay, WI, AFSS, promotion made permanent ... David R. Brooks, staff engineer, Indianapolis, IN, AFS, promotion made permanent ... Terry S. Brown, unit supervisor, Springfield, IL, AFS, Winnebago County, from Champaign County ... Steven C. Bucher, unit supervisor, Belleville, MI, FSDO, Wayne County ... Gerald L. Buit, maintenance inspector, Belleville, MI, FSDO, Wayne County ... Rodney Campbell, area supervisor, Indianapolis, IN, ARTCC, promotion made permanent ... Richard L. Hanusa, unit supervisor, Milwaukee, WI, FSDO, promotion made permanent ... Gerald L. Jenkins, unit supervisor, Aurora, IL, Facility Operations Branch, Airway Facilities Div., promotion made permanent ... Russell E.

Louk, area supervisor, Cleveland, OH, ARTCC, promotion made permanent ... Rex A. Morris, area supervisor, Cleveland, OH, ARTCC, promotion made permanent ... James F. Mulder, area supervisor, Indianapolis, IN, promotion made permanent ... Ralph A. Nerino, area supervisor, Chicago, IL, ARTCC ... David A. Peterson, unit supervisor, Indiana AFS, Indianapolis, promotion made permanent ... Dennis P. Randolph, manager, Resource Management Branch, Air Traffic Div., from Minneapolis ARTCC, Farmington ... Richard M. Sonstegard, maintenance mechanic foreman, Dakota AFS, Bismarck, ND, promotion made permanent ... Donald W. Stemaly, area supervisor, Indianapolis, IN, ARTCC ... Daryl A. Strother, unit supervisor, Installation Section, Establishment Engineering Branch, Airway Facility Div., promotion made permanent ... John Allen Swan, area supervisor, Cleveland, OH, ARTCC, promotion made permanent ... Dana J. Thomas, area supervisor, Cleveland, OH, ARTCC, promotion made permanent ... Jerome R. Williams, unit supervisor, Aurora, IL, AFS, promotion made permanent ... Russell P. Williams, manager, Indianapolis, IN, AFS, from regional office ... Herschel E. Workman, unit supervisor, Construction Section, Establishment Engineering Branch, Airway Facilities Div. ... Robert L. Young, unit supervisor, Indiana FSDO, Indianapolis.

New England Region

William P. Connors, unit supervisor, Nashua, NH, AFS, promotion made permanent ... Barbara L. Federici, asst. manager, Burlington, VT, AFSS ... Linda L. Michael, unit supervisor, Bedford, MA, FSDO, promotion made permanent ... Joseph J. Rand, supervisor, Operations Standards Section, Resource & Planning Branch, Airway Facilities Div., from Washington Headquarters.

Northwest Mountain Region

Walter G. Allard, supervisory engineering technician, Technical Standards Section, Maintenance Branch, Airway Facilities Div. ... James F. Connelly, manager, Los Angeles Manufacturing Inspection District Office, Long Beach ... Rosalinda J.

DeMarco, section supervisor, Technical & Administrative Support Staff, Transport Airplane Directorate ... **Donald H. Parkinson**, area supervisor, Seattle ARTCC, Auburn WA.

Southern Region

Sandra Lee Bathon, manager, PageField ATCT, Ft. Myers, FL ... **Charles M. Blackwell**, Atlanta ARTCC AFS, Hampton, GA ... **James E. Brogren**, unit supervisor, Tampa, FL, AFS, Melbourne ... **Robert E. Fowler**, unit supervisor, Miami Hub AFS, promotion made permanent ... **Randall B. Hickman**, area supervisor, Miami ARTCC, promotion made permanent ... **Joe A. Laird**, unit supervisor, Mississippi FSDO, Jackson, MS, promotion made permanent ... **Martha E. Miller**, area supervisor, St. Petersburg ATCT, Clearwater, FL, promotion made permanent ... **Orestes R. Moreno**, area supervisor, Miami International Airport, from Los Angeles TRACON ... **Bolivar T. Perez**, asst. manager, Miami ARTCC, from San Juan, PR, CERAP ... **William Pinder**, unit supervisor, Miami Hub AFS, promotion made permanent ... **Donald H. Starbuck**, area supervisor, North Perry ATCT, Hollywood, FL, from Miami International ATCT ... **Nicholas S. Susco**, asst. manager for training, Charlotte, NC, ATCT ... **Odel G. Torres**, environmental support unit supvr, AFS, San Juan, P.R., Employee Services & Benefits Branch, Airway Facilities Div. ... **Vera P. Walton**, area supervisor, Greenwood, MS, AFSS, promotion made permanent ... **Christine A. Webb**, area supervisor, Orlando, FL, ATCT, promotion made permanent ... **William H. Wynn**, manager, Compensation Branch, Human Resource Management Div.

Southwest Region

Glenn A. Adams, supervisor, Airspace/Procedures & Traffic Management Section, System Management Branch, Air Traffic Div., from Shreveport, LA ... **Larry L. Angell**, manager, Albuquerque AFSFO, Albuquerque AFS, promotion made permanent ... **Lonnie W. Angst**, asst. manager for program support, Houston ARTCC AFS, from regional office ... **Jackie M. Calvert**, unit supervisor, Lubbock, TX, FSDO, from Chantilly, VA ... **Joel J.**

Cavazos, supervisor, DFW Metroplex Engineering Section F&E, Establishment Engineering Branch, Airway Facilities Div. ... **Richard M. Cinotto**, manager, Santa Fe, NM, ATCT, from Midland, TX, ATCT ... **Paul W. Donaldson**, manager, Texarkana, AR, ATCT, from Little Rock ATCT ... **Edward V. Dundore**, supervisory engineering technician, Houston ARTCC AFS, promotion made permanent ... **Paul B. Fagras**, area supervisor, Ft. Smith, AR, ATCT ... **Arthur L. Foster**, unit supervisor, Houston ARTCC AFS, promotion made permanent ... **Joseph W. Frantz**, unit supervisor, San Antonio, TX, FSDO ... **Henry B. Garcia**, unit supervisor, Albuquerque ARTCC AFS, from regional office ... **David Lee Glasscock**, supervisor, Terminal Electronics Engineering Section, Establishment Engineering Branch, Airway Facilities Div., promotion made permanent ... **Paul R. Hopkins**, unit supervisor, Ft. Worth ARTCC AFS, promotion made permanent ... **Clyde S. Ledgerwood**, asst. manager, Lubbock, TX, ATCT, from Dallas/Ft. Worth ... **Henry L. Lewis**, manager, New Orleans AFS, promotion made permanent ... **Talmage E. Loveless**, manager, Brownsville, ATCT, from Lubbock, TX, ATCT ... **Raymond Morantes**, unit supervisor, San Antonio, TX, FSDO ...

Patti A. Pickhard, manager, Meacham ATCT, Ft. Worth, TX, from Hobby ATCT, Houston ... **Ruben D. Quinones**, manager, Civil Aviation Security Div., from Brussels, Belgium ... **Charles O. Ray**, unit supervisor, maintenance engineering, Airway Facilities Div., promotion made permanent ... **Jon A. Rogers**, manager, Slidell, LA, AFSFO, New Orleans AFS, promotion made permanent ... **James G. Thompson**, unit supervisor, Houston ARTCC AFS ... **Albert L. Viselli**, manager, Dallas/Ft. Worth TRACON Tower.

Technical Center

James R. Clinton, manager, Operational Support Staff ... **Robert B. Hull**, manager, Visuals & Exhibits Branch, Facility Engineering & Operations Div.

Washington Headquarters

Marcus V. Arroyo, branch manager, CASIFO, Brussels, Belgium ... **Robert J. Bernard**, manager, Navigation & Landing

Engineering Div., Program Director for Navigation and Landing ... **Daphne A. Fuller**, manager, Environmental Law Branch, Airports & Environmental Law Div., Office of the Chief Counsel, promotion made permanent ... **Gregory L. Michael**, manager, Inspector Resource Management Branch, Field Programs Div., Flight Standards Service, promotion made permanent ... **Theodore F. Page**, manager, Hardware Development Branch, Advanced Automation System Div., Program Manager for Advanced Automation, promotion made permanent ... **Bennie L. Sanford**, manager, Implementation Branch, Advanced Automation System Div., Program Manager for Advanced Automation, promotion made permanent.

Western-Pacific Region

Randall R. Ball, area supervisor, Los Angeles ARTCC, Palmdale, CA, promotion made permanent ... **William J. Callahan**, asst. manager, traffic management, Oakland ARTCC, Fremont, CA ... **Thomas M. Cesarz**, asst. manager, operation, Honolulu, HI, ARTCC ... **John G. Clancy**, manager, Facility Operations Branch, Air Traffic Div. ... **John A. Clayborn**, manager, Los Angeles ARTCC, Palmdale, CA ... **Gail A. Dunmire**, unit supervisor, Honolulu, HI, FSDO, promotion made permanent ... **Diana L. Erazo**, unit supervisor, Southern California TRACON AFS, Miramar NAS ... **Robert H. Hansen**, asst. manager for automation, Oakland, CA, AFSS, promotion made permanent ... **Michael A. Hewitt**, asst. manager for training, Riverside, CA, AFSS ... **Debra Z. Joiner**, unit supervisor, Reno, NV, FSDO, promotion made permanent ... **Cecil T. McReynolds**, manager, Edwards Air Force Base, CA, AFSFO, Los Angeles AFS ... **Jerome Pendzick**, aviation safety inspector, San Diego, CA, FSDO ... **Charles B. Simmons**, unit supervisor, Telecommunications Staff, Airway Facilities Div. ... **Michele L. Springate**, team supervisor, Operations Branch, Human Resource Management Div., promotion made permanent ... **Loreto A. Vitor**, supervisory electronics engineer, Establishment Engineering Branch, Airway Facilities Div. ... **Michael T. Wise**, area manager, Sierra Nevada, CA, AFS, Reno.

Career Opportunities Overseas: Rewards and Demands

Many exciting career opportunities overseas are currently being advertised as part of the FAA's "open season," which ends September 30. The FAA is looking for dedicated, career professionals to help promote the growth of civil aviation abroad and to foster the development of civil aviation safety and security worldwide.

FAAers are needed in Europe, Asia, Latin America, Africa, and the Middle East to fill many critical roles. Overseas assignments offer excellent opportunities to broaden professional experience. They can be rewarding for the whole family as well.

They are not all glamour and no problems, however. Some employees may feel "out of the mainstream" and may have difficulty keeping up with organizational changes. Others may not feel adequately prepared for their new duties. And some may find that adapting to a new culture, being away from friends and extended family, and being unable to purchase fa-

miliar products can be very stressful.

Additionally, language barriers may sometimes restrict outside activities and enjoyment of a new assignment, and housing, health care, and education may not meet expectations. A recent survey indicates that the most common reason for the failure of a foreign assignment is the inability of the employee's spouse or family to adjust to a different physical or cultural environment.

Therefore, FAA is taking steps to meet the technical and cultural training needs of employees stationed overseas. Candidates selected will receive language, cross-cultural, and technical orientation training.

If you believe that you and your family could meet the demands of life in a foreign culture and would benefit from this unique learning experience, a foreign assignment may be for you. Overseas positions can help broaden your professional experience, lead to career advancement, and further your understanding of the FAA's mission.

To find out more about overseas career opportunities, contact the AHR-150 representative listed in the following announcements:

- ➔ **Civil aviation security inspector**
GS-1801-12/13
Announcement 3-ACO-93-1374
 - ➔ **Civil aviation security liaison officer**
GM-1801-13/14
Announcement 3-ACS-93-1375A
 - ➔ **Aviation safety inspector (a/w maintenance)**
GS-1825-14
Announcement FPP-AEA-FS-93-01
 - ➔ **Aviation safety inspector (a/w avionics)**
GS-1825-14
Announcement FPP-AEA-FS-93-02
 - ➔ **Aviation safety inspector (operations)**
GS-1825-14
Announcement FPP-AEA-FS-93-03
- The next open season for advertising these foreign assignments will not begin until next August, so don't miss out this year. *

Retirees

Aeronautical Center

Lynn R. Burkhart
George E. Cymbalist
Leslie C. Dunlop
Paul H. Hopkins
Jim M. McCollum
Orlando J. Moses
Orville E. Schroeder
Howard L. Trickey
Larry D. Vorheis

Alaskan Region

Bruce E. Ayer
Robert J. Lukacinsky
Robert O. Mowery
Stanley Burton Porter
Warner J. Rhodes

Dorothy T. Sharrett
John J. Shine
Wallace L. Tharp
Benjamin J. Walden

Central Region

Donald C. Anderson
Robert D. Clark
Peggy R. Edmondson
John M. Graff
Jackie M. Jennings
Lewis E. Kitson
Teddy S. McAnally
Jay R. Neas
John J. Trey

Eastern Region

Earl D. Chenoweth
Robert O. Cissel
Elizabeth M. Cross

Julia Dolisi
Lorentz J. Graber
Lewis G. Higgins
Charles E. Huggett
Rolf A. Kettenburg
Charles J. Nassivera

Great Lakes Region

Wayne P. Carns
Jeanne A. Coykendall
Richard E. Curths
Algirdas P. Grigaitis
Harold G. Hale
Lilburn Hall
Mary L. Janz
John D. Lahman
George E. Latimore
William F. Margis
Harvey L. Napier
Jack C. Oney

Arthur E. Osborn
Warren E. Ritter
Buddy L. Scott
Margie L. Spradlin
William C. Sutton
Milton A. Van Lowe
Jodell L. Watson
Mell R. White
Ronald E. Wiest
Curtis L. Wixon

New England Region

George Dileo
Eva Geary
Robert F. Horsman
John E. Labrie
Theophilus Leyton
George L. Mason
William G. Mayor
More next month

Maintaining the Heartbeat of the NAS

National Maintenance Coordination Center Seeks Employees for Details

The National Maintenance Coordination Center (NMCC) is part of the agency's network that maintains the National Airspace System (NAS) in a reliable and safe condition at all times. Since 1987 the center has provided national coordination of facility restoration activities and kept top FAA managers and the Air Traffic Control System Command Center advised of the status of the aviation system.

At the backbone of Airway Facilities maintenance are work centers with system specialists and engineers who maintain equipment in top condition. Key to these organizations are the maintenance control centers in Airway Facilities sectors and air route traffic control centers.

Within assigned geographical areas, the maintenance units direct related activities. When problems occur, specialists immediately inform the national

center. They also relay details on the prognosis and need for engineering or logistics support.

Personnel at the National Maintenance Coordination Center monitor critical situations as they unfold and, when necessary, notify or mobilize other organizations for assistance.

The national center's systems engineer communicates directly with the Associate Administrator for Airway Facilities and upper-level managers on



Joseph Perkins receives an on-the-spot award during his detail to the National Maintenance Coordination Center in FAA Headquarters. From left are Dennis Shannon, center manager; Perkins, Cleveland Air Route Traffic Control Center; Alice Wong, ASM-110; and Stan Rivers, AAF-2.

sensitive or critical events as they occur. Additional duties include preparing a daily status report that keeps FAA senior management up-to-date on activities at NAS facilities.

Recently, on detail at the national center, Joseph Perkins excelled in his

The National Maintenance Coordination Center is staffed 24 hours a day, seven days a week, with permanent employees and personnel on details. It is operated by the Maintenance Engineering Division, ASM-100, which relies heavily on field personnel for support. Five employees on details of seven to 10 weeks each are necessary year-round.

A detail to the NMCC provides excellent experience on NAS operations at the national level. Skills required include WordPerfect 5.0 and familiarity with NAS facilities and services.

For additional information, call (202) 267-6622 or (202) 267-7359. Those interested in a detail to the National Maintenance Coordination Center should submit their name to ASM-111 through their manager.

duties as a systems engineer. During a major telephone software failure affecting seven air route traffic control centers, he was instrumental in coordinating and providing concise and accurate information. He received an on-the-spot award for his accomplishments at the Headquarters center. *



U.S. Department
of Transportation

**Federal Aviation
Administration**

800 Independence Ave, SW
Washington, DC 20591

**FORWARDING AND RETURN
POSTAGE GUARANTEED**

Official Business
Penalty for Private Use \$300

BULK MAIL
POSTAGE & FEES
PAID
FEDERAL AVIATION
ADMINISTRATION
PERMIT NO. G-44