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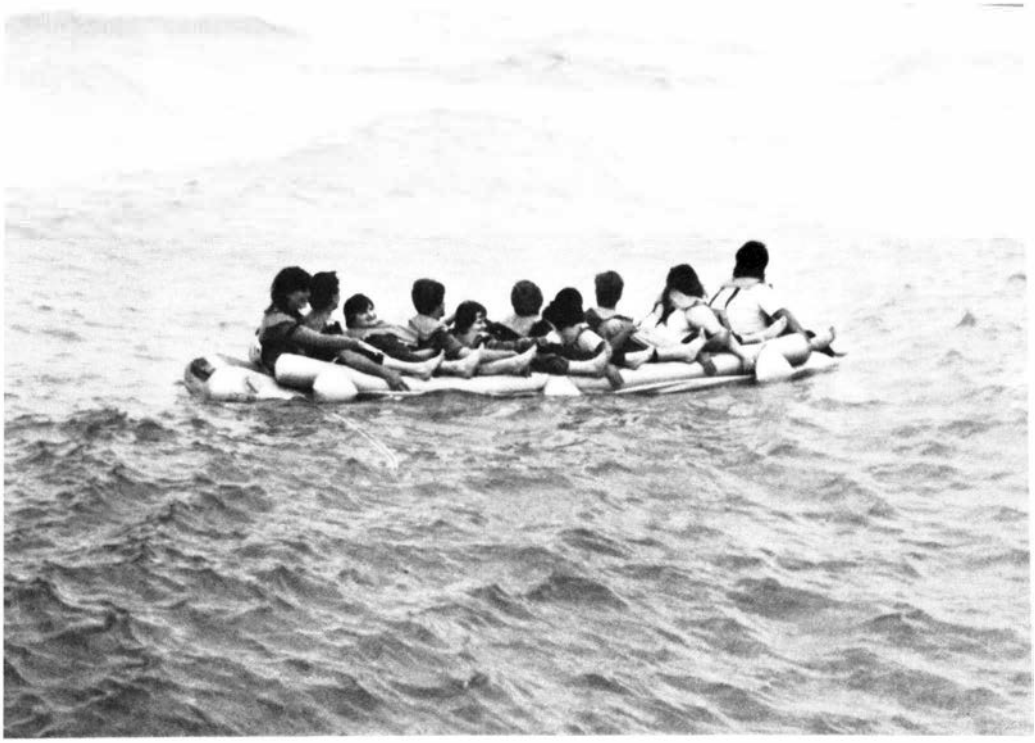
U.S. Department of Transportation
Federal Aviation Administration

'Support' Automation Is Coming



Research Highlights

The Civil Aeromedical Institute (CAMI) at the Mike Monroney Aeronautical Center has been doing water survival research for years, but simulating a dunking in the placid waters of a pool lacks verisimilitude.

CAMI took advantage of the growing sophistication of recreational facilities to schedule tests in a four-foot "sea" mechanically generated at the White Water Amusement Park in Oklahoma City. Adding to the adverse realism were drenching showers that created a most believable emergency test environment, as the photo above shows.

Dr. Arnold Higgins, supervisor of the CAMI Survival Research Unit, and assistants Gordon Funkhouser and Ted Saldevar coordinated and recorded the efforts of participants boarding inflatable life rafts.

Although water ditchings for transport type aircraft are rare, such accidents as the Air Florida crash into the Potomac River nearly two years ago has led to an emphasis on revamping water rescue techniques and equipment.

The equipment carried by airliners was designed for propeller-driven aircraft where it was intended to provide life support for several days after an ocean ditching. Today's jets, however, flying at high altitudes and at high speeds are more likely to reach or near land if disabled.

While CAMI carries out its tests, the Technical Center is also looking into water landings, and Airport Standards is investigating emergency aid capabilities for airports within five miles of major bodies of water.

—By Steve Stainkamp

"FAA's mission is to promote the safe and efficient use of the nation's airspace, facilities and the vehicles that travel the airways. To achieve this objective, we should control but not constrain aviation; we should regulate but not interfere with free enterprise of competitive purpose; and we should recognize that most air travelers do so by means of scheduled air carriers. We have a responsibility to consider their priority but not to the extent that it excludes the single individual from enjoying man's greatest achievement—solo flight. Above all, we must remember that the airspace belongs to the users and not the FAA."

—J. Lynn Helms

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Vacant—Technical Center
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By Jo Ann Sloane
A public information specialist in the Office of Public Affairs, she is a former European correspondent and Washington reporter for United Press Intl.

There's a Byte in Your Future

FAA Develops Comprehensive Plan for Automating Agency

Gathered in a strategic planning session for automating the administrative and managerial functions of the agency are (left to right) Marisue Prince of the Office of Aviation Safety; Brooks Goldman, director of the Office of Management Systems; and, all from AMS, Henry Stewart, John Hospital, Margo Inskeep, Ruth Leverenz and Millard Bohler.

Within the next 10 years virtually every FAA employee will be working with a computer or through terminals as these devices become a part of almost every office and manned facility.

Meeting the challenge of rapid changes in technology is FAA's plan to modernize the way it does business by applying automatic data processing and new telecommunications capability to its management and administrative needs.

Entitled "Information Resources Management Plan" (IRMP), the plan is the result of an intensive year-long effort to assess the agency's information requirements and identify the most efficient and cost-effective means of meeting these requirements through the year 2000. In other words, the IRMP does for the agency's information systems what the National Airspace System Plan does for the technical systems—for facilities and equipment.

The IRMP itself is a monumental first, something no Government agency has ever attempted to do before. The effort that went into its preparation could also be called a monumental first, for it brought together people from every part of the FAA, from other Government agencies and from close to 90 corporations, unions, trade associations and universities. In all, some 200 people were involved in the project.

It all began in May 1981 when Administrator Helms asked for a review of the entire Automatic Data Processing (ADP) planning process. The controllers' strike in August halted any further work on the project for almost a year, and it wasn't until November 1982 that a strategy was developed for presenting a study outline to the Administrator.

The Office of Management Systems was given the responsibility for initiating and directing the effort, with Ed Harris, manager of the Data Systems Management Division, and Fred Osgood, manager of the Information and Statistics Division, detailed to set things up.

An IRMP Review Committee headed by the Administrator was formed, and 11 teams were organized to concentrate on the major discussion areas. By January, a plan of action was agreed to that consisted of two parts: One included six weeks of sessions with the Administrator on the background of ADP in FAA, DOT and government in general and the agency's experience in buying equipment.

The second part was to go to all offices and services, regions and centers requesting data on their information needs and how well they were being satisfied. "The concept was so new to most people," said Fred Osgood, "that we were getting calls from tower chiefs and sector

Photos by Bruce Beuzard

FAA's Information Systems' Automation Menu

The Information Resources Management Plan is comprised of sub-plans for automating agency information systems that are expected to produce more than $603 million in cost savings from an investment of $324 million over the 17-year planning period.

The high points of the plans are:

Airports

—The Regional Grants Management System will be the basis for an integrated, distributed Airports Information System that will link all individual files to eliminate duplication.

—The Headquarters Grants Management System and the National Plan for Integrated Airports Systems will be moved from commercial to in-house computers and will be linked with other agency systems.

Air Traffic Control and Airspace

—All aeronautical information subsystems in the National Flight Data Center will be integrated, as will Air Traffic Procedures and Separation Standards.

—Most manual tasks for evaluating airspace obstruction of proposed construction, airport airspace analysis of landing area proposals and nonfederal navigation aid proposals will be eliminated.

—The flight inspection data base will be enlarged.

—Production of instrument flight procedures will be automated.

—A scheduling record for instrument approach procedure reviews and better summaries of aircraft program costs.

Aviation Activity

—Single statistical systems for activities and operations will be provided.

Aviation Safety Analysis System

—A comprehensive, integrated automated certification and safety information system to support National Aviation System forecasts.

Financial Resources

—Budget formulation, allocation, tracking and revision processes will be automated.

—An expanded Uniform Accounting System.

—Pay and benefits accounting improved through integration with other systems and expanded use of direct data entry.

—Establishment of a broad-based cost-accounting and productivity-measurement system.

Human Resources

—Requests for personnel action will be entered at the source.

—Automation will improve tracking of discrimination complaints, unfair labor practices, contract and agency grievances, adverse actions and union bargaining unit activity.

—Automated edits of budget and classification data.

—A Loss Management Information System to help control and reduce the agency's cost of injuries and sickness.

Materiel Resources

—A centralized inventory management system for the FAA Depot.

—Improvement of the Personal Property System and better accounting for excess personal property.

—An agency-wide Procurement Management System and a Real Property Management System.

NAS Facilities

—A Maintenance Management System.

—A Program Management System to improve allocation of human, fiscal and facility resources.

—A Telecommunications Management System for better efficiency in handling leased communications.

Office Automation

—The extension of office technology and the acquisition of equipment, computer programs and communications on a national basis.

—The development of computer-assisted graphics systems for management support.

The automated data processing hardware and supporting telecommunications network will be maintained until 1990 under the current centralized, regionally distributed and user-terminal configuration. Afterwards and beyond the year 2000, the agency will have centralized processors and user microprocessors only.

Since the use of computers is expected to be universal in the FAA in the next decade, employee ability to use them will require training and motivation. Management will keep employees informed of impending changes and the benefits to be derived from those changes.

heads asking, 'How do I tell you what I need?' "

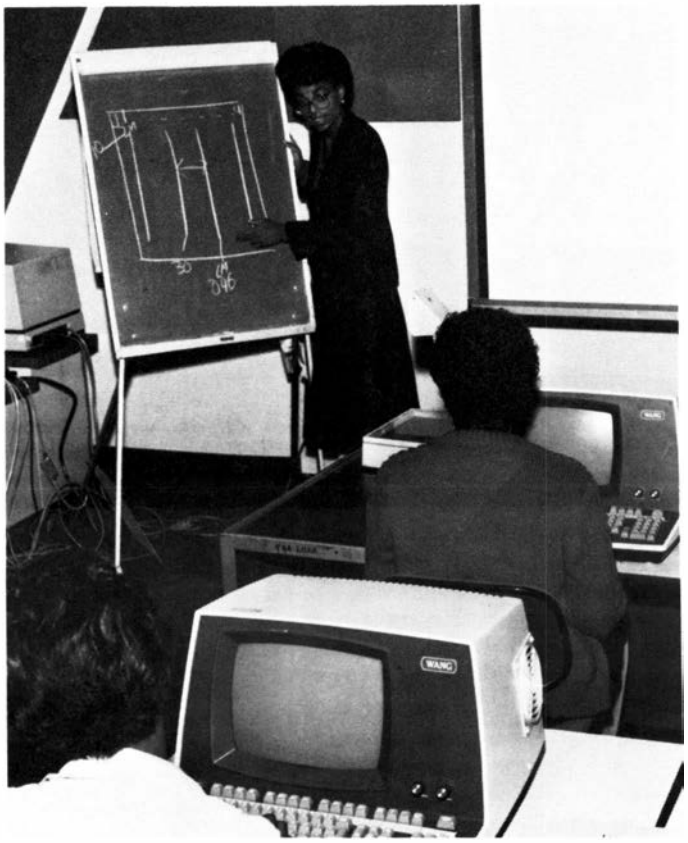
To meet this problem, Management Systems devised a set of questionnaires that could identify needs through the year 2000. The questionnaires were returned in February and given to the various teams.

Following the inputs on needs from the field, the committee was faced with: Where do we go from here and what should the overall plan look like? Alan Armstrong, manager of APT's Personnel Management Information and Analysis Branch, said that at the beginning it was all very vague. Nothing like this had ever been done before, and the magnitude of the project was somewhat overwhelming.

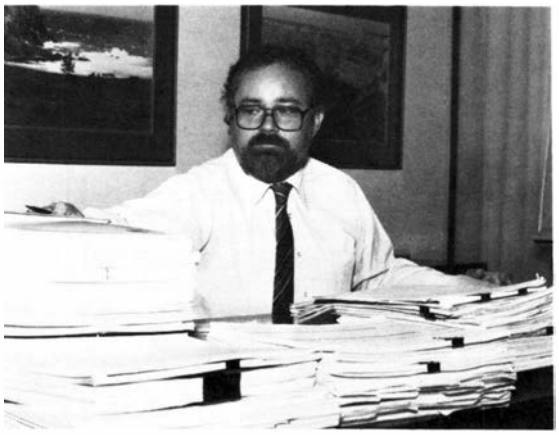
Armstrong was the team leader for the Human Resources Group, which along with the Financial Resources Group kicked the program off. "At the beginning, we had no organization, no nothing, and we had two weeks to produce a briefing for the Administrator," Armstrong said.

They got 30 people together that represented a cross-section of the agency and began two weeks of 16- to 18-hour days and weekends trying to put together their part of the overall plan. "In a sense, we were the guinea pigs," said Armstrong.

They met to brief the Administrator on March 3, but they were sent back to the drawing board. "We were operating on a concept of pie in the sky," Armstrong said. "We weren't



Part of the overall plan is already in place. Contract instructor Angela Bigelow conducts word-processing training on Wang terminals in headquarters.



Management Systems' John Hospital analyzes hundreds of data-collection forms received from the field, ideas that were incorporated in the plan.

paying attention to how realistic or cost beneficial our plan might be. The Administrator wanted a better return on investment."

The team went back to rework their ideas, eliminating less-solid items and things they were unsure of.

Next, they began to have interviews outside the agency. Over the next few weeks, members of the group talked with representatives of 12 universities, 15 other Government agencies and 20 corporations. "The process involved a great deal of researching," Armstrong said. "Along the way, significant changes were made in the format, and we did a lot of going forward and backtracking until we finally reached the point where it simply became a matter of clarifying and polishing."

He sees the IRMP as a living document that gives the agency the ability to anticipate that things are going to change and "gives us a better idea of where we are going."

Tom Hammans, acting manager of the Data Management Branch of the Systems Engineering Service, had a somewhat less painful view of the plan's preparation. As the working group team leader for the NAS facilities information team, he found that they were ahead of the game. "We were lucky because we already had started to do the same thing for the Development and Logistics office, and we were able to help others," he said.

Hammans' team also represented a cross-section of the FAA and included personnel from the Transportation Systems Center in Cambridge, Mass. Their assignment was to develop a master plan that would determine the immediate and long-range needs for support of the local, regional and national management of the National Airspace Maintenance Program, as well as what was needed to interface with other information systems. For example, Hammans noted that his computer system doesn't talk to Air Traffic's. His group has to produce a hard copy of a report to give to AT, which has to look through it for what they want. He said there probably was a good deal of duplication in the two systems, as well. In addition, the team had to devise the tools needed for the management of some 13,000 FAA employees, several hundred contracts, over 20,000 facilities, a $1 billion F&E program, a $300 million R&D and F&E Development program and an $800 million operations program.

The group had not worked together before, but Hammans said they clicked from the first day. "There were arguments," he said, "but they were constructive. There was lots of enthusiasm."

Dick Brindley, manager of the Management Systems Division in the Alaskan Region, was a member of the team who expressed some of this enthusiasm: "I feel the development method for the IRMP is an excellent example of humanistic/participative management. Individuals from almost every organizational level participated, and their efforts were rewarded by interest and support from the FAA head—Mr. Helms."

Fay Lauber, supervisory program analyst in Anchorage, and Melissa Berry, a staff engineer in Fairbanks, echoed this sentiment. Lauber said

Alan Armstrong, Personnel Management Information and Analysis Branch manager, serving as a team leader, briefed members of the Human Resources Work Group.

she was surprised at the emphasis put on the project. "I'm becoming a real believer," she said. "I really think it is going somewhere; the momentum is building."

Berry said she found it very interesting to see how the plan was put together and said the end result "represents well what we talked about. I found it amazing how they could pull people from everywhere with varying backgrounds and have them work well together and come up with a solid product."

The regional viewpoint was a primary responsibility for the Southern Region's manager of the Management Systems Division, John Larsen. He was involved in the regional presentation made to the IRMP Review Committee and also worked with the Air Traffic group on behalf of Management Systems, assisting in document preparation and calculation of costs and benefits.

He said he worked virtually full-time on IRMP activities for about six months. "The project involved extensive travel, research and an almost overwhelming variety of functions, programs, problems and projects," Larsen added. "Even though I have been around FAA for several years, I was, once again, impressed with the extremely wide variety of highly technical programs that the agency must deal with. In fact, one of the major benefits for me personally was to be able to sit in a room and have virtually all of the functions of FAA presented. These presentations were all made in a very competent, professional and positive way with a view toward performance improvement through automation."

There is no doubt that a great deal of time, effort and expertise went into the preparation of the IRMP. But the participants were unanimous in feeling that it couldn't have been done without the full support and interest of Administrator Helms.

Perhaps the best summing up of what the plan hopes to accomplish comes from the Southwest Region Director, Tex Melugin, who was a member of the regional and center Management and Steering Committee and of the overall IRMP Review Committee.

"With the adoption of this new and comprehensive IRMP plan, I feel that we have accomplished the task

ADP Facilities Management Branch manager Ralph Straley (left) shows off newly installed Data General MV 8000 computer to Management Systems confreres Elroy Nieweg and Tom Davidson (right).

set down for us by the Administrator —that a firm blueprint be developed for the agency's use to achieve a smooth integration of its vast and varied information needs. This plan gives us the tools by which we can achieve the very best return on our investments, as mandated by Congress.

"Concurrently, it is an important link in assuring the successful implementation of the Administrator's 20-year National Airspace System modernization plan. More importantly, this can be accomplished without sacrificing our concerns for the people who must make this plan work. It preserves our 'people concerns,' while providing a sound strategy for their training and integration into this massive undertaking." ■

A Recognition of Excellence

Secretary of Transportation Elizabeth H. Dole presents a Silver Medal plaque to William F. Shea, Associate Administrator for Airports, for his aggressive support of the national system of airports.

Twenty-seven individual FAA employees, reflecting a cross-section of the agency, were honored at the Secretary of Transportation's Sixteenth Annual Awards Ceremony in Washington, D.C., on September 12.

In addition, the Great Lakes Region as a whole was recognized for its efforts in economizing by being given The Secretary's Cost Avoidance, Reduction and Efficiency Award. Regional Director Paul K. Bohr accepted the award for all the employees of the Great Lakes Region.

The Secretary's Award for Valor went to Clyde Rinkinen (above), Flint, Mich., Tower controller, for his rescue of a driver from a burning overturned truck, and to Craig F. Schoff (below), Albany, N.Y., AF Sector electronics technician, for reviving and treating an injured pilot.

The Secretary's Cost Avoidance, Reduction and Efficiency Award

Paul K. Bohr
Great Lakes Director
for regional employees

Robin J. Masek
Electronics Engineer
Alaskan Region

Silver Medal for exceptionally meritorious service

J.E. Murdock III
Chief Counsel

Carl B. Schellenberg
Great Lakes
Regional Counsel

Richard P. Shewfelt
Manager, Great Lakes
Labor Relations Branch

Leland F. Page
Deputy Director
Systems Engineering
Service

Michael J. Powderly
Manager
Atlanta, Ga., ATCT

Chester W. Anderson
Manager
Chicago O'Hare ATCT

Secretary Dole poses with three FAA award winners (left to right) Iris K. Noguchi of Hawthorne, Calif., a Secretary's Award for Excellence; Joe A. P. Alvarez, manager of Western-Pacific's Civil Rights Staff, a Silver Medal for exceptionally meritorious service; and Edward J. Harris, Jr., Oakland, Calif., ARTCC electronics technician, the Secretary's Award for Outstanding Achievement in Equal Opportunity.

Secretary's Award for Excellence

Marilyn M. Carrigan
Administrative Officer
Southwest Region
Airway Facilities

Teala R. Sparks
Englewood, Colo.

Lillian R. Cooper
Covington, Ky.

Diane Van Winkle
Fort Worth, Tex.

Mary Ann Guntow
Washington, D.C.

Patricia E. Clark
Nashua, N.H.

Joanne K. Anderson
Washington, D.C.

Sarah K. Krtanjek
Washington, D.C.

Patricia K. Hoover
Washington, D.C.

Marvin L. Olson, acting manager, Planning Analysis Div., Aviation Policy and Plans, received a Silver Medal from Secretary Dole for his operation of the industry slot-allocation system at airports.

For his outstanding performance, Russell J. Sebold, assistant manager of the Farmington, Minn., Airway Facilities Sector, received a Silver Medal.

One of 10 FAAers to receive the Secretary's Award for Excellence was Manuel Julbe, Jr., of San Juan, Puerto Rico.

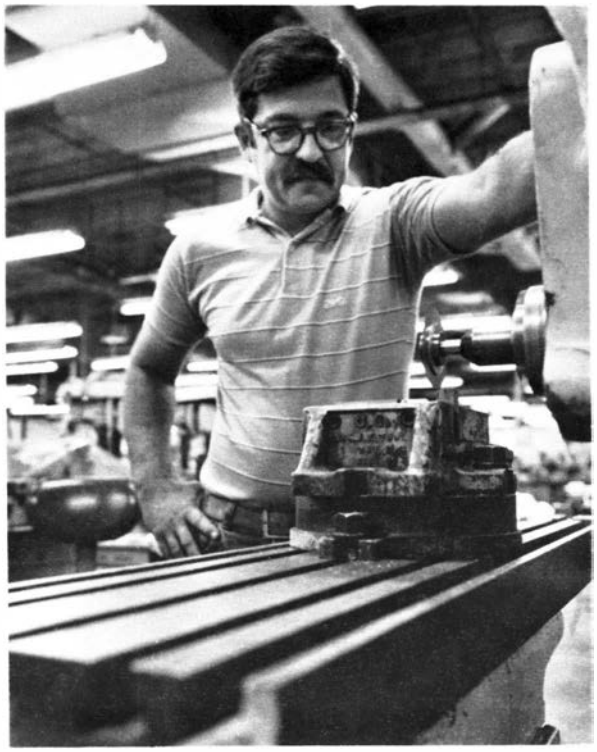
Secretary's Award for Outstanding Achievement in Equal Opportunity

Clifford A. Armstrong
Air Traffic Control Specialist
Indianapolis, Ind., ARTCC

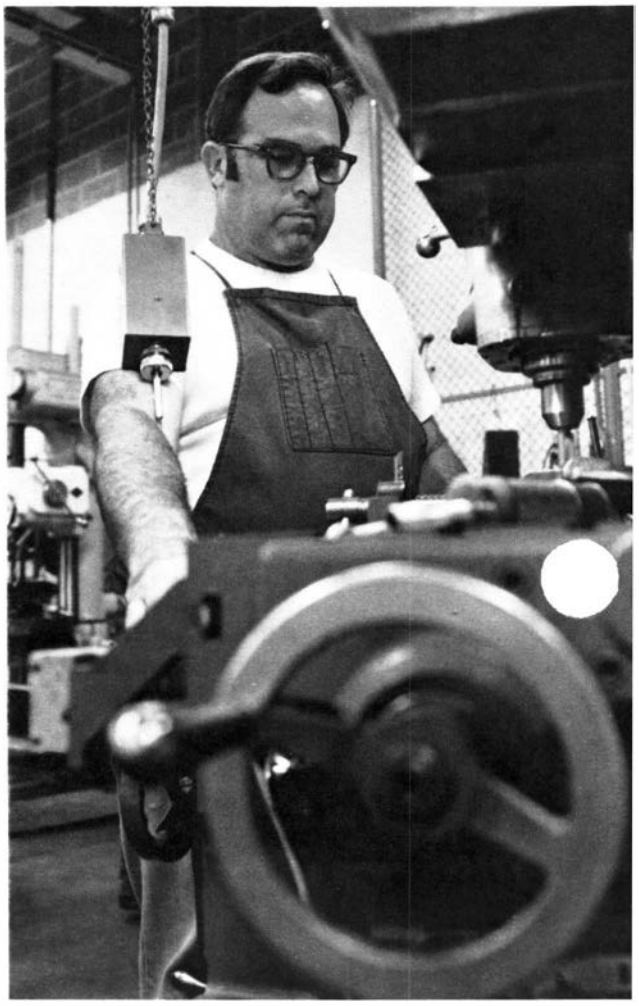
Depot Ma

Their Maintenance Is S

Eldon Jameson, skilled in electronic equipment repair, puts together a 1270 rotor joint for an old FPS 20 radar.



Dave Kennedy uses a horizontal mill for fabricating output connectors and an RML crystal holder.



Machinist Bill Hinkle builds parts for an airport dewpoint s

Dave Schneider, a machinist, repairs a part for an ARSR-1 ra

chine Shop

netimes Made to Order

The maintenance—and thus the reliability—of FAA's air navigation aids are the pride of not just the Airway Facilities sectors of this agency. There's also a baker's dozen of skilled craftsmen and their superivisors who make up the Depot Machine Shop at the Aeronautical Center and who have a lot to do with the operation of the airspace system.

The key words to their work are "overhaul" and "fabricate."

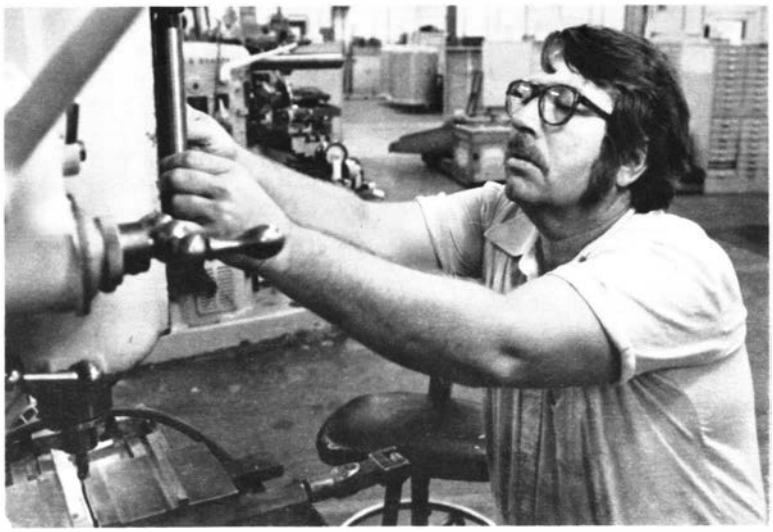
The shop is called upon to overhaul an average of 15 long-range radars each year, which can take up to seven days and requires dismantling virtually the entire system. Because of the lengthy periods away from home, crews of from five to nine are rotated on a continuing basis. They receive additional field support from employees in the sheet metal, paint, electro-magnetic and electro-mechanical shops.

"We tear down the pedestal, remove and replace the gear boxes, motors, rotary joints and most of the synchro system," explains Glenn Morefield, assistant shop foreman. "An overhaul is just what the term implies—a complete rebuilding of the movable parts, up to and including the sail, or screen, if necessary."

Often the least of their problems is getting to remote, inhospitable sites. For these radars, airport surveillance radars, TACANs and other navigation aids, the crews may find that needed parts are obsolete or difficult to find. Then, they make 'em. Recently, for example, the Depot Machine Shop was called on to fabricate an obsolete rotary coupler for Newark (N.J.) Airport's ASDE (Airport Surface Detection Equipment radar).

In addition, the shop troubleshoots systems for the Canadian government, the U.S. Air Force and other government agencies. ■

Machinist Leonard Maldonado makes an obsolete air gap gauge for a rotary coupler for the Trinidad, Colo., ARSR-2.



Machinist Glenn Reeves adjusts his milling equipment for fabricating an obsolete part for a long-range radar.

Building shelf supports for an FAA Academy project is machinist James McCoy.

Photos by Ellis Young

People

Aeronautical Center

■ **Rachel S. Attebery,** unit supervisor in the Storage and Distribution Section, Storage and Transportation Branch, FAA Depot, promotion made permanent.

■ **John A. Boules,** supervisor of the Commercial Print & Document Support Section, Printing & Distribution Branch, Management Services Division.

■ **Marvin A. Conway,** supervisor of the Reliability/Standards Section, Quality Assurance Branch, Aircraft Maintenance & Engineering Div., Aviation Standards National Field Office.

■ **Ray E. Gambill,** unit supervisor in the NAS Project and Provisioning Section, Supply Management Branch, FAA Depot.

■ **Patricia A. Hair,** unit supervisor in the Storage and Distribution Section, Storage and Transportation Branch, FAA Depot, promotion made permanent.

■ **Donald R. Harryman,** unit supervisor in the Receipt and Packing Section, Storage and Transportation Branch, FAA Depot.

■ **Hugh G. Jones,** unit supervisor in the Storage and Distribution Section.

■ **William J. Kane,** supervisor of the Evaluation Section, Air Traffic Branch, FAA Academy.

■ **Joseph P. Kisicki,** manager of the Air Traffic Branch, FAA Academy.

■ **Edward L. Payton,** unit supervisor in the Inventory Control & Transportation Section, Storage and Transportation Branch.

■ **Alfred C. Raines,** group supervisor in the Storage and Distribution Section.

■ **Leonard Roberts,** unit supervisor in the Inventory Control & Transportation Section, promotion made permanent.

■ **Robert D. Stephens,** supervisor of the Inventory Control & Transportation Section, promotion made permanent.

■ **Ted Wernick,** manager of the Line Maintenance Branch, Aircraft Maintenance & Engineering Div., Aviation Standards National Field Office.

Alaskan Region

■ **Michael A. Hessler, Jr.,** area supervisor at the Anchorage ARTCC.

■ **Dwight D. Meeks,** assistant manager of the Anchorage Airway Facilities Sector.

■ **Dennis J. Warth,** manager of the Planning/Establishment Branch, Airway Facilities Division.

Central Region

■ **Frank E. Ebeling,** manager of the Gardner, Kan., AF Sector Field Office, Wichita, Kan., AF Sector.

■ **James H. King,** manager of the Kansas City ARTCC.

■ **Kenneth W. Payauys,** manager of the Airframe Branch, Des Plaines, Ill., Aircraft Certification Office, promotion made permanent.

■ **Roy W. Still,** unit supervisor in the Maintenance Engineering Branch, AF Div., promotion made permanent.

Eastern Region

■ **Wayne C. Bevan,** military liaison officer at the Washington ARTCC.

■ **Charlie N. Dudley,** assistant manager of the Baltimore, Md., Tower.

■ **Raymond William Fisher,** manager of the Remsen, N.Y., AF Sector Field Office, Albany, N.Y., AF Sector.

■ **Goodwin Glassman,** manager of the Newport News, Va., Flight Service Station.

■ **Thomas E. Griffith,** area supervisor at the Charleston, W. Va., Tower.

■ **Thomas V. Hable,** manager of the Griffiss AFB RAPCON in Rome, N.Y.

■ **John C. Henline,** manager of the Du Bois, Pa., Flight Service Station.

■ **William R. Kohout,** manager of the Teterboro, N.J., Flight Standards District Office, promotion made permanent.

■ **Duayne J. Orner,** area supervisor at the Kennedy Tower in New York City.

■ **Sankey E. Parsons,** manager of the Huntington, W. Va., AF Sector Field Office, Charleston, W. Va., AF Sector.

■ **Frederick G. Schuk,** unit supervisor in the Syracuse, N.Y., AF Sector Field Office, Albany, N.Y., AF Sector.

■ **Daniel Z. Smith,** area supervisor at the Huntington, W. Va., Tower, promotion made permanent.

Great Lakes Region

■ **Allen R. Aites, Jr.,** manager of the Chicago AF Sector Field Office.

■ **Carolyn R. Bach,** supervisory personnel management specialist in the Personnel Management Information System Branch, Personnel Management Div.

■ **Richard Huff,** assistant manager of the Chicago ARTCC.

■ **Leon J. Jacobs,** manager of the Muskegon, Mich., Tower.

■ **Jack L. Keehn,** operations officer at the Cleveland (Ohio) Hopkins Tower.

■ **Russell W. Kemme,** assistant manager for technical support in the Detroit, Mich., AF Sector.

■ **Gerald N. Linton,** manager of the Cleveland Hopkins Tower.

■ **Clayton A. Lowe,** manager of the Chicago AF Sector.

■ **Robert R. Medina,** manager of the Bismarck, N.D., AF Sector Field Office.

■ **Robert D. Mitchell,** watch supervisor at the Chicago O'Hare AF Sector.

■ **Talmadge J. Morris, Jr.,** manager of the Fort Wayne, Ind., Flight Service Station.

■ **Charles R. Murray,** manager of the Pierre, S.D., AF Sector Field Office of the Bismarck, N.D., AF Sector.

■ **Andre F. Noster,** manager of the Milwaukee, Wis., AF Sector Field Office of the Green Bay, Wis., AF Sector.

■ **James E. Oisewski,** manager of the Brown County, Wis., AF Sector Field Office of the Green Bay AF Sector.

■ **Robert M. Purcell,** area supervisor at the Jackson, Mich., Tower.

■ **David R. Roberts,** area supervisor at the Evansville, Ind., Tower.

■ **Peter H. Salmon,** manager of the Evaluation Branch, Air Traffic Division.

■ **Edward G. Threm,** assistant manager of the Cleveland AF Sector.

■ **Clifford Underwood,** assistant manager of the Chicago AF Sector.

■ **George F. Wetmore,** area supervisor at the Dayton-Vandalia, Ohio, Tower.

■ **Ronald E. Wise,** area supervisor at the Columbus Ohio State University Tower.

■ **Donald L. Wurscher,** manager of the Rock Island County, Ill., AF Sector Field Office of the Springfield, Ill., AF Sector.

New England Region

■ **Maureen F. Duffy,** supervisor of the Administrative Services Section, Materiel Management Branch, Logistics Division.

■ **Joseph A. Egan,** manager of the Groton, Conn., Tower.

■ **Dominic Leone,** manager of the Facilities Operations Branch, Airway Facilities Division.

■ **Roger J. Waters,** manager of the Burlington, Vt., AF Sector Field Office of the Windsor Locks, Conn., AF Sector.

Northwest Mountain Region

■ **Oscar M. Autry,** manager of the Colorado Springs, Colo., AF Sector Field Office.

■ **Marshall O. Burquest,** supervisor of the Airframe Section, Western Aircraft Certification Field Office in Hawthorne, Calif.

■ **Orville L. Deckert,** assistant manager of the Grand Junction, Colo., AF Sector.

■ **Michael J. Douglas,** area supervisor at the Seattle, Wash., Flight Service Station.

■ **Rush Jordan,** area supervisor at the Colorado Springs Tower.

Southern Region

■ **Bob Bell,** manager of the Nashville, Tenn., Flight Service Station.

■ **James D. Brooks,** area supervisor at the Lexington, Ky., Tower.

■ **Joseph Burley,** manager of the Data Processing Branch, Management Systems Division, promotion made permanent.

■ **Thomas S. Denny,** area supervisor at the Albany, Ga., Tower.

■ **Sterling E. Dickson,** assistant manager for program support at the Jackson, Miss., AF Sector.

■ **Nathaniel H. Fulcher,** assistant manager for automation at the Miami, Fla., Tower, promotion made permanent.

■ **Gregory A. Grice,** area supervisor at the Nashville Flight Service Station.

■ **Thomas J. Hoffman,** unit supervisor on the Flight Inspection & Procedures Staff, Flight Standards Division.

■ **William I. Johnson, Jr.,** area supervisor at the Bowman Field Tower in Louisville, Ky.

■ **Saundra G. La Vallee,** manager of the Dyersburg, Tenn., Flight Service Station.

■ **Kenneth S. Lowery,** manager of the Greer, S.C., Flight Service Station.

■ **Elmer E. Nagy, Jr.,** area supervisor at the Jacksonville, Fla., ARTCC.

■ **Loren K. Rood,** unit supervisor at the Covington, Ky., AF Sector.

■ **Mary B. Smith,** supervisor of the Travel & Transportation Section, Accounting Operations Branch, Accounting Division.

■ **Edward W. Watkins,** supervisor of the Field Program Section, Maintenance Program Branch, Airway Facilities Div.

Southwest Region

■ **Kathryn E. Carpenter,** area supervisor at the Ponca City, Okla., Flight Service Station.

■ **Francis A. Hamer III,** area supervisor at the Austin, Tex., Flight Service Station.

■ **Leo S. Shepherd,** manager of the Houston, Tex., Civil Aviation Security Field Office.

■ **Roy R. Thomas,** assistant systems engineer at the Houston ARTCC AF Sector.

■ **David B. Wingert,** area supervisor at the Albuquerque, N.M., ARTCC, promotion made permanent.

Technical Center

■ **William J. Barkoff,** supervisory planner and estimator, Supporting Services Section, Plant Operation & Maintenance, Facilities Division, promotion made permanent.

■ **Edward P. Buckley,** manager of the Test Design and Analysis Branch, Test and Evaluation Division.

■ **William R. Crimbring,** supervisor of the Simulation Operations Section, ATC Facilities Operations Branch, Facilities Division.

■ **Frances L. Hampton,** supervisory operating accountant, Accounting Section, Financial Services Branch, Administrative Systems Division, promotion made permanent.

■ **Marilyn R. Knopp,** supervisory purchasing agent, Contracts Section, Acquisition & Materiel Services Branch, Administrative Systems Division, promotion made permanent.

■ **Joseph F. Loefflad,** supervisor of the Terminal Production Section, National Program Maintenance Branch, ATC Automation Division.

Washington Headquarters

■ **William T. Abernathy,** manager of the System Performance Branch, Operations Division, Air Traffic Service.

■ **Joaquin Archilla,** manager of the Engineering & Interface Control Standards Program, Policy & Standards Division, Systems Engineering Service.

■ **Carmine Primeggia,** manager of the ASR-9 Program, Program Engineering & Maintenance Service.

Western-Pacific Region

■ **Phil L. Baker,** area supervisor at the Deer Valley Tower, Phoenix, Ariz.

■ **Thomas C. Brown,** area manager at the Los Angeles ARTCC.

■ **Charles E. Custer,** area officer at the Los Angeles ARTCC.

■ **Dean O. Deshazo,** manager of the Las Vegas, Nev., AF Sector.

■ **Lawrence G. Downs,** area supervisor at the Honolulu, Hawaii, ARTCC.

■ **Ora B. King,** area supervisor at the Hayward, Calif., Tower.

■ **Duke S. Kusaba,** principal aviation safety inspector in the Flight Standards Branch, Flight Standards Division.

■ **Gearold W. Martin,** manager of the Stockton, Calif., Tower.

■ **Donald L. Mears,** area supervisor at the Ontario, Calif., TRACON.

■ **Christopher J. Overmoe,** area supervisor at the San Carlos, Calif., Tower.

■ **Phillip E. Sharp,** manager of the Red Bluff, Calif., Flight Service Station.

■ **Ronald A. Summers,** area supervisor at the Imperial, Calif., Flight Service Station, promotion made permanent.

■ **James R. Tokarski,** manager of the Grand Canyon, Ariz., Tower.

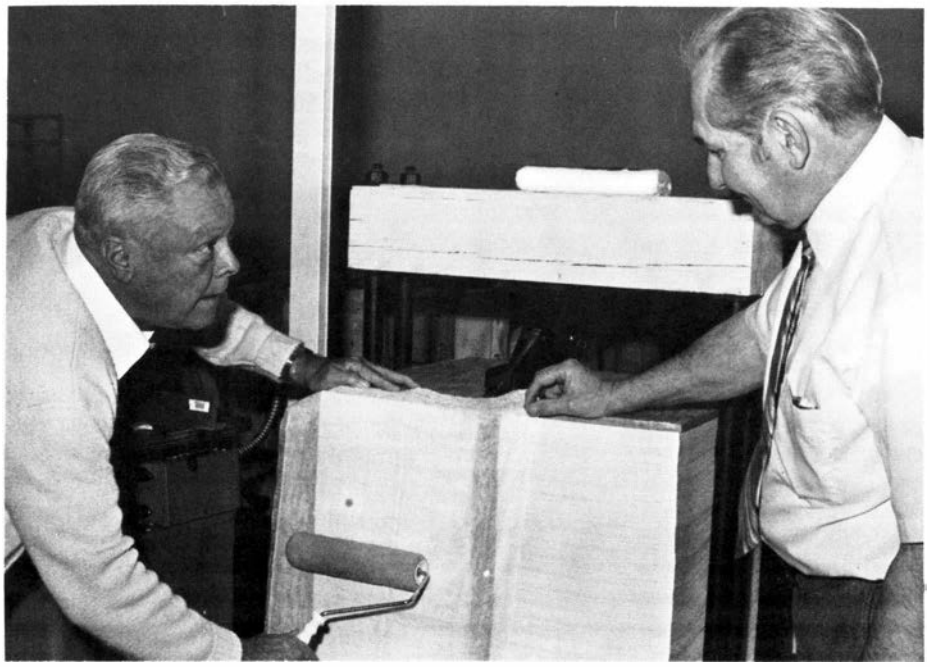
Update Your Mailing Address

A facility reassignment often means that you have to move your home. Have you made sure that FAA WORLD moves with you?

The home address used by the agency to mail FAA WORLD is the same one used for mailing W-2 income tax forms every December. The list normally is canvassed each November, but if you want your address corrected sooner to ensure that FAA WORLD keeps coming, you will have to initiate the change yourself.

Ask your time-and-attendance clerk for FAA Form 2730-18, "Payroll Address Information," and complete items 1 and 2 only. (Items 3 and 4 are for changing the mailing address of paychecks.) The T&A clerk will forward the form to payroll for processing.

Stomping Out the Presswork



Gordon Ferris (left) applies glue to a gauze backing on the spines of stacks of the NAS Plan "Brown Book" on a wine press he donated. Watching how his car jack was used is dispatcher George Strigh.

If necessity is the mother of invention, then Gordon Ferris is the father. This tale is a sidelight to an important project in which Ferris refused to recognize the word "can't."

It started with the production of the National Airspace System Plan—that 450-page, one-inch-thick book that the Technical Center's print shop was publishing. The print shop was accustomed to binding publications by saddle stitch, such as this magazine is bound, or by side wire, where staples go through the entire thickness of the publication.

The Plan, however, was to be assembled by "perfect binding," or "glue padding," something the shop hadn't done before. The process required a press to compress the books and hold them aligned for gluing and drying, but the shop had neither the press nor the money for one.

Ferris, who worked in the print shop's bindery and was familiar with the requirements for perfect binding from a stint in a commercial bindery, happened to have a wine press at home that he realized could be modified for the task at hand. He brought his press to the Tech Center, removed the wine hopper, substituted a plywood platform and adapted the hydraulic jack from his Oldsmobile to apply the needed pressure.

FAA's hottest publication came out as scheduled.

This year, an updated "Brown Book" was on the press when the Saturday production crew realized that Ferris had sold his Oldsmobile in the interim and the jack with it.

Team supervisor Robert Bugden contacted member after member of the Center's weekend skeleton crew, but none had a car jack small enough to fit the makeshift bindery press. Nor was Atlantic City Airport Operations able to turn up one.

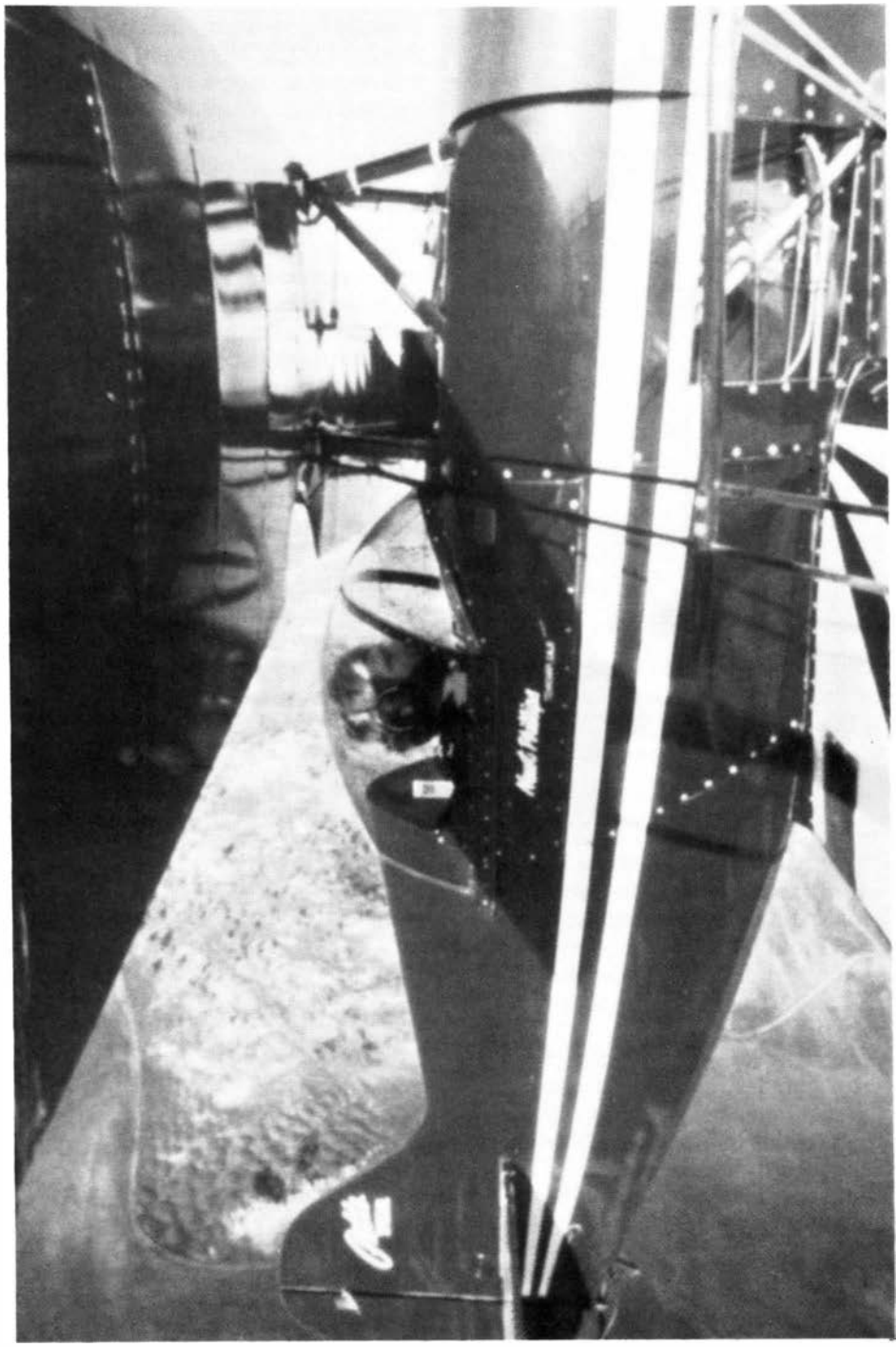
Aircraft dispatcher George Strigh, just coming off duty, came to the rescue with a compact jack from his Volkswagen Dasher. While the revised NAS Plan was being finished, Strigh was driving home a little extra carefully without his jack.

The message finally got through. A real book-binding press was ordered, and Ferris got his wine press back in time for this summer's bumper grape harvest. ■

By Barbara Abels
The public affairs officer of the Western-Pacific Region, she also is editor of *Bear Facts,* the magazine of the California Wing of the Civil Air Patrol.

Busman's Holiday All Year Long

Controller Gets Kicks as a Blip, Too



Aviation is everything to Newt Phillips, a controller at Edwards Air Force Base RAPCON.

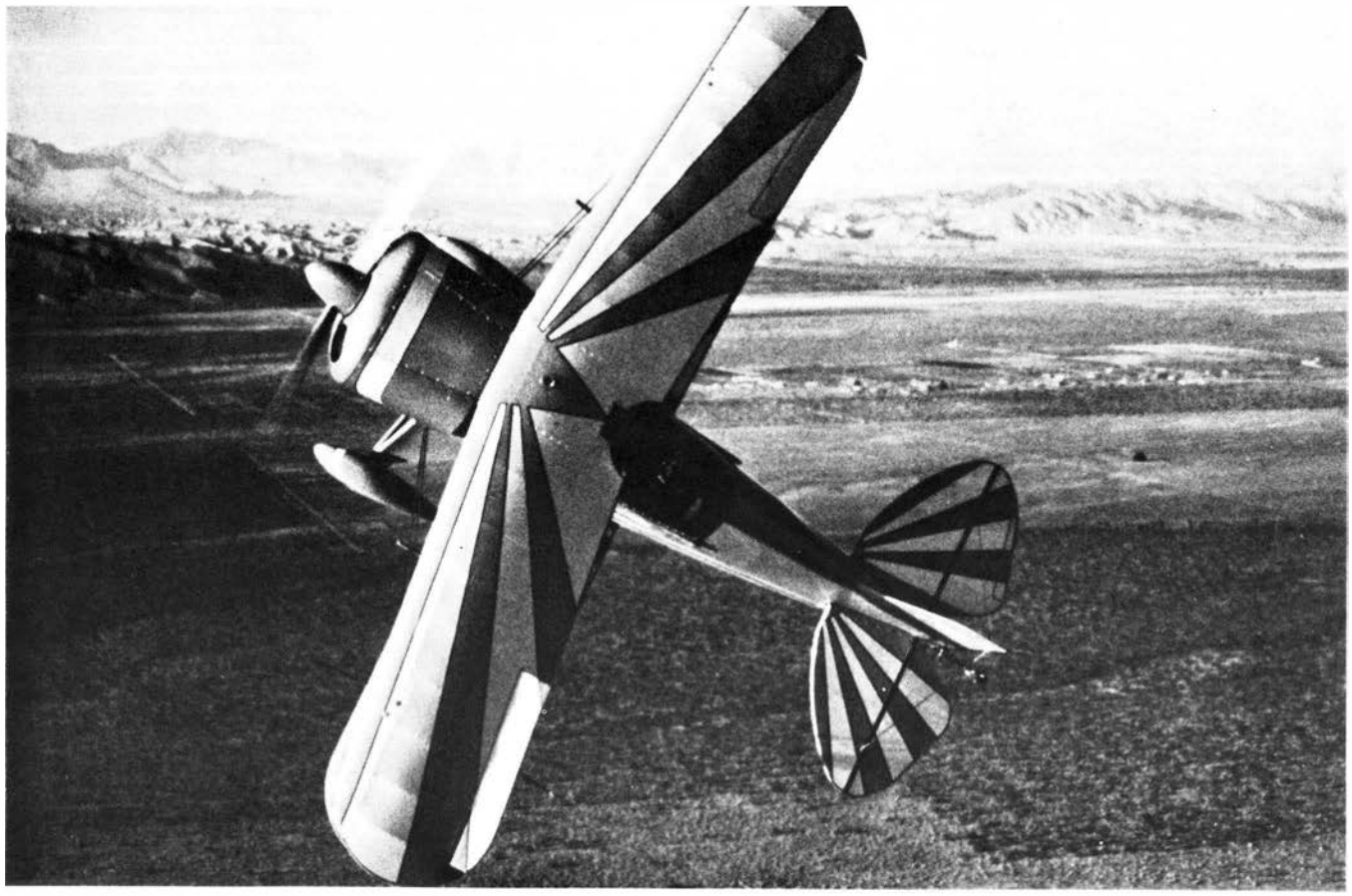
"I have done nothing but talk, breathe, live and love aviation since the first day I remember knowing what an airplane was," which was considerably before he began flying at age 14 with his father, a World War II P-47 fighter pilot.

Phillips joined the Marine Corps in 1958, and after two years as a jet mechanic, he flew the back seat of F4 Phantoms. He left the service in 1964 and became a crop duster. Two years later, his father, who worked for FAA, convinced him to become an air traffic controller.

"As anyone who cares to remember can tell you," he recalls, "it is the hardest thing I have ever done in my life, completing that first training program in the center option. That was about all the excitement I needed for a while; in fact, I was ready to back up a notch."

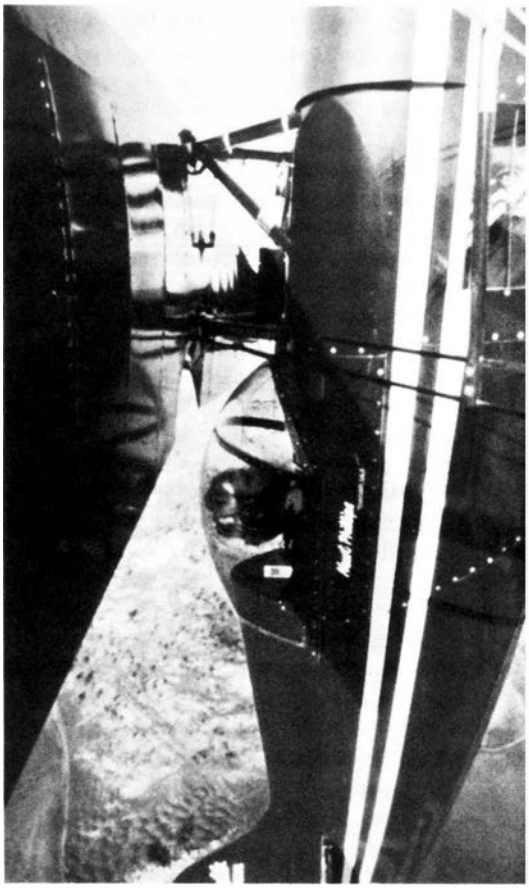
He added, "One gets a different perspective maneuvering a radar scope full of 20 or 30 airplanes as compared to maneuvering a sky full of one airplane."

In 1971, he changed to the flight service station option, serving in four stations. In 1975, he moved into the terminal option at the Scottsdale, Ariz., Tower, three years later transferring to the Edwards RAPCON.



It wasn't very long after being checked out as a controller, however, when the "notch" moved in the other direction and the excitement of aerobatics lured him. Over the past dozen years, he became a nationally ranked aerobatic pilot who likes to write about it, having been published more than 20 times. He has been a pilot in three movies with his own 720-pound red Pitts Special and has appeared in two television commercials and several clips used on television shows.

The photos show him practicing high above the coastal waters near Paso Robles, Calif. His pull up to vertical was around 5,000 feet above sea level, and he snapped his picture less than 10 seconds later at about 9,500 feet. That's performance! ■



Photos and photo setups by Mac Hayes

By Marjorie Kriz
A Great Lakes information specialist and former reporter, she has been published in the *Chicago Tribune* and *Chicago History* magazine.

A Plus for On-Site Mockups

More Employees Get To Express Their Opinions at Less Cost

2¢ × 38 = thousands of dollars and hundreds of manhours saved. That's not quite a legitimate equation if you're a math student, but it is when you're talking about 38 tower controllers getting the chance to put in their two cents in designing a new tower cab for Chicago's O'Hare International Airport.

The new consoles are slated for installation early next year, but the project has been in the works for some time because of changing requirements. New procedures had been established, such as using triple runways for arrivals and departures, and new equipment had been added, making the work space less efficient.

To permit greater participation by controllers in evaluating the facilities they would actually use, a mockup was built in Chicago. The common practice was to have the mockups made at the Technical Center in Atlantic City, N.J., where far fewer controllers and technicians could travel to try out the positions. An alternative was to have the consoles constructed at the Technical Center and shipped to Chicago, with center specialists detailed to the Great Lakes Region for several months to make needed alterations. Both methods, however, required travel by people needed at their own facilities.

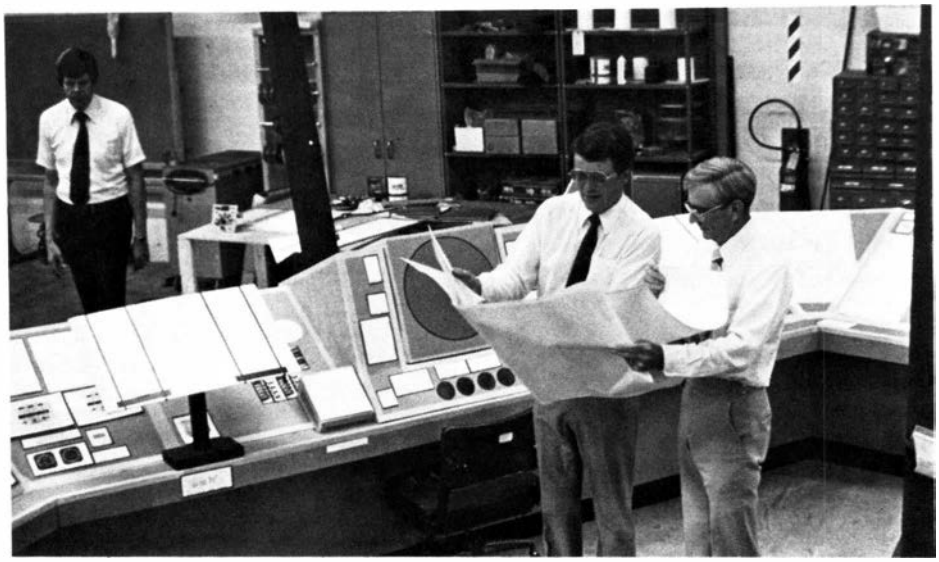
Since neither method was cost effective and the controllers couldn't be spared from their O'Hare jobs, regardless of cost, the mockup was built at the regional warehouse by Airway Facilities personnel, following months of planning with the Air Traffic Division.

Then, controllers and other staff were able to drive just a few miles from the tower to study the mockup and try it out.

Airway Facilities construction representative Milan May, a skilled cabinetmaker, built most of it using $1,600 worth of 2x4s, plywood, corrugated cardboard and wide paper tape. Because the warehouse floor wasn't level, he had to build a deck first, upon which the exact area of the tower cab was delineated, as well as the unusable space taken up by the cab's stairwell in the center.

Each console component—radarscopes, switch panels, writing areas and other controls and instruments—was constructed separately so that each could be modified or moved from one location to another without tearing apart adjacent structures.

Plans and programs officer George Koryta repositions a portable podium that controllers use when working standing up.



Rechecking the plans of the O'Hare Tower consoles are air traffic planning specialist Ron Popper (left, foreground), Plans and Programs Branch, and George Koryta, O'Hare plans and programs officer. Dennis Schwartz, Airway Facilities terminal engineering, must be walking on air, since he's outside the cab's windows.

Modular construction permits plans and programs officer George Koryta to relocate a taped together wood and cardboard "radarscope," watched by AF's Dennis Schwartz (left) and AT's Ron Popper.

Cabinetmaker Milan May, who built most of the console, demonstrates how controllers will drop flight strips down a tube to the O'Hare TRACON below the cab.

Terminal engineer Dennis Schwartz shows that the stick-on "instruments" can be moved around during controller tryouts of different console configurations.

A final check is made from the planners' standpoint of the kneeroom and workspace an area supervisor's position.

Despite careful advance planning—which, for example, determined that more room could be provided for additional instruments or that visibility could be increased or that controllers could be helped to work standing or sitting more conveniently—changes had to be made after the mockup was completed. Of course, that was the purpose of the whole exercise.

For instance, it was found that counter space for writing that was reduced as unneeded for most positions had to be enlarged for others; clearance-delivery instruments mounted flush in the console had to be reangled for better visibility; supervisors needed more knee room at their desks, which were part of the console.

The nearly two-score controllers involved in this human engineering greatly increased the chances that the full complement of controllers at O'Hare will find their second home more comfortable and efficient. ■

Robert H. Hinckley, 92, the father of the Civilian Pilot Training Program (CPTP) and the War Training Service, beams at his grandson, Jim C. Hinckley, Jr., and his daughter, Betty Nibley, after receiving FAA's Award for Extraordinary Service. His idea built this nation's cadre of civilian and military pilots, boosting the aviation industry and preparing the country for World War II. (See FAA WORLD, May 1983, page 6)

Salt Lake Tribune photo by Tim Kelly