U.S. Department of Transportation
Federal Aviation Administration

World

January 1983
Volume 13 Number 1

§ 120.49 Instruments and equipment. requirements:

(e) Each certificate holder shall provide for safe emergency egress from the aircraft, depending on the aircraft or type of operation involved.

Suggester of the Year

Perhaps Leroy J. Stockemer should have built our long-range radars in the first place.

The Garden City, Kan., electronics technician developed modifications for ARSR-1 and ARSR-2 radars that make them work the way they should have in the first place and increased their reliability to the point that the long-range sites required less staffing. For this, Stockemer was named Suggester of the Year last fall.

Administrator Helms' letter of congratulations pointed out that his modifications were critical to correcting oversights in equipment connections, incorrect alignment procedures, improper tolerances prescribed in handbooks and some improper equipment design. Stockemer's work brought these radars to performance at intended design predictions.

All this led to increased failure intervals that reduced the maintenance man-hours required to the tune of $76,000 savings the first year alone.

The Administrator's letter and the Suggester of the Year plaque were presented to Stockemer (right) by Central Regional Director Murray Smith.

"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

Front cover: **Regulation By Objective means simplifying the FARs, such as reducing a portion of Part 121 from 3½ pages in the *Federal Register* to four lines in part 120. See the story on page 4.**

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Administration**

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Jack Barker—Southern Region
George Burlage—Southwest Region
Betty Grossberg, acting—Technical Center
Barbara Abels—Western-Pacific Region

By Fred Farrar
A public information specialist in the Office of Public Affairs, he is a former Washington correspondent for the *Chicago Tribune*.

Let a Hundred Flowers Bloom

RBO Permits Diverse and Innovative Approaches to Regulation

Recognizing that FAA does not have a monopoly on wisdom, the agency is proposing a fundamental change—both historically and philosophically—in how it regulates the operations of the airlines.

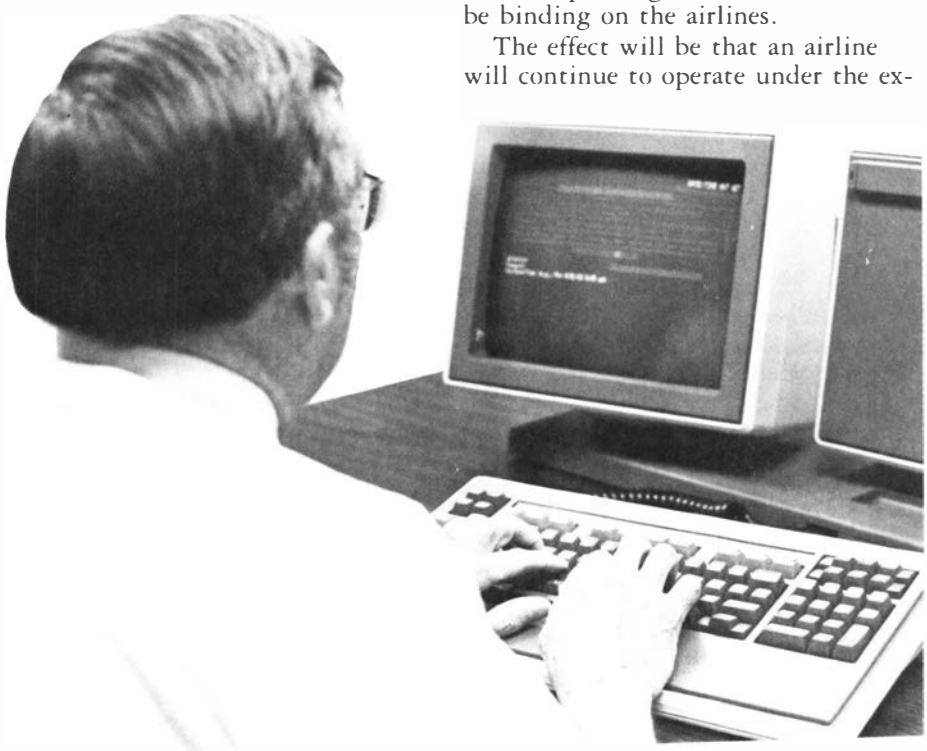
Implicit in the new approach, which is called Regulation by Objective (RBO), is the premise that there may be better and more efficient ways of doing things than those spelled out in the regulations. RBO is intended to let the airlines use imagination and ingenuity to come up with better ways of accomplishing the goals of the regulations, provided they can prove that the change will in no way diminish the present level of safety.

RBO also will allow operators to continue to do things the way they have been if that is their preference.

"The RBO concept is a new approach to regulating the safety of commercial air transportation operations," FAA Administrator J. Lynn Helms told Congress late last year. "It recognizes that there may be a variety of ways—all providing an equal degree of safety—for an operator to conform to FAA's safety requirements.

What RBO would do is delete most of the detailed instructions on what to do, when to do it and how to do it from the regulations and replace them with generally stated safety objectives. But these detailed instructions won't be discarded. Instead, they will be republished in the form of advisory circulars and will be restated in newly created operating documents that will be binding on the airlines.

The effect will be that an airline will continue to operate under the ex-



Wayne Dixon, an air carrier maintenance specialist and a member of the RBO team, operates a prototype Aviation Safety Analysis System computer terminal to call up regulatory and safety data.

Photo by Jay Carroll

. . . there may be
better and more efficient ways of doing things
than those spelled out in the regulations.

Among the attendees listening to a representative of Golden West Airlines make a statement at the Los Angeles RBO hearing are (far left) Gary Michel, acting manager of the Airworthiness Law Branch, and Jack Smith, Regulatory Analysis Branch of the Office of Policy and Plans, both RBO project team members.

Photo by Barbara Abels

isting instructions until it proposes its better way and, under public scrutiny, proves to the FAA that it can be done with an equal level of safety.

The public scrutiny will come when the FAA publishes for comment a summary of the proposal in the *Federal Register*. All interested parties will have a chance to comment.

The existing operating regulations—Part 121 for large airlines and Part 135 for air taxi and commuter airlines—would be superseded by one new regulation called Part 120.

The Administrator told Congress that the reason he wanted the change was that the specificity of the existing regulations also made them inflexible.

"RBO, on the other hand," Helms said, "provides greater flexibility to the carriers in deciding how to conduct their operations and encourages innovation by the industry."

But, he added, any change would have to meet "the intent of the safety objectives, provide an equivalent level of safety with the method of compliance it would replace and be in the public interest.

"Thus, today's high level of air safety would not be diminished, and the carriers would have an incentive to pursue or develop new, innovative ways of doing business."

To ensure that the review and approval process is handled consistently, and with safety as the overriding criterion, the FAA will establish a special office within present resources, staffed by experts in all the applicable fields.

The airlines won't be the only ones going by a new set of rules. So will the agency's inspectors in the field. They will be put in the unfamiliar position of evaluating new and sometimes unorthodox procedures and passing their recommendations on to Washington. However, they'll be getting help in the form of the new Aviation Safety Analysis System (ASAS), a computer system designed to provide accurate and up-to-date information on safety problems and trends.

As one of its functions, ASAS will make available updated information on what specific methods of compliance with Part 120 are approved for use by a particular airline. So, an inspector who gets a proposal from an airline to make a change under RBO can ask the computer if anyone has ever requested a similar change and whether it was approved or denied.

Also, the computer will store FAA

[The inspectors] will be getting help in the form of the new Aviation Safety Analysis System.

§ 121.579 Minimum altitudes for use of autopilot.

(a) *En route operations.* Except as provided in paragraphs (b) and (c) of this section, no person may use an autopilot en route, including climb and descent, at an altitude above the terrain that is less than twice the maximum altitude loss specified in the Airplane Flight Manual for a malfunction of the automatic pilot under cruise conditions, or less than 500 feet, whichever is higher.

(b) *Approaches.* When using an instrument approach facility, no person may use an autopilot at an altitude above the terrain that is less than twice the maximum altitude loss specified in the Airplane Flight Manual for a malfunction of the autopilot under approach conditions, or less than 50 feet below the approved minimum descent altitude or decision height for the facility, whichever is higher, except—

(1) When reported weather conditions are less than the basic VFR weather conditions in § 91.105 of this chapter, no person may use an automatic pilot with an approach coupler for ILS approaches at an altitude above the terrain that is less than the minimum altitude loss specified in the Airplane Flight Manual for the malfunction of the autopilot with approach coupler under approach conditions, or 50 feet, whichever is higher.

§ 120.69 Operating requirements.
(5) When using an aircraft autopilot, have established procedures and minimum altitudes for its use:

(2) When reported weather conditions are equal to or better than the basic VFR minimums in § 91.105 of this chapter, no person may use an automatic pilot with an approach coupler for ILS approaches at an altitude above the terrain that is less than the maximum altitude loss specified in the Airplane Flight Manual for the malfunction of the autopilot with approach coupler under approach conditions, or 50 feet, whichever is higher.

(c) Notwithstanding paragraph (a) or (b) of this section, the Administrator issues operations specifications to allow the use, to touchdown, of an approved flight control guidance system with automatic capability, in any case in which—

(1) The system does not contain any altitude loss (above zero) specified in the Airplane Flight Manual for malfunction of the autopilot with approach coupler; and

(2) He finds that the use of the system to touchdown will not otherwise affect the safety standards required by this section.

Members of the panel, listening to testimony at the Los Angeles RBO hearing, were (from left) Joe Pontecorvo, manager, Aircraft Maintenance Div., Office of Airworthiness; Ken Hunt, director of Office of Flight Operations; Chairman Wm. J. Sullivan, manager, Safety Regulations Div., Office of Aviation Safety; Ed Faberman, deputy chief counsel; and Dan Beaudette, asst. manager, Air Transportation Div., Office of Flight Operations.
Photo by Barbara Abels

The simplification inherent in RBO is reflected in the size of the new portion of Part 120, consisting of three lines, that replaces 56 lines of its counterpart portion in Part 121.

documents, such as orders, notices and legal opinions, cross-indexed by subject matter and reference number.

At the same time, the agency plans to make all this information available to the public so anyone can see how the FAA has interpreted the intent of its safety objectives.

The RBO proposal was published as a Notice of Proposed Rule Making in the Federal Register of Sept. 20, 1982. A pair of public meetings—in Los Angeles on November 30 and in Washington on December 9—were held for the aviation industry and other interested parties.

The original closing date for comments was January 20, but this has been extended to May 20, 1983, to allow Congress and aviation organizations more time to study RBO. ■

A Reflection of Credit

Controllers Invest Their Own Time in Helping a Search

It was a day like all other days, and people's lives intersected by chance as they are wont to do. On this particular day, two elderly men took off in a Cessna Cardinal from a small San Joaquin Valley airport in California, bound for southenn California.

On that day, Robert White had adopted a two-year-old girl and had taken her to show her where her new daddy worked at the Los Angeles ARTCC. Had the child been older, it would have been a memorable visit. White was asked to help Edward Freeman for a few minutes with radar tracking of a lost Cessna Cardinal.

The few minutes turned into eight hours, and the little girl was taken by other employees to the cafeteria to be amused and fed crackers and milk.

The few hours turned into a long haul for White and Freeman, who worked more than 100 hours of their own time to help develop the information necessary to establish a radar track for the missing aircraft for search and rescue planes to follow. This involved reconstructing the plane's flight path from computer data and then projecting where it could have traveled since its last-known position, based on wind, altitude, speed, fuel estimate, glide ratio, etc.

From this data, the plane was ultimately located close to the pair's prediction near Gorman, Calif., by a Civil Air Patrol (CAP) aircraft. Coincidentally, a member of the CAP crew that found the plane was also an FAA employee.

As a result, Freeman and White were recognized by the national commander of the CAP for their outstanding efforts and were awarded a special Certificate of Appreciation from the civilian, volunteer auxiliary of the U.S. Air Force.

The CAP award ceremony took place at the Western-Pacific Regional Headquarters. Present were (from the left) Lt. Col. Betty M. Decker, mission control officer for CAP's California Wing; Robert White; Regional Director H.C. McClure; Edward Freeman; and Col. Edwin W. Lewis, Jr., commander of the CAP California Wing.

Photo by Barbara Abels

The citation read, in part, "Throughout this mission, Edward Freeman and Robert White, in addition to performing their regular duties, provided assistance to the search and rescue forces above and beyond that required of them. This superb assistance and unselfish use of their personal leisure time to assist the Civil Air Patrol in the prosecution of this mission reflects great credit upon these two specialists and on the Federal Aviation Administration." ■

People

The information in this feature is extracted from the Personnel Management Information System (PMIS) computer. Space permitting, *all* actions of a change of position and/or facility at the first supervisory level and branch managers in offices are published. All changes cannot be accommodated because there are thousands each month.

Aeronautical Center

■ **Larry T. Anderson,** unit supervisor in the Radar Training Facility Section, Air Traffic Branch, FAA Academy, from the Evaluation Section.

■ **Linda L. Krause,** manager of the Payroll Branch, from the UPS Operations Branch.

■ **Frank D. Milazzo,** unit supervisor in the Terminal Section, FAA Academy, from the Special Services Section.

■ **Philip R. Sherman,** manager of the Contracting Branch, Procurement Div., from the Procurement and Systems Branch.

Alaskan Region

■ **Charles A. Hallett, Jr.,** manager of the Bethel Tower, from the Anchorage TRACON.

Central Region

■ **Robert L. Bethel,** area supervisor at the Omaha, Neb., Flight Service Station, from the Kansas City, Mo., FSS.

■ **Truman D. Bradley,** manager of the St. Joseph, Mo., Tower, promotion made permanent.

■ **Americo B. Carnevale,** manager of the Grand Island, Neb., Tower, from the Sioux City, Iowa, Tower.

■ **Edward L. Culpepper,** assistant supervisor of the Waterloo, Iowa, Airway Facilities Sector Field Office, Des Moines, Iowa, AF Sector, promotion made permanent.

■ **Madelyn Jamerson,** area supervisor at the St. Louis, Mo., FSS.

■ **Jack A. Madara,** area supervisor at the Omaha FSS.

■ **Laurence R. Nelson,** manager of the Salina, Kan., Tower, from the Training Branch, Personnel Management Div.

■ **William S. Rising,** area supervisor at the Kansas City, Mo., FSS, from the Hill City, Kan., FSS.

■ **Peter C. Sweers,** supervisor of the Airspace and Procedures Section, Operations, Procedures & Airspace Branch, Air Traffic Div., from the Programs Coordination Branch, Operations Div.

■ **Fred M. Williams,** supervisor of the Lincoln, Neb., AF Sector Field Office, Grand Island, Neb., AF Sector, from the St. Louis AF Sector.

Eastern Region

■ **Lawrence L. Bicknell,** assistant manager of the Dulles International Airport Tower, Chantilly, Va., from the FAA Academy.

■ **Richard Catania,** supervisor of the Syracuse, N.Y., AF Sector Field Office, Albany, N.Y., AF Sector, from the Baltimore, Md., AF Sector.

■ **Charles Ray Gooding,** supervisor of the Radar Unit in the Charleston, W.Va., AF Sector.

■ **Kenneth L. Johnson,** area supervisor at the Philadelphia FSS, from the Charleston FSS.

■ **Robert N. Karr,** unit supervisor at the Dulles Airport AF Sector Field Office, Baltimore AF Sector, from the Washington National Airport AF Sector.

■ **Richard P. Madri,** assistant manager of the Philadelphia FSS, from the Seattle, Wash., FSS.

■ **Walter R. Mitchell,** unit supervisor in the Beckley, W. Va., AF Sector Field Office, Charleston, W. Va., AF Sector, from the New York TRACON AF Sector.

■ **Harvey L. Scolnick,** area supervisor at the Harrisburg, Pa., Tower, from the New York TRACON.

■ **Robert C. Testa,** manager of the Atlantic City, N.J., Tower, from the Greater Pittsburgh, Pa., Tower.

Great Lakes Region

■ **Emmett R. Greely,** area manager at the Cleveland, Ohio, ARTCC.

■ **Gerald R. Jones,** systems engineer at the Minneapolis, Minn., ARTCC AF Sector.

■ **Luther R. Lang,** assistant manager for training at the Cleveland ARTCC.

New England Region

■ **Robert J. Conrad,** manager of the Boston ARTCC AF Sector, from the Program and Planning Branch, AF Div.

■ **Austin A. Gurney,** area supervisor at the Boston FSS, from the regional Communications Center.

■ **Ronald E. Johnston,** area supervisor at the Bradley Field Tower, Windsor Locks, Conn.

■ **Jacqueline L. Wilson,** manager of the Boston ARTCC, from the Cleveland ARTCC.

■ **Roland F. Young, Jr.,** enroute automation supervisor at the Boston ARTCC.

Northwest Mountain Region

■ **James C. Bristow,** area supervisor at the Arapahoe County, Colo., Airport Tower, from the Denver, Colo., Tower.

■ **Burton Chandler, Jr.,** area supervisor at the Salt Lake City, Utah, Tower, from the Colorado Springs, Colo., Tower.

■ **Donald R. Hughes,** manager of the Baker, Ore., FSS, from the North Bend, Ore., FSS.

■ **Garold M. Hurley,** systems engineer at the Salt Lake City ARTCC AF Sector.

■ **Raeo L. Passey,** assistant manager for training in the Salt Lake City ARTCC AF Sector.

■ **Raymond E. Pelletier,** systems performance officer at the Seattle, Wash., ARTCC AF Sector.

■ **John M. Perrizo,** area supervisor at the Ephrata, Wash., FSS, from the Seattle FSS.

■ **Thomas G. Rorabaugh,** manager of the Rawlins, Wyo., FSS, from the Denver FSS.

■ **Grant J. Sorensen,** military liaison & security officer at the Seattle ARTCC.

■ **Robert H. Thomas,** assistant manager for .ining, Seattle ARTCC AF Sector.

Southern Region

■ **John T. Atkinson,** manager of the North Perry Airport Tower, Hollywood, Fla., from the Craig Airport Tower, Jacksonville, Fla.

■ **Walter R. Coker, Jr.,** manager of the Birmingham, Ala., Tower, from the Atlanta, Ga., International Airport Tower.

■ **Jimmy L. Conner,** manager of the Gainesville, Fla., Tower, from the West Palm Beach, Fla., Tower.

■ **Kenneth O. Duckett,** program support officer in the San Juan, Puerto Rico, AF Sector, from the El Paso, Tex., AF Sector.

■ **Kyle R. Graybeal,** assistant systems engineer in the Miami, Fla., ARTCC AF Sector.

■ **Cecil L. Hall,** assistant manager of the Daytona Beach, Fla., Tower, from the Miami International Airport Tower.

■ **William F. Herring,** area supervisor at the Charlotte, N.C., Tower.

■ **James A. Northcutt,** area supervisor at the Fulton County Airport Tower, Atlanta, Ga., promotion made permanent.

■ **Robert E. Pacetti,** area supervisor at the Isla Verde Tower, San Juan, from the San Juan Center/RAPCON.

■ **Billy G. Peacock,** area supervisor at the Tampa, Fla., Tower, from the Miami Tower.

■ **Michael J. Pontrelli,** area supervisor at the Opa Locka, Fla., Tower, from the Fort Lauderdale, Fla., Executive Tower.

■ **Frederick N. Read,** supervisor of the Systems Requirement Section, Plans and Programs Branch, Air Traffic Div.

■ **Billy R. Strickland,** manager of the Memphis, Tenn., Hub AF Sector.

■ **Scott Wilson,** manager of the Craig Field Tower, Jacksonville, Fla., from the Fayetteville, N.C., Tower.

Southwest Region

■ **Donovan D. Schardt,** manager of the Lubbock, Tex., Tower, from the Houston, Tex., Intercontinental Tower.

■ **Grandville W. Sprayberry,** supervisor of the Deming, N.M., AF Sector Field Office, El Paso, Tex., AF Sector, from the Lubbock AF Sector.

■ **J.T. Stubbs,** manager of the Lawton, Okla., Tower, from the Terminal Section, Air Traffic Branch, FAA Academy.

Washington Headquarters

■ **Carol V. J. Carmody,** manager of the Budget Reports Branch, Office of the Budget, from the Budget Review Branch.

Western-Pacific Region

■ **Kurt W. Cooper,** area supervisor at the Stockton, Calif., Tower, from the Oakland, Calif., ARTCC.

■ **James W. Dunklin,** area supervisor at the Santa Barbara, Calif., Tower, from the Kona, Hawaii, Tower.

■ **Jerome R. Egan,** area supervisor at the Palo Alto, Calif., Tower, from the San Jose, Calif., Municipal Tower.

■ **La Verne M. Evans,** area supervisor at the Ontario, Calif., Tower, from the Chino, Calif., Tower.

■ Michael J. Fitzgerald, area supervisor at the McClellan AFB RAPCON, from the Reno, Nev., Tower.

■ **Michael A. Hewitt,** area supervisor at the Blythe, Calif., FSS, from the Bakersfield, Calif., FSS.

■ **Frank M. Lopez,** area supervisor at the Oakland ARTCC.

■ **Arthur W. L. Moses,** area supervisor at the Stockton FSS, from the Paso Robles, Calif., FSS.

■ **William J. Patterson, Jr.,** assistant manager for automation at the Las Vegas, Nev., Tower.

■ **John Rendon,** area supervisor at the Livermore, Calif., Tower, from the Oakland TRACON.

■ **Curtis G. Renville,** area supervisor at the San Jose Municipal Airport Tower.

■ **Charles D. Richard,** area supervisor at the Los Angeles ARTCC.

■ **Marvin M. Shappi,** area supervisor at the Ontario TRACON, from the Orange County Airport Tower, Santa Ana, Calif.

■ **David L. Strickland,** supervisor of the Los Angeles AF Sector, from the Lancaster, Calif., AF Sector.

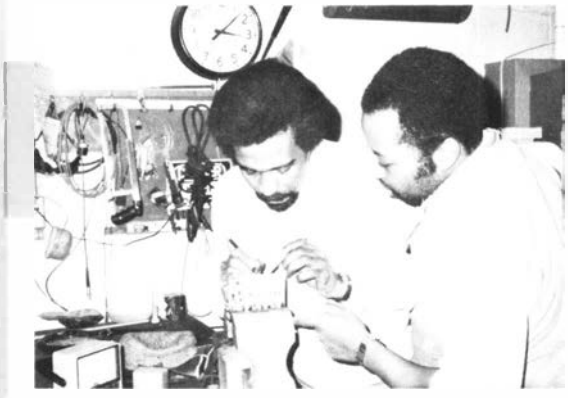
The New

Newark, N.J., is one of the pioneer cities in American aviation. It was one of the earliest airway radio stations; the first en route center was established there; and its airport was the first hub airport for New York City.

Its air traffic control tower is a unique structure among airport towers and impossible to misidentify with its cantilevered cab, TRACON and offices.

Despite the advent of La Guardia and JFK International (née Idlewild), Newark remains an important segment of New York City air traffic, with a heavy dose of navaids, communications equipment, radar and computers for the Newark Airway Facilities Sector to maintain. The sector's field offices are in Atlantic City, Morristown, Teterboro and Trenton, N.J., and in White Plains, N.Y.

Maintenance mechanics Gary Carter (left) and Benny Wilson repair a circuit board.



ak Sector

Newark Sector manager Gene Marciano passes work along to secretary Ethyl Honey (seated) and clerk/steno Gail Rock.

Technician-in-depth Kim Lee checks a component at a remote equipment site.

Don Evanko of the Morristown, N.J., SFO (far left).

Environmental Unit supervisor Andrew Hargett (left) and assistant sector manager Lucious Riley check some data.

Discussing some maintenance problems are (from the left) electronics tech[illegible]n Henderson Cox, Radar Unit supervisor Ron Jackson and ele[illegible]s technician Frank DeMarco. Electronics technician John Bar[illegible] on the phone with the tower.

It's bulb replacement time for mechanics Johnny Taylor (left) and Frank Brown.

By James Johnson
Aviation writer for *The Daily Oklahoman* and *The Oklahoma City Times*, his articles have previously appeared in FAA WORLD.

A Good Juggling Act

Payroll Recomputes Special Pay While Paying All DOT Employees

Payroll specialists at the Mike Monroney Aeronautical Center who have been working extensive overtime on the special pay raise have a unique appreciation of holidays: They haven't been getting them.

Congress passed the special pay raise on October 1 as a reward to the 28–30,000 air traffic controllers and others involved in aviation safety—like flight inspection crews, technicians and FSS specialists—who stayed on the job during the illegal strike by more than 11,000 controllers in August 1981.

In addition to the specialists just needing time to accomplish their herculean task, holidays represented diminished competition for computer time. So, the specialists got in some very productive time on their holidays, except on Thanksgiving, when the computer—with a lesser sense of dedication—decided to take the day off.

The team of 15 specialists, headed by Raymond H. Corley, manager of the Financial and Personnel Systems Branch, has been working nights, weekends and holidays since early October to translate that legislation into cash for the recipients as soon as possible. While they've been adjusting payroll computer programs for the purpose, the 15-person Payroll Section has been continuing to turn out the entire Department of Transportation payroll for 62,000 employees.

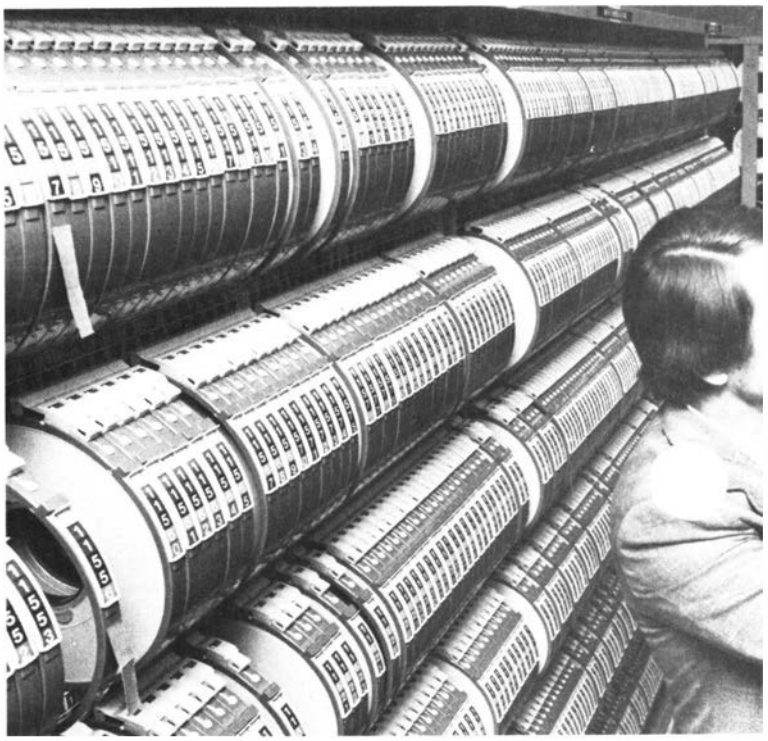
As if that weren't enough, Corley's group also has been changing the computer program to allow for the new 1.3 percent Medicare payroll deductions that began this month for all Federal employees.

"We have good troops," commented Paul Frenzel, the project's systems analyst, in discussing the ever-changing burdens in such programs. "If they aren't dedicated employees, they don't last long in payroll."

Passage of the special pay raise immediately launched Corely and his aides into the job of determining what was involved in getting the money paid. They brought their input for the basic plan that was adopted at a meeting in Washington the following week. Corley and his people returned to the Aeronautical Center for a second weekend at their desks, preparing to put the plan into operation.

In enacting the measure, Congress ordered five percent salary hikes for those with operational roles in promoting aviation safety and another 1.6 percent hike for former controllers who had maintained their qualifications even though they had moved on to other jobs. In addition, the legislation provided for premium pay for those giving on-the-job training, time-and-a-half for those who worked through lunchtime, full salary and retirement pay for retired civilian and military controllers who returned to work and no $57,500 pay cap for the entire group.

To make those assorted changes for about 30,000 employees for 35 pay periods, as well as research former



Computer program analyst Dave Berryhill in the Aeronautical Center's library of computer data tapes from payroll and other systems managed at the center.

Systems analyst Paul Frenzel (left) reviews a pile of payroll program data.

W.C. Allen, programmer/analyst, pores over employee master pay records.

Linda Jones, computer programmer; Ron pears, computer program analyst; and Jon Forrester, computer system analyst (left to right), analyze payroll programs that need to be modified for the pay raise.

FAA employees who have entitlements from that period, will have required about 6,000 hours of overtime work, including 250 hours of holiday work and 250 hours of night differential. This means the team will have had to search some two million pay records and examine 700,000 payroll actions to find who gets what. Modifications were needed in 62 major computer programs, and almost every operation of the branch is being affected.

"The availability of computer time determined when we put people on the night shift," Corley explained. By early November, the entire crew was working long and unusual hours. Personal plans for end-of-year vacations were postponed, and football weekends were lost, slightly more bearable thanks to the professional football strike.

FAAers now on the job saw the first of the pay raise in their salary checks of the week of January 3, the team having made good its targeted date for the first computer tape sent to the Treasuary Department in Kansas City for the actual writing of checks.

"At that point," Corley had predicted, "we will be current in paying the increase and will have paid retroactively for the 12 weeks before that." He was referring to the period back to passage of the legislation.

"The rest of the retroactive payment back to Aug. 3, 1981, won't come until the checks of the week of May 9," he added.

Reflecting on the chore, analyst Frenzel noted, "It's easy to say, 'Pay somebody five percent.' It was our job to figure who to pay, how to pay them and how to report it and account for the money."

Perhaps the toughest job of all was to be quick and right the first time. "If we pay 62,000 people, that means we have 62,000 auditors," Frenzel said. "They don't understand if their pay is screwed up." ■

Photos by Paul Southerland

Human Resources Sets a Program

Regional Representatives Meet To Exchange Ideas

clockwise from the left:

Northwest Mountain specialist Judith Pierce studies a talking paper.

Southwest Region's Dr. Clarence Von Bergen led a discussion at one session.

Intent on the discussion are Dr. J. Robert Mitchell (left), representing the Alaskan Region, and Dr. Edward W. Scaggs from the Central Region.

Participating in the conference was Edward Curran, Director of the Office of Labor Relations in Washington.

Photos by Lance Strozier

The agency's new Human Resources Specialists met as a group for the first time in November in an organizational meeting at Washington headquarters.

Poring over reports and organization assessment data in meetings of the whole as well as in small groups, the specialists formulated a statement of their mission, goals and objectives. The draft of the statement includes reference to improved communications, improved planning and decision-making with greater employee participation and improved management proficiency in developing and maintaining individual and group performance.

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clockwise from the left:

Listening to one of her counterparts is Tech Center specialist Louise Eberhardt.

John McNeil, Washington headquarters resource specialist, has had a responsibility for coordinating the program.

Dr. Anne Harlan, New England Region specialist, interposes a question.

Great Lakes resource specialist Donald Saballus discusses a point with Betsy Kirkhart of the Western-Pacific Region.

An animated Susan Yoselow from the Aeronautical Center makes a point. Not shown is Eastern Region's Alfred Miller.

Dr. James Boone, Southern Region, is thoughtful as he listens to Dr. Harlan.

By Betty Grossberg
The acting public affairs officer at the Technical Center, she was previously a freelance writer.

Opening Windows for the Mind

Volunteer Program Offers Youth Insights Into Technical Careers

Anthony Pitts, 16, hasn't missed a day in learning fire-fighting techniques from Tech Center fire chief George Kinsey. His mother said he couldn't wake up soon enough to get back to work.

Jennifer Ingham, 17 (seated), enters data on the DEC-10 computer with direction provided by Nancy Gosner, secretary for the Software Engineering Branch. Jennifer, who completed the Terminal User Course during the summer TYP, hopes to become a programmer.

Any which way you look at this program it turns up winners.

Take a group of predominently disadvantaged and minority high school students with good grades who haven't been turned on by much in their world, put them into a technical environment and mix in with some motivated FAA employees, including a number of minority supervisors as role models.

What you get are insights into technical jobs that may be the beginnings of technical careers for some or just eye-openers for others and a great deal of satisfaction all around.

Unlike at the nearby gaming tables in Atlantic City, N.J., everybody who participates in the Technical Youth Program (TYP) at the FAA Technical Center comes out a winner—the youths, the instructors, the FAA and the center itself.

The FAA gets temporary workers at no cost and may eventually see these individuals return as cooperative-education students and still later as talented professionals; the instructors get a sense of satisfaction and pride; and, most of all, the youths have an opportunity to glimpse that sometimes mysterious world of science and technology and to open a door to an entirely new future.

The TYP is an innovative idea developed by the Technical Youth Programs, Inc., a non-profit corporation comprised of a dozen or so minority Tech Center employees who believe in the potential of minority youths and the benefits of exposing them to the many technical career fields at the Tech Center.

And, while helping minority and disadvantaged individuals, the program also has the potential of helping the FAA in its never-ending search for qualified minority employees for technical and professional occupations as part of the government's equal employment opportunity efforts.

The program is supported by a grant from the Private Industry Council of Atlantic County, N.J., in cooperation with the Comprehensive Employment Training Act (CETA) and area high schools. The grant provides funding for instructors' and students' salaries, transportation and supplies. Under the grant, the students are pai the minimum wage.

Anthony Taliaferro, 15, removes a computer tape from a tape drive under the supervision of computer systems support analyst Robert Nichols.

During a classroom portion of the program, Rodney Guishard, manager of the Engineering and Operations Branch, Systems Test and Evaluation Div., helps high schoolers learn electrical circuitry.

Participants are selected from nearby high schools, based on their interest in science and mathematics, their grade average and their need. They are required to have a B or above average.

Last summer, many of the 47 students participating were assigned to work with the Technical Center's various computer systems. Some individuals got involved with programming; others were in word processing; some worked in the center's technical library and national airspace system documentation areas; still other individuals helped test water and fuels in the center's chemistry laboratory or worked in the fire house learning to fight chemical fires.

Their days were divided between classroom instruction and on-the-job training. Field trips to other technical installations increased their exposure to various career opportunities.

"There is no question as to the value of this program to these youths and to the agency if they enter technical or professional careers and eventually return to the Tech Center as employees," says Tech Center Director Dr. Edmund J. Koenke. The director, with an eye to the future, is tracking the students' career progress. "It's an opportunity for them to consider these fields at that critical time in their schooling, during their junior and senior high school years, when they need to begin preparing for such careers."

TYP's president, Ellis Peopples, a program analyst on the Tech Center's Engineering Management Staff, adds, "The number of individuals entering technical fields from minority groups is small. We want to change that.

"These youths are being given a chance to compete in areas of the job market that they previously may have thought they were excluded from.

"Most of these young people had never met minorities working in such occupations as professional chemists, air traffic controllers, computer systems analysts, professional engineers, mathematicians, etc. Many of them grew up in the inner city assuming that their only way into a better life was through such fields as athletics."

For most of the students, the eight-week summer program was their first full-time job experience. It was a real change from babysitting or running errands for the neighbors.

On-the-job training and experience is mixed with classroom activities that

James Ryan of Logistics helps Monique Gerald, 14, enter data into the Procurement Information Tracking System.

Tech Center meteorologist William Lewis checks 15-year-old Maurice Johnson's procedure in using an oscilloscope to set the level of a time signal from an aircraft tape recording during a storm.

give the students a taste of careers other than those offered on their job sites.

For example, this past summer, students received mini-courses in advanced mathematics, modern logic, computer science, chemistry, oral and written communications, engineering and air traffic control. Classes were held each morning and were taught by volunteer center employees who are members of TYP and two salaried instructors, who were paid from TYP's grant.

During a two-week engineering course, they studied electronics and about fossil fuels and how such fuels are used to generate electricity. To reinforce this information, they visited the Salem Generating Station and Second Sun Energy Information Center at Lower Alloways Creek, N.J. After more classroom work, the students were taken to the Con Edison Energy Museum and Con Edison Energy Conservation Center in New York City.

The knowledge and skills gained in the classroom not only help the students select a career but also often may be useful in their day-to-day living and in whatever career they pursue.

The course in oral and written communications is a good example of this. Last year, the course was taught by William Greene, a computer systems analyst with a bachelor's degree in theater. Greene was assisted by John Lyles-Belton, Publisher of *Black Atlantic City Magazine*, and the Technical Center's civil rights officer, Rodger Mingo.

Greene says he saw real progress in the youths in his class. One girl, in particular, he recalls, had such a case of stage fright early in the program that she froze completely when she stood before the group. She couldn't say a word.

"On the last day of class," Greene says, "she was relaxed. She gave a talk on something she could relate to, and it was an excellent talk. She felt good and I felt good, too.

"I don't know whether it is pride or what, but it makes you feel good when you see progress like that."

In addition to daily classroom study, the students were at their job sites each afternoon, often applying the principles they learned during the morning classroom session.

The program did not end with the close of summer, but continues throughout the year. Twice a month, during a winter session that began in October, volunteer Tech Center employees who are TYP members give up their Saturday mornings to conduct classes at the Tech Center for the youths.

"When kids show up for school or Saturday, you know they mean business," says Peopples, who adds, "We are enthusiastic about the intellectual growth we see in the students."

Jennelle Derrickson, a chemist with the Tech Center's Fire Safety Branch, agrees there is great satisfaction in helping the students.

"I get a lot out of providing a program for these students that wasn't available to me when I needed and wanted something like this," she says. "And that wasn't so long ago," the 28-year-old Derrickson adds.

Rodger Mingo, the center's civil rights officer and a member of Technical Youth Programs, says, "It is the responsibility of minorities who have arrived at various stations in life and who are themselves still struggling to achieve their full potential, to help their progeny to achieve and to carry the same load for those who follow them.

"There may be some altruism involved, but it is not only altruism. It is our responsibility."

The Technical Youth Program is a gamble that is paying off—one in which there are only winners. ■

ATPAC:
Everybody's in the Act

Attentive to the discussion are (left to right) Ed Krupinski, Airline Pilots Association; Pepe Lefevre, Allied Pilots Association; Dan Hawley, APA; and Lane Speck, executive director of the Air Traffic Procedures Advisory Committee and assistant manager of the Procedures Division, Air Traffic Service, Washington headquarters.

Looking past Lane Speck to the speaker are (left to right) Jim O'Malley, special programs assistant in the Procedures Div.; Peggy Park, administrative assistant in the Procedures Div.; observer Ray Doda, planning & procedures specialist from the Baltimore Tower; and observer Tom Rudl, Ransome Airlines, for the Regional Airlines Association.

At the right rear of the table, next to Tom Rudl, is Lingiam Odems, U.S. Army ATCS; and leaning on his hand is Gary Church, Air Transport Association. Off to the right is Glenn Leister, Helicopter Association International, which is seeking membership. Members not shown are Bill Horn, Jr., National Business Aircraft Association; and Gabe Hartl, Air Traffic Control Association.

The Air Traffic Procedures Advisory Committee (ATPAC), which consists of representatives of 11 member organizations, meets quarterly to review the procedures and operating practices of air traffic control. The diversity of membership is designed to ensure that the interests of all segments of the flying public are served. This last meeting of the group took place at Washington headquarters, October 25–29.

Ed Malo of the Aircraft Owners and Pilots Association makes a point, while Larry Coyne, National Association of Air Traffic Specialists, takes notes, and Jim Woodhead, Airline Pilots Association, studies a proposal.

Participating in the ATPAC meeting at headquarters were (from the left) Don Franke, Air Traffic Control Association; and Doug Lundgren, Aircraft Owners and Pilots Association.

A crowded terminal at Chicago-O'Hare and the light track of an aircraft.

Photo by David Welhouse
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