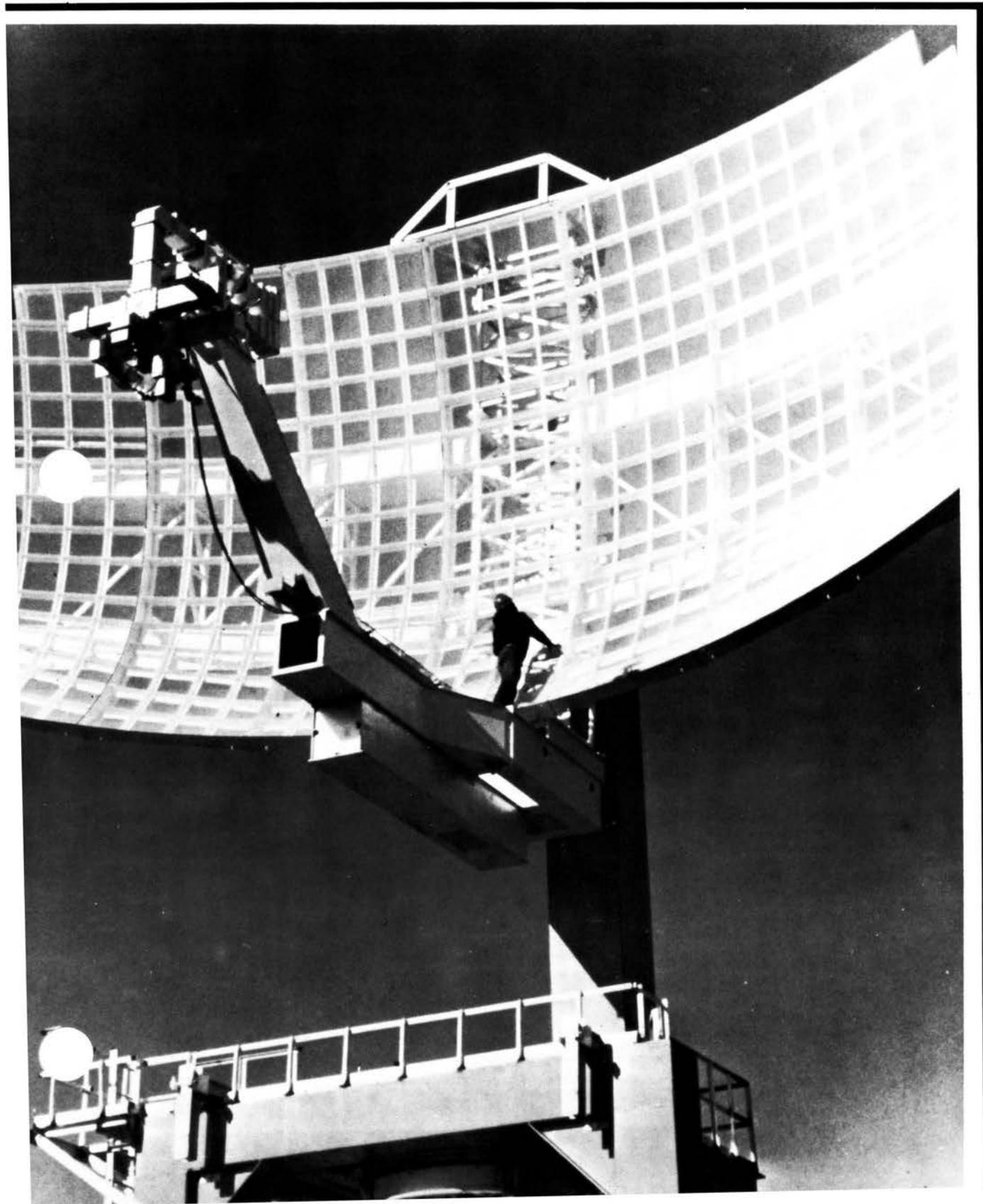


FAA WORLD

JUNE 1977



FAA WORLD

JUNE 1977
Volume 7, Number 6

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FAA WORLD is published monthly for the employees of the Department of Transportation/Federal Aviation Administration and is the official FAA employee publication. It is prepared by the Public & Employee Communications Division, Office of Public Affairs, FAA, 800 Independence Ave. SW, Washington, D.C. 20591. Articles and photos for FAA WORLD should be submitted directly to regional FAA public affairs officers: Mark Weaver—Aeronautical Center; Clifford Cernick—Alaskan Region; Joseph Frets—Central Region; Robert Fulton—Eastern Region; Neal Callahan—Great Lakes Region; Michael Benson—NAFEC; Mike Ciccarelli—New England Region; David Myers—Northwest Region; George Miyachi—Pacific-Asia Region; David Olds—Rocky Mountain Region; Jack Barker—Southern Region; K.K. Jones—Southwest Region; Eugene Kropf—Western Region.

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Front cover: *The new generation of en route radar begins with the delivery of the first of 26 ARSR-3 radars to the Aeronautical Center in November for training purposes. For additional information, see page 12.*

Back cover: *In the wide open spaces 10 miles southeast of Denver sits Arapahoe Airport, the home base for more aircraft (450) than any other in the western half of the U.S. With operations up to 318,109 for the 11 tower controllers, the airport will be getting an instrument landing system localizer, outer marker, compass locator and an ATIS.*

Heads Up

AERONAUTICAL CENTER

Dorothy M. Turner has been promoted to section chief in the Cataloging Branch of the FAA Depot ... Also a new section chief is **Dale F. Johnson** in the Oklahoma City Flight Inspection Field Office ... **Jimmie E. Williams** was named section chief in the Procurement and Systems Branch ... **Richard E. Fournier** also was boosted to section chief in the Quality Control Branch of the Aircraft Services Base ... The new chief in the Aircraft and Avionics Group at the base is **Troy D. Clark** ... **Eugene L. Anderson** moved up to chief of the Quality Control Branch at the Aircraft Services Base.

ALASKAN REGION

Now an assistant chief at the Cordova FSS is **Richard D. Mathews**, who hails from the Sitka FSS ... **Allen L. Upickson** was named Sector Field Office chief at the Fairbanks Central Sector Headquarters.

CENTRAL REGION

Orin I. Tennison is a new assistant chief at the Springfield, Mo., Tower.

EASTERN REGION

William B. Duncanson, deputy chief of the Washington FSS, and **Richard Johnson**, chief of the Washington FSS, both received promotions ... A new assistant chief at the Buffalo, N.Y., FSS is **John E. Seaman**.

GREAT LAKES REGION

Gerald E. Fricke was upped to facility chief at the Saginaw, Mich., FSS ... Named a new assistant chief at the Indianapolis FSS was **Ronald C. Rife** ... Taking on the job of Sector Field Office chief at the Columbus, Ohio, Airway Facilities Sector is **Haig Garabedian** ... The Midway Airway Facilities Sector in Chicago has a new Sector Field Office chief in the person of **David S. Mezurashi** ... **Gerald F. Le Claire**, assistant sector manager at the Lansing, Mich., AFS, was promoted.

NAFEC

Promoted to chief of the General Accounting Branch was **Robert Nealy**, and replacing him as chief of the Cost and Property Accounting Branch was **Patrick J. Heidenthal**.

NEW ENGLAND REGION

Selected as chief of the Otis AFB RAPCON was **Deane W. Robbins**.

ROCKY MOUNTAIN REGION

Boosted up to chief of the Jamestown, N.D., FSS was assistant chief **William H. Fischer, Jr.** ... Similarly, **William P. Curry** was named chief of the Minot, N.D., FSS ... Selected as an assistant chief of the Salt Lake City FSS was **Stewart F. Tracy**.

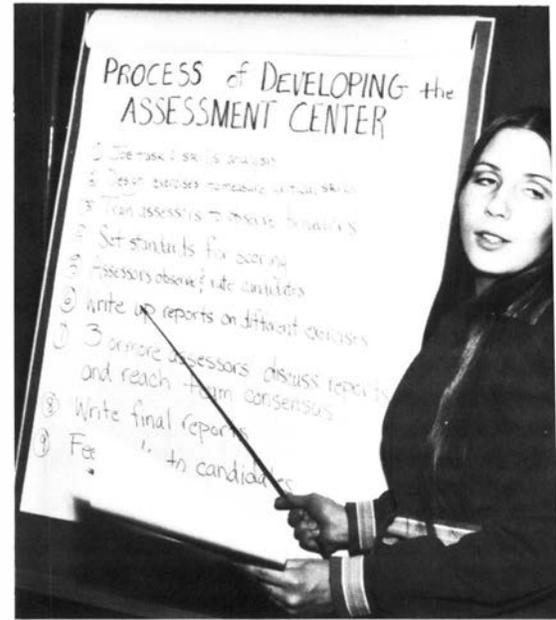
(Continued on page 7)

A few years ago, Dr. Laurance J. Peter came out with his famous "Peter Principle." It's an iron-clad rule, he said, that every employee in a hierarchy tends to rise to his or her level of incompetence. Later, however, he backed off somewhat and offered an escape to those who use his "Peter Prescription."

While not nearly as acute a problem as Dr. Peter would make it, the business of moving the right people upwards into the right jobs has often been a hit-and-miss affair. Both government and industry can point to suc-

cesses and failures, and FAA is no exception. However, FAA has discovered an effective tool, if not a prescription, for helping it select competent, productive people for managerial and other important positions, and the agency has been using it with increasing success since 1972.

It's called an assessment center. It's not a building or a laboratory. In fact, it's not a place at all. It's a program where candidates go through a series of simulation exercises to see if they have the skills required for the job. FAA can't take credit for coming up with the idea. Assessment centers were used during World War II by the Office of Strategic Services and the military to identify people for special missions and critical positions. Private industry got into the act in the mid-1950s, and companies like AT&T,



Nancy Blagg, industrial psychologist in the Office of Personnel and Training, explains to a group of assessors in training how an assessment center is put together.

**THE
ASSESSMENT
CENTER**

Not a Place
But a Way To Go

Upward Mobility Program.

The use of assessment centers has been expanded greatly since that time. The Airway Facilities Service, for example, is using the method to help select employees for sector manager and assistant sector manager slots, and the Air Traffic Service is using it to help identify candidates for GS-15 facility chief positions.

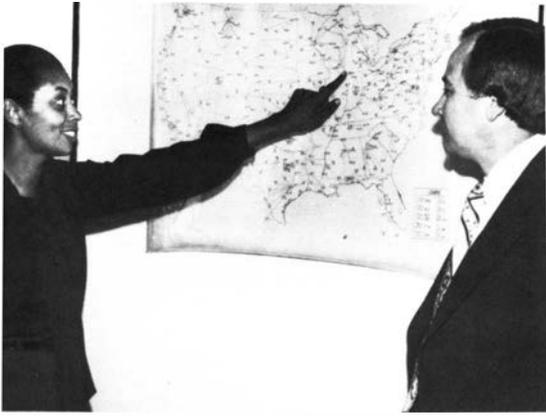
However, the use of assessment centers will not likely be expanded to include all occupations in the agency, according to Johnie Withers, chief of the Executive Personnel Staff in the Office of Personnel and Training.

"In addition to the cost involved in expanding such a program agency-wide," says Withers, "certain jobs do not require the skills that assessment centers are uniquely qualified to measure. Also, it is up to the offices and services to decide whether to use this evaluation tool. It's an option we made available, but it's not a requirement."

Withers says that the assessment center is not the only device used in making a selection. It should be used in concert with the traditional criteria:

IBM, GE, Ford and others have made assessment centers an integral part of their programs for selecting supervisors and managers.

FAA began using assessment centers in 1972 to select candidates for the Executive Development Program, and later was the first Federal agency to use them to select candidates for the



Al Petteway (right), engineer in Airway Facilities, is briefed by program assistant Terry Ford on data terminal requirements for Great Lakes FSSs. Ford came to AF via the Upwards Mobility Program, where she had to go through an assessment center.

experience, education, performance-evaluation rating and the like.

“The value of the assessment center,” says Withers, “is that it can measure skills like organization, planning, judgment and decisiveness. Traditional selection methods often rely heavily upon subjective judgments to determine if the candidate possesses the skills that are important for success on the job. An assessment center allows you to observe and measure a candidate’s performance against an established standard.”

The process of developing an assessment center begins with a job-task and skills analysis. Essentially, that involves getting together those who request an assessment center and members of the Executive Personnel Staff to discuss the skills needed to do the job.

In the case of the sector and assistant sector manager positions in Airway Facilities, it got to be fairly complicated. The current position descriptions for those jobs were reviewed, and discussions were held with sector managers, past and present, with an eye towards identifying all the tasks involved in those two jobs. An initial list of 211 tasks was narrowed to 77. All sector managers were given definitions of 17 skills and asked to judge which skills were required to perform the 77 tasks successfully. They judged the following skills as critical: analytical ability and perception, leadership, judgment, oral and written communication, planning and organizing,

decisiveness and interpersonal skills.

Following a job task and skills analysis, it’s up to management consultants under contract to the FAA to design simulation exercises. Nancy Blagg, an industrial psychologist with the Office of Personnel and Training, works with the consultants to assure that the simulation exercises will be appropriate to the FAA’s needs. Blagg, who has worked with assessment centers in private business and industry, explains the process this way: “An employee’s behavior and job performance are evaluated every day by his or her supervisor. The assessment center just intensifies the process by simulating critical aspects of the job functions in a controlled environment. Candidates have an opportunity to display, under standardized conditions, the skills deemed important for the target position. This insures that the evaluation is relevant and consistent for all participants.”

Assessment centers generally last one to three days, depending on the complexity of the target job. To be considered an assessment center by the FAA, there must be at least two simulation exercises; often there are as many as five.

A typical exercise is the leaderless group discussion. It’s called “leaderless” because no one is assigned the leadership role. Leaders are expected to emerge during the course of the exercise. Each of the six candidates is assigned a position to present and discuss with the other group members. The three assessors observe the process and arrive at a judgment on each candidate’s performance.

Terry Ford, who is an upward-mobility trainee with the Enroute Communications Branch in the Airway Facilities Service, recalls that she had to present the case of a young blind woman who wanted to get a Master’s degree in writing. Another candidate was assigned the role of a forest ranger who wanted to further his education. The point was to make the strongest pitch possible for the limited amount of scholarship money available. Ford said she got the money and didn’t even have to use the blindness issue.

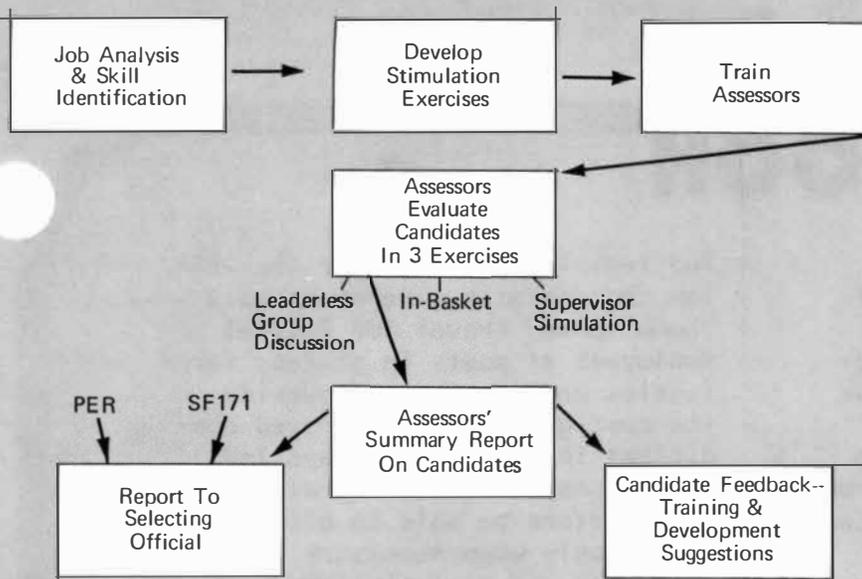
But, to paraphrase the late Grantland Rice, winning is not necessarily the most important issue, it’s how you present your case. The assessors observe how well a candidate plans, organizes and presents the material and whether a candidate listens to the other presentations and works with the other candidates in arriving at the best solution.

Another typical simulation is the “in-basket” exercise. Bill Pollard, Special Assistant to the Director of the Air Traffic Service, recalls his experience with this exercise when he was a successful candidate for the Executive Development Program in 1974.

“I was supposed to be the new Director of the Environmental Protection Agency in Atlanta,” he said. “I was given an ‘in-basket’ with a packet of materials containing about 40 items. There were things like invitations to speak to various groups, requests to appear on TV talk shows, and staff projects that needed my decision. I had to pretend it was after hours—from 7-9 p.m.—and the staff had gone home. And at 9 p.m. I had to leave on a two-week trip where no one could contact me. So, the instructions I left for the staff had to be absolutely clear. The only help I had was a calendar and

Air Traffic Service Director Ray Belanger (seated) reviews a staffpaper with his special assistant, Bill Pollard, who went through an assessment center as a successful candidate in the Executive Development Program.





an organizational chart, so I would know to whom to assign the various tasks.”

There are several other kinds of exercises that can be devised to test particular skills, and some of them elicit unexpected reactions, Pollard said. One candidate he heard about, for example, “threatened to punch out” a role-playing participant who he thought was harassing him. Since the exercise was designed to test interpersonal relationships, Pollard said it was “a pretty good bet the fellow didn’t do too well.”

One of the most important parts of an assessment center is the training of assessors, says Nancy Blagg.

Assessors are FAA employees at the target position or higher and usually from the same service. An exception to this is the Executive Skills Assessment Center. In this one, both outside industrial psychologists and agency executives are trained to be the assessors. The training usually takes four days. Assessors are taught how to observe behavior and how to identify skills. They spend much of the time taking simulation exercises themselves and watching other assessors take them.

“One of the toughest things to teach them,” says Blagg, “is how to record a candidate’s performance in terms of specific observable behavior and to keep them from making judgmental statements.” The reason this is

important is that, at the end of a simulation exercise in a real test situation, assessors must discuss among themselves the behavior they observed, relate it to a particular skill and then arrive at a consensus as to the candidate’s rating on an established scale.

Blagg says that assessors take their jobs seriously and, in most cases, work harder than the candidates taking the exercises. To illustrate her point, she recalled the time in a Chicago hotel room where a group of assessors were conducting a post-exercise wrap-up when she noticed water gushing from a hole in the ceiling. Despite the fact that the room was starting to get pretty wet, she swears with only a trace of a smile that the group sat there until they had completed the job.

So, that’s how assessment centers work. But, is this method helping the agency select the best candidates for jobs?

Ike Hoover, Deputy Director of the FAA’s Rocky Mountain Region, says the assessment center program has improved greatly over the last five years. Hoover has been involved with assessment centers since 1972 in connection with the Executive Development Program.

“Four or five years ago, we tried to assess factors that really can’t be assessed by means of a center,” Hoover said, “—qualities like loyalty and commitment to the agency. As a

result, we spent a lot of time spinning our wheels. Additionally, we put too much weight on the assessment center in selecting candidates. In fact, in the early days, it was pretty much the whole ball game. Now we concentrate on testing qualities like leadership, oral communications, decisiveness and the like. At the beginning, the assessment center was capable of keeping good candidates out of the Executive Development program. It was too much of a talent contest, kind of a whiz-kid thing. Now, we’re weighing past experience, job performance, education and training factors, too, and we’re getting better candidates.”

Terry Ford said that, in her judgment, the best candidates from her group were selected. She said, “All three were obviously intelligent people who could think logically,” whereas it was obvious that some of the other candidates had never had the experience of planning and organizing their ideas. She felt the exercises were designed to test her skills and abilities, and she didn’t feel like she was in competition with the other candidates.

What about the objection that some people freeze up in tests but do well in a real-world situation?

“If a person can’t stand up to pressure in these exercises, then I don’t think he or she is suited for the real world where there is often more pressure,” said Bill Pollard. “Besides, the exercises are varied enough so that if you’re not good at one exercise, there are others where you might be. For example, in the in-basket exercise, you don’t have to be a great speaker. You’re all alone in that one.

“The only apprehension I had,” he said, “was due to the fact that I didn’t know what an assessment center was all about. But, I decided it was a good opportunity, and no matter how I did, the worst that could happen was that I would have the opportunity to have an unbiased assessment of my potential.”

—By Gerald E. Lavey

FEDERAL NOTEBOOK

THE PAY'S THE THING

The union members of the Federal Pay Council who walked out last year are going back to that body on the assurances of the Administration that the "white collar" pay raise in October will not be capped or otherwise held down from true comparability and not reduced from the Ford and Carter budget estimates of 6.5 percent. While the union trio said last year they would not return until the Office of Management and Budget was dropped from the Pay Council, the settlement of differences allows OMB to remain. ■ While the House Compensation and Employee Benefits Subcommittee is conducting hearings into Ford and Carter proposals to cut the rate of increases in "blue collar" pay, the group has recommended that no changes be made for another year. ■ Meanwhile, the Civil Service Commission and the General Accounting Office are making a study of the feasibility of a total compensation system on which to base pay raises--that is, the combination of salary and fringe benefits. ■ Another downbeat item is that the House Budget Committee has approved only \$7 million in funding for new Federal employee benefits in the coming fiscal year. Rejected by the committee was the proposal to raise government contributions to health insurance from 60 to 75 percent and liberalizing the life insurance program.

TIME OFF

If you are on leave without pay the day before a holiday but back on the job the day after or vice versa, you are entitled to holiday pay, according to Comptroller General decision B-127474. ■ The General Accounting Office has asked

for legislation to change the 1954 law that permits government-paid "home leave" travel for Federal employees at posts in states, territories and possessions outside the contiguous U.S. Improved conditions in such places have led GAO to propose that Federal administrators be able to offer the travel only when necessary for recruitment and retention of personnel and to limit the number of years an employee may receive the benefit. ■ Rep. Claude Pepper (Fla) has introduced a bill to make Inauguration Day a national holiday. At present, it's a holiday only for Federal employees working in the District of Columbia.

A HEALTH PLUS

The second largest Federal health insurer, Aetna, is covering on a trial basis in the capital the cost of seeking a second opinion on recommendations for surgery. Normally, such consultation is at the subscriber's own option and cost.

RETIREMENT HEARINGS

The House Civil Service Employee Benefits Subcommittee is slated to hold hearings on a brace of retirement issues. One is to determine if there have been abuses of early retirement provisions; the other is on the Rep. Pat Schroeder (Colo) bill to provide divorced spouses of Federal employees with half the annuity if the marriage was for 20 years or more. Opposition centers on creating an inequity for the employee when a court has already made a settlement and the fault of the divorce is not determined as the employee's, as well as being unfair to an employee's new spouse in case of remarriage.

WORD SEARCH

By the Great Lakes Public Affairs Staff

Most airports that are not named for a city, county or region memorialize a historic personage, an aviation or space pioneer, a member of Congress or other local elected official, explorers, generals or even a film star. This, then, is the subject of this month's puzzle.

The names read forward, backward, up, down and diagonally, are always in a straight line and never skip letters. The names may overlap, and letters are used more than once.

Use the name list if you must, but try covering it first. All 48 names can be found. Circle those you do find and cross them off the list. The airport "JFK" has been circled to get you started. When you give up, the answers may be found on page 12.

Baldwin (Quincy, Ill.)
 Bishop (Flint, Mich.)
 Boeing (Seattle)
 Bolton (Columbus, Ohio)
 Bradley (Windsor Locks, Conn.)
 Byrd (Richmond, Va.)
 Cox (Dayton, Ohio)
 Dulles (Washington)
 Foss (Sioux Falls, S.D.)
 Fox (Lancaster, Calif.)
 Green (Providence, R.I.)
 Hamilton (Christiansted, St. Croix, V.I.)
 Hancock (Syracuse, N.Y.)
 Hartsfield (Atlanta)
 Henry (Newport News, Va.)
 Hobby (Houston)
 Holman (St. Paul, Minn.)
 Hopkins (Cleveland)
 Hughes (Culver City, Calif.)
 Hulman (Terre Haute, Ind.)
 JFK (New York)

Kellogg (Battle Creek, Mich.)
 Lambert (St. Louis)
 Lindbergh (San Diego)
 Logan (Boston)
 Love (Dallas)
 Lovell (Chattanooga, Tenn.)
 Lunken (Cincinnati)
 Martin (Baltimore)
 McCarran (Las Vegas)
 Meigs (Chicago)
 Mitchell (Milwaukee)
 Moisant (New Orleans)
 O'Hare (Chicago)
 Post (Oklahoma City)
 Rogers (Oklahoma City)
 Sheppard (Wichita Falls, Tex.)
 Sikorsky (Bridgeport, Conn.)
 Spaatz (Reading, Pa.)
 Standiford (Louisville, Ky.)
 Stapleton (Denver)
 Stewart (Indiana, Pa.)
 Timmerman (Milwaukee)

N I A L R E B M A H C D L O W
 A L U N K E N A Z I O N B H R
 R M S S N I K P O H X O F A I
 R I T R A W E T S R E G O R G
 A T F O F X N A G O L O V E H
 C C M U O N N A M R E M M I T
 C H B V S P A A T Z Z A M U S
 M E I G S H U L M A N A Q O O
 H L S B S S D R A P P E H S P
 O L H A R T S F I E L D Y B A
 L L O V E L L K O O C R I E W
 M C P H E N R Y S L N E E R G
 A C K C O C N A H D U L L E S
 N T N A S I O M R G T I O N I
 O U N A T S B O L T O N (JFK)
 T N A R P Y F F G O L L E K O
 L A A S R I T R E B M A L E R
 I M O D D R U O P H U G H E S
 M U B N S H G R E B D N I L K
 A R A Y E L D A R B H O B B Y
 H T Y S O N A L S G N I E O B
 S T A P L E T O N I W D L A B

Truman (Charlotte Amalie, St. Thomas, V.I.)
 Tyson (Knoxville, Tenn.)
 Weir Cook (Indianapolis)
 Wold-Chamberlain (Minneapolis)
 Wright (Caldwell, N.J.)

HEADS UP *(continued from page 2)*

SOUTHERN REGION

Earl H. Hardee, Jr., chief of the Albany, Ga., FSS, was selected as chief of the Jacksonville, Fla., FSS ... Replacing him at the Albany FSS is **Roy C. Pace**.

SOUTHWEST REGION

Taking on the job of an assistant chief at the San Angelo, Tex., Tower is **John T. Williams, Jr.** ... **James E. McCarthy** was promoted to branch chief at the Aeronautical Quality Assurance Field Office of the Dallas Air Carrier District Office.

WASHINGTON HEADQUARTERS

John A. Sekman has advanced to director of the Program Establishment Branch in the Airports Service ... The new director of the Special Projects and Appellate Branch in the Office of the General Counsel is **John H. Cassidy III**.

WESTERN REGION

A new assistant chief in the Los Angeles FSS is

Alfred L. Bailey from the Santa Barbara, Calif., FSS ... Moving up to an assistant chief's slot at the Ventura Tower in Oxnard, Calif., is **Jerry S. Marinis** ... **George Goumas** was selected an assistant chief at the Santa Barbara FSS ... Promoted to assistant chief at the Tucson, Ariz., Tower was **Arnold T. Butler** ... Boosted to an assistant chief's slot at the Oakland, Calif., FSS was **Daniel Hackett** ... Ventura Tower assistant chief **Wilbur S. Benner** was promoted to chief at that facility ... **Maryanne F. Smith** got the nod for an assistant chief's position at the Metro Tower in Sacramento, Calif. ... **Wilbur G. Friend** went from assistant chief at the Metro Tower to chief of the Marysville, Calif., Tower ... **Ronald A. Nichol** moved up to chief at the San Carlos, Calif., Tower ... The new chief of the San Francisco Air Carrier District Office is **Joseph J. Budro** ... Long Beach, Calif., Tower assistant chief **Edward D. McCarthy** was selected chief of the Fresno Air Terminal Tower ... **John W. Schassar** has been named an assistant chief at the Phoenix, Ariz., TRACON ... A new assistant chief named at the Fullerton, Calif., Tower is **Bernice Campbell**.

WELL DONE—*Congratulating themselves for a successful Civil Aviation Security Seminar are (left to right) James Souder, chief of O'Hare's Air Transportation Security Field Office; Jim Meyer, Central Region Air Security Branch; and Robert Lower, principal security inspector, Northwest Airlines, O'Hare ATSF. The 76 participants represented airport management, air carriers, contract screening companies, FAA and the USAF Military Airlift.*



INVENTOR HONORED—*Robert F. Bundy, NAFEC Communications & Guidance Div. engineer, has been honored as one of 24 inventors contributing to American technology since 1856 by the Philadelphia Afro-American Historical and Cultural Museum. Bundy was cited for developing a baggage X-ray scanning system.*



MISS AVIATION—*Philadelphia FSS specialist and accident prevention counselor Anne M. Shields receives a distinguished achievement award from O.H. Perry Baldwin, chairman of the Aviation Committee of the Delaware Valley Council. Shields has been flying since before World War II.*

EXCELLENCE NOTED—*Tom Preziosi (left), New England Management Systems Div. chief; and Al Houck, Executive Officer, beam at the Excellence Award presented to the region by the Boston Federal Executive Board for "superior leadership and distinguished community service" in the Combined Federal Campaign.*



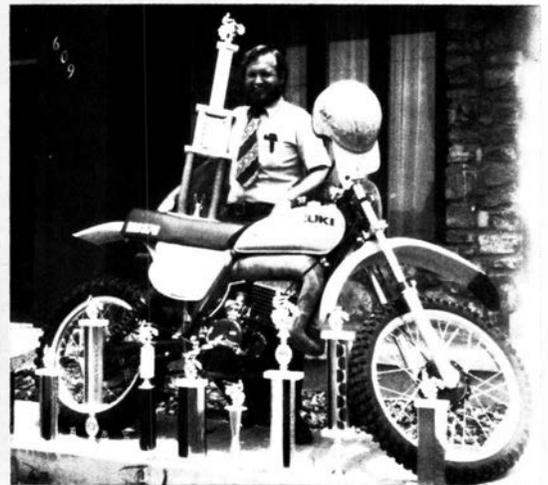
THE CAB THAT WASN'T THERE—*Propane Ana, Calif., do their thing high atop the D... a annual convention of the Helicopter Association... controller Dennis Myers, Long Beach AF technician "Scot" McKnight handled the chopper fly-in o Beach, Naval Air Station-Los Alamitos and Fuller*



GOOD IDEA—*Kam Hee, Honolulu AF Environmental Unit chief, congratulates maintenance mechanic Teruo Mende (right) for a beneficial suggestion award for better VORTAC power and air conditioner electrical operation.*



HARD TO CARRY THIS ONE HOME—*Lester Herr, Environmental Support Unit chief at the Little Rock, Ark., AF Sector, took this four-foot trophy for winning second place in a three-race, cross-country motorcycle competition. It's obvious it's not his first.*



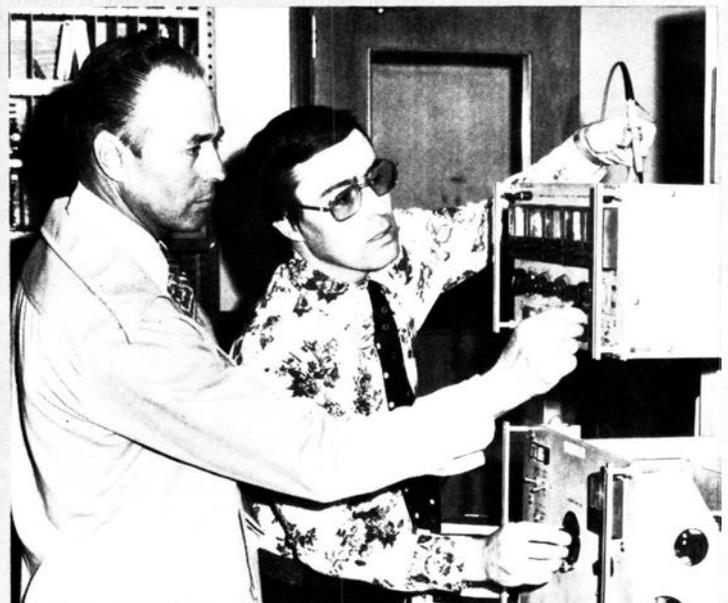
ACES and ACES



WELCOME ABOARD—*Bill O'Neill, who hails from the Oakland and Kansas City ARTCCs, has reported in as deputy chief of the Salt Lake City Center.*



A FAMILY AFFAIR—*Two-thirds of an FAA family check a piece of equipment at the FAA Academy — Walter Thomas Daigle, Sr. (left), an ILS maintenance instructor, and Walter Thomas Daigle, Jr., a South Bend, Ind., technician-in-depth. Uncle Walter Harry Daigle is an air carrier operations inspector and pilot at the Long Beach, Calif., FSDO.*



the Orange County Tower, Santa Ana & Mission Center for the and chief J.N. "Jack" Denend, Heineck and controller William with cooperation from the Long Beachers.



Airport manager John Presley (left) drops in at Central Air Dispatch, manned by Cliff Clark (right), to find NAFEC test pilot Gerry Decker checking a plane log.

Central Air Dispatch chief Ike Jones looks over the shoulder of Jean Turner as she takes a call on the emergency call board. All center CFR, fire, police and ambulance operations pass through this switchboard.



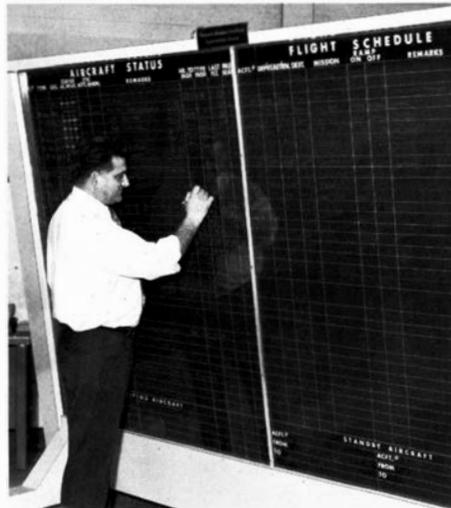
Most FAAers are aware that the agency owns and operates two major airports—Washington National and Dulles International (“The FAA Airport Managers,” *FAA WORLD*, April 1977)—but actually there’s a third FAA airport: the Atlantic City Airport, the home of NAFEC.

While the Washington airport managers’ responsibilities cover all facets of their airports, including passenger operations, Atlantic City Airport Manager John G. Presley, who is also chief of NAFEC’s Airport Operations Branch, is responsible for everything except the 80-acre passenger terminal, which is owned by the city. The terminal is surrounded by 5,000 acres of Federal property.

A naval air station until FAA took it over for its test center in 1958, NAFEC-Atlantic City Airport is the hub of a variety of testing in air-traffic control, communications, navigation, airports and aircraft safety. Presley calls the airport, “NAFEC’s most important facility.”

He explains, “It’s the main reason we’re here. Operating our own airport gives us tremendous flexibility for project flying. Unlike other airports, we can do many things on short notice, like closing runways, placing equipment on the field, erecting towers, painting experimental markings and you name it—all for project work.”

Atlantic City Airport has three run-



Airport operations specialist Ben Nigro makes an entry on the airplane status board for one of NAFEC’s 15 aircraft.

ways, with its main strip 10,000 feet long and 200 feet wide. There is also an experimental turf runway laid out to develop better airport markings for light aircraft.

“Our airport is unique,” Presley says. “We have experimental guidance and navigation systems under test here today that will not even be seen at other airports for months or even years.”

The airport is dotted with towers, antennas and other equipment, like runway visual range instruments and, on its perimeter, tracking devices and test facilities.

“Right now,” continues Presley, “we have four completed microwave landing systems installed here, plus various MLS components under test.



It’s not a control tower but NAFEC’s Central Air Dispatch where airport operations specialists Cliff Clark and Jean Marie Turner keep tabs on FAA flights.

We have the final approach monitoring system (FAME) in operation now, and there is a continuous evaluation of approach lighting systems. Besides our commissioned Category-3 instrument landing system, we have another experimental Cat-3 ILS in operation.”

Atlantic City’s air traffic is not confined to test aircraft, Presley added.

FAA'S THIRD AIRPORT

The Project Test Bed



NAFEC and the Atlantic City Airport: The facility's R&D aircraft are parked in front of its hangar, while the NAFEC building complex can be seen at the top of the photo.



planes are based, NAFEC's CAD is a 24-hour operation. The duties of the CAD airport operations specialists include the dispatch functions of maintaining a daily flight schedule, keeping up the maintenance board for the center's 15 aircraft, aiding visiting pilots and passengers and inspecting and maintaining the airport itself.

CAD chief Ike Jones adds that the operations specialists have to inspect runways and taxiways for hazards, close runways, file NOTAMS, keep an eye on the weather and handle crash-fire-rescue operations during emergencies.

CAD also functions as the center's command control center, with the duty specialist representing the NAFEC director during off-duty hours. Several of the operations specialists are certified as inspectors for Customs, Immigration and Agriculture to clear government aircraft departing for or returning from foreign countries.

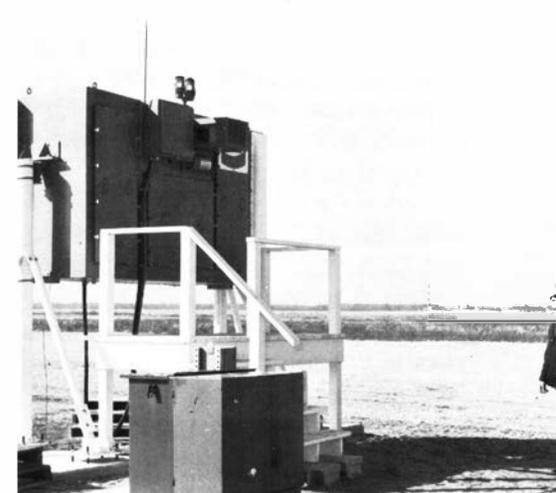
Another unique aspect is that for this demanding job, NAFEC has what may be the agency's first and only woman airport operations specialist. Jean Marie Turner, a private pilot, was a secretary working as a flight scheduler in the center's Flight Inspection Field Office until she transferred to this position and took on the airport responsibilities. She wanted more in the way of challenge, money, status and advancement from a career, and she's getting it.

One of the biggest problems the Central Air Dispatch staff faces, says Jones, involves wildlife.

"We have 50 deer on the center's grounds, and occasionally some of them come out of the woods onto the airport. Then, we have to herd them off. The same thing happens with waterfowl, which sometimes come the 10 miles inland from the sea and park on the airport. We have our police use special shotgun shells that burst harmlessly in the air and edge the birds off the field."

Jones adds wryly, "Basically, our job here is to make life easier for travelers who fly through here, but birds just don't qualify."

As part of a daily inspection of Atlantic City Airport's landing and navigation aids and specially installed NAFEC equipment, airport operations specialist Jack DeStefano checks out a microwave landing unit.



"We have Air National Guard interceptors based here, and the field also serves as a municipal airport, bringing all types of private and business aircraft and air-taxi and training flights. Last year, our operations totalled 110,000 and has been as high as 150,000."

To operate the airport, Presley has a staff of 10 in NAFEC's Central Air Dispatch (CAD). Unlike CADs elsewhere in the agency where FAA

She's OJT While in College



Martha Stevens, a junior at the University of Houston, has the distinction of being the first of four College Opportunity student/employees to enter the Airway Facilities career area.

Employed as an engineering aid in the Southwest Region's AF Division, she will be in a work/training status for one semester, then alternate with non-pay academic study each semester un-

Martha Stevens, a coop student/employee, begins trouble-shooting electronic equipment under the guidance of Jim Dawson of the Southwest Region AF Division. Maurice Wyatt, Meacham Field Airway Facilities Sector, works in the rear.

til she earns her degree in electrical engineering. At that point, she will be eligible for hiring by the FAA.

It's a matter of one hand helping the other. As her supervisor in AF, Lloyd

E. Hankins, explains it, "The pay the coop student receives during the work/training semester helps pay for the academic semester. She gains work experience, which helps her select courses better. The government benefits by getting an employee who is familiar with FAA equipment and facilities, has had the right training for the job, has a good understanding of FAA operational needs and has a proven work record."

After a week of orientation at headquarters, Stevens was sent to Hobby Field in Houston to learn about the relocation of a VORTAC. She will be included in engineering teams sent out from Fort Worth to install or update equipment around the region.

How's she picking up on the job? "I'm more worried about learning the meaning of all the acronyms used by FAA than about learning to work on the equipment," she joked.

ARSR-3

The Air Route Surveillance Radar-3, shown on the cover of this issue, is being acquired to provide improved reliability and aircraft detection performance over the existing radars at FAA's ARTCCs.

The first delivery expected in November to the Aeronautical Center is slated to be followed by operational installations beginning in March of next year. Two of the 26 radars ordered will be mobile units that can be moved in when the fixed equipment is damaged in storms or accidents.

The ARSR-3 is expected to be about twice as sensitive as the current en route radars, with a detection range of 234 nautical miles and an altitude coverage of over 100,000 feet.

False radar returns from weather, ground objects or electronic interference are reported to be greatly reduced or eliminated by a number of techniques, including the use of dual-beam radar—the lower beam for distant echoes and the upper beam for close-in aircraft. Each beam can be transmitted with a different polarization to improve detection and cut through weather reflections. Close-in ground reflections can also be attenuated by sensitivity time control.

Except for the radar display and a klystron transmitting tube, the ARSR-3 is entirely solid state and has built-in test equipment for monitoring its operation. When a component fails, there is automatic switching over between the two radar channels or between redundant digital processors, permitting changing replaceable circuit boards without shutting down the radar.

Word Search Answer

Puzzle on page 7



EDITORIAL

A Renewed Commitment To Excellence



Langhorne M. Bond, FAA's seventh Administrator, takes the oath of office from Secretary of Transportation Brock Adams, as his father, William L. Bond, observes.

Twelve years ago, I was just up the street from FAA headquarters working on plans to bring together various Federal transportation programs and agencies under a single Department of Transportation. I thought it was a good idea then and I think so now, and that belief has been strengthened during my last four years in directing the multi-modal activities of the Illinois Department of Transportation.

So, I bring to this job of FAA Administrator a firm conviction that national transportation policy is best expressed through a single spokesman, the Secretary of Transportation, and through a single, unified Department of Transportation. But, far from diluting the importance and strength of FAA, I would hope that the FAA will continue to perform with such excellence and competence that the Secretary of Transportation will defer to us as the experts on matters of air-transport policy.

I have observed the FAA closely, both in its headquarters and field operations. It has enjoyed a reputation for professionalism and competence that, in my judgment, is richly deserved. So, when the opportunity presented itself to head up such an organization, I could not resist the challenge.

And the challenge that I present to all of us is to set a standard for governmental excellence that will go unsurpassed in this Administration or any other. I believe not only that such a goal is attainable but also that we should promise no less to ourselves and to those we serve.

Millions of people are vitally affected every day by how

well or how badly we do our jobs. So, ours is an especially important responsibility and challenge. In that context, I place highest priority on aviation safety and will never condone policies or actions which might jeopardize safety.

And, in a larger frame of reference, if we perform with such excellence of spirit and responsiveness to the public will, we will disprove those who say that this great democracy cannot survive, that it will fade like all democracies. I am convinced that the Federal-State governmental system that has undergone so many strains in the past is a durable model and one that will continue for many hundreds of years more. But, its continuance is not foreordained. It will survive only if those of us who work in the government—appointees and civil servants—perform with great skill and a keen sense of public service.

As for my part, I pledge my energies, my time and my best efforts to making this agency the most competent and responsive agency in the Federal Government. I am pleased that I will have at my side a seasoned and dedicated man like Quentin Taylor to help me. And I know that I will have the support of tens of thousands of equally dedicated and competent FAAers whose careers have been synonymous with the pursuit of excellence.


LANGHORNE BOND
Administrator

DIRECT LINE



Q An earlier "Direct Line" query referred to Flight Standards offices having GS-5 and 6 slots for clerical personnel and to the qualifications of GS-4s who work at field offices outside of Flight Standards. FS may have the higher grades in other parts of the country, but not in my region, even though the region supposedly has a vigorous EEO program. In other regions, I'm aware of offices with 14 inspectors plus two GS-4s, two GS-5s and one GS-6; with seven inspectors plus a GS-6 and a GS-5; with 10 inspectors plus a GS-6, two GS-5s and one GS-4. In this region, an office with 12 inspectors has one GS-5, two GS-4s and one GS-3. Two girls I know here reached the top of GS-4 a long time ago. I have exhausted my energies on the award program, which is received negatively, as is my efforts to raise the grade level. We talk EEO, but the attitude of regional personnel is unfair.

A As you probably know, although jobs may have the same titles, they may be different in terms of duties, responsibilities and independence of action permitted by the supervisor. The clerical jobs to which you refer in Flight Standards offices do not necessarily have to be allocated at the same grade level through all the regions, and there may be differences in these jobs from one region to another, resulting in valid grade-level distinctions. However, because authority to classify jobs is delegated to the various regions, it is possible that almost identical jobs could be classified at different grades in different regions. Such a situation could result from honest differences of opinion among classifiers, particularly in a borderline case. If there are employees in these clerical jobs who feel that they are not properly graded, they may wish to appeal their classification to FAA headquarters or to the Civil Service Commission. Guidelines for classification appeals by General Schedule employees are outlined in Handbook 3510.8, Position Classification, Paragraph 34.

Q I have 25 years of creditable service. Over the past few years, I have been losing hearing in my left ear. Doctors attribute the loss to long exposure to aircraft engine noise. Last year, I submitted a claim for workmen's compensation through my office chief with the hope that a few months away from the job might restore my hearing. My chief said it was mandatory that I also apply for disability retirement. Despite my interpretation of the handbooks to the contrary, he was adamant. With the assistant regional flight surgeon and the chief removing me from my duties, I was unable to take a free trip to the OWCP offices in another city to expedite my claim. I asked for leave for the purpose and was denied. The chief prepared a letter for me refusing a Placement Review Board hearing, which I refused to sign. I was placed on sick leave by the division chief and told that if I didn't

apply for retirement, they would initiate it. I filed with OWCP but got no timely action, so I filed for disability retirement. Six months after the start of this, with my sick leave gone and my annual leave waning, I was asked by Personnel to sign a statement that I wasn't interested in reassignment or trial detail. I would have taken any trial detail six months ago, but I didn't know I could and wasn't offered any. Now, I don't know whether to sign this because of my situation with OWCP and the disability retirement. I also don't know whether to waive my Placement Review Board rights. And what happens to my life and health insurance payments when I end up on leave without pay pending my OWCP and disability retirement?

A The description of the events surrounding the writer's filing for OWCP and disability retirement nowhere indicates that he was counseled by or sought the advice of a knowledgeable personnel specialist. As a result, a representative of the Personnel Operations Branch has met with the writer and explained to him his options with regard to a review board, the continuation of health and life insurance coverages and his rights and privileges under disability retirement and OWCP.

Q Originally, I came to FAA in the center option. After washing out in Phase Two, I was recommended for a VFR tower but was placed in the FSS option. The region told me that I would have to reach the full-performance level here in order to bid on a terminal position. Having reached that state, I have made about 60 bids and made the selection list at least 15 times with negative results. Other ex-center people have had the same experiences. I have heard a rumor of an unofficial regional policy that they will accept such bids but that no one in this situation will make it into the terminal option unless very persistent. Then they are accepted in VFR towers only and have no chance of going to a higher graded tower. Is there such a policy? How many people in this region in the last two years have made it from my situation to towers?

A Your region does not have a policy that prohibits FSS specialists from applying for and being selected for terminal or en route options. Order 3330.30A permits only one reassignment for developmental controllers who have failed to demonstrate satisfactory progress to the full-performance level. After an employee has been reassigned and subsequently progresses to the FPL, he becomes eligible to bid and compete for positions in other options under MPP procedures. Selection or nonselection should be based merit, which would include demonstrated performance in previous option. We are unable to answer your other question on how many people because we do not maintain records on such information.

Q I purchased a home on a new loan. A loan origination fee was incurred to cover the expenses of originating, processing, closing and servicing the new mortgage. My voucher was examined by the regional office and returned, stating that the loan origination fee is not reimbursable, maintaining that it is a finance charge under the truth-in-lending law. However, my closing attorney and the mortgage company label the charge as an administrative fee.

A The regional office is correct. Loan origination fees are considered to be finance charges and are not reimbursable. It makes no difference that the nomenclature for this type of fee is not always the same. It's sometimes called an initial service charge, administrative fee, origination fee, prepaid finance charge, etc. It is typically assessed as a percentage-of-loan basis and is construed to be a finance charge.

Q I work in a Level I non-radar approach control. When the weather is IFR, we frequently receive pilot requests for an IFR letdown and approach. They are on top of an overcast, not on an IFR flight plan or declaring an emergency. If a controller obtains just the identification and type of aircraft, instead of the list of items stated in FAR Part 91, and delivers an IFR clearance, is he getting sufficient information to be legal in issuing the clearance? What is the minimum information to be legal? Would the controller be guilty of assisting the pilot in circumventing Part 91?

A FAR Part 91.83 states the several specific items that pilots may be required to provide when filing an IFR or VFR flight plan. It is a pilot responsibility to provide information that may be essential to the safe completion of his flight. In the example described, the aircraft call sign and destination would have been determined by the initial pilot request. The very minimum additional information required by the controller would have been the position and altitude of the aircraft. This would be needed for the controller to determine that the aircraft was in airspace under his jurisdiction and to permit him to assign an appropriate route and altitude. Depending on the circumstances, additional information may be needed by the controller to enable him to meet all of his procedural and separation requirements.

Q I have over 28 years of Federal service, a high three years average of \$27,000 and my age is 47. How much would I receive if I were to get a full medical disability retirement?

A Length of service, high-three average salary and age are generally thought to be the only factors needed to compute a retirement annuity. However, other factors—military service, status of retirement deductions, sur-

vivor annuity, to name a few—also have an impact on the final annuity. We consider the accuracy of such information to be very important to pre-retirement planning and do not advocate ballparking from sources that cannot take these factors into account. You should discuss your particular case with a representative of your Personnel Management office, either in person or by telephone.

Q Is it required that all present job openings for maintenance mechanics be sent out by way of the Promotional and Career Opportunities bulletins? If not, what can I do to find out?

A In the Western Region, the position of maintenance mechanic is not normally announced under the Merit Promotion Program. These are positions for which there are normally no promotional candidates. A periodic notice advises employees of all such positions which are not announced and how to apply for consideration. It appears from your inquiry that you are mainly concerned with reassigning in your same position to another location in the Western Region. You should forward your application—Request for Transfer Form WE 3330-34, SF-171 Application and current Performance Evaluation Record—through your supervisor direct to any sector in the Western Region in which you are interested. For reassignment out of the region, you should forward your application through your supervisor to your servicing personnel office, AWE-14.

“Direct Line” exists to serve you as a channel of two-way communications. If you have a problem or question that your supervisor, Personnel Management Division or other local office has been unable to resolve to your satisfaction or to supply a reasonable or consistent answer, put it to us.

We attempt to maintain complete anonymity for you to save you embarrassment or hassle, but if your query deals with an individual, personal problem, like a voucher audit, we cannot obtain an answer without using your name and the specifics of your problem. Your name is not forwarded without your permission.

Remember, too, that generalized queries can only merit generalized answers. If you want specifics, you must supply specifics.

You don't have to supply your name if you don't want to, but we do need to know your region. Every query identified with a name and address receives a notification of receipt with an identifying number and a response in writing as soon as the answer has been prepared. Anonymous queries can only be answered by publication in FAA WORLD, which takes longer.

Address your queries to “Direct Line,” APA-300, 800 Independence Ave. SW, Washington, D.C. 20591.

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