



Dear Technical Center Community:

I believe that one of the best ways to maintain and improve the unique work environment and culture, here at the Technical Center, is always be on the lookout for better ways to disseminate information that pertains to the over-

all direction we plan to take. Today, I am pleased to report that we are ready to roll out a new vehicle that will help me to share important types of information with everyone who works at the Center.

If possible, login to your PC and go to the main menu. Look under the Novell-delivered Applications for an icon labeled "Technical Center Mission." This new icon looks like a jet superimposed over a globe of the world. If you double-click on the icon, you will see that it opens the door to the information I mentioned above.

MISSION, VISION, VALUES and DESIRED END-STATES

Why did we need to create this new vehicle to let people know about the Center's mission? Actually, the answer is pretty simple. Information of this type is both dynamic and important to you, and to our entire Technical Center community. This type of information is updated from time to time, and this new vehicle is a good way for me to keep you current with our latest thinking on the overall direction of the Center.

I want to ensure that each employee has the tools they need to know why the Technical Center was created, how the management team sees the future shaping up for us, the values that we hold to be important as an institution, and our desired end-states (where we need to be in the future), if we are to remain the

agency's premier R&D, test, evaluation and secondary maintenance organization.

ACTIVITIES IN SUPPORT OF ARA GOALS

If you double-click on the above, the spreadsheet you will see outlines Deliverables by organization, the associated Programs and Projects, and the primary and secondary goals that are supported by these deliverables. The worksheet is sorted by the Primary Goal; and monthly changes and/or additions are identified in red. To provide easy access, the ARA FY-2000 goals will appear when you position your cursor in the Primary ARA Performance Goal column.

ACT activities that support ARA Goals are updated on a monthly basis. This report lists the status of deliverables/results of projects/programs by organization that tie to the FY-2000 ARA goals. This report also is distributed monthly to ARA-1 and the other ARA management team members.

THIS YEAR'S "LINE OF SIGHT" CHART

Recently we updated the "Line of Sight" (LOS) Chart for FY-00, and the LOS chart can be accessed through this icon. Simply double-click on, "Line of Sight Chart," and you will be able to access information about people, goals and much more regarding ARA, AOS, and ATQ.

Hard copies of the LOS recently were placed on display throughout the Center. Many employees made positive comments during the past year, after viewing the wall-sized LOS chart that was on display just outside the main entrance to the cafeteria. People said they appreciated being able to see where they, and others here at the Center, fit into the "big picture."

Please let me know your reactions to this initiative. As always, I want to express my sincere appreciation for all that you do to make this a better Technical Center, each and every day.

-- Anne Harlan

AOS-320 DIRECT ACCESS RADAR CHANNEL (DARC) ACHIEVES FAA-iCMM MATURITY LEVEL 2



The AOS-320 DARC program achieved an official rating of FAA-iCMM Maturity Level 2 in all 9-process areas on March 15, 2000. The DARC system is the backup system for the Radar Data Processing in the en route

environment. DARC is used in the event of a primary system (HOST) failure or when the primary system is taken down for scheduled maintenance. The 9 Process Areas are: Needs, Requirements, Project Management, Quality Assurance, Systems Test and Evaluation, Transition, Outsourcing, Configuration Management, and Contract Management.

The DARC program is the first AOS program to reach a full FAA-iCMM Maturity Level 2 rating. This was accomplished within 1 year of implementing the FAA-iCMM model and the setting of goals for AOS and other FAA programs.

The DARC program succeeded in meeting this goal with assistance from the AOS process improvement leads. Software Engineering Institute (SEI) authorized lead assessor **Michael Virga** (AOS-8) and **Lori Davenport** (AOS-300) to provide polices, guidance, gap analysis, training, and leadership. The Gap Analysis performed on the DARC program was essential to the success of meeting the FAA-iCMM Level 2 requirements. The Gap Analysis performed on August 8, 1999, provided management with findings of strengths and weaknesses used to develop an action plan concentrating on the areas that required improvement.

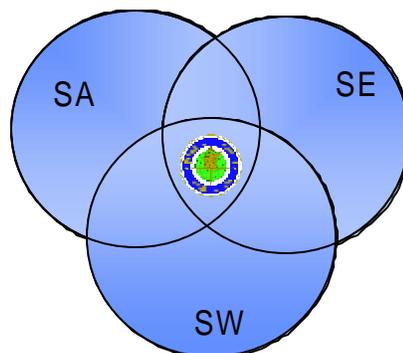
Bill Smith, the AOS-320 Branch Manager, approached the FAA-iCMM effort with dedication, cost-effectiveness, and consistency, and utilized in-house staff and minimal contract support to coordinate the team effort needed to accomplish the goals set by the action plan. Polices and procedures were

implemented to develop DARC Standard Operation Procedures, with emphasis on institutionalizing a process quality assurance program, defining repeatable processes, planning, and tracking of all projects, ensuring quality and timely deliverables to the ARTCC en route centers.

The goal was also achieved with minimal impact on the workload of the DARC program. During the implementation of FAA-iCMM methodologies, DARC delivered 1 major system release, 2 system patch releases, and progressed into the design and development life cycle phases of the Sustainment DARC (SDARC) effort.

The efforts of institutionalizing FAA-iCMM practices are being tracked and used to measure progress and increased quality of processes and deliverables. Future goals and actions for the AOS-320 DARC project is to continue the process improvement effort while striving to successfully meet FAA-iCMM Level 3 requirements.

**Congratulations to the AOS-320
DARC program on a job well done!**



AND THE WINNERS ARE . . . YOU!

The AOS iCMM success was part of a larger Tech Center-wide success story. On March 15, **Dr. Anne Harlan** received the OSCAR for process improvement accomplishments. Dr. Art Pyster, Chairperson of the Integrated Process Group, created this Process Improvement Award for Excellence to honor champions of process improvement within the Agency. The award or "OSCAR" was designed to rotate throughout the Agency as those with the vision of leadership step forward to take bold steps to improve the way they do business. Dr. Harlan was the first to step forward.

The Center is the first Agency

organization to ever receive a Level 2 capability rating against the FAA-Integrated Capability Maturity Model (FAA-iCMM) in Configuration Management, Contracts Management, System Test and Evaluation, and Transition.

To celebrate the Center's success, Dr. Pyster came to the Center to help Dr. Harlan recognize employees for their contributions toward reaching Level 2 capability. Dr. Pyster presented the Center with a plaque which read: "In recognition for achievement in meeting your 1999 process improvement goals and obtaining a Level 2 capability in the process

areas of System Test and Evaluation, Transition, Configuration Management, and Contract Management. This significant organizational contribution is considered a major milestone in meeting the ARA strategic goals and strengthens the FAA in its mission of providing quality products and services. We are proud of your commitment."

Drs. Harlan and Pyster presented awards and plaques to over 80 Center employees and division managers, and at separate meetings, presented nonmonetary recognition to over 200 Center employees for their involvement in supporting the Center's iCMM goal.

During the recognition ceremony, Dr. Harlan told Center employees that she was proud of their achievements in process improvement and that she looked forward to continuous improvements in the year 2000. She told employees that their combined efforts in improving processes will not only result in quality products and services for Center customers, but will provide results that can be felt in our daily working environment.



IT'S YOUR CALL

On April 1, FAA's Employee Assistance Program began a Telephone Access Program for confidential alcohol and depression screening.

- It's Free and quick--**
- Self-administered via telephone--**
- Immediate results and referral information for you and your immediate family--**
- Call from any location, 24 hours a day, 7 days a week--**

--877-230-1839--

BEING IN THE KNOW

FAA's Virtual Organization for Internal Communications Excellence (VOICE) recently began providing employee information via a toll-free telephone number. The weekly messages will consist of basic sound bites on key issues that VOICE members think employees might be interested in knowing about. Information will be updated once a week (generally on Wednesdays), and the broadcast will run from 90 seconds to two minutes.

The number is 1-877-888-4325. VOICE wants your feedback about the relevancy and pertinence of the information. You can send your comments via cc:Mail to 9-AWA-VOICE@faa.gov. If you don't have access to cc:Mail, drop a note in a "holey" envelope and mark it to the attention of VOICE: Jerry Lavey (AOA-5). VOICE looks forward to hearing your comments.

BEING IN THE KNOW, PART II

All employees should now be receiving the *AOA Highlights* via email. Administrator Garvey has asked that *Highlights* be widely distributed because she believes they provide a valuable communications tool.

If you have not been receiving a copy of *Highlights*, please contact your Local Area Network (LAN) administrator.

GETTING THE RESULTS

This past year, the National Partnership for Reinventing Government (NPR) conducted a survey of federal employees to find out employee perspectives on reinvention and workplace issues. The survey of 33,000 randomly selected federal employees, included 750 FAAers.

The 32 survey items were grouped into 13 categories. The government-wide percentage of favorable responses for each category are shown below.

Diversity/Family Friendly	62%
Job Attitudes	61%
Electronic Access	59%
Customer Orientation	57%
Leadership	53%
Teamwork	49%
Employee Development	47%
Empowerment	45%
Reinvention	37%
Labor-Management Cooperation	34%
Organizational Performance	33%
Recognition/Rewards	33%
Dealing with Poor Performers	28%

How the FAA compared to the government-wide results:

Diversity/Family Friendly	61%
Job Attitudes	60%
Electronic Access	46%
Customer Orientation	47%
Leadership	45%
Teamwork	45%
Employee Development	44%
Empowerment	39%
Reinvention	33%
Labor-Management Cooperation	29%
Organizational Performance	24%
Recognition/Rewards	24%
Dealing with Poor Performers	27%

To check out the scores visit the NPR's website at: <http://www.employeesurvey.gov>

THE FAA AND NASA WORKING TOGETHER, AGAIN!

Researchers from the Tech Center and NASA's Ames Research Center (ARC) are collaborating to examine future Free Flight concepts for the National Airspace System (NAS). One idea being investigated is shared aircraft separation authority between air traffic controllers and pilots.

In the current environment, air traffic controllers are responsible for separating aircraft. Shared separation authority, however, proposes to allow pilots more flexibility to choose and modify their own routes and the responsibility to resolve their own traffic conflicts. The expected result is a mutually beneficial management system that will accommodate the ever increasing air traffic population and provide more efficient aircraft routing and reduce delays.

The Air-Ground Integration Experiment (AGIE) was the first high fidelity, real-time, human-in-the loop simulation conducted in a planned series of studies to investigate this concept of operations. It was designed to examine various human factors issues involving air traffic controllers and flight crews as the level of separation responsibility changed between them.

Researchers also examined some of the operational issues associated with shared separation with the goal of providing recommendations to the FAA for future NAS information requirements and procedures. Data collection for the

study was completed in February. Participants in the simulation included air traffic controllers from the FAA's Memphis Air Route Traffic Control Center and qualified Boeing 747 line pilots.

To explore the concept, researchers provided the participants with enhanced automation and display technologies that support Free Flight. The controllers used the User Request Evaluation Tool, a ground conflict probe tool developed by the MITRE Corporation. This tool was designed to assist controllers in the early detection of traffic conflicts. Similarly, the pilots were provided with cockpit displays of traffic and airborne alerting logic to help them in conflict detection tasks.

The technical complexity of the study required the support and expertise of personnel from various organizations, including the FAA, NATCA, NASA, and the Volpe National Transportation Systems Center. It also required the integration of several laboratories on both coasts.

The WJHTC's Integration and Interoperability Facility, Target Generation Facility, Research and Development Human Factors Laboratory, and Traffic Flow Management Laboratory in New Jersey were linked simultaneously by high speed data lines to NASA's Crew Vehicle Systems Research Facility and the Boeing 747-400 flight simulator in

California.

The study was jointly sponsored by the FAA's Human Factors and Operational Concept Validation Programs and NASA's Aviation System Capacity/Advanced Air Transportation Technologies Program.

For more information contact **Karen DiMeo** (ACT-540), at (609)485-4036, **Randy Sollenberger** (ACT-530) at (609) 485-7169, or **Sandy Lozito** (NASA ARC) at (650) 604-0008.

TAKING CONTROL OF YOUR CAREER

In this month's issue of *Government Executive*, Kathryn Kraemer Troutman recommends that employees "help the boss evaluate you." She says you should: "take more control of your performance appraisal by keeping a list of your important accomplishments throughout the year. Then, either talk about the accomplishments in a meeting with your boss, or send the list by e-mail with 'For Your Information' in the subject line. As Dizzy Dean, the great pitcher for the St. Louis Cardinals used to say, 'It ain't bragging if you done it!'"

You can catch Troutman's "Career Corner" column every Tuesday at www.govexec.com.

GETTING AHEAD

On March 28 Center Director **Anne Harlan** participated in a career development forum, as part of FAA's Women's History Month celebration at Headquarters. Anne provided a lively discussion of how she came to the FAA and her career progression. She offered the following tips to help FAAers get ahead in their careers:

- Always look at every job seriously and apply for any job you might want.
- Assume people want to help you (and you should be willing to help others).
- Know the business you're in and get qualified (but don't assume there's only one way to do it).
- Work hard and be willing to take a risk for high gain; i.e., get out of your comfort zone.
- Hone your people skills so people want you to succeed.
- Broaden your background (which will also broaden your network).
- Learn as much as possible through courses, details, educational opportunities, professional societies (differentiate yourself; be innovative and enthusiastic; and don't get discouraged).
- Learn to manage your boss (keep him/her informed, drop by to ask for feedback, etc.).
- Have fun at work.
- Keep your priorities straight.

Anne wants you to remember that her door is always open to discuss things such as career advancement, opportunities at the Center and throughout the FAA, and how to get ahead.

HOW WELL DO YOU KNOW NANCY?

The Tech Center has been **Nancy Matthews'** home-away-from-home for her 34-year working career. She came on board as a GS-2 clerk stenographer and is currently the Secretary for the Appraisal and Planning Staff (ACT-4).

But it's Nancy's life away from the Center that is really interesting. Nancy is one of those people who enjoys life and lives it to its fullest. She has a robust laugh that has been heard throughout her world travels and by the multitude of people she has come in contact with through her membership in various organizations.

Nancy has been a member of the International Association of Administrative Professionals (IAAP), formerly Professional Secretaries International, for 20 years, and is currently Treasurer of the Jersey Shore Chapter. She attained the Certified Professional Secretary (CPS) designation in 1989. Over the years, she has traveled to many of the International Convention and Education Forums, and was Co-Coordinator of the 1988 Northeast District Conference in Atlantic City, which 200 members attended for 2 days.

Did you know, however, that lighthouses have always interested Nancy? Therefore, it should come as no surprise that she became a charter member of the New Jersey Lighthouse Society and served as its secretary for 2 years. The Society was chartered in Mays Landing in 1989, and members meet quarterly near different N.J. lighthouses.

Membership in the U. S. Lighthouse Society (USLHS) is also included in Nancy's repertoire. She has visited over 50 lighthouses. "The most interesting lighthouse I saw was the Split Rock Lighthouse in Two Harbors, Minnesota. It was during a USLHS tour. The curator dressed as one of the first lighthouse keepers and then we viewed a video of the history of the lighthouse. Even the director of the USLHS says this is an emotional video--at least it is for lighthouse aficionados."

"I enjoy the stories of the lighthouse families and the logs of the lighthouse keepers; the construction details I leave to the engineers. The lighthouses of Maine are also very special, especially those viewed from the water." You can tell what interests Nancy

NANCY MATTHEWS CONT.

by lighthouses that are on her address labels and checks.

Even before becoming interested in lighthouses, Nancy was a world traveler. She has had many interesting experiences as she traveled in London, Paris, Italy, Switzerland, Germany,

Venezuela, Panama, the Caribbean, California, Hawaii, Idaho, and Oregon.

Next time you see Nancy, ask her to share one of her adventure stories.

**A SAFETY MINUTE
FROM THE SAFETY OFFICE,
ENVIRONMENTAL BRANCH (ACT-640)**

Airborne Radical Raiders

Picture it, you're at your desk diligently working on the computer when suddenly you begin to sense a tingling in your nose, your eyes begin to tear, and your skin becomes itchy. You begin to wonder what's going on! You realize that you can't stay at your desk, and you leave to get a breath of fresh air. As you escape your humble abode, there is an immediate relief of the symptoms that you were experiencing. So what happened?

To a psychoanalysis you had a sensory overload in your olfactory, causing a precipitous response by your nervous system resulting in a spontaneous reflex

of your muscular-skeletal system. In other words, you began to have an allergic reaction at your desk and you got out of there! Now that we have cleared the air (pardon the pun) on the fact you had an allergic reaction, the question is what caused the reaction in the first place?

The answer can be a complex one as there are many causes to an allergic reaction. However, we wish to point out a fairly obvious one that is often overlooked by a lot of people. That is, coworkers are the root cause of an allergic reaction. How you ask? Often coworkers introduce airborne allergens into the air by the use of hair spray, lotions, perfume and other niceties that they bring to work.

While such over the counter items are used everyday by a lot of people, some people are highly sensitive to such products and can easily have an adverse reaction to them. For this reason, the Safety Office wishes to remind all employees to be aware of the potential health risks that such items impose on others, and to check with your coworkers before using such items in the work area. In doing so you are contributing to a safe and healthful work environment that is free of airborne radical raiders.

**Remember A Safe Work Environment
is A Breath of Fresh Air!**

NOW ON-LINE

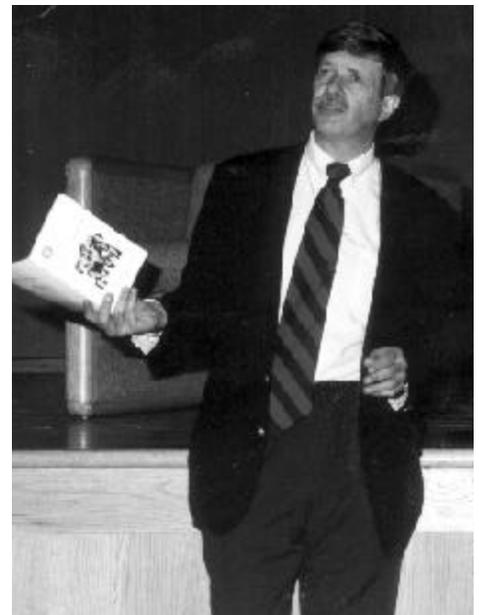
The Facility Services and Engineering Division (ACT-600) web page is now on-line at <http://plant.act.faa.gov>.

The site provides a great source of news and information on ACT-600 and its activities. You can find answers to frequently asked questions; information about what ACT-600 does and how they can help you -- their valued customers; a copy of the weekly Tech Center cafeteria menu; a list of current projects and announcements on the News Page; a list of all recyclable items; and much much more!

Please take a moment to visit. ACT-600 thanks you for your support and welcomes any comments or suggestions to make this web page more helpful to you.

SCENES FROM AROUND

The photos below were taken over the past few months of Center employees having a bit of fun on the job. Can you recognize any of your office mates and the particular occasion?



THE CENTER



KNOWING OUR NEIGHBORS: 177TH FIGHTER WING FACT SHEET

The 177th Fighter Wing, has been located at the Atlantic City International Airport, Egg Harbor Township, NJ, since 1958. The Wing traces its roots back to September 1917 as the 119th Aero Squadron. The 119th Aero Squadron, an active duty training squadron during World War I, was demobilized in May 1919. In 1930, the 119th Observation Squadron was given federal recognition as part of the 44th Infantry Division, New Jersey National Guard, 119th Fighter Squadron at Newark.

In 1958, the 119th Fighter Squadron moved to the former Navy facility in Egg Harbor Township, and was redesignated the 119th Tactical Fighter Squadron. In 1962 the unit became the 177th Tactical Fighter Group, the 177th Fighter Interceptor Group in 1972, 177th Fighter Group in 1992, and finally became the 177th Fighter Wing in 1995. The 177th Fighter Wing has been activated twice to federal service since World War II. In 1961, the unit was called up for the "Berlin Crisis" and in 1968 for the "Pueblo Crisis," which sent unit members to all corners of the globe including Vietnam. Years later, 70 unit members were activated in support of "Desert Storm."

The unit has a three-tiered mission:

Commander: Colonel Gary A. Corbett
Mission Aircraft: 17 single seat F-16C, Fighting Falcons.
Facilities: 37 buildings located on 286 acres of leased property.
Funding FY 98: Military Payroll and Support \$7.56 million
 Operations and Maintenance \$8.2 million
 Full-time Payroll \$12.0 million
 Total \$27.76 million
Economic Impact Estimate: \$79.6 million

- On-scene and Incident Command and Control
- Explosive Ordnance Disposal Capability
- Medical Assistance
- Secure/Non-

Federal Mission

Provide combat-ready citizen airmen, aircraft and equipment for worldwide deployment in support of the United States Air Force objectives. This mission is linked to the following Air Force Core Competencies:

- Air and Space Superiority
- Global Attack
- Rapid Global Mobility
- Precision Engagement
- Information Superiority
- Agile Combat Support

State Mission

Support the citizens of New Jersey by protecting life and property, preserving the peace, order, and public safety when called upon by the Governor. The State Mission is supported by the following 177th Fighter Wing Core Competencies:

- Protection of Life and Property
- Emergency Management Expertise

Secure Communications Capability

- Weapons of Mass Destruction Training and Response (limited)
- Transportation Support

Community Mission

Participate in programs that add value to local communities. This Community Role is supported by the following 177th Fighter Wing Core Competencies and Responsibilities:

- Environmental Stewardship
- Positive Role Model Support
- Patriotic Encouragement
- Valued-Added Event Sponsorship and Participation
- Opportunity and Educational Gateway

For more information visit the Wings website at:
<http://www.njacy.ang.af.mil/index.htm>.

ROSANNE WEISS CONDUCTS ACCESS CLASSES



Rosanne Weiss (AAR-420) recently conducted a series of introductory classes on the

Microsoft Access (MS) relational database for Tech Center employees as part of the Federal Women's Program (FWP) Women's History Month Training Class Series. The FWP Training Class Series is open to all Center employees. Interest in learning about the MS Access database program is strong at WJHTC, as both classes held on March 14 and March 28 were completely filled.

Rosanne is a mathematician with the Airport and Aircraft Safety Research & Development Division (AAR-400). She has worked at the Tech Center for 25 years on projects such as the Microwave Landing System (MLS), Global Positioning System (GPS), Traffic Alert and Collision Avoidance System (TCAS II), and Vertical Flight/Heliport Operations.

She served as the FWP program manager in the mid-80s, currently serves as a member of the Center's Diversity Council, and provides assistance to the Center's Civil Rights staff. She has served on numerous Center committees, including the Central/Southern N.J. Student Inventions Through Education (SITE) competition and

the annual Technical Center Awards for Achievement and Excellence committee.

Rosanne holds a bachelor's degree in mathematics education from Glassboro State College (now Rowan University), a master's degree in Educational Statistics and Measurement from Rutgers University, and a master's degree in Computer Science from Drexel University. She also serves as a teacher of the homebound for the Greater Egg Harbor Regional School District, and as an EMT and CPR Instructor for Atlantic City Medical Center, Shore Memorial Hospital, and Community Medical Center in Toms River.

During the 4 hour class, Rosanne presented an overview of the major features of the MS Access relational database. Using the facilities in the Center's Computer Training Room, the class explored the MS Access software "hands-on" with Rosanne acting as their guide. The students completed a series of exercises using MS Access to design and create tables, as well as to develop and use various MS Access "objects" such as queries, forms and reports. This was done at first using the MS Access "wizards," and then later by building these objects from scratch using the more full-featured and powerful MS Access "design view" method.

Attention was placed upon the importance of task analysis, data analysis, and design, and guidelines for normalizing data into separate Access tables. "Take some time to plan and think out your

database before you actually start to create it. Don't just go into Access and start typing-in lots of fields and records. If you take the time up-front to normalize your data, you will build more efficient and more effective tables," Rosanne counseled the class. Each student was given a floppy disk to keep that contained a sample MS Access database designed by Rosanne for the course. The students also saved the Access tables and objects that they developed during the class to the disk, to support further learning.

At the end of the session, Rosanne demonstrated some more advanced MS Access features like how to define and set relationships between two Access tables, and how to develop and use Select Queries to provide more powerful searches. The class concluded with an overview of the statistics, expression builder, and parameter query features of Access.

Rosanne noted that if there is sufficient interest expressed, a one-evening-a-week MS Access course for college credit may be offered through Atlantic-Cape Community College (ACCC) on-site at the Tech Center in the future. Those interested in having college-level MS Access courses offered on-site are encouraged to contact Rosanne at ext. 4370, or via cc:mail.

Thanks to ACT-240's **Courtney Dudley** and **Valerie Lawhorn**, and all the members of the Center's FWP for coordinating the MS Access overview classes and making them available to the Center employees.

HEADQUARTERS HEADLINES

PRESIDENT CLINTON NAMES SEVEN MEMBERS TO THE FEDERAL AVIATION MANAGEMENT ADVISORY COUNCIL.

On March 30, the President announced his intent to nominate, Edward M. Bolen, Geoffrey T. Crowley, Robert W. Baker, Debbie Branson, Kendall W. Wilson, Robert A. Davis, and Jerome Randolph Babbitt to serve as members of the Federal Aviation Management Advisory Council.

Mr. Edward M. Bolen of Bethesda, MD, is the President of the General Aviation Manufacturers Association (GAMA) located in Washington, D.C. Prior to joining GAMA in 1996, Bolen was Majority Counsel to the Senate Committee on Labor and Human Resources from 1994 to 1995. He served as Legislative Assistant to Senator Nancy Kassebaum from 1990 to 1992 and then as her Legislative Director from 1992 to 1994. He received a B.A. in Economics from the University of Kansas and his J.D. from Tulane University.

Mr. Geoffrey T. Crowley of Appleton, Wisconsin, is Chairman, President and CEO of Air Wisconsin Airlines Corporation, a privately held company that is the largest United Express carrier in revenue passenger miles. Crowley has also served as the Vice President of Marketing Alliances for Northwest Airlines where he was responsible for strategic alliances with other airlines. He received his B.S. from Purdue

University and his M.B.A. from Xavier University in Ohio.

Mr. Robert W. Baker of Dallas, TX, is currently Executive Vice President for Operations, American Airlines. Prior to this position, Baker was Senior Vice President for Operations. Since 1985, he has been responsible for American's operations, including maintenance and engineering, flight, operations planning and performance, corporate security, corporate real estate, cargo and safety. Baker is recognized as one of the airline industry's leaders in many of the technical aspects of the business. He has served in a variety of senior positions at American Airlines, including senior vice president-information systems and as vice president in various areas over a period of more than 20 years. He received his B.A. in economics at Trinity College and his M.A. in business at the Wharton School of the University of Pennsylvania.

Ms. Debbie Branson of Dallas, TX, is a trial lawyer and has been with the law offices of Frank L. Branson since 1983. From 1980 to 1983, she practiced law with the firm of Arnold, Lavender, Rochelle, Barnette & Franks in Texarkana. Branson currently serves as President of the Texas Trial Lawyers Association and has just completed her term as President of the Dallas Women's Foundation. She is Vice-Chair of the Board of Trustees of the Securities Investor Protection Corporation and was Chair of the

Select Committee on Rate and Policy Form Regulation in 1994. She has also served on the Texas Judicial Council. Branson is active in several professional, political and civic organizations. Ms. Branson received a B.S.E. from Arkansas State University, a J.D. from the University of Arkansas and an MS from the University of Texas.

Mr. Kendall W. Wilson of Washington, D.C., currently serves as the President of First Financial Management Services, Inc., a firm he founded in 1981 specializing in business development, planning and financing of early-stage businesses, primarily in the high-tech area. From 1977 to 1981, Wilson served at the Department of Energy in the Offices of Commercialization and Transportation Programs. Prior to this service, from 1974 to 1977, he worked at the Department of Transportation in the Office of the Secretary. Formerly an active pilot, he also served in the U.S. Navy as an Engineering Duty Officer. Wilson received his B.S. in engineering from Princeton University and his M.S. degrees in management systems and transportation systems from the Massachusetts Institute of Technology.

Mr. Robert A. Davis of Seattle, WA, has worked in a variety of capacities for the Boeing Company from 1958 until he retired from the company as Vice President of Engineering and Technology in 1999. Davis was

HEADLINES CONT.

awarded the Francois Xavier Bagnoud Aerospace Prize for his part in the development of the 747 family of airplanes in 1997 and is President of the International Federation of Airworthiness, presently headquartered in London. He received his Bachelor of Applied Science Degree in engineering from the University of British Columbia and a M.S. in engineering from the University of Washington.

Mr. Jerome Randolph Babbitt of Miami, FL, is the immediate past President of the Air Line Pilots Association (ALPA), a position held since 1991. ALPA is the largest labor union and professional organization of U.S. airline pilots. It is affiliated with the AFL-CIO and holds collective bargaining rights for 43,000 air transport pilots at 38 airlines. ALPA also serves as a strong industry safety advocate. Captain Babbitt was formerly a pilot with Eastern Airlines and additionally, was a leading figure in the recent Northwest Airlines pilots strike. He attended the University of Georgia and the University of Miami.

With the enactment of the Federal Aviation Reauthorization Act of 1996, Congress established the Federal Aviation Management Advisory Council. The Council shall provide advice and counsel to the FAA and shall function as an oversight resource for management, policy, spending, and regulatory matters under the jurisdiction of the agency.

MINNEAPOLIS CONTROLLERS TEST TOOL FOR AIRPORT RUSH HOURS. On March 30, controllers at the Minneapolis air route traffic control center started testing an advanced computer tool designed to help them direct more aircraft into airports during busy "rush hours" in the sky.

Traffic Management Advisor (TMA) helps en route controllers and traffic management specialists make more efficient decisions in handling arriving aircraft. TMA looks at planes as they come in from all directions while they are still several hundred miles from selected airports. As the aircraft get closer, it helps controllers develop plans to handle the traffic effectively according to the spacing requirements for each airport.

Traffic Management Advisor is a critical element of the FAA's Free Flight Phase 1 program, which is a package of computer hardware and software modernization tools designed to provide early measurable benefits to controllers and airlines. The tools were recommended to the FAA by a panel of government, industry, and labor experts.

The new system is one half of the FAA's Center-TRACON Automation System (CTAS). The other component - the passive Final Approach Spacing Tool (pFAST) - will be located at five Terminal Radar Approach Control facilities, or TRACONs: Atlanta, Dallas/Fort Worth, Los Angeles, Minneapolis, and St. Louis. Arriving aircraft are normally

"handed off" from a Center to a TRACON during their approach.

MOORE SELECTED TO LEAD AIRWAY FACILITIES

SERVICE. FAA Acting Associate Administrator for Air Traffic Services Steven Brown announced the selection of Alan Moore as director of the Airway Facilities Service. As director, Moore oversees 11,512 employees responsible for the maintenance, design and installation of more than 44,000 pieces of equipment and systems at over 6,000 FAA facilities across the country. In addition to equipment maintenance and installation responsibilities, Moore oversees FAA pilots and other personnel who flight check air traffic control systems worldwide, protecting over 50,000 radio frequencies, and managing over 30 million lines of automated computer code.

Moore has served as acting director for the past 3 months, and succeeds Stanley Rivers, who retired last year. During this time Moore has enhanced the working relationship with the Professional Airways Systems Specialists union, resulting in a new national contract currently in the membership ratification process.

A native of Oklahoma, Moore joined the FAA in 1974 as an electronics engineer. He holds a bachelor and masters degree in electrical engineering from Oklahoma State University. He is married and lives in Manassas, VA.

NEWS FROM AROUND THE CENTER

The reorganization of the Security Integrated Product Team is now complete, and AAR-500, welcomes seven permanent AAR-550 employees: **Chuck Burke, Roger Dickie, Keith Goll, Fala Khateb, Ed Ocker, Nancee Richards, Tony Vanchieri.**

AAR-500 also welcomes **Michael Ramirez**, who has joined the Explosives and Weapons Detection R&D Branch (AAR-520). He comes from AAR 420, where he worked for 3 years as an intern from the Hispanic Association of Colleges and Universities. He recently earned his master's degree at the University of Puerto Rico at Mayaguez.

Marianna Alvarez, a graduate student at the University of Puerto Rico at Mayaguez, is also joining AAR-520 as an intern under the HACU program. She will be at the Center from June to December doing research for her thesis on using Raman Spectroscopy in the detection of explosives.

The Fourth Joint DoD/FAA/NASA Conference on Aging Aircraft will be held May 15-18 in St. Louis, MO. This year's conference will bring together over 600 aviation experts from government, industry, and academia to discuss critical issues in aircraft safety. For additional information, see the conference website at: www.Aging2000.com or talk to the FAA's POC, **Tom Flournoy** (AAR-433) at (609) 485-5327.

CELEBRATING BLACK HISTORY



The Technical Center Region of the National Black Coalition of Federal Aviation Employees held its annual Black History Month program on February 24. The guest speaker was renowned author George Subira. Subira considers himself primarily an educator -- he is a Black Studies Instructor at Seton Hall University of New Jersey. He has written several books, including: *Black Folks Guide to Making Big Money in America*, *Getting Black Folk to Sell*, *Money Issues in the Male/Female Relationships*, and *Black Folks' Guide to Business Success*.

His message centered on the need to change the current mindset of many African Americans with regard to owning businesses. He asserted that African Americans need to have an entrepreneurial spirit and should try to go into business and capitalize on what is generally given away to others. He thinks that African Americans have a thought process which believes that other people are more entitled. Because that thought is embedded in their minds, African Americans do not bother to invest

in themselves or in other Black businesses.

When asked his opinion on African Americans investing in the stock market, Subira replied that if African Americans want to play the stock market, they should do it with the thought of making money and reinvesting it in the Black community. By doing this, African Americans needing investors will have avenues in which to go. There are a growing number of Black companies going public and/or planning to go public, and Subira encouraged consideration of investing in those companies. He also urged African Americans to remember that they have a lot of power and need to break the cycle of how they deal with that power.

Subira mentioned that during Black History Month, African American heroes of the past are celebrated. But, he said that all of the thinking and philosophies that are admired in past heroes needs to be cultivated in the lives of present day African Americans. He stated that African American leaders of the past like Dr. Martin Luther King, Jr., and Malcolm X were not concerned about salary, but about the progress of their people. Today's African American population not only can do what is right, but they can get paid for it at the same time.

As usual, the Black History Month program was culminated with a soul food feast. Center employees had the opportunity to sample a variety of different soul food dishes. Proceeds from this soul food feast went towards the Technical Center Region Scholarship Fund.

A MOVING WRECK

Its been said that a picture is worth a thousand words. Yet on occasion a picture can leave you speechless. Such is the case with the wrecked automobiles that are currently on display, one near the main entrance to the Tech Center and one at Gate 12.

For some people such wreckage conjures up painful memories of an accident that they or someone close to them were involved in. For others, the scene of twisted metal is a somber reminder that driving is a risky activity. In either case we hope to get a lot of mileage (pardon the pun) from our wreck by increasing your awareness of the need to wear your seat-belt.

So far, based on a few comments we've received, our wreckage is a moving experience. We hope our wrecked cars drive the point home that an auto accident is a horrible thing that can leave behind twisted metal and wrecked lives. With the potential for wrecked lives hanging in the balance, and knowing that statistics support the fact that seat belts save lives, the million dollar question is why doesn't everyone wear a seat belt? If we had the answer to this question we wouldn't need to work at the Center anymore or anywhere else for that matter.

Since the answer to this question is obscure, we plan to leave the wrecked cars near the Main Gate and Gate 12 for a month or so to remind you to use your seat-belt. With our moving wreck as a symbolic reminder, we hope to display in the future a new picture on the side of the road that will leave

you speechless, that being "Seat Belts Are Clicking On Center."

Drive Carefully & Buckle Up - Thank You!

(Thanks to Paul Lawrence in the Safety Office for reminding us to buckle up!)

THE IMPORTANCE OF HUMOR IN THE MODEL WORK ENVIRONMENT

Professor Jerry B. Harvey of George Washington University's School of Business and Public Management comes from a family of storytellers, and likes to teach by telling stories. Expert in the ethical, moral and spiritual dimensions of large organizations, he authored, "The Abilene Paradox and Other Meditations on Management," a book in which he tells stories that show how we tend to muddle, individually, through our organizational lives - but often fall short of doing our best. Recently Harvey had surgery to install a replacement mitral valve in his heart. Keying on that experience, he shares his latest thoughts on the importance of humor in a new book, "How Come Every Time I Get Stabbed in the Back My Fingerprints are on the Knife? and Other Meditations on Management."

THE HEALER

Stating he assumes that someone interested in management and organizations "must be interested

in knowing about my health problems," he gives a tongue in cheek description of the surgery that gave him a new, "porcine mitral valve, size 27, model 6625." Having left the ICU for a private room, he spots his wife Beth, who is sitting next to a meal on a hospital tray. Finding himself wondering who would think that someone in his condition would want to eat, but curious about what they would serve, he asked his wife to take the cover off the plate of food. It was a BBQ pork sandwich.

Instantly he experienced a welcome burst of adrenaline into his previously sleepy system, and asked Beth to call in a RN. An experienced nurse appeared, a woman he said was old enough to be his mother. Wearing a white uniform with a frilly lace collar, and bespectacled with granny glasses, she says, "Sir, may I help you?" Harvey sarcastically replied, "Do you see any irony whatsoever in the fact that I have been unconscious for 2 days, have tubes dangling from every orifice in my body, am stapled from neck to navel, have a new pig's valve flapping around in my chest, and the first meal you serve me is a BBQ pork sandwich?"

She cocked her head to the right, and stared and stared at him, finally saying, "Sir, last week I attended a special program for nurses on the topic of cost containment. Now when we buy a pig, we use the whole damn thing." He laughed so hard she sent for a resident to resedate him. He figures she did not want his laughter to cancel out the cost containment that the porcine reclamation project provided.

HUMOR CONT.

THE MORAL OF THE STORY

Believing that much of our organizational life involves dealing with absurdity and nonsense, for which the only sane response is laughter, Harvey believes that no-nonsense managers are but "tattered remnants of what once were whole people." Humor, laughter and an appreciation of absurdity bring organization members together emotionally, and contribute to organizational health and competency by preventing a type of depression (anaclitic depression) that some people suffer when they are separated or abandoned by ideas, individuals or organizations they rely on for emotional support.

Harvey says the nurse fulfilled her organizational role as healer with extraordinary competence. He hopes that all of us in managerial or organizational support roles would be able to do the same. While mourning the "tragic, limited and limiting life of the no nonsense manager," Harvey suggests that we ought to "celebrate the life of the manager who recognizes, acknowledges, and fully participates in nonsense, because that manager marches to the energizing beat of a very wise nurse who, thank God, has learned to use the whole damn thing."

(Thanks to Stan Ciurczak, ACT-3, for lightening up our work day!)

INTERCOM ON-LINE

Have you noticed that beginning with the March issue, WJHTC *Intercom* is now on-line at: <http://intraweb.tc.faa.gov>? Just click on Intercom On-Line.

Our desire to get on the "net" succeeded solely because of the patience and skilled know-how of ACT-73's **Bob Marks**. As you probably have realized by now, this editor has limited computer skills, so when Anne Harlan expressed an interest in getting *Intercom* onto the net, I admit, I wondered if Anne just didn't realize who she was asking to do this?

My panic, however, quickly turned to thoughtful contemplation. Who could make this Internet idea a reality and get me off the hook? Luckily, I made a quick phone call to Bob, and my troubles were over. He knew exactly what to do, and more importantly he knew exactly how to explain to me what I needed to do.

Voila! With the press of a few buttons, *Intercom* sailed through cyberspace to Bob's ftp site and the rest is history. He did all the hard work. He put the issue into pdf format and uploaded it onto the web -- timing it to go "live" on the Internet the same day the printed copies were delivered.

In all honesty, I will never fully understand how he did this, but the electronic version of *Intercom* looks fantastic. I will be forever in Bob's debt. Next time you see Bob, let him know that I think he's one of the Center's unsung heroes, and tell him what a great job he has done!

DON'T FORGET

Please try to get *Intercom* submissions (article, photos, ideas) to Terry Kraus via email by the second Tuesday of every month.

William J. Hughes
Technical Center
Intercom

Editor:
Terry Kraus

Contributors:
Therese Brennan
Stan Ciurczak
Bill Dawson
Genia Embrey
John Gross
Annette Harrell
David Hess
Cathy Jaggard
Natalie Klein
Paul Lawrence
Pat Lui
Bob Marks
Maria Marks
Carol Martin
Carolyn Mason
Ernie Pappas
Ed Schuman
Karen Stewart
Kimberly VanDongen
Laurie Zaleski

For any questions, comments, or ideas, please contact Intercom's editor at (202) 267-3854