
ATO Watch: Management, to be Strong, Has to Speak with One Voice

ON THE HILL: Representative James L. Oberstar

MANAGING CHANGE: Tactical Management—Getting Where You Want to Go

About the Cover: Just a Routine Day in the New York TRACON
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In the January/February issue of Managing the Skies, articles by a number of contributors highlighted different aspects of the changes the FAA is experiencing. Recently, one of our leaders said that the FAA’s current rate of growth, in terms of the cost of running the agency, is unsustainable in the mid-term. Many factors contribute to our present condition, but one thing is clear: it can only be changed if our leadership sees the solution as being synergistically systemic and inclusive.

So what does synergistically systemic mean? Combined, these two words describe what I see as the framework of the core of the challenge. Undoubtedly you have noticed that our profession is really no different from any other part of life. When one element of a system changes or is altered, it affects the other parts of the system to some degree. Each component of the system plays an integral part in defining the system. If you remove any of the individual components, the system will be redefined.

Our financial system, then, has been defined by its lack of accountability and escalating costs of doing business. You have heard many times that the FAA did not reach this financial state overnight. It actually took years of hard work. So our solutions are going to be difficult, in some cases painful, and in every sense of the phrase, hard to sustain.

Here are some elements of the FAA’s system to consider as hard evidence for the need to make real improvements quickly. The most recent DOT IG report to Congress indicated the FAA’s use of the Airport and Airway Trust Fund for FY 2004 increased $1.7 billion over the previous year. For a two-year period, this represented an increase of 37%.

The FAA operating budget is increasing rapidly and many doubt that the agency can sustain this current trend in the mid-term, because the FAA is consuming more of the Airport and Airway Trust Fund than is being put into it by those who use the system.

Some FAA associates will say that the agency is a non-profit entity funded by the federal government to provide a critical service for the taxpayers. And they will say that if FAA leadership and headquarters staff knew what they were doing, they would prepare a budget and stay within the boundaries of that framework. There is much more involved in this situation.

First, the FAA does, in fact, have a revenue source. The problem with using it as a primary funding source is that many economic pressures affect the trust fund over which the FAA has no control. The terrorist attack of 9/11 is only one example.

Second, the FAA cannot control how someone else runs their business. Recently, Delta Airlines announced they would have to file bankruptcy. What is it in our business practices that could be changed to make them solvent? Certainly we can influence the outcome, but control is beyond our reach. Compare, then, what Southwest Airlines has done to again achieve a profit for their fiscal year. The FAA has not done anything different between the two—yet there are
two very different outcomes.

So where does a leader look to seek a solution that will achieve the greatest impact both short and long term? I would suggest they look at several key points. First, internally the FAA needs to make sure that our managers, up through the executives, are educated, trained and experienced in the successful use of effective financial management techniques.

Education provides the why things work while training develops how these models work. We need to ensure that we have this critical piece in place and I trust that the ATO (Air Traffic Organization), ABA (Budget), and AHR (Human Resources) organizations are collaborating efficiently on making this happen.

There is no reason for us to exceed our budgeted goals for a given fiscal year. I realize there can be unexpected expenses, but even this can be anticipated if the FAA has accurate business data available. The variables that will allow a leader or program manager to control costs are all part of Cost Accounting theory and practice.

And, yes, that includes the FAA’s negotiated salary costs. There is no reason why salary cost increases should be a surprise if folks are doing the work to prepare financial analytical models of projected outcomes over the life of the contract.

The FAA Managers Association stands ready to assist the FAA in developing strategies for economic and systemic success. We know that we must measure up and demonstrate the value we add to product(s) that the agency produces.

We Know. We Care. We Deliver.

John Fisher, President
FAA Managers Association, Inc.

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Government Role is Crucial

By the Honorable John L. Mica (R-FL), Chairman of the House Aviation Subcommittee

The federal government should not be picking winners and losers in the marketplace, nor should it support failing business dinosaurs. However, it is responsible for protecting federal interests in our nation’s aviation system, such as ensuring equal access and the continuity of vital interstate commerce, especially during wartime.

The federal government should not be picking winners and losers in the marketplace, nor should it support failing business dinosaurs. However, it is responsible for protecting federal interests in our nation’s aviation system, such as ensuring equal access and the continuity of vital interstate commerce, especially during wartime.

Some have questioned the merits of the financial assistance Congress provided the airline industry immediately following the 9/11 attacks. The hijackings and subsequent government shutdown of the entire aviation system were devastating to the airline industry. Congress acted properly to stabilize the industry and prevent a collapse of our domestic economy.

The assistance package reimbursed airlines only for direct damages from the shutdown and newly mandated security costs. Congress had the responsibility to do so because of intelligence-gathering failures and the need to protect future flights.

Since then, loan guarantees issued by the administration have provided a backstop for a severely damaged industry. The loan-guarantee terms were rigid and ensured that the loans would be used only as a last resort. Only a handful of guarantees were approved, and no airline has defaulted on a loan. None of the loans served to supplant conventional aviation financing.

It is the federal government’s responsibility to regulate our nation’s airspace, and that becomes more urgent at a time when airlines are predicting a 10% increase in passenger traffic this summer. When airways and airports become congested, federal intervention is needed to ensure safety and avoid frustrating delays. The Department of Transportation (DOT) has the authority to bring airlines together to reschedule flights— as it has done at Chicago’s O’Hare—to prevent gridlock.

In a marketplace where the private sector makes economic decisions, the DOT can and does play a critical role in ensuring competition and the safety of the flying public.

More than 11 percent of the U.S. gross domestic product is tied to the aviation industry, and a major disruption can devastate our nation’s businesses and economic activities. While I prefer a market solution to most problems, there are times when the federal government must act to ensure the continued safety, security and prosperity of the nation.

FAA Managers Association members may be interested in this op-ed article by Representative John L. Mica, Chairman of the House Aviation Subcommittee, which appeared April 30, 2004 in USA Today.
Because the FAA helps pay to expand airports and is responsible for modernizing and maintaining the air traffic control system, the FAA’s comprehensive new Airport Capacity Report is expected to be a vital tool in helping the agency and local governments set priorities. The report looks at 291 airports in 223 metro areas and bases its conclusions on an original socio-economic model that takes into account such factors as income and travel trends, population and air traffic growth and the proliferation of low-cost carriers.

Initiated by Administrator Marion C. Blakey, the new study by the FAA and its research center, run by The MITRE Corp., is still in draft form but will be released shortly and then will be available at www.faa.gov. In early May, Woodie Woodward discussed the Office of Airports ongoing work in producing the Report.

Predicting Future Demand and Capacity Requires a New Look at the Possibilities

The new Administrator arrived and we started talking about airport capacity problems around the country. At that time, she asked if we had ever taken more of a top down look at airports, keeping the traditional measures such as fleet mix, but also looking at economic data such as population growth.

We said, no, we’ve never really overlaid socio-economic data on our more traditional capacity predictors and that might be interesting. And, that’s what we did. We identified areas of significant population and income growth and took into account the expansion of low cost carriers which increase the ability for people to travel. So we put all of the varieties of data together and we get a completely different look.

We brought in The MITRE Corporation’s Center for Advanced Aviation System Development (CAASD) to do all of the technical computer modeling for the study. They also are working with the JPDO and make certain that our assumptions and data are in sync with what the JPDO is doing.

We had formerly focused only on the 35 busiest airports but now expanded the airports being reviewed to 291. Now we see that the population is generally shifting to the southern part of the country between now and 2020. And there are other airports that are going to be constrained and other metropolitan areas that are going to have problems. So that’s how it all started.
The MITRE Corporation’s Center for Advanced Aviation System Development (CAASD) Provides Air Traffic Control System Engineering Support to the FAA

CAASD is one of three Federally Funded Research and Development Centers managed by the MITRE Corporation, a not-for-profit organization chartered to work in the public interest.

As a national resource, MITRE applies expertise in systems engineering, information technology, operational concepts and enterprise modernization to address their sponsors’ critical needs.

MITRE also has its own independent research and development program that explores new technologies and new uses of technologies to solve their sponsors’ problems in the near-term and in the future.

MITRE was formed in 1958 under the leadership of C.W. Halligan. In the beginning, several hundred employees from the Massachusetts Institute of Technology’s Lincoln Laboratories came to MITRE to create new technology for the Department of Defense. The company expanded in 1963 after the Federal Aviation Administration gave the company systems engineering responsibility for the projected National Airspace System.

MITRE has 4,700 scientists, engineers and support specialists—65 percent of whom have Masters or Ph.D. degrees. Staff members work on hundreds of different projects across the company, demanding a high level of technical, operational, and domain knowledge.

To Keep the Data Grounded in the Real World, the Team Met With Airport Managers Nationwide

We sent our team out to the airports identified in the study to meet with airport managers and to share what we’re seeing when we look at the data. You have to be careful when you look at data. You have to ask, are we looking at this the right way? For example, we showed the relevant data to the airport manager in Birmingham, and then asked, does that look right to you? An airport manager may know about future plans that have not been announced publicly—maybe a new carrier is coming in. Maybe there are things in the data that are out of sync with what the airport manager knows is actually happening. So that was a good thing for us to do. It grounded us in the real world.

In these local communities, some people would say, I think you need to look at this a little differently. For example, one airport said, we hold the airplanes at the gate because we don’t want long taxi lines. We hold them at the gate until it is time for them to go. So if you’re looking at delay issues at that airport, they won’t show up, because they simply have no taxi delays. They hold aircraft at the gates because they have enough gates to do so. By meeting with each of these airports, we made sure that the way we’re looking at the data is, in fact, correct. We talked with the airports identified in this analysis about what we are seeing in 2013 and 2020 to make sure the data we are projecting also looked right to them.

The Study is a Way to Start a Conversation with Local Communities

Expanding airports isn’t easy, especially in cities where they are located near dense neighborhoods. Although some people do want an airport in their neighborhood, mostly they do not. There are still fairly formidable obstacles to overcome. We need to find the right balance between protecting the natural environment and the neighborhood and also providing the kind of airport development we need.

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The Study is a way to start a conversation with local communities about what the future looks like in terms of the capacity of their airports. Given that building runways or making other improvements takes a long time, we want to start the conversation now so that we will be ready when the problems arise. These airports are units of local government and the most we can do is initiate a dialogue and tell them what we think the future looks like for their airport. It is up to them to decide what they do about it.
Innovative Ways to Use AIP Funds

An Interview with Woodie Woodward, Associate Administrator for Airports, FAA

The ASDE-X Example

In the FAA’s “shorthand” for AIP funding, if you have a piece of equipment that is for air traffic controller use, then the AIP can’t pay for it. On the other hand, if you have a piece of equipment—such as signage or lighting—that helps the airport or the pilot, AIP funds generally can be used.

ASDE-X (Airport Surface Detection Equipment) is a surface movement technology that controllers use to see aircraft movement on the ground. The ASDE-X system creates a complete, up-to-the-minute map of all ground operations at the airport and is used by controllers to spot potential collisions and ensure safety on the ground. And, because it is for controller use, the system is purchased from the FAA’s Facilities and Equipment budget.

The same ASDE-X system used by the controllers also can be used in bad weather to direct snow removal equipment moving around on the airport or to monitor gate usage. In short, it helps airport management do their job. The ASDE-X system has migrated from a tool being used only by the controller to a potential benefit for the airport operator. So, if an airport wants to apply for an AIP grant to this equipment, should we start looking at it in a different way because it is being applied to a different use?

Airports Gain Flexibility with Expanded AIP Funding

Some worry that expanded interpretations for the use of AIP funds could siphon money out of the program. Remember, we only respond to requests from airports that have identified and defined a clear need. For example, an airport can come to us and say, “We want to buy the ASDE-X system to monitor gate usage. Can we use the AIP money?”

Broadening the funding eligibility of certain equipment gives airports new flexibility in acquiring necessary systems more quickly and easily. If they have to go through the Federal budget process, it can take years. If an airport needs equipment today, they don’t want to wait two years or more for approval. By applying for an AIP grant, they can get the new equipment much faster.

Should Airport Improvement Program (AIP) Funds Be Used to Support Some Air Traffic Control Related Projects?

In Inspector General Kenneth M. Mead’s April 22, 2004 presentation, Key Issues for the Federal Aviation Administration’s FY 2005 Budget, he notes that, “FAA’s AIP account has increased from $1.5 billion in 1996 to $3.5 billion in 2005. This is on top of passenger facility charges (PFCs) that airports collect (up to $4.50 per passenger) that FAA estimates will generate over $2 billion in fees in 2004. FAA projections suggest that a similar amount will be available in 2005.”

The report continues, “An emerging issue... is whether or not airport funds should be used to support some air traffic control related projects... new systems once considered beneficial to FAA air traffic operations have evolved to provide significant benefits to airport operators and users. FAA’s budget submission identifies several systems that should be considered for AIP funding instead of funding from the FAA’s Facilities and Equipment account.”

Can Airports “Get It Quicker” Through AIP Funding?

The April 2004 issue of ATC Reform Newsletter notes that, “One of the interesting consequences of the proposed cutbacks in FAA’s Facilities and Equipment budget is the agency’s proposal that another possible source of funding for ATC improvements at airports could be the well-funded program for federal airport grants, known as the Airport Improvement Program (AIP). Although AIP has traditionally funded runways and other airport infrastructure, the FAA now suggests that local ATC improvements, such as new Instrument Landing Systems, new weather systems and collision-avoidance systems, could be funded by AIP, if airports choose to apply for such purposes. Associate Administrator for Airports Woodie Woodward pointed out that an airport needing such equipment could ‘get it quicker through AIP’.”
291 Airports in 223 Metro Areas are Reviewed

### 2003: Five Airports That Need More Capacity Now
- Chicago O’Hare International
- Hartsfield-Jackson Atlanta International
- New York LaGuardia
- Newark Liberty International
- Philadelphia International

### 2013: 16 Airports That Will Need More Capacity
- Albuquerque International Sunport
- Burbank-Glendale-Pasadena
- Chicago O’Hare International
- Fort Lauderdale-Hollywood International
- Houston Hobby
- New York John F. Kennedy International
- New York LaGuardia
- John Wayne (Orange County, CA)
- Long Beach/Daugherty Field
- Newark Liberty International
- Oakland International
- Palm Beach International
- Philadelphia International
- San Antonio International
- San Francisco International
- Tucson International

### 2013: 11 Airports That Will Need More Capacity If Aggressive Assumptions Don’t Happen
- Baltimore-Washington International
- Charlotte Douglas International
- Chicago Midway
- Cincinnati/Northern Kentucky International
- George Bush Intercontinental (Houston, TX)
- Hartsfield-Jackson Atlanta International
- Lambert-St. Louis International
- Las Vegas McCarran International
- Los Angeles International
- Minneapolis-St Paul International
- Phoenix Sky Harbor International

### 2020: 19 Airports That Will Need More Capacity
- Albuquerque International Sunport
- Birmingham International
- Bradley International (CT)
- Burbank-Glendale-Pasadena
- Chicago Midway
- Hartsfield-Jackson Atlanta International
- Houston Hobby (TX)
- John Wayne (Orange County, CA)
- Las Vegas McCarran International
- Long Beach/Daugherty Field
- Long Island MacArthur (Islip, NY)
- Newark Liberty International
- New York LaGuardia
- Oakland International
- Ontario International (CA)
- San Antonio International
- San Francisco International
- T.F. Green (Providence, RI)
- Tucson International

### 2020: 23 Airports That Will Need More Capacity If Aggressive Assumptions Don’t Happen
- Baltimore-Washington International
- Charlotte Douglas International
- Chicago O’Hare International
- Cincinnati/Northern Kentucky International
- Dallas/Fort Worth International
- Denver International
- Detroit Metropolitan Wayne County
- Dulles International (Washington, DC)
- Fort Lauderdale-Hollywood International
- George Bush Intercontinental (Houston, TX)
- Lambert-St. Louis International
- Logan International (Boston)
- Los Angeles International
- Memphis International
- Miami International
- Minneapolis-St. Paul International
- New York John F. Kennedy International
- Philadelphia International
- Phoenix Sky Harbor International
- Ronald Reagan Washington National (DC)
- Salt Lake City International
- Seattle-Tacoma International
- West Palm Beach (FL)
Airport Planning 1944 Style:

“Everyone Who Gets Two Drinks Under His Belt Is Now Designing Runway Layouts on Restaurant Tables”

On January 29, 1944, New York Mayor F. M. LaGuardia addressed a brief letter to seven airline presidents who included Captain E.D. Rickenbacker and Mr. J.T. Trippe, among others. At that time, apparently airline Presidents could tell airport operators how to build and run their business. Mayor LaGuardia’s message is short and to the point:

Dear Mr.

This is the last call on the matter of the runway layout at the new airport.

Thursday, February 3rd, 1944, at my office, City Hall, at 2:30 P.M. o’clock, come prepared to make any suggestions or forever hold your peace. I have heard some grousing about the present layout which I know is not justified. If you have any cockeyed ideas on tangent runways that have not yet been tried out, keep them for some other time.

I am willing to hear constructive criticism and to receive helpful suggestions. I cannot compete against white tablecloths and soft pencils. Everyone who gets two drinks under his belt is now designing runway layouts on restaurant tables.

We will have a map here, our consulting engineer will be here, and I expect to have the matter finally, completely and definitely settled.

You may bring anyone you desire from your engineering, technical and piloting staff. Lawyers cannot contribute anything. This is not a legal matter.

Very truly yours,

F.M. LaGuardia
Mayor
Management, to be Strong, Has to Speak with One Voice

An excerpt from an address by Russ Chew, Chief Operating Officer, Air Traffic Organization, FAA to the FAA Managers Association Chapter President’s Training, May 7, 2004, Washington, DC

To me, the fact that you’re here on your own dime is an incredible sign of your commitment to the new ATO. I also have a commitment to all of you. My commitment is to build an organization where management can act as one unit which is really difficult to achieve in a widely dispersed, very large organization. Management, to be strong, has to speak with one voice.

We’re going to be asked to change a lot, because the world is changing all the time. You have a tremendous responsibility to represent management in the entire ATO. What I say and what you all say has to be the same, plus it has to be part of a comprehensive plan.

Where is the plan? The bad news is that there hasn’t been one, but we are working on that. We are putting together an overall plan. In the months and years to come, we will provide the education and the tools you need to understand, to communicate, to lead and to execute the plan.

Same Clowns, Different Circus?
So what is different? The reality is that you can’t change an organization by replacing all of its people. Three of the ten new ATO Vice Presidents come from outside the FAA, and seven come from within. There will be people from the old organization who thrive in the new, and there will be those who do not do well. People need to be coached and we need to try to emphasize the kind of behavior that is effective in the new ATO.

Matrix management is one of the hardest types of organizations to manage. All of you are not used to matrix management. It means working across stovepipes. It doesn’t mean command and control. That management control paradigm has to be broken down. You are all managers. That means that you not only have to communicate, you also must lead. But leadership does not mean to command and to control.

All of you will be given the tools, the knowledge and the direction you need. And that will be part of a “balanced scorecard” for everyone in the future. We don’t have that today. When performance measures are in place, it gives clarity to what you are doing.
“All of you will be given the tools, the knowledge and the direction you need. And that will be part of a ‘balanced scorecard’ for everyone in the future. We don’t have that today. When performance measures are in place, it gives clarity to what you are doing.”

ATO’s Executive Council Represents the Needs of the Entire Organization

Ten Vice Presidents populate the ATO Executive Council. The decisions for the ATO are not made by Russ Chew. They are made by the Executive Council. Each Vice President in the Executive Council has a very, very special role because each not only represents the needs of a specific business unit but also the needs of the entire organization.

With everyone working together on a daily basis, the organization is no longer dependent upon the opinion of one person. We need to build an organization that lasts and lasts, based on sound business principles that live on.

Innovation on How to Be Better, Safer or More Efficient Comes From You

Innovation doesn’t come from here. Innovation comes from you. You see the operation every day. You see it a lot closer than we can. We can only see a briefing every morning. You live it. And so the innovations on how to be better, how to be safer, how to be more efficient has to come from where you are. Not from where I am. I can create an organization that supports all of you in being innovative but I can’t be the innovator.

You all need to understand where we are today and why establishing the new ATO it is so serious. After that, I actually have to give you the knowledge of where we are headed so that you can communicate it back to the people who work for you. Once you know where we are headed, you and your people also need to know how we are going to get there. How is it going to happen? I have to give you the information so you can communicate it to all the people who work for you.

Capital is the Fuel for Innovation—People Generate the Ideas

We’re in business. We may not make a profit, but we are in business. We have money coming in and we have money going out. But the core business for us is safety. We provide a safety service. And we have to provide it efficiently, because if we do not provide it efficiently, we are not going to have enough money to invest in more safety.

The fuel for innovation is capital. Nothing is more important than investing in economic growth. How do you improve unless you can buy something to improve with? How do you become more efficient if you are using the same old tools? What is needed is a combination of capital—which is the fuel for innovation—and people—who are responsible for generating the ideas.

If you put those two together, it becomes very powerful. That is why I am putting Acquisitions and Operations together. It will make all the difference in the world in where we are headed. Until we are all on the same page, how can we agree on where we’re supposed to go? Whether you’re in a bargaining unit or you’re a manager or you’re in an association or you’re in the Executive Council, we are all one.

David Bruce Johnson
Vice President, Terminal Services

Bruce Johnson joined the FAA in 1974 as an air traffic control specialist, moving to a variety of positions through the US. Most recently, he was the FAA’s Director of Air Traffic Service, responsible for managing the controller workforce and more than 600 air traffic control facilities.

It so important that we all move together on these tough issues. As a group, the ten Vice Presidents are 100 percent committed to the success of the ATO and in following the lead of Russ Chew. He has brought us a new energy to guide us where we need to go.

We finally have all the elements together. The program side is merged with the operations side so we no longer encounter artificial barriers every time we try to do something. That’s over.

We Can Do Amazing Things With the Budget If We’re Smart About Spending

Financially, I like to say that our cup is half-full. We cannot put money where it will not make good safety and operational sense. We’ve lost $471 million from our revenue budget, but we still have $2.5 billion dollars. We can do amazing things with that money if we are smart about how we spend it.

We now have the ability to budget ahead a year. We will have spending goals every year. You will know how much money you have to manage. However, this isn’t a sprint—we are going through a culture change and we will make it happen.
Eugene D. Juba  
Vice President, Finance

A finance professional with 15 years experience in the private sector and a former Naval officer, Gene Juba also has worked with US Airways and United Airlines in a number of financial roles.

My task in the ATO is to help understand what we spend, how we spend, where we spend and how we should spend. As managers, you’re also going to receive training in how to manage money. What is depreciation? Why is that important? Every piece of equipment you buy—whether it’s a PC, a mop or broom or wires—ends up in your budget—and a true ability to manage costs is managing your capital.

Economics and Finance Don’t Make a Difference Until There Is Restraint on Supply

For some time at the FAA, budget hasn’t been the issue. There was money available that let us do a lot of things. For the first time, we’re feeling that squeeze. Economics and finance really don’t make a difference until there is some restraint on supply—supply being the money we get from Congress. We are challenged now since all of the money is not coming our way. We have to manage within the money that has been assigned to us.

Today, budgeting at the FAA is a top down process. A small group of people put together a budget and allocate it. That has to get pushed down. It’s out on the line where we are not spending wisely, where we are wasting money or where we can be spending money to make money.

James P. Schear  
Vice President, Safety

Rear Admiral Jim Schear formerly was Deputy Assistant Administrator for Aviation Operations at the Transportation Security Administration (TSA). Prior to TSA, he had parallel career tracks as a commercial airline pilot and career Naval Reserve Officer.

This opportunity is a once in a lifetime for me. My job is simple and straightforward: we will look at safety first, utilizing a measured, repeatable process. Anecdotal evidence is not sufficient. We can’t say, “I think that’s OK.” We must know absolutely. We have to rigorously apply a measured, repeatable process to assure safety throughout the system. This is a huge, complex system and we’re not only changing terminology, we also are making procedural changes.

My Whole Job Is to Make Sure That We Deploy a Safe Product

We’re going to be asking: “Can we afford it, does it make sense, is it safe?” There is the economic case: can we afford it? There is the safety case: does it advance safety? We have an opportunity to look at safety first in all things. Needless to say, my whole job is to make sure that we deploy a safe product for all uses. That is what we aiming to accomplish.

Charles Keegan  
Vice President, En Route and Oceanic Services

With the FAA since 1979, Keegan’s first position was as an air traffic controller. Most recently, he served as Associate Administrator for Research and Acquisitions. He also developed and managed the FAA’s Operational Evolution Plan and served as the Director of the FAA’s Free Flight Phase 1 program office.

Today, we have a better management team and we know better how to manage our resources. We also have the ability on empower management and first line supervision. Things are starting to shift. We’re focusing on people, on the workplace and on what to incorporate for the future.

With Data on the Table, the Decision To Go Forward Can Be Very Easy

Historically, there was a certain amount or arm-wrestling about which things got funded. Now we have a corporate model with people from all business services in the same room. We also need data to support the need for funding: no data, no money. With data on the table, the decision to go forward can be very easy.

By flattening the organization, we are making decisions more quickly. In the past, we didn’t communicate very well. It is vital now to let everyone know what is happening, what decisions are being made and where we are going.
Jim Oberstar is the ranking Democrat on the House Transportation and Infrastructure Committee. From 1989 to 1994 he was Chairman of the House Aviation Subcommittee. The Congressman has long been identified as a committed and tireless advocate of transportation safety and efficiency for the traveling public.

In 2003, Congressman Oberstar introduced H.R. 1244, the Air Traffic Controller Retirement Reform Act of 2003—better known as All Time Good Time (ATGT). A derivative of the ATGT bill was included with the passage of H.R. 2115, Flight 100—Century of Aviation Reauthorization Act, funding FAA operations through fiscal year 2007. FAA Managers Association continues to assess this issue very closely.

Jim Oberstar’s efforts on behalf of aviation safety include the Clinton Administration’s Aviation Security Advisory Committee, which launched the domestic readiness Baseline Working Group; the Aging Aircraft Safety Act of 1991; President George H. W. Bush’s Commission on Aviation Security and Terrorism and The Aviation Security Improvement Act of 1990.

Oberstar pushed legislation through the House of Representatives to require regulations for computer reservation systems (CRS), because he was concerned about anti-competitive methods used by CRS. While no action was taken in the Senate, the FAA did develop CRS regulations.

He held hearings on FAA oversight of the commuter airline industry and the adequacy of commuter airline safety regulations with focus on the differences between Part 121 (large transport) and Part 135 (small, under 30 seats) of the Federal Air Regulations. The FAA committed to bringing the standards for commuter aircraft up to large transport standards.

Other Oberstar aviation safety initiatives include floor emergency lighting systems, collision avoidance systems, ground proximity warning systems, reducing mid-air collisions and runway incursions and improving airline maintenance practices.

About Jim Oberstar

“Sonny, Better You Should Study”

As a boy growing up in Chisholm, Minnesota Jim Oberstar was taught the value of hard work. As a high school student, he worked summer jobs in the iron mines to pay his way through college. On one occasion Jim recalls that he was studying during a break at the mine when an older iron miner came up to him and said, “Sonny, better you should study.” Advice Jim took to heart.

Jim Oberstar was born to parents whose families had come to America for a better life. His grandfather was an oven maker from Slovenia who had been recruited by the U.S. Steel Company to work on the massive blast furnaces of the steel mills it was building in the Chicago area and later
in Duluth’s Morgan Park. When the work was finished he moved to the Iron Range where Jim’s father, Louis was born.

The work ethic his family and community inspired in him enabled Jim to graduate Summa Cum Laude from the College of St. Thomas in St. Paul in 1956 with a double major in French and Political Science. From there, he continued his education by winning a scholarship to the College of Europe in Belgium. Following his tenure as a language teacher in Haiti for over three years, Jim returned to the United States to serve Minnesota as an aide to his predecessor in Congress, Rep. John Blatnik.

In 1974 when John Blatnik announced his retirement, Jim sought and won his first term in Congress. He began representing Minnesota’s Eighth Congressional District in Congress in 1975. Jim is now in his 15th term, the longest service in the U.S. House of Representatives from the state of Minnesota.

Oberstar is the senior Democrat on the Committee on Transportation and Infrastructure. The committee has jurisdiction over America’s surface transportation; aviation; freight and passenger rail; the inland waterway system, including the St. Lawrence Seaway; international maritime commerce; the Economic Development Administration; the U.S. Corps of Engineers’ support of the nation’s water resources; and the federal clean water program. He also is an Ex Officio member of the Subcommittees on Aviation; Coast Guard & Maritime Transportation; Economic Development, Public Buildings & Emergency Management; Highways & Transit; Railroads; and Water Resources & Environment. In addition, he is past Chairman of the Subcommittees on Aviation; Investigations & Oversight; and Economic Development.

Congressman Oberstar’s wife Jean heads the Washington office of the international aviation consulting firm SH&E.

Minnesota’s 8th Congressional District

The 8th District includes some of Minnesota’s most beautiful natural resources: the North Shore of Lake Superior; the unspoiled Boundary Waters Canoe Area, extending along the U.S./Canadian border; the Chippewa and Superior national forests; Grand Portage National Monument; the St. Croix National Wilderness and Scenic River; as well as numerous wildlife refuges and state forests.

Cities in the eighth district include: Brainerd; Duluth, home of the largest Great Lakes port in total cargo volume; Cloquet, Chisholm, Grand Rapids; Hibbing, International Falls; and Little Falls, birthplace of Charles Lindbergh. The 8th district also is home to six bands of the Minnesota Chippewa Tribe, Voyageurs National Park, Lake Mille Lacs, the Mesabi Range and the Laurentian Divide.

Oberstar’s Voting Record Wins Praise From National Organization Of Retired Workers

In March 2004, The Alliance for Retired Americans, a national organization representing three million retirees around the country, released its annual Congressional Voting Record, which rates Members of Congress on key votes to protect Medicare and Social Security and reflects their commitment to older Americans. Congressman James L. Oberstar received a score of 100.
Plans are rapidly coming together for the 24th Annual Gathering of Eagles. The training is set and a variety of guest speakers have been invited.

We hope to have both a Customer and an FAA Panel. Both panels will provide an opportunity to interact with our customers and FAA leadership. We have contracted with National Seminars Group to provide extensive training that is relevant to the issues we currently are facing.

Training sessions will address Performance Management, Communication and Managing Change. All three topics will be tied together during over 16 hours of training. We also have scheduled two one-hour sessions to get the latest on operational error/deviation prevention and runway safety.

This year you will have an opportunity to meet over lunch with your Regional Director and Chapter President. We are also working with the Monte Carlo for group tickets to the Lance Burton Show.

Your 2004 Convention Committee is hard at work planning what we believe is going to be one of the best convention experiences ever. You are not going to want to miss this! Plus, we need your help in achieving our attendance goal of 300 FAA Managers Association members and supporters.

Watch for the latest information on the FAAMA website. It’s not too early to start planning now for the 24th Annual Gathering of Eagles. See you there!

Andi Ramaker
ARamaker@faama.org.
FAA Managers Association
2004 Convention Registration Form

Please provide the following information:
* Indicated required fields

Membership Status*  ❑ Regular  ❑ Associate  ❑ Retired

Name*

Name (as you want on your name tag)*

Please indicate if you are a voting delegate*  ❑ Yes  ❑ No

Current Facility/Routing Symbol*  Position*

Bargaining Unit and Status*  ❑ Active  ❑ Yes  ❑ Chapter*

Address*

City/State/Zip Code*

Work Phone*  Home Phone*

E-Mail*

Special meal needs  Number of conventions attended?

Will you be bringing a guest to breakfast/lunch?*  ❑ Yes  ❑ No

Will you be bringing a guest to the banquet?*  ❑ Yes

Our corporate sponsors would like to send you information about their products. May we share your information?  ❑ Yes  ❑ No

Register Early & SAVE!

FAAMA Registration is $200.00 each (see below to save) and the registration deadline is October 15, 2004.

• $100.00 of the registration fee will be rebated to attendee via room credit if payment is postmarked no later than September 15, 2004.
  – For those attendee’s whose registration fees is paid from Chapter dues withholding, notification/approval must be received by Tom Dury no later than September 15, 2004 to receive the $100.00 room credit.

• $50.00 of the registration fee will be rebated to attendee via room credit if payment is postmarked after September 15, 2004 and no later than October 1, 2004.
  – Notification/approval for registration fees to be paid from Chapter dues withholding received by Tom Dury after September 15, 2004 and no later than October 1, 2004 will receive the $50.00 room credit.

• If not staying at the Monte Carlo other arrangements will be made.

• There is a $25.00 processing fee on all refunds and no refunds will be made after October 1, 2004.

• All late registrations postmarked after October 1, 2004, will be charged the full $200.00.

Payment Options

Mail Check

Mail payment in full by check payable to FAAMA to Randy Cordell, 29 Autumn Meadow Ct., Lake St. Louis, MO 63367

Registration is not confirmed until you receive notification that your registration fee is paid.

Guests: Tickets will be required for guests attending breakfasts, luncheons or the banquet. Breakfast is $20.00 per person (available Tuesday and Wednesday only). Lunch is $27.00 per lunch per person and the banquet is $67.00 per person. Payment for meals must be included with your registration fee.

Deduct from Dues Withholding

Chapter Presidents must send approval for the Association to deduct convention registration from the Chapter dues withholding. If you are not a Chapter President, please make sure that your President sends approval to Tom Dury at tdury@faama.org. Dues withholding option expires September 15, 2004 and notification must be received by Tom Dury prior to that date.

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What is Expected of Members?

The key to building influence is to establish relationships early and to maintain the connections consistently. FAA Managers Association members are strongly encouraged to cultivate close and candid relationships with their elected officials.

These officials do not know as much about our profession as we do, and it’s important to remember that fact. It is our responsibility not only to educate them about the issues facing Association members, but also—most importantly—to provide them with specific information that will help lead them to adopt positions favorable to the Association.

Build Strong Relationships With District Staff, Too

It is important to remember that Congressional advocacy is not always focused on Washington, DC. FAA Managers Association members should build relationships with Congressional staff in their respective Districts and use Congressional recess periods as an opportunity to meet with legislators.

District Congressional staff and offices often are an overlooked opportunity. Make contact with District staff through meetings and regularly provide these staff members with information. Relevant information is readily available at www.faama.org, under the Legislative tab, 2004 Legislative Issue Papers.

When appropriate, invite District staff to attend Association events, to tour your facility or to make presentations. Make sure that your Congressional District personnel get to know you and to utilize you as a valuable resource.

The Association’s March 2004 Day-on-the-Hill activity pointed up the importance of District relationships. Participating members already had established contact with District Congressional staff. The benefits of these District relationships were clearly reflected both in the reception we received and in the level of attention given to our concerns.

Building Coalitions is Central to Achieving Results

We need to recognize that there are already a number of players involved on any given issue. Our ability and agility in providing our elected officials with the information that they need to know when addressing issues important to the Association will ensure that our opinions and our input is heard.

Additional resources for members include the Legislative Activism Guide available at www.faama.org. This extremely valuable resource is a practical guide on how to establish and maintain positive and productive contact with elected officials.

You also are encouraged to contact members of the Legislative Committee. Do not hesitate to contact any member of that Committee for assistance (names and email addresses are located at www.faama.org).

Persistence is Key to Success

The key to Association effectiveness in delivering our message is persistence. This means keeping our elected officials informed and up to date on issues affecting Association membership. We do not want to be perceived as being pushy but rather perceived as being the experts who must be consulted on relevant issues.

Robert Wheeler, FAA Managers Association, Director of Legislative Affairs
In 1986, the founding members of FEEA had a vision to create a safety net for civilian federal employees, along the lines of the military relief agencies. As feds and former feds, we felt it was important to “take care of our own.”

In the early days, FEEA didn’t have a lot of money to help people, but we did our best and began to make a difference with no interest loans, grants and scholarships. Our first major test was Hurricane Andrew in 1992. Homestead, FL was decimated and federal employees needed money for basics like food, water and clothing. With the help of the NTEU unit at the U.S. Customs Service, we got into the hardest hit area and begin providing cash assistance to those who needed it. That cash, along with other grant and loan assistance, provided more than $55,000 to almost 500 families.

Three years later, the bombing of the Murrah Building in Oklahoma City took FEEA to another level. We were on the ground, helping people, in a matter of days. It’s a time I will never forget, both for the devastation of that community and the spirit of the survivors. Donations came from many, many people across the country, but the response from within the federal community was overwhelming.

FEEA’s overall success is measured both by quality (dollar value of relief) and quantity (number of civilian federal employees helped). As I travel around this great nation meeting with federal employees from all walks of life, I hear one phrase repeated over and over again, “we must take care of our own.” With support from organizations like the FAA Managers Association, FEEA takes care of federal employees.

Steve Bauer, Executive Director of FEEA, can be reached at 303-933-7580. For Emergency Assistance, call FEEA at 800-323-4140. The full text of this article is available in FEEA Helping Hand, a newsletter for FEEA’s friends and volunteers, available at www.FEEA.org.

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**Annual Scholarship Golf Tournament**

Sponsored By: Federal Employee Education & Assistance Fund (FEEA) & Kansas City Area Chapters of the FAA Managers Association

Friday, September 10, 2004

Tiffany Greens Golf Club, PLATTE COUNTY, MO

www.tiffanygreensgolf.com

- Four Person Scramble Golf Event with a Shotgun Start at 8:30 a.m.
- Entry Fee is $100 per player or $400 per team.
- Hole Sponsorship is $800 per hole.
- Accommodations are available from the Courtyard by Marriott.

For more information, contact Carey Rolofson at crolofson@faama.org or call 816.858.5846

All funds raised will go to the FEEA and Kansas City Area FAA Managers Association Scholarship Fund
Boost Membership Activity the Chapter Level

**WE KNOW. We Share the Knowledge**

Large or small, every Association Chapter has full access to a wealth of information and generous corporate support for many functions. Now is the time to begin taking advantage of the full spectrum of possibilities available to you.

New members are motivated and hungry for information. One new member said to me: “I’m so glad I joined just for the up-to-date information I receive from my Chapter President in 205. I don’t necessarily get information that fast from headquarters.” That is great to hear.

**Make Managing the Skies Available to All in Your Facility:** In my facility, I placed several copies of Managing the Skies in the break room, and was complimented on the content by the Facility Representative. People read and absorb information when it is available to them. This is one of the primary reasons we initiated sending Managing the Skies to agency work locations.

**Utilize the Corporate Sponsors:** These sponsors are anxious to get their information out to our members. They place many untapped resources at your disposal. Carry the torch and set an example for others! Get them engaged, using their expertise to our advantage. Host an “Ice Breaker” for new or prospective members or a meeting to better inform current members.

Rhonda McCarthy, Atlanta Center, invited a Wright & Co. representative to come down and provide detailed information on the benefits being provided to Association members. Go Rhonda! This program was a big hit!

Indy Center also tapped into this resource to provide members with a retirement seminar and dinner. I would like to hear from you about your successful events, as well. Send an email to JSideris@faama.org.

**WE CARE. We Set an Example for Others**

FAA Managers Association members are volunteers in a worthwhile organization we all believe in. Because we care, we work especially hard, on our own time, to further the mission of the Association.

Association members who actively recruit new members are a valuable asset. To thank this special group, golf shirts with “Recruiter” embroidered on the sleeve will be delivered by mid-June. But it is up to every member every day to stay engaged, set an example for others and be a proud professional who really cares.

A number of spring 2004 initiatives are in place to support our Chapters.

**New Membership Brochure Wins Friends and Influences Prospects:** Feedback is positive on the new full-color Membership Brochure. Kudos are coming in from many people both inside and outside of the Association regarding the professionalism of the brochure. One member described it this way:

“The brochure that came with the bimonthly magazine is exceptional! It is a great advertisement and has a professional flare that goes well beyond ordinary. I appreciate your efforts in putting this brochure together; it is a great representation of the benefits the FAA Managers Association has to offer to its members. Thank you, and the other Officers, and Board Members for developing such a great product that promotes what we are all about!”

**ANOTHER MEMBER BENEFIT:**

This new Chrysler was purchased at 1 percent below dealer invoice plus, purchaser received $4,500 in rebates! To check out a similar deal, call Lee Braswell at 912-658-3064 or write to Lee@BobMaddoxChrysler.net.
Chapter President’s Training is Complete: The Washington, DC training for Chapter Presidents was a great success. Your Chapter Presidents are armed with lots of exciting new ideas and information. Pick their brains and suggest a membership meeting to discuss the training received.

New Member Packages Are Coming Soon: In mid-June, new members will be receiving a New Member Package which includes an information-packed binder along with a temporary FAA Managers Association card. Personalized membership cards, with specific names and member numbers, will be produced in the new calendar year. The New Member Binder supplies the information necessary for getting started with Association benefits. Detailed corporate sponsor information also is included.

WE DELIVER. Literally
A variety of new materials is available: pop-up-displays, benefits brochure, new member cards, new member binders, welcome letters, lanyards, pins, magazines and much more. Plus, the process for delivery of these materials has been streamlined to make ordering and delivery faster and easier.

Some Chapters are very proactive in requesting information and assistance from the Membership Committee for material support. Lanyards, pins, brochures, pop-up displays, and past issues of Managing the Skies have been mailed to Chapters in support of “Ice Breaker” meetings with prospective members.

The new pop-up-displays already have made it from SAV to OKC to LAS, DC, SYR, MCO, as well as to the Chapter President’s Training sessions, and now await new destinations identified by you. To order any of the available materials, go to www.faama.org and look under the Membership Tab for details.

Engage the Membership and Keep the Information Flowing
It is vital to not only network but also to use your experiences to provide opportunities to others. As an association, we have to work together to stay together as a single voice.

And now it’s time to get ready for the 2004 Convention in Las Vegas. Members can look forward to outstanding networking opportunities, a superb education program and even some unique entertainment. Make your plans now—a Registration Form can be found on page 18! Note that early registration saves money, too!

John Sideris, FAA Managers Association Membership Chairperson

If you’re reading this, you can join FAA First.

We proudly serve the air transportation industry nationwide, including FAA Employees and their families. With online services that include mortgage and consumer loan approval, eStatements, home banking and bill payment — we’re perfect for professionals who frequently travel or don’t want to conform to traditional banking hours. FAA Employees also enjoy early access to payroll and government funds.

Joining FAA First Federal Credit Union is one of the smartest long-term financial decisions you can make. Just ask any of the thousands of FAA Employees who trust FAA First each and every day. They’ll tell you. You work hard transporting America safely through the skies. We work hard to provide you financial peace of mind.

Get paid earlier. Bank 24/7 from home. Go paperless.
Join us. www.faafirst.org 1-800-421-7111

You work hard transporting America safely through the skies. We work hard to provide you financial peace of mind.

Join us. www.faafirst.org 1-800-421-7111
Tactical Management: Getting Where You Want to Go

By Richard A. Reda and Jean B. Lenderking

Taking a deeper look at the second step in making decisions that address immediate needs while keeping a longer term goal in focus.

After initial drafts of mission and vision statements have been prepared and the first cut of a strategic plan has been developed, it’s time to map out the move towards the future state. Keeping the longer term goals in mind, managers need to also be cognizant of short term needs.

• Look for opportunities to redefine jobs or functions, combining near term needs with longer term goals.
• Establish interim or transitional functions that bridge the gap between the two.
• Capitalize on the skills of employees who adapt well to change, to have them serve as mentors or guides to others during the transitional period.
• Create specific opportunities to transition from lesser needed functions to newer needs and roles, and celebrate interim successes.
• Promote buy-in by including your management team in making resource decisions that facilitate transition.

Make Resource Request Decisions that Are Integrated and Interdependent

Making sound decisions on resource requests and allocations can’t be done in a vacuum. Look at how each of these is integrated and interdependent. When budgets tighten, training dollars are often the first thing to get cut, especially when staff losses can’t be filled. However, this is a time when training dollars are even more necessary. When employees are expected to make up for staff shortages, they often take on tasks and responsibilities for which they haven’t been prepared or trained.

Don’t limit training to the formal classroom kind, though. Some needs can be addressed through mentoring, in-house training, developmental assignments and short term project oriented teams. Similarly, if you’re able to supplement your work force with contractor or other external services, this has to be included in the mix.

Consider Delegating Some Functions to Customers

Another element to consider is functions that can be delegated or passed on to customers. If that seems implausible, just look at the transition to self-serve gas stations. Many other businesses have managed to cut costs by transferring some responsibilities to their customers. Examples include online airline ticket processing and automated/self serve check-ins; self serve check outs at grocery stores; and self administered medication in hospitals.

Is there a clear understanding within your organization and with your customers, about which functions currently performed are really essential, which ones are mandated by law or regulation, which ones can be done by someone else, and which ones are obsolete or add little or no value?

In planning for the future, a regular program of self-analysis will help keep the organization streamlined and focused on its true mission. Start by taking a close look at your internal processes and deliverables. How can these be modified, “re-engineered” or deleted?

Include the Transitional Process in Your Strategic Plan

Whether you’ve done a traditional gap analysis, or used an appreciative inquiry approach to constructively build on successes, your strategic plan needs to also incorporate two goals that are usually overlooked in plan development.
Keep in mind, though, that transition is often fluid and far from mechanical. Expect the unexpected. Expect delays and obstacles. The purpose of the milestones is to serve as guides, not rigid requirements. If you’re off course, fix the problem rather than fixing blame.

The first is the steps related to the move itself from present state, through transition to desired state. There is a tendency to direct resources at future state goals alone and to forget the transitional process. This bridge period focusing on near-term needs and objectives is as critical to success as any other step.

Most traditional planning also is often task oriented. There is nothing wrong with that. It’s just incomplete. Part of the plan should address building and maintaining effective relationships within the organization and with customers, as well. That leads to the second goal: communication.

**Communication Involves All Stakeholders**

Communication—an area often overstated, and yet frequently underaddressed—involves all the stakeholders. An effective communications strategy is key to the success of your overall strategic plan, especially during a transition period. This is not limited to communication to subordinates, but should also address communications strategies horizontally as well as vertically and outside the organization as well as inside.

It’s not enough to include in a plan that there will be communication. It has to happen, it has to be measured and it has to be two-way. Managers need feedback from employees, customers and each other to ensure that messages are being received—and understood—and that they’re on the right track.

It also helps to let customers know that changes are happening as well as why and what the planned outcomes are. Time spent on up front communications will pay off by avoiding or minimizing time needed to dispel rumors and rebuild relationships with irate and/or apprehensive employees and customers.

Your plan should also include regular measurements. Anyone who has flown knows that your plane and pilot are handed off from one air traffic controller to another. This is not just so that everyone knows where the plane is, but also to make necessary course corrections along the way.

Being only one degree off on a flight from New York to Los Angeles can have disastrous implications. Your plan must have milestones with clearly stated interim expectations. Keep in mind, though, that transition is often fluid and far from mechanical. Expect the unexpected. Expect delays and obstacles. The purpose of the milestones is to serve as guides, not rigid requirements. If you’re off course, fix the problem rather than fixing blame.

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**Richard Reda** is the former Director of Employee and Labor Relations for the Department of Energy, and a graduate of the National Training Laboratories Organization Development Program.

**Jean Lenderking** is the former Labor Relations Program Manager, Department of Transportation, and first Interagency Labor Relations Forum chair.

Both are currently consultants with Lenderking, Reda and Associates (LRA). They can be reached via email at RReda@LRA1.com and JeanL@LRA1.com, respectively, or by writing to them at 6551 Mockingbird Lane, Manassas, VA 20111.
Automated External Defibrillators (AEDs) in the Workplace

By Shelly Moskowitz, Airway Facilities, New York TRACON (N90)

The time is 8:30 am on a typical day at a typical facility when the unthinkable happens. Just after getting relieved from position, an Air Traffic Controller collapses onto the operations floor. Reacting immediately, the coworkers and supervisor rush to see what is wrong.

When they roll the man over, they see that he is not breathing. They further notice that he has no heartbeat. Luckily, a number of employees at this facility are trained in Cardio Pulmonary Resuscitation (CPR), which they start immediately while the supervisor calls 911 for an ambulance.

After performing CPR for 12 minutes, the ambulance arrives with the first medical technician. Using a portable Electro Cardiogram (EKG) machine they determine that the controller has suffered sudden cardiac arrest. Using a portable defibrillator (a device that administers an electrical shock to the heart) the medical technicians attempt to shock the man’s heart into beating again.

Their first shock attempt did not restore a normal heartbeat. This is followed by a second and then a third attempt. On the fourth attempt, the medical technicians sense a heartbeat. After stabilizing the controller’s condition, he is transported to the nearest hospital where he makes a full recovery.

In the above fictitious account there is a happy ending. The defibrillation worked and the person’s condition is restored from being clinically dead to being a living breathing person. Sadly, this is not how the majority of scenarios turn out.

Every Minute is Critical to Survival

As published in the *New England Journal of Medicine,* studies have shown that every minute that passes from the time a person’s heart stops until the time a defibrillator is used, the person’s chance of survival is reduced. The report states “the survival rate was almost 100 percent if patients with ventricular fibrillation (unorganized electrical activity of the heart resulting in no blood flow or pulse) are treated immediately. After delays of four to five minutes the survival rate decreases to 15 to 40 percent and after 10 minutes or longer 95 percent die.”

In the scenario just described, the controller’s chances of a successful restart of his heart would have been less then five percent. The quicker defibrillation is done, the better the odds the person will return to his family and friends. It was for that reason that the Automated External Defibrillator (AED) was developed.

The AED is a computer-controlled device that, when used in conjunction with CPR, can dramatically increase the survival rate of patients experiencing cardiac arrest. It has two sensors that attach to a person’s chest. The AED senses the individual’s heart condition and, if necessary, provides an electrical shock to the chest. The AED is so sophisticated that it gives step-by-step audio directions during the process.

Studies have shown that “…sixth grade students, after reading nothing more than the instructions included with the device, were able to deliver a shock in a mock situation after 90 seconds, only 30 seconds longer then it took emergency medical personnel to administer a shock.”

Today, AEDs Can be Found in all Environments

AEDs are found in schools, shopping malls, golf courses, office buildings and other public meeting places. AEDs are in most airports and on April 12, 2001 the FAA issued a final rule requiring U.S. Airlines to carry AEDs on all domestic and international flights within three years.
On November 13, 2000, then President Bill Clinton signed into law the “Public Health Improvement Act” (PL106-505) which directed the Department of Health and Human Services to make recommendations for placement of AEDs in federal buildings along with guidelines on appropriate training for their use, and procedures for their proper maintenance and testing.

The FAA also mandates that large commercial aircraft carry AEDs to protect the flying public.

Over three years have past since President Clinton signed PL106-505, and the FAA is still developing plans as to how the AEDs are to be deployed and used. Over the same time period thousands of AEDs have been deployed in every area of American life.

"...the survival rate was almost 100 percent if patients with ventricular fibrillation (unorganized electrical activity of the heart resulting in no blood flow or pulse) are treated immediately. After delays of four to five minutes the survival rate decreases to 15 to 40 percent and after 10 minutes or longer 95 percent die."

The life-saving technology available in AEDs can help employers protect their most valuable resource—human capital. With AEDs, fewer lives will be lost to sudden cardiac arrest. The more quickly AEDs can be placed in all large workplaces, the more likely it is that lives will be saved.

* New England Journal of Medicine, Volume 347, No. 16 (October 17, 2002)

The opinions expressed in the article do not reflect the views or judgments of the FAA Managers Association. These opinions strictly reflect the personal views of the author.
Sports Performance Enhancing Drugs and Supplements:
Are Your Kids At Risk?

A 2001 survey performed by the Healthy Competition Foundation interviewed adults age 21 to 64 and children ages 10 to 17 during the summer of 2001. Some of the results of this survey may make you consider if your child or children are at risk from taking performance enhancing sports supplements and drugs. For instance, the survey concludes that over 1 million teens have used dangerous sports supplements and drugs. Further, about 80 percent of the teens surveyed said they never discussed the use of the supplements and drugs with their parents. And 69 percent of the teens did not get any information from their coaches or sports teams.

What Are Performance Enhancing Drugs?

Prescription Drugs:
There are three general categories of prescription drugs that may be used as performance enhancers. These are:

- Stimulants or amphetamines that can cause the body to run in overdrive.
- Blood Doping, which can be done in one of two ways. One, an athlete can give himself/herself his/her blood through transfusions. Or the athlete can administer a hormone, like erythropotin (EPO), that causes the body to produce an excess amount of blood. The additional blood increases red blood cells, increasing the levels of oxygen, allowing athletes to run or jump further and faster without cramps. There is danger of blood clots using this type of performance enhancement.
- Anabolic steroids are also used to enhance performance. Your body responds to exercise and stress by creating more muscle. Steroid doses in excess of the natural steroids produced in the body can effect sex hormones, and can cause liver damage and liver cancer.

Human Growth Hormone:
Human Growth Hormone or HGH is not technically a drug. HGH produced naturally in our body helps us grow in a precise way, making sure our arms are the same length, and that our hearts, livers and lungs are all the right size for our body. The bodies of young adults are particularly sensitive to HGH, especially during puberty. Too much HGH can lead to disfigurement and even death.

Nutritional Supplements:
Many dietary supplement products available over-the-counter or on the Internet contain potentially dangerous ingredients, such as androstenedione and ephedra. Side effects include acne, kidney problems, and death.

Other Key Results
Why do young people take sports supplements and drugs? Most take the supplements and drugs to perform better in sports and to build muscle. However, about one in five of the young people surveyed said they take them to look better. In fact, teens who are not involved in sports are just as likely as those who are involved in sports to take these substances. Over 25 percent said they knew someone who was taking performance enhancing supplements to look better. Most young people disapprove of the use of these substances. Over 70 percent strongly disapproved of athletes who use performance enhancing substances.

What Can You Do?
- Encourage communication between you and your kids. Learn to listen.
- Get more information. You can get more information about performance
enhancing substances and how to talk to your kids about these substances www.healthycompetition.com. In addition, www.TheAntiDrug.com web site provides helpful information when you are ready to talk to your kids about this and other difficult subjects.

- If you need medical information, talk to your physician.

Why You Should Join the FAA MANAGERS ASSOCIATION

FAA MANAGERS ASSOCIATION, INC. is a professional association dedicated to the promotion of excellence in public service. Recognized by the Federal Aviation Administration as representing all levels of management in all lines of business, the Association is a vehicle for managers and supervisors to communicate their interests in the political arena.

Acting as an original source of responsible, balanced and factual-based information to our employer, the White House Administration, Congress and other relevant venues, the FAA Managers Association pursues political solutions representing the interests of our membership.

MEMBERSHIP BENEFITS
- Free legal consultation
- Financial planning services
- Networking opportunities
- Local and national scholarship programs
- Washington-based Lobbying firm
- Web-based career and advocacy information
- Annual Convention with authoritative Training Seminars
- Legislative Action Center with handy electronic tools for writing to members of Congress

DUES ARE BASED ON BASE RATE PAY. Association dues for regular, members-at-large and associate members are based on a small percentage of the member’s base rate pay.

LOCAL CHAPTERS ARE ESSENTIAL. Local chapters are the Association’s foundation of communication. Currently there are over 50 local chapters.

HOW TO JOIN. Complete a Membership Application today at: www.faama.org/membership/membership_home.htm or, for more information, send an email to membership@faama.org.

Need More Information?

This article is reprinted with permission from the March 2004 at Straight Talk, at a newsletter published by the Blue Cross and Blue Shield Service Benefit Plan.

Previous articles about the cost of prescription drugs, the uninsured and underinsured and preventative care are available at www.fepblue.org or at www.bcbshealthissues.com.
Located in Westbury, Long Island, the New York Terminal Radar Approach Control (N90 TRACON) was the first air traffic control facility of its type in the nation and is the premiere approach control in terms of airports served and numbers of aircraft handled.

Over 2.1 million operations are handled annually, representing an 87% increase since 1981. The average daily operations are between 6,000 and 7,000 with a peak count of 7,879 operations.

In addition to controlling arrivals and departures to and from Kennedy (JFK), LaGuardia (LGA) and Newark (EWR) airports, the TRACON handles approach control functions for Teterboro, Westchester, Islip and Stewart airports as well as for nearly 50 other airports in New York, New Jersey and Connecticut.

The New York TRACON (N90) receives traffic from three centers: Boston (ZBW), New York (ZNY) and Washington (ZDC) as well as from eight approach controls: Allen-town (ABE), Albany (ALB), Bradley (BDL), Binghamton (BGM), McGuire RAPCON (WRI), Philadelphia (PHL), Providence (PVD) and Wilkes-Barre (AVP).

Just a Routine Day in the New York TRACON:

Daily Operations Average Between 6,000 and 7,000

By James Coschignano, Operations Manager, New York TRACON (N90), and Eastern Region Director, FAA Managers Association, Inc.
New England Region
CT, MA, ME, NH, RI, VT

FAA Joint Host of New England Aviation EXPO

On April 24, 2004, the FAA and Daniel Webster College in Nashua, NH, hosted the New England Aviation EXPO. The Aviation EXPO, held every spring, is a daylong series of classes on safety related issues for general aviation pilots throughout New England. It is presented each spring to help refresh pilots for the upcoming summer months when most General Aviation pilots in New England are enjoying their aircraft.

Approximately 200 pilots attended the EXPO, with some individuals taking as many as five classes during the daylong program. Seventeen different classes were presented, covering topics such as “Weather Theory,” “Spins and Loss of Control,” “Aircraft Maintenance Records,” “ATC System and the VFR Pilot,” plus many more.

Course presenters include Safety Program Managers, Aviation Inspectors, ATC Supervisors and Regional FAA specialists. Karen Goff, EXPO Coordinator; Phil Poynor, Chairman of the Aviation Division at Daniel Webster College; and Terry Biggio, Acting Manager of Boston Air Traffic Control Center, made opening remarks.

Keynote speaker was Jack W. Ferns, Director of Aeronautics, New Hampshire Department of Transportation, who spoke eloquently on the subject of the aging pilot.

Daniel Webster College graciously donates its facilities each year for the EXPO, along with the services of several student volunteers. Other organizations donating funds/support include the FAA Managers Association (Yankee Chapter 182), Professional Women Controllers and Daniel Webster College alumni. The EXPO committee includes two members of FAA Managers Association: Jean Oberlander and Eileen Bull, both Supervisors at Boston Center.

New England Aviation EXPO also includes vendors and exhibitors who display their products or services. Some exhibitors included: Angel Flight, Civil Air Patrol, The Ninety Nines, Signal Aviation and the Aviation Association of New Hampshire.

The FAA and Daniel Webster College are proud to be able to provide this forum to enhance safety for pilots throughout New England. Thanks go out to all the generous people and companies who participated in or supported the 2004 New England Aviation EXPO.

Mike Wayne, New England Region Correspondent

Central Region
IA, KS, MO, NB

Central Region Adds Ten New Members

Kansas City Center, Wichita Tower and Kansas City Approach facilities have been very busy. The three facilities have increased FAA Managers Association membership in the Central Region by ten new members this year. Central Region combined facilities also boast seven new PAC members.

An exceptionally high level of activity is planned for the balance of 2004. Upcoming activities include the FAA Managers Association Chapter Presidents’ Training in Washington, DC; FAA Managers Association Kansas City Corporate Challenge; Chapter #302 Scholarship Golf Tournament being held jointly with the Federal Employees Education and Assistance Fund (FEEA); and FAA Managers Association day at the Kansas City Royals. Central Region Association members are looking forward to an exciting and rewarding summer of productive activity.

Carey Rolofson, Central Region Correspondent
They’re Now the Orville and Wilbur Wright Buildings

By Gerald E. Lavey

Following legislation that President Bush signed into law on April 30, the Secretary announced May 11th that the two FAA headquarters buildings in southwest Washington will be named after the Wright Brothers.

The building at 800 Independence Ave. housing the Administrator and her staff will be called the “Orville Wright Federal Building” and the one on the east side of 7th Street across from the Air & Space Museum will be called the “Wilbur Wright Federal Building.”

In a message to employees, the Administrator said: “This is a fitting tribute for these two American icons. They were men of vision, men who dreamed of flight – and then made it happen. It also is fitting that the buildings named in their honor house the government agency that helped chart the course of aviation through its first century and is now working hard to shape aviation’s next century.”

Unfortunately, the names will probably be shortened in everyday conversation to “Orville” and “Wilbur” because the formal titles get twisted up in your dentures, but the shortened titles still beat the bloodless “FOB-10A” and “FOB-10B” designations.

Replicas of the Wright Flyer and the Wright Glider will be hung permanently in each of the building lobbies. Both replicas were previously displayed at the Rockefeller Center Cradle of Flight exhibitions that ran in New York City last summer. There will be a renaming ceremony in the next several weeks that will coincide with the dedication of the renovated FOB-10B building.

This article is reprinted from the May 14, 2004 edition of AOA Highlights, published by Gerald E. Lavey, Manager, Internal Communications, FAA.
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