NAVIGATING the CROSSROADS
2015 PWC TRAINING CONFERENCE RECAP
VIEW FROM THE TOWER
Ask Yourself…
2015 PWC New Member Corner — January to April
Election and Dues Increase Results

Diversity: A Navigation Tool
Integrating Space Vehicles Into the NAS

Challenges and Opportunities in
Establishing Unmanned Aerial Systems
Collaboration for the Future Traffic Management

Planning for the NAS of the Future

Diversity: A Navigation Tool
Integrating Space Vehicles Into the NAS

Challenges and Opportunities in
Establishing Unmanned Aerial Systems
Collaboration for the Future Traffic Management

Planning for the NAS of the Future

PROFESSIONAL WOMEN CONTROLLERS, INC.
info@pwcinc.org | www.pwcinc.org

VISION
Professional Women Controllers aim to achieve a balanced workforce that reflects the demographics of society and creates a safe environment where all air traffic professionals have passion for their career, can excel and feel a sense of community at work.

MISSION
Professional Women Controllers is a resource that provides support, training, encouragement and camaraderie for all air traffic professionals. PWC advocates balancing work and family life, recruiting and retaining excellent employees, developing people, enjoying work and maintaining a positive sense of community.

OFFICERS
President, Patti Wilson
Vice President, Christine Johnson
Secretary, Louisa Ocasio
Director of Resources (Treasurer), Tina Santiago
Membership Director, Marcy Soto

REGIONAL DIRECTORS
Alaska Director, Vacant
Central Director, Michelle Bales-Woods
Eastern Director, Pam Teasley
Great Lakes Director, Shaneise Wright
New England Director, Vacant
Northwest Mountain Director, Pam Sheeler
Southern Director, Vacant
Southwest Director, Jennifer Lemmon
Western-Pacific Director, Christina Munro

APPPOINTED OFFICERS, PROGRAM MANAGERS
(continued...)
2015 Conference Chair, Christina Calvert
2016 Conference Chair, Nancy Thompson
2016 Conference Co-Chair, Christina Delgado-Filipowski

PUBLISHER
Kathleen Cummins Mifsud

MANAGING EDITOR
Patty Swenor

CONTRIBUTORS
Patti Wilson, Marcy Soto, Diana Eldridge, Michelle Bales-Woods, Patty Swenor, Maria Hofbauer, Jennifer Lemmon, Christina Munro, Pam Sheeler, Gisele Mohler, Connie Astagovich, Barbara Teicher, Christine Johnson, Robinn Schofield, Chrissi Culver, Karen Pontius, Sandy Holcomb and Kathleen Mifsud.

PHOTOS
Photos by Jon Ross and Patty Swenor.

DESIGN
Sagetopia, 703.726.6400, www.sagetopia.com

The WATCH, a benefit of membership in the Professional Women Controllers, Inc., is published quarterly. To become a member, go to www.pwcinc.org.

The views expressed herein are solely those of the authors and should not be construed to be the opinion of the Professional Women Controllers (PWC). Suggestions and opinions expressed in The Watch are not necessarily endorsed by PWC. Nothing in these pages is intended to supersede operator’s or manufacturer’s policies, practices or requirements, or to supersede government regulations.

© 2015 Professional Women Controllers, Inc.

All rights reserved.

COVER IMAGE
Bottom Row (L-R): Tina Santiago, Patti Wilson, Christine Johnson; Middle Row (L-R): Maria Hofbauer, Pam Sheeler, Marcy Soto, Jennifer Lemmon; Top Row (L-R): Michelle Bales-Woods, Pam Teasley, Christina Munro
Ask Yourself…

Patti Wilson, President, Professional Women Controllers, Inc.

What do you see PWC doing for you? Better yet, what do you see yourself doing to enhance PWC? As I stated when I ran for President, I want to focus on our members and that is one reason the PWC Board of Directors (BOD) is on the cover of this issue of The WATCH. I believe your leaders should be out in front of the organization.

We need people to know who we are, and we need to hold each other accountable. I know life often gets in the way, and we all understand the difficulties of the life-work balance, but we also know we have made a commitment to our membership and to continuing the mission of this amazing organization.

**HOW CAN WE HELP EACH OTHER?**
The better question is how can we, PWC sisters and brothers, help each other? We can start by supporting each other throughout our development. Expect to hear more on this topic.

I believe the PWC Conference in Kansas City was the best training conference yet and a big congratulations to 2015 Local Conference Chair Christina Calvert and her team for all the hard work. I also want to thank our new National Conference Chair Kurt Proctor on producing his first conference.

We would like to share some feedback from the hotel on “how we are as a conference group”. Kurt explained to hotel management that we are an employee association of civil servants and recognize how our professional interactions impact the public trust (or lack thereof). In the meeting, the hotel executives went around the table and managers from EVERY department took turns providing feedback:

- **Hotel General Manager:** “We weren’t sure what to expect from a group of air traffic controllers. Actually, we were a bit nervous. We’ve had groups of CPAs in here who were pretty demanding, and we thought ATCs might be the same.” Kurt said, “Well, we are used to telling people what to do.” (Much laughter around the room). Actually, the general manager thought our group was outstanding. Throughout the week he asked his employees how they were doing with us, and they responded that they felt we were relaxed (again, a surprise to them) and treated them all with the utmost respect.

- **Front Desk Manager:** Said that more than other groups, we were very interactive – taking an interest in the hotel and the front desk staff. He said we were a “fun group to check in”.

- **A/V Manager:** Said we were very easy to work with.

- **Restaurant Manager:** Said we were very fun.

- **Banquet Manager:** Said we were very organized, competent, at ease and created a personal connection with his staff.

- **Sales Manager:** Said her interaction was primarily in the elevator or in the hallways, as she is usually behind a desk in an office. But she said the group made a strong impression on her as being upbeat and friendly and that everyone seemed to be having a great time.

- **Contracts Manager:** He said several of our people insisted that we put into the contract that we return to Kansas City and the Intercontinental every year. This also got a big round of laughter, but the message was definitely, “Please come back!”

Kurt also was very impressed that hotel management took the time to meet with him one-on-one, including every department manager as well as the General Manager. Overall, PWC received outstanding feedback from the hotel!

We cannot tell you how important this feedback is for our organization and for continuing to maintain our professional reputation. Thank you all for being wonderful, caring individuals who demonstrate pride in our jobs with the public, further instilling confidence.

**I believe the PWC Conference in Kansas City was the best training conference yet…**

**A NEW PWC BOD IS IN OFFICE!**

Please help me welcome PWC’s 2015–2016 Board of Directors (BOD), effective June 1, 2015. Most members of the Board are pictured on the cover, although some were not able to be there when the photo was taken. We look forward to serving you!

Please note the three vacant Regional Director (RD) Board positions in Alaska, New England and Southern Regions. We also are looking for a Web Page Administrator. ✈️
On behalf of PWC, “Welcome to our newest members!” PWC’s 2015 National Training Conference in Kansas City drew many new members from near and far. We are excited to have each and every one who joined our great group of hard working air traffic controllers, and look forward to getting to know all of you better.

**ACTIVE MEMBERS**

1. Colleen Adams  
2. Candy Barr  
3. Karine Bernardi  
4. Paquita Bradley  
5. Joseph Cardenas  
6. Michael Clarkston  
7. Sydney Clegg  
8. Lori Collins  
9. Michael Combe  
10. Kaitlyn Cornett  
11. Chad Fischback  
12. Sarah Fletcher  
13. Kelly Franklin  
14. Micah Freeman  
15. Stephen Giddens  
16. Michael Griffin  
17. Karleen Hagan  
18. Glen Hansmann  
19. Janice Hernandez  
20. Nikki James  
21. Eric Jennings  
22. Becky Kalban  
23. Jessica Kiannejad  
24. Kelly Kohring  
25. Betty Koschig  
26. Amy Magstadt  
27. Mamie Mallory  
28. Tiffany Mann  
29. Jim Marinitti  
30. Sherri O’Neil  
31. Theresa Parker  
32. Theresa Powell  
33. Sara Rose  
34. Jenny Rubert  
35. Erret Rush  
36. Lynn Salzmann  
37. Jenny Shepherd  
38. Sally Skulski  
39. Katrina Smith  
40. Brenda Smith-Keene  
41. Amira Snow-Richardson  
42. Hope Watson  
43. Chelsea Yeo

**ELECTION AND DUES INCREASE RESULTS**

Diana Eldridge, Past-President, PWC

PWC has successfully completed the first-ever online election with great results. Member participation increased dramatically in the write-in area. Patti Wilson was elected President, Marcy Soto was re-elected Membership Director and Michelle Bales-Woods was re-elected Central Regional Director (RD). Congratulations, ladies!

We had an unprecedented write-in campaign for Secretary with 19 people written-in for the position. Most were single write-ins; however, we had multiple write-ins for a few people. One person wasn’t eligible, one person declined and the third person, Louisa Ocasio, accepted the nomination. Congratulations, Louisa!

Continuing in their current positions are Christine Johnson, Vice President; Tina Santiago, Director of Resources; Jennifer Lemmon, Southwest Regional Director (RD); Pam Sheeler, Northwest Mountain RD and Christina Munro, Western Pacific RD.

Our dues increase vote was completed along with elections, and the results are in. Option I won with 58 percent of the vote — the increase is effective June 1, 2015:

- **ACTIVE $12 pp/ $312 year**
- **ASSOCIATE $6 pp/$156 year**
- **ALUMNUS $75 year**
- **STUDENT $30 year**
- **CORPORATE $400 year**

Over all, the online election was a success. We learned some things and will make adjustments next year, but we couldn’t have done it without your support. Thank you all for participating!
Most of the time, diversity training begins after something inappropriate happens. Often, you hear something has occurred and next thing you know, human resources (HR) is being called in, and we are being assigned diversity training. I googled the definition of diversity; here is the result:

“The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs or other ideologies. It is the exploration of these differences in a safe, positive and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.”

I have heard Michelle Johnson* speak before, and she really makes me think about how I interact in the workplace. Diversity training should really be like safety training: Continuous and ongoing. As air traffic controllers, do we get checked out and stop training? No. We continuously train, review and learn new and updated procedures.

Ms. Johnson says diversity training should start with children, and I agree. Real diversity is achieved only when people learn how to both reconcile and value their cultural differences. Real diversity is not just about race and gender; it is about seeing the differences and what distinguishes others. We are all unique in our own way and add value.

Way too often, diversity training is taking a half-day course, checking the box and going back to work – nothing changes. Many people believe it is not about them. Understanding comes from knowing an individual. With diversity, we have to be willing to listen to other people instead of blowing them off.

Most of the time, people do not mean any harm, but what they say can be harmful. People tend to judge you by who they think you are, not who you actually are. Most of the time we give people allowances and usually cut them some slack, if no harm is meant by what they say.

America is a great melting pot, and the workplace is like a super highway – you never know who is going to be on the road. People come into and leave our workplace, and this adds another element and dimension. Most people are smart enough not to say inappropriate stuff, but it is the stuff just below the surface that will get you into trouble. This can be tricky. What one person takes one way, another person might take it another.

Statistically, Ms. Johnson stated 53 percent of people had issues with someone at work, 28 percent will avoid that person, and 22 percent say they put less effort in their job when there is bad blood at work. Diversity affects the dynamics of a work place. This is an important issue we should all have continuous training on. There is a difference between not liking someone and disliking them. Having certain feelings is being human, but you have to step back and see if there is a pattern. 

*Michelle Johnson is a writer, public speaker and diversity consultant/trainer who has a column in the Kansas City, Mo., Star. She is called “Diversity Diva” and has been appointed by the U.S. Commission on Civil Rights to be a member of its Kansas Advisory Committee. Ms. Johnson received a Bachelor’s degree in Journalism from the University of Kansas and her Juris Doctorate from the University of Missouri-Columbia.
Privatization, NAV CANADA:

The Canadian Model

Maria Hofbauer, Parliamentarian, Constitution and By-laws, PWC

On the first afternoon day of conference, Rob Cook, Vice President Sales, NAV CANADA and Diana Kelly, Operations Manager in Winnipeg Area Control Center (ACC = ARTCC) provided an overview of what a transition from a government entity to a private corporation looked like in Canada, that is, the Canadian model of privatization.

Much like the FAA’s current situation, Canada was in a similar predicament 20 years ago. The Canadian Air Navigation Service (ANS) system was chronically underfunded with wage freezes and staffing shortages becoming a significant challenge to employee morale and service. Infrastructure was in need of investment and major system projects were falling behind with escalating costs – not to mention delays and decreasing service levels for operators in the system.

In November of this year, NAV CANADA will have 19 years operating as the private, non-share capital corporation which owns and runs the Canadian air traffic control system. NAV CANADA is a much smaller scale operation than the FAA, with a total of 4,650 employees instead of the FAA’s 18,847 ATO employees (of which close to 11,000 are Certified Professional Controllers (CPCs)).

NAV CANADA currently operates seven ACCs (or ARTCCs), 41 towers and 56 flight service stations. While Transport Canada, a department of the federal government, previously served as both the operator and regulator of the ANS, the new model removes this inherent conflict of interest.

NAV CANADA continues to be responsible for equipment – such as navigational aids – as well as for the production of aeronautical information products used by pilots. NAV CANADA’s mission is to ensure the safe, efficient and cost-effective movement of aircraft in Canadian airspace on a long-term sustainable basis. This means continuing to invest in technology and its employees.

NAV CANADA conducts an ‘engagement survey’ every few years to gain an understanding of how employees feel about working at NAV CANADA. The goal of the survey is to understand if 1) employees want to stay at NAV CANADA, 2) employees strive to do a great job and 3) do employees speak well of the company. Overall, NAV CANADA scored high points among its workforce in its most recent survey. Their engagement is reflected in the fact that they have a less than two percent employee turnover rate.

NAV CANADA’s governance model includes a Board of Directors that sees members elected from various stakeholder groups including their customers from the airline industry (retired not actively involved in airline operations) and general aviation pilots, NAV CANADA employees (represented by their union) and the government. The Board has the ability to set ANS service charges, but these must not be set at a level that exceeds the Company’s financial requirements.

NAV CANADA has entered into an agreement to acquire 51 percent of Aireon, a company that will place ADS-B (automatic dependent surveillance broadcast) receiver stations on a constellation of 66 satellites. This will provide for radar-like coverage around the globe, including over areas where ground-based facilities are simply not a possibility, like oceans.

Similarities between NAV CANADA and the FAA include a ‘Just Culture’ principle that encourages controllers to report issues with systems. They also have a robust Safety Management System process consistent with administering safety cases before moving forward with changes to the air traffic system and a successful collaborative process.

So, here are some of the differences between the FAA and NAV CANADA. Since NAV CANADA is a private corporation, it holds liability insurance for 5.4 billion dollars. Also noteworthy is the Canadian government does not provide funding to NAV CANADA. NAV CANADA has no shareholders, only stakeholders (government, union and customers) as represented on their board of directors.

As part of the transition from a government entity to a private corporation, NAV CANADA purchased all the assets from the government. Additionally, all government employees were handed a severance package. Basically, the employees were governmental one day and NAV CANADA employees the next. Company revenues are based on fees charged to its 40,000 plus customers. Instances of customers defaulting are very rare. Combined with the ability to set service charges, the Company has an excellent credit rating.

We sincerely thank the NAV CANADA representatives who attended the 2015 PWC conference in Kansas City and provided valuable insight to air traffic privatization.

For more information on NAV CANADA, visit their website at: www.navcanada.ca
Challenges and Opportunities in Establishing Unmanned Aerial Systems Traffic Management
Jennifer Lemmon, Southwest Regional Director, PWC

During this year’s PWC National Conference in Kansas City, we had the pleasure of hearing from Sandra Lozito, Chief of the Aviation Systems Division, NASA Ames Research Center, regarding Unmanned Aerial Systems (UAS) Traffic Management (UTM) which will enable civilian low-altitude airspace and unmanned aerial system operations.

THE PROBLEM?
Many beneficial civilian applications for UAS have been proposed, from goods delivery and infrastructure surveillance to search and rescue, and agricultural monitoring. As UAS operations require interactions with a mix of general aviation aircraft, helicopters and gliders, there is a strong need to safely accommodate all of these vehicles at lower altitudes.

Currently, there is no established infrastructure to enable and safely manage the widespread use of low-altitude airspace and UAS operations, regardless of the type of UAS. A UAS traffic management (UTM) system for low-altitude airspace is needed, much like today’s surface vehicles that operate within a system consisting of roads, lanes, stop signs, rules and lights – regardless of whether the vehicle is automated or driven by a human.

THE PROPOSED SOLUTION?
While incorporating lessons learned from the well-established Air Traffic Management (ATM) system, the UTM system would enable safe and efficient low-altitude airspace operations by providing services such as airspace design, corridors, severe weather and wind avoidance, congestion management, terrain avoidance, route planning and re-routing, separation management and sequencing and spacing.

One attribute of the UTM system is it will not require human operators to monitor every vehicle continuously. The system will provide human managers the data to make strategic decisions related to initiation, continuation and termination of airspace operations.

HOW IS NASA HELPING?
NASA’s near-term goal is the development and demonstration of the UTM to safely enable low-altitude airspace and UAS operations within five years. For the longer-term (10 to 15 years in the future), the goal is to safely enable the anticipated dramatic increase in density of all low-altitude airspace operations.

During the UTM’s development, NASA will collaborate closely with the FAA. After thorough testing, technology transfer of a UTM prototype is expected by 2019. The ultimate goal of this research is to assist all low-altitude operations (e.g., manned and unmanned) in an autonomous manner to accommodate future vehicles and traffic density.

Collaboration for the Future

Wayne Lee, a Program Manager for the National Collaboration and Interest Based Skills Initiative, and Jennie Sandland, a Controller from Anchorage Center, gave an overview of how collaboration between the National Air Traffic Controllers Association (NATCA) and the FAA is working to improve the safety of the National Airspace System (NAS) and promote a better working environment.

With the implementation of the Air Traffic Safety Action Program (ATSAP), many of us wonder where that information is going and how is it being used. The Local Safety Counsel at facilities nationwide uses ATSAP reports to help identify bad procedures and hot spots for safety issues to effect meaningful change driven by the employees who work that airspace. Collaboration between NATCA and the FAA in a healthy meeting of minds holds safety and service to our pilots as the ultimate goal, moving everyone forward in unity toward a common goal.

FILE IT!
So what can you do to help? Fill out your ATSAP reports and not just on separation issues. If you see a procedure you think might be flawed and could use revamping, file it. If you see an issue with airspace and how it’s being used or how it could be used better, file it. Are there any hotspots for loss of separation, file it. Is there anything that would improve safety or move aircraft through the airspace more efficiently, file it.

ATSAP is not a get-out-of-jail-free program; it’s here to identify risk before risk becomes an event. Its aim is prevention, and the people best qualified to identify that are the people on the floor who deal with it everyday. Help be a part of the change you want to see, and use collaboration for a successful future.
At the FAA’s Interagency Planning Office (IPO), in the NextGen office, we are looking ahead to the NAS that will exist from 2025 to 2050 and tying it to what’s happening now through a collaborative multi-agency effort.

WHO WE ARE
The IPO has its hands in a variety of areas including research and development, aviation cyber security, weather, unmanned aircraft systems (UAS), Automatic Dependent Surveillance–Broadcast (ADS-B) equipage and more.

We collaborate through work groups with representatives from the FAA, the National Aeronautics Space Administration (NASA), the Department of Defense (DoD), the Department of Homeland Security (DHS) and the Department of Commerce (DOC), which offers aviation weather through the National Weather Service. We also are staffed with liaisons from NASA, DoD, DHS and DOC.

With the partner agencies, the IPO works to develop integrated plans, leverage existing technologies and align the research and development needed to modernize our nation’s air transportation in the decades to come. The work we do is mutually beneficial as these collaborative efforts enable agencies to learn from each other as they move forward on similar projects based on their own needs and goals.

The IPO inherited its work from the former Joint Planning and Development Office (JPDO). Congress transitioned the JPDO’s responsibility to FAA Deputy Administrator and Chief NextGen Officer Michael Whitaker in March 2014. The FAA then created the IPO under the leadership of Assistant Administrator for NextGen Edward Bolton.

EQUIP 2020
With an ADS-B deadline just a few years away, we are strongly involved with the FAA’s Equip 2020 initiative through our NextGen Institute. The Institute is a group within the IPO that helps the private sector, academia and government work together to establish agreements on priorities and collaborate on research and implementation activities in support of NextGen.

Currently, the Institute is working hard to ensure stakeholders are able to meet the ADS-B Out mandate by 2020. The group is focusing on breaking down the barriers delaying operators from equipping, so all stakeholders can realize its benefits.

AVIATION CYBER SECURITY
We must maintain the security of data critical to air traffic operations. To further multiagency efforts on aviation cyber security, the IPO is establishing the Interagency Core Cyber Team to address cyber issues relevant to NextGen, and identify opportunities to leverage or share research and development results and activities. The goal is to work together in a common direction in order to secure the NAS as a whole.

This is not our first foray into cyber security. With the help of our DoD partners and through an IPO work group, the FAA attended a program called Cyber Flag this past November where participants observed international collaboration on cyber security.

This summer, the FAA and our partner agencies will participate in a national-level simulation called Cyber Guard. Led by DoD, the exercise is designed to test operational and interagency coordination as well as tactical-level operations to protect, prevent, mitigate and recover from a domestic cyber attack.

Planning for the NAS of the Future
Gisele Mohler, Director, Interagency Planning Office for NextGen, FAA

No one knows for certain what will happen in 10-35 years. But planning for that timeframe will ensure our strong National Airspace System (NAS) continues to grow to meet new demands over the next few decades.
Scott Dunham* provided an overview of the role his division of the NTSB plays in the investigation of aircraft accidents and incidents. They provide air traffic control (ATC) expertise to accident investigations and look at obvious ATC factors as well as safety net failures. Was emergency assistance provided when appropriate? Search and rescue initiated in a timely manner? Weather and NOTAM dissemination timely?

ATC exists to protect the flying public from hazards such as collisions with other aircraft and terrain, severe weather encounters, pilot mistakes or misunderstandings and search and rescue deficiencies. As controllers, we must follow FAA directives. It is critically important controllers know and adhere to procedures and phraseology contained in the ATC handbook. This prevents controllers and pilots from being involved in incidents and accidents.

Mr. Dunham provided several examples of actual aircraft accidents. He showed video replays of the radar display along with ATC communications. Each example contained a series of missed hints by both pilots and controllers. Controllers must remain vigilant for developing situations, recognize Minimum Safe Altitude Warning (MSAW) alerts – don’t tune it out and adhere to proper phraseology. There is a big difference from watching somebody and watching out for them. You’re not done when you tell a pilot what to do; you’re done when they actually do it!

In summary, always try your best to avoid errors. Anybody can make a mistake. Controllers and pilots must back each other up. Teamwork is critical. Be attentive, cautious and wary. Never assume the operation is safe. If you aren’t positive everything is as it should be – take action to ensure it!

*Scott Dunham is the NTSB’s ATC Team Leader and National Resource Specialist. He began his ATC career at Oakland Center in 1979, leaving in 1989 to do ATC systems engineering at the MITRE Corporation. He was assigned to MITRE’s London office where he worked with the UK’s air traffic service to help open their consolidated approach control operation in London and improve traffic management procedures. Mr. Dunham returned to government service with the NTSB in 1997 and has since investigated 100s of accidents and incidents, including assisting in the search for Malaysian Airlines Flight 370.
Panel participants had a wide range of experience levels and positions in the Air Traffic Organization (ATO). Facilitated by Kim Stover, PWC member and Deputy Director of ATO for the Western Service Area, panel judges were Brian Harmelink, District Manager Mid America District and Carmen Taylor, Director Employee Relations Division. Volunteer panel participants included: John Teak, Mark Guillespe, Diana Eldridge and Christina Munro.

INTERVIEW PREPARATION
Prior to beginning, Kim Stover went over a few key points for the audience to keep in mind. The application process has several parts including: application and vacancy announcements as well as interview preparation. To prepare for an interview, Ms. Stover recommends the following steps. First, research the position. Know the job you are applying for inside and out. If you know someone who has this same or similar position, ask them to give you all the information they can to help you prepare.

This is an important step, because during the interview it will help you know how to ask intelligent questions and will show you did your homework. Taking this kind of initiative will help set you apart from the other interviewees. It is well known that well-prepared candidates are much more likely to be selected for a position versus those who are not. With all this information going into the interview, it will give you a chance to show your experience to the panel with your answers.

After going over all the necessary key points and information about the overall application and interview process, Ms. Stover had panel members ask an interview question individually to each participant. You’ll also learn how an interviewee’s response might be graded.

HOW TO HANDLE THE INTERVIEW
Don’t panic and always appear calm and confident. Once the interview starts, listen carefully to each question. It is acceptable to ask the panel to repeat the question, if needed. Remember, these questions will most likely have multiple parts. After given the question, take time to gather your thoughts and dissect the question.

This means jotting down each part of the question on a note pad (always take a note pad and pen.) After you have gathered your thoughts, prepare to answer each part separately. The panel will be expecting you to do this, so do not feel rushed. The answer you give must be from your experience and should reflect a real life situation or situations.

Start by “painting a picture” of the scenario – a back story to help the panel understand the context. Next, as you answer the question, part-by-part, use S.T.A.R.:

- **Situation (Explain)** What was going on – your “picture”.
- **Task (Describe)** What needed to be done or what were you expected to do.
- **Action (Convey)** How you went about doing it.
- **Resolution/Results (Brag)** The end result of your efforts.

Avoid using acronyms. The panel may not be familiar with them. Try to be specific, and sell your efforts. Practice not being nervous during interview preparation – this will help with speech clarity which is vital.

The toughest panel is people who know you. Seek out help and feedback from more experienced coworkers. The panel may or may not see the interviewee’s application package. You will be notified either way about this, but it is always good to restate the high points of your package.

Application packages are complicated and extremely detailed, requiring close attention to details. Upload your resume to www.usajobs.gov. Use a separate document for knowledge, skills and abilities (KSAs) – with examples. KSAs help tell your story. Also note any volunteer experience. Add KSAs to an application, even if the announcement says it is optional. When writing KSAs, here is a breakdown per topic: context/story, action and result.

SCORING INTERVIEW QUESTIONS
Here is an example of a typical score card for an interview question (these will vary by question). Your goal is to achieve a grade of three or four:

- **Level 1**: Maintains a climate in which people can do their best. Is aware of each person’s strengths but does not consistently use this knowledge to motivate his or her actions.
- **Level 2**: Creates and maintains a climate in which people want to do their best. Assesses each person’s strengths and uses them to get the best out of him or her.
- **Level 3**: Empowers others and energizes them to do their best. Looks for positive attributes and concretely reinforces them, promoting self-confidence and optimistic attitudes.
- **Level 4**: Inspires and motivates whole organizations with ample positive energy. Recognizes each person’s strengths, developmental needs and professional goals and inspires them to succeed.

This Mock Panel was very informative. As someone who has never applied for another position after becoming an air traffic controller – the possibility now seems less scary. It only takes using the information I learned from this panel, along with determination and believing in myself.
Providing Effective Feedback
Michelle Bales-Woods, Central Regional Director, PWC

Heather Leonard, the Northwest Terminal Director, spoke at the PWC Conference on ‘Providing Effective Feedback’. She was a whirlwind – so enjoyable to listen to – who provided so much information in a short time.

Ms. Leonard spoke of how important it is to provide effective, honest feedback to people you have interviewed. You should look at great feedback as a gift.

PURPOSE OF FEEDBACK
- Bottom line – is not for you to feel better but to help them do better
- Lets others know where they stand in relation to expected behavior
- Empowers them to improve – most want to improve; they just do not know how
- Helps them focus on what is important
- Appropriate praise can enhance satisfaction
- Consequences of not giving good feedback
  - No idea whether they are doing it correctly
  - Lowers self-esteem of fearful folks
- Both, equal less productivity

OUTCOME
- If done well, with positive intent and received with gratitude and curiosity at what it means, this will equal a positive experience

WHY DO WE AVOID GIVING FEEDBACK?
- We do not want to be the bad guy or hurt the employee, especially if they are on your own team
- When delivered badly, can offend or put the person on the defense
- When done poorly, it is agonizing, demoralizing or daunting for all parties
- It is never going to be a favorite thing

PRINCIPLES
- Be sensitive to people’s feelings – try to build confidence, be encouraging
- The trick: making negative feedback precise and timely enough so it is helpful but neutral enough so it is not perceived as overly harsh or critical
- Effective managers demonstrate concern for self-esteem of team
- Think it through – focus on what you are trying to accomplish
- It is a two way street, giving and receiving
- Remember, it is their choice on how to receive it – we need to do our end, and be sensitive to how we deliver it

WHAT GIVING GOOD FEEDBACK LOOKS LIKE
- The best feedback is: timely, honest, respectful, clear, issue specific, action-oriented, objective, supportive, positive reinforcement, acknowledgment and ideas for doing better
- Authentic and sincere
- Describes behavior not intentions
- What the person is doing, not just praise or criticism
- Be patient and constructive
- Watch the way you deliver, as it can impact your ability to motivate for improvement
- Be clear – because it could be a blind spot, so it may need to be spelled out
- The degree to which you are successful at this will indicate how good your interpersonal skills are

WHAT IT IS NOT
- Destructive, unhelpful, accusatory, personal, judgmental or subjective
- Undermines self-esteem – leaves employee issues unresolved or the employee unsure how to proceed
- Don’t use words like: never, all, always or exaggeration

HOW TO RECEIVE FEEDBACK
- Be open
- Do not justify or defend
- Accept at face value
- Do not ruminate
- Evaluate feedback before responding
- Take time to reflect
- Do not act out or pout

HOW TO GIVE NEGATIVE FEEDBACK
- It sucks and is uncomfortable
- Purpose is to create awareness and to motivate, if done well
- It takes courage
- Cut to chase – minimizes pain
- Time and place matter
- Tissues and water available
- Sit by side unless afraid, then put desk between
- Listen – help reflect back what they are learning and understanding
- Compare and contrast good and bad characteristics
- Be honest

Through the whirlwind hour I listened to Ms. Leonard, I learned not only how to give feedback but also how to receive it. Feedback can be painful to receive. I’ve had some very painful feedback sessions (yes, I cried at one; thus tissues really are a good idea.) I refuse to limit myself, because interviewing skills are not my strong point. I will continue to learn and grow. Through PWC, I have learned how to do better and be better.
Navigating the Crossroads:
When asked about her perspective as a woman in a leadership position, Ms. Bristol responded:

This is a great opportunity for increased learning, personal and professional growth and career enhancement for women and men, as well as for everyone here who aspires to become more effective leaders. During this week, you’ll hear many unwavering voices in their encouragement of professional excellence in job performance, voices of leaders who put an emphasis on pride, dedication, training and involvement.

My perspective on leadership applies to everyone: I happen to be a woman, and I choose to lead. That is a personal decision and commitment. Leadership is a valuable key that unlocks and opens limitless possibilities. Regardless of the effort — large or small — the degree of success achieved is determined by the skill of those leading the effort.

On being the first female COO of the FAA, Ms. Bristol said she is honored to be in the position and thinks it shows we have many, many career paths in the organization. She also believes being selected sends a great message to the working men and women of the FAA that the Agency offers so much from a career standpoint.

Ms. Bristol said she approaches the COO position with a focus on the following:

- It’s back to basics.
- It’s about not only doing our jobs, but also about doing them well — and being excellent in all we do.
- We’ve had a lot of distractions over the last couple of years with budget instability — considering furloughs, sequestration and budget cuts — it’s been quite a roller coaster.
- We’ve got to support our folks in focusing on their core work to ensure we’re doing it well.
- We must provide consistent and predictable service to our customers.
- We also are focusing on the ATO Blueprint which covers three key areas: safety, efficiency and business acumen — as many of you know.
- Also, it is important to remember the ATO is a large, complex organization, with seven lines of business and over 33,000 employees.
- Diverse technically and geographically, one of the ATO’s biggest challenges is communicating through the organization.
- It’s important for the COO to reach the workforce — communication is key, especially having the opportunity to spend time talking with folks one-on-one.
- A continuing wave of retirements is a challenge. During sequestration and furloughs, the ATO essentially lost a year of hiring and had to make tough choices about where we would spend our precious resources.
- We had to focus on supporting the operation and keeping the National Airspace System (NAS) running.
- We now have a younger workforce entering the ATO and we’re working with Human Resources (HR) and other support organizations on recruitment and on-boarding strategies.
- Controller and technician hiring continues to be a high priority for the foreseeable future.

In addressing the biggest challenge faced in her career and how she overcame the challenge, Ms. Bristol said:

Over my 20-plus years at the FAA, it really has been about learning and developing new skill sets, and that’s one of the things I coach people on. Don’t be afraid to think about expanding your horizons, and look outside your current organization if you’re thinking about different opportunities. There are great opportunities for details, shadowing and competitive job opportunities outside of your current field or function.

She recommends folks lean in to gain different levels of insight, and consider moving to new positions to learn, grow and expand their knowledge base. That’s not only good for the individual; it’s also good for the organization and a key component of succession planning.

Ms. Bristol said she learned early in her career it was her responsibility to develop herself and to chart her own course:

- One of the things Sheryl Sandberg talks about in her book, “Lean In: Women, Work and the Will to

Leadership is a valuable key that unlocks and opens limitless possibilities. Regardless of the effort — large or small — the degree of success achieved is determined by the skill of those leading the effort.
Lead,” is “Don’t leave before you leave.”

- A lot of women – including Ms. Bristol – are big planners. We not only plan for today but also may be planning for years out. If you’re still here and interested, go for it. Put your name in; compete on positions; develop your own Individual Development Plan (IDP).

- Create an IDP – it’s really your personal road map. It can be on a piece of paper; it can be on a napkin. It doesn’t have to be formal. For planning purposes, Ms. Bristol thinks of time in three chunks: near term (0-1 year), mid-term (1-5 years) and long term (5+ years). Her advice – stay focused on the near and mid-terms – while checking your long term strategy periodically.

- Having an IDP helped her to stay focused – and still does. Inside the ATO today, we’ve got a really savvy leadership and career development program. We have tools to help people understand other parts of the organization and where they might fit. We looked at different functions in the ATO and mapped some logical career paths to assist folks in building their own career development strategies.

- The FAA and ATO have a lot of positions for women.

- The organization is very different than it was 20+ years ago when Ms. Bristol came in. It’s much more diverse today than in past decades, and, as a woman, there’s nothing you can’t do. You just need a plan.

- If you need a coach or a mentor, reach out. It’s also important to be open to honest feedback, which is a gift when given constructively. It may not be what you want to hear, but it’s probably what you need to hear. Everyone – male or female – needs people in their lives who will supply honest feedback.

When asked about ideas received from facilities prototyping the Administrator’s Cost Savings Initiative, Ms. Bristol said:

I happen to be a woman, and I choose to lead. That is a personal decision and commitment. Leadership is a valuable key that unlocks and opens limitless possibilities.

Last summer, they initiated a pilot program in which facilities, Service Centers and other offices were asked to submit ideas that would result in savings that could potentially be reinvested locally. The pilot program was about taking a view of cost drivers at the local level because, let’s face it, employees are really in the best place to know!

We received many well-thought out proposals that made a lot of sense. From reduction of paper publications to implementing a flight check pre-flight validation process, we have seen some very innovative ideas from across the country!

We’ve completed a number of important milestones over the last few months – for example, we have eliminated in-house printing of aeronautical charts at the Glendale, MD facility. And we converted Radar Training at the Mike Monroney Aeronautical Center (MMAC) to pass/fail and have completed the first class. We also completed implementation of Electronic Signatures in the Western Service Area.

We expect to see significant efficiencies from all three of these initiatives. We are tracking the progress on a monthly basis and will conduct a validation exercise before determining which activities may be good candidates for further expansion across the ATO. From the progress to date, we believe there is real potential for significant efficiencies and look forward to future opportunities.

Ms. Bristol thanked PWC for inviting her to share some of her perspectives and said she hoped conference attendees enjoyed the week and would learn from the experience.
Our top FAA executives discussed their respective roles in the Agency, how they work together at the Headquarters level and some challenges affecting the FAA in the future:

- **Terry Biggio**, Vice President of Air Traffic Services, and previously Air Traffic Manager at New York, Atlanta and Boston Centers noted when his aptitude for senior level management was discovered, he rose quickly. Terry says he “works for the workforce,” enjoys his busy and demanding job and rarely sees the day’s plan work out as scheduled.

- **Trish Gilbert**, Vice President of the National Air Traffic Controllers Association (NATCA), travels this country – and to many others – representing the Union and always striving to improve the work environment. She says every path has risks and challenges, but NATCA protects the members, because the members protect the National Airspace System (NAS), and they go hand-in-hand.

- **Mamie Mallory**, Principal Advisor to the Administrator for Civil Rights, says her office has many areas of concern including Americans with Disabilities Act (ADA), Title 6, disadvantaged people unfairly impacted by airport construction, service animals, diverse hiring practices and many more. An interesting Civil Rights Office responsibility is the full-time staff of advisors and counselors involved in the Equal Employment Opportunity (EEO) process from the pre-complaint stage through mediation and the formal complaint. The goal is for 60 percent of managers and 10 percent of employees to be trained in EEO and 70 percent of managers to engage in mediation. Ms. Mallory strives to make the FAA a more inclusive and diverse work force.

- **Vaughn Turner**, Vice President of Technical Operations (TechOps), works closely with NATCA and the Professional Aviation Safety Specialists (PASS) on replacement of facilities’ programs, flight inspections (Flight Check) and engineering services that do upgrades and maintenance.

**WORKING TOGETHER AT FAA HEADQUARTERS**

The Executive Panel was first asked to describe how they work together at the Headquarters level. Mr. Turner said, in TechOps, the conflict is how do they have an engineering group for today – and for NexGen – running concurrently. His product comes from direct collaboration with NATCA and joint leadership with PASS.

Ms. Mallory discussed the groups that make up the National Employee Forum and how her office’s goals are diverse hiring practices, career advancement and a reduction in EEO complaints.

Ms. Gilbert stressed it’s not just labor and management negotiating: there are lots of personalities also in the National Transportation Safety Board (NTSB), General and Commercial Aviation and International Organizations that must be brought in, because we can learn from each other as technology continues to advance. NATCA strives for a strong working relationship with all lines of business.

Mr. Biggio stressed collaboration as a tool to handle disputes before they become formal, sighting success with professional standards, fatigue mitigation and the 7110.65 rewrites.

**CHALLENGES – NOW AND IN THE FUTURE**

The panel was asked to pinpoint some challenges the FAA will be affected by in the future. Mr. Biggio said the staggering percentage of the FAA’s workforce, soon eligible to retire, will impact everything we do. The FAA is getting more involved in the training of management, because they directly impact their teams and workforce.

Ms. Gilbert says Unmanned Aircraft Systems (UAS), the upcoming October appropriations, reauthorization and sequestration bills are foremost on NATCA’s scope. Also, the FAA’s staffing – at its lowest with only 11,000 Certified Professional Controllers (CPC), of which 2,500 are eligible to retire and only 2,000 developmentals in training. Furloughs, facility cuts, and anti-federal employee legislation that drives the workforce out are the biggest threats to the controller workforce.

Ms. Mallory said three years ago, the FAA’s Senior Leadership was not stepping up, but they have been working toward hiring practices that reduce the impact to women and minorities. She also noted a more inclusive environment can make others in the majority feel denied. She wonders if the FAA will stay the course and continue to progress forward.

Mr. Turner discussed succession planning and the Agency’s directive to do more to get people prepared to step up to the next level. He also sees major concern for the budget with funding levels only slightly higher than sequestration which leaves no room for preventative maintenance.

Terry Biggio, Trish Gilbert, Mamie Mallory and Vaughn Turner are dedicated to the service of the FAA and its employees. Their answers reflect a deep knowledge of the Agency, where it’s been and where it should go.
Embracing Your Stress

Connie Atlagovich, former Great Lakes Regional Director, PWC

Paula Nigro, a wellness coordinator at North Kansas City Hospital with over 20 years of experience, presented “Embracing Your Stress,” focusing on the effects of negative stress and how to deal with it. She also pointed out the two kinds of stress – positive and negative.

The first key stressor in our lives is expectations such as lack of clarity, workload increases or financial expectations. Second, is the environment which can mean unorganized/chaos, situations/politics or balancing tasks of others. Lastly, there are relationships stressors such as over-critical people, unresolved conflict or moody people.

MASTERING STRESS

These stressors can wreak havoc on our lives and can cause physical, emotional, mental and behavioral issues. There is a way to master stress:

Change lifestyle habits: For example, decrease caffeine/sugary drinks. Consume a well-balanced diet of 30g of fiber, omegas 3s, vitamin Bs and limit genetically modified foods. Decrease junk food and limit processed foods, sodium, solid fats and added sugar. Always have an annual physical and know your family history. Exercise regularly and get adequate sleep, leisure time and getaways!

Change stressful situations: Become better at time and money management. Learn how to be assertive and develop problem-solving techniques. You might possibly have to change your job or relationship.

Change your thinking: Look at things more positively. See problems as opportunities and refute negative thoughts. Always keep a sense of humor and create an affirmation list:

- I am a star; my destiny is to shine
- I do what is ethically right and good
- Whatever life puts before me will be the useful experience that will make me stronger, wiser and more tolerant

Create diversions and distractions: Take a time-out, breathe and count to 10. Exercise, take a short walk and do a quick workout. Do not look to negative means of coping such as alcohol, denials, drugs, eating, withdrawal or revenge. This is when stress wins!

BE the Difference

Barbara Teicher, Executive Training and Coaching

Do you feel like every time you attend a workshop it’s because you need to be “fixed”? If so, you’re going to the wrong workshops. Instead of telling you what needs to be fixed, I’m telling you that you already have what it takes inside you. All you need to do is refine it a little, be aware of it and recognize it to use “it” more effectively.

How many times have we been told we “can’t” do something? What if Martin Luther King, Jr. thought one person couldn’t make a difference. Or Einstein!

One person can change the world. When you went to school, didn’t you feel you could make a difference in aviation, in engineering or teaching or whatever area it was you were passionate about? All of us have traits that would allow us to help change the world.

As you were growing up, who were your heroes, (or “she”roes)? If you were to write a list of the words that describe that person that made a difference in your life – an impact you still can remember today – what words would be on that list? If I were to ask the people you work or live with to write a list of the words that describe you, would the words be the same? If not, why not?

Regardless of what we do, we make a difference every day – sometimes positively – and sometimes negatively.

We don’t feel we can make a true impact, a true difference. We feel making a difference has to be some gigantic change, so we defer: to the government to make a difference, to those that represent us, to our corporations, to “others” to make a difference. YOU are the difference maker, one small difference at a time.

How? The next time you’re on the freeway coming to work and there’s that car on the exit ramp next to you that you won’t look at because that would mean you need to let them in – do it. That small gesture doesn’t take long and just may be the best thing that happens to them all morning. Is there someone at home that does a chore? Thank them! What about at your facilities at work? How does your attitude make those around feel? Be the person that brightens a room just by walking into it – not the person that would brighten the room if they turned around and walked back OUT of it! Tomorrow, leave the world somehow better than when you woke up. BE the difference!
Robinn Scholfield conducted an outstanding presentation on Personal Branding to Accelerate Your Career at the PWC Annual Training Conference in Kansas City. She noted our personal brand is a combination of our unique gifts and talents, our values and our reputation.

According to Robinn, reputation is what others say about us when we leave the room, and our personal brand is not just our job. It’s a combination of how we see ourselves and everything and everyone we choose to surround ourselves with. There are many elements that go into our personal brand and all these elements communicate to the world who we are and what we have to offer.

Robinn asked us to start thinking of everyone we meet as a potential employer or customer and to start building our brand with intention and care, continuing to maintain it into the future.

She showed us how the four Cs – Confidence, Credibility, Consistency and Care are key components hiring managers report will set a candidate apart from the others, providing talent and intelligence are the same.

Robinn pointed out the following critical areas employers and managers consider in their hiring decision:

**ONLINE PRESENCE AND BRAND**

Technology has brought us to a crossroad that looks like a spaghetti bowl exit ramp. Our virtual image is expanding every day, and the lines between our personal and business image are blurred, if not obliterated. It takes effort to manage effectively all the elements listed here:

- **LinkedIn:** If you have a common name, set yourself apart with a middle name, initial or credentials, and then use that consistently through all communications. Have a headshot professionally done. Please don’t use a selfie! Update your LinkedIn on a regular basis, and write a column or blog. Connect with people on LinkedIn shortly after you meet them to build your network.

- **Social Media:** Consider the lines between personal and professional life blurred at best on social media. Before you post something, imagine your mom, your boss or a potential employer reading it. Remove any past post that doesn’t represent you in the best possible way. Many employers research your social media profiles and history before interviewing. Say positive things about your workplace on social media. Don’t complain about your job, your coworkers, vendors or customers online. Do use social media as a way to create community, a support network and to form bonds with people by being respectful, helpful, engaging and authentic.

- **Text Messaging:** Be careful, be positive and look at the message and recipients twice before hitting “send”.

- **Email Communications:** Use spell check. Reread your entire email carefully, and check recipient list before hitting send. If angry or upset, write your draft, but cool down and edit before sending. Don’t use ALL CAPS, and assume your email will be forwarded.

- **Domain name rights:** Check into securing your own name as a URL. If available, buy it to protect your brand.

**OFFLINE PRESENCE AND BRAND**

- **Skills, Education and Experience:** Know how to verbalize your unique skills and experiences conversationally or in an interview. If you don’t know what makes you special, neither will anyone else. Continue your education. Join Toastmasters to enhance your speaking skills. Join a networking group. Participate in work related committees, groups and volunteer positions.

- **Dress:** Dress appropriately. Show respect for yourself and others. Dress for the job you want. Understand tattoos are always telling a story, so be prepared to talk about them.

- **Body Language:** Use body language that shows you are confident but not dominant. Be open, alert and respectful.

- **Technology Distractions:** Turn off and tune in! Keep your cell phone out of sight during meetings of any kind, unless asked for information you need to access through your phone. Keep the volume about one-half way for most situations and off during meetings. Have an appropriate ring tone – not one that might be annoying or embarrassing. Understand your company can and probably will know what you are googling, what you’re looking at online and what you are emailing. Your screensaver should be tasteful.

- **Way of Relating to Others:** Be happy for the success of others. Be open and appreciative of feedback. Remember, feedback isn’t easy to give, but it’s meant to help you grow professionally. Say “thank you” when receiving it. Keep your emotions in check, because calm and collected wins. The way you relate to others is a direct reflection of your own self-image.

Robinn closed her thought-provoking presentation by encouraging us to consistently follow these suggestions to enhance our personal brand. We will appear confident, credible and consistent and will feel more in control of our destiny and will reach our goals more quickly!
CLOTHES MAKE THE WOMAN: STYLE SCALE FOR IMPACT

Christine Johnson, Vice President, PWC

“Clothes make the woman.” I always thought this quote was so wrong – well okay, for start, it really said “man,” but also the idea that what you were wearing defined you. And I still agree it doesn’t solely define you, but style does affect what we think of someone.

Robinn Scholfield presented “Using the Style Scale for Maximum Impact”, and this is what we learned.

“Imagine getting on an airplane and taking your seat. You look up, and the pilot is entering the cockpit in jeans, tropical shirt and sandals. How would that affect your confidence in him?

Every day when you are dressing for work, do you think about presenting yourself to your peers and supervisors in a way that instills confidence, credibility and consistency in your abilities?

Clothing is a powerful tool for communicating to yourself and others, and you are always communicating something! Begin to dress mindfully and feel the difference.”

— Robinn Scholfield

USE STYLE AS YOUR POWER TOOL

Did you know that if you add a collar you get instant credibility? It’s an unconscious thought; we have been trained to see authority figures in collared shirts – police, military – you get the idea.

If you want to be more influential, but still approachable, add a jacket but not a full matched suit.

What about color? Color is wonderful; it affects your psyche. It could make you happy without you knowing why. Which color should you wear? Well, that depends on the person – how do you feel in that color? This feeling is what you will project to the world. Bring on the hot pink!

HOW TO MAKE YOUR CLOTHES TALK FOR YOU

• Wear untailored, softer fabrics and knits without a collar to feel and look: unofficial, agreeable, casual, comfortable, easy-going and unstructured.
• Add a collared shirt and more structured pants or skirt to feel and look: approachable, functional, alert, cooperative, informal and conscientious.
• Add an unmatched jacket to feel and look more: influential, capable, receptive, consistent and dependable.
• Wear a matched suit to feel and look more: authoritative, official, credible, persuasive, precise and serious.

DRESSING MINDFULLY

Robinn Scholfield, Chief Encouragement Officer, Image Evolution

Collectively, you are awe-inspiring!

Thank you for your warm welcome and willingness to embrace the ideas and tools I brought to the conference.

As women, we tend to minimize our accomplishments and unique abilities while men have a tendency to maximize theirs! This can make all the difference.

Write down your accomplishments and experiences. Then list at least three to four skills that make you great. Being able to easily verbalize who you are and what you contribute is critical in elevating your confidence and your career.

As we talked about the importance of dressing mindfully – in a way that builds your personal brand – a question was raised repeatedly. In a casual work environment, how do I dress professionally?

• Lean into it! If you usually wear jeans, wear them with a nice collared shirt or jacket. Next, switch jeans out for slacks.
• Just go for it! If you start dressing for the job you want, the comments will subside within a week.

PROFESSIONAL STYLE GUIDE FOR PWC MEMBERS

Many of you shared you don’t enjoy shopping. The Professional Style Guide for PWC Members was created to help you shop directly from this catalog, curated from seven major retailers. Just type this link into your browser: bit.ly/1FpN7d

Here’s how it works: Click on FINDS to shop by category, and click on LOOKNOOK to shop by level.

WHAT’S IT’S LIKE TO WORK WITH AN IMAGE COACH?

Just ask PWC President Diana Eldridge who gamely accepted the challenge of an image “tune-up” for the conference. Diana stepped out of her comfort zone and handed over the controls to the professionals – the result, a polished executive presence.

You can reach me at info@imageevolutionkc.com, call 316.305.9990 or go to www.imageevolutionkc.com.
Since its very first year in 2012, PWC has been a supporter of SAFEE. What is SAFEE exactly? SAFEE is a locally developed aerospace and fly-in expo at Opa-Locka airport (in Miami, Florida) that promotes education and opportunities for youth interested in aviation.

SAFEE is a two-day event whose goal is to raise community aviation awareness, inspire elementary through high school students and refresh aviator skills among the flying community.

The first day’s activities vary year-to-year; however, it mostly consists of: actual flight time, simulator time, educational seminars for young aviators, aviation art contests, aviation career booths, aircraft static displays and Curtiss History Museum displays. Some years, special events sponsored included a 5K walk/run down a closed runway, an airplane/car race and radio controlled aircraft.

The second day usually includes a breakfast fly-in, pilot-controller workshops, pilot seminars and Flight Services District Office (FSDO) presentations in addition to all the activities already mentioned in day one of the event.

Aside from PWC, some of the aviation enthusiasts that sponsor this event include U.S. Coast Guard, FAA, National Air Traffic Controllers Association (NATCA), Professional Aviation Safety Specialists (PASS), National Black Coalition of Federal Aviation Employees (NBCFAE), National Hispanic Coalition of Federal Aviation

Employees (NHCFAE), Flight Standards District Office (FSDO), NextGen, Adacel, Lockheed-Martin, Embry-Riddle Aeronautical University, George T. Baker Aviation School, Kermit Weeks Air Museum, Curtiss History Museum, Women in Aviation (WIA), National Business Aviation Association (NBAA), 99ers and others.

This two-day event has had many success stories. Having staffed the PWC booth every year since 2012, I’ve personally experienced the joy and excitement in children. I’ve even had a few children’s jaws drop when I’ve explained the job of air traffic controllers and other aviation careers.

Some of these children have challenging home lives, with the minimum necessities, while others are slightly better off. Economics plays a role in their perception of what they can or are ‘allowed’ to dream for their future career/job. Throughout the years, we’ve had several young girls/women ask if ‘girls/women’ can be air traffic controllers.

This is where PWC comes in. PWC is there to ‘plant the seed’, to give these children the idea that air traffic control is a career option they should consider and the reasons why. During these events, my job has been to excite, motivate and encourage these young students to break that mental barrier.

I’ve expressed to them my thoughts on how to overcome the economic barrier, that is, with consistent hard work (As, As, and more As) and making a conscious decision to be successful – everyday, in spite of circumstances.

Every year in January, we ask for volunteers to staff the PWC booth during the SAFEE event. If you’d like to join me during the 2016 SAFEE event, please contact us. For more information, go to OperationSAFEEflight.org or visit the SAFEE Flight Facebook page.
GREAT LAKES
Shawneise Wright is the New Great Lakes Regional Director!

Connie Attagovich, Great Lakes Regional Director, PWC

Hello to all! The Kansas City Conference was another big success! This year was the first time we had controllers and managers from NAV CANADA join us. It was interesting to hear about their world and getting their prospective on ours.

Since my term has ended, the Great Lakes PWC members voted in a new director, Shawneise Wright, Air Traffic Manager (ATM) at DuPage Air Traffic Control Tower (ATCT). You will be receiving correspondence from her soon. Please direct any new information to her. Good luck, Shawneise!

Pam Brophy, ATM at Aurora (ARR), and Pat Tiner, Certified Professional Controller (CPC) at ARR, have been busy in the Chicago area. They represented PWC in the FAA Regional Office celebration of Women’s History month.

They also assisted, along with Jamie Feger, Front Line Manager (FLM) at Chicago Air Route Traffic Control Center (ARTCC), in Chicago Women in Aviation (WAI) Leading Edge “Sky’s the Limit” Camp.

Tina Santiago, Supervisory Traffic Management Coordinator (STMC) at Cleveland ARTCC, and I have been involved in outreach at Kent State University with their air traffic control (ATC) program. We participated in mock interviews with graduating students, and I lectured the ATC class about air traffic opportunities.

Please remember to update your information on the PWC website, PWCINC.ORG, so you can stay up-to-date with PWC news!

THANK YOU, ROSE!
The PWC Board of Director’s presented Rose Merchant-Bennett with her very own Rose quilt, made especially for her by PWC Charter member Kate Beebe, for her service as PWC’s National Conference Chair since 2004.

Rose watched over every aspect of conference planning and coordinated as needed for 11 PWC conferences. Thanks again, Rose. The organization really appreciates the time and effort you put into that position!

TO MY NEW FRIENDS AND FUTURE COLLEAGUES
Chrissi Culver, Student Member, PWC

I’m finally home from the PWC conference and beginning to reflect on my experience. I’m so glad, through a generous anonymous donation, I was able to attend. Never have I seen such a supportive, strong group of women come together for a common goal. Just being in the same room as all these influential women (and men) was inspiring.

As I begin my career in air traffic control, I’m excited to have such a great support system to join me on my journey. Almost everyone I met seemed excited to have me join PWC and gave me words of advice for when I start at the Academy in June. I appreciate all the advice, support and general camaraderie I experienced at the conference. After this, I definitely will be a lifetime member!

Reflecting upon the conference, my favorite presentation was ATC Zero. There was so much information that has never been discussed with the general public – or even in the ATC community. I had only heard what mainstream media reported, so it was great to hear the details from the people dealing with the crisis first-hand.

The way all the facilities came together to move traffic was revolutionary; agreements and boundaries that usually take years to establish were drawn and agreed to in hours. What a great idea to come together and discuss what worked, what didn’t and to make plans for handling a situation like this in the future.

I also loved hearing about NavCanada’s program! I think they’ve laid the foundation for the possibility of privatization of the U.S. system in the future. I know many people are on the fence about privatization, but I’m now seeing it in a new light – especially after hearing about this program; all I can really see are positives that could come out of privatizing the system. As a private pilot, I was especially happy to hear NavCanada kept the fees to a minimum for general aviation aircraft.

As someone starting out, I was hoping for more “insider” information as to which facilities would likely be offered to me at the end of training – but I know now no one actually knows! I also would have liked to see some advice and tips for new hires – most presentations were geared toward those actually working in the field (which makes sense), but something different for those just starting out – and those who are retired – would be a nice addition.

Overall, I was extremely impressed with the entire conference. I thought the Intercontinental Hotel was a great place to host it, and everything ran seamlessly. Thank you to everyone that coordinated the conference; thank you to Kathy for finding me a registration donor and coordinating my stay, and thank you to Connie for letting me be your “roomie” for a few nights! It was great to meet all of you! Thank you for welcoming me into your community with open arms, and I can’t wait to see you all in Phoenix next year!
Celebrating Five 2015 PWC Scholarship Winners!

Compiled by Karen Pontius, Scholarship Chair, PWC

LOISE WAMBUI MWANGI

Loise wins the 2015 Jacqueline Smith Burdette Scholarship for a Career in Aviation. Jacque, PWC’s co-founder, created this scholarship to honor those who plan a career and life in aviation.

By Michelle Bales-Woods, Central Regional Director, PWC

I had the honor of being on the PWC 2015 selection committee, and must say the scholarships we awarded this year are phenomenal. One, in particular, amazed me: Loise Wambui Mwangi, from Nairobi, Kenya. Loise is pursuing her Master’s degree in Aviation Safety Systems via Embry-Riddle Aeronautical University online courses, while working full time as a Terminal Radar Controller at Jomo Kenyatta Int’l Airport in Nairobi.

What caught my attention was how her bigger goal is to improve the safety of aviation in Africa. Loise fell into her career in air traffic control (ATC), like many of us, by responding to an ad in the newspaper! I see Loise as a pioneer for women in aviation in Africa. She is involved with International Federation of Air Traffic Controllers (IFATCA) and helped create the Kenyan chapter of Women in Aviation (WAI). She teamed with women in other countries to establish Women Aviators in Africa (WAFRIC), which mentors young women in aviation. She is a student assistant. Anni is TRI-lingual: English, Vietnamese and Spanish! Her letters of recommendation all cite her work ethic, desire for excellence and passion for education. Claudia is a member of PWC, National Air Traffic Controllers Association (NATCA) and the National Hispanic Coalition of Federal Aviation Employees (NHCFAE).

Claudia Buchenschutz is a Certified Professional Controller (CPC) at Albuquerque Center (ZAB). Before that, she earned her Bachelor’s of Science in occupational education with a specialty in criminal justice. Now, she has returned to school to take accounting courses on her way to becoming a Certified Public Accountant (CPA).

Her short-term goals are to expand her FAA experience either in traffic management, airspace and procedures or training, then move into management positions. Her long-term goal is to become a CPA and open her own tax preparation business as a second career.

Her letters of recommendation all cite her work ethic, desire for excellence and passion for education. Claudia is a member of PWC, National Air Traffic Controllers Association (NATCA) and the National Hispanic Coalition of Federal Aviation Employees (NHCFAE). She is the first in her family to attend college and receive a degree. She has been volunteering with Big Brothers/Big Sisters and is now mentoring a young Hispanic female who reminds her of herself. Sounds as if Claudia is providing a shining example!
CHRISTINA FILIPOWSKI

Christina wins the 2015 Herm Lyons, Jr. Memorial PWC Scholarship which is awarded to a candidate who stands out for their service to their community, excellence in academics and dedication to the advancement of aviation education or design.

By Sandy Holcomb, Education/Career Development Program Manager, PWC

First in her family to attend college, Christina Filipowski is working on her Doctorate of Education in organizational leadership! She was inspired by aviation at age 11, when she earned a flight in a single engine plane through the Wright Flight Program. Enamored by aviation ever since, she has been engaged and persistent in her goals.

She began with the FAA in an intern program, and, while waiting to become a controller, she worked for Raytheon as a remote pilot and an air traffic assistant (ATA) before her first air traffic controller position in Casper, WY. Today, she is a CPC at Deer Valley Tower in Phoenix, AZ.

As a controller, she goes above and beyond her duties, volunteering to create training scenarios for tower positions. She has received awards for her diligence and attention to details, as well as earned seven other scholarships to help with educational costs. Her aspirations are to further her aviation knowledge, move into management positions, expand her abilities in leadership and be a positive force in the future of FAA management.

She volunteers as an Aviation Industry Advisory Board Member at Arizona State University. Her passion is to promote women and minorities in aviation. Christina has volunteered with Big Brothers/Big Sisters for six years, at a local High School as a teacher’s assistant in the aviation program and has mentored students personally.

She provides tours of the tower to show students how their studies are related to the daily activities of controllers. When not working or studying, Christina travels with her husband, Michael (P50, Phoenix TRACON), and her very large puppy, Maya. She also has done volunteer work with Panda bears in China. Congratulations, soon-to-be Doctor Filipowski!

CHAD FISCHBACK

Chad wins the Mary McBurney PWC Member Scholarship awarded to PWC members in honor of our beloved late past-president who got this scholarship program off the ground.

Chad Fischback will attend Kent State University this August, majoring in aeronautics. He has been participating in sports, volunteering and working part-time while maintaining his academics, graduating high school with a 3.5 GPA. He has been in the National Honor Society for the past two years.

His stepfather, a controller for 31 years (currently at Cleveland Center), has related his experiences and inspired Chad to pursue aviation as a career. Chad has volunteered as a summer camp counselor and mentored younger players on his baseball team. From that, he says he has learned responsibility, respect, social and relationship skills, self-confidence and the importance of teamwork.

His letters of recommendation describe him as a good writer, intelligent, diligent, conscientious, affable, enthusiastic, reliable, resolute, determined and a great team player. All of those qualities are necessary to become a good air traffic controller – sounds as if Chad will be an excellent candidate to work alongside someday!

Thanks to the 2015 PWC Scholarship Committee!

Many thanks to PWC’s 2015 Scholarship Committee:

• Karen Pontius (Chair, Retired Terminal);
• Sandy Holcomb (PWC Education/Career Development Program Manager, Air Traffic Manager at Stockton, CA Tower);
• Michelle Bales-Woods (PWC Central RD, Staff Specialist at Kansas City Center-ZKC);
• Anna Fraser (CPC Falcon Field Tower, Mesa, AZ) and
• Trish Cummings (Hospitality Suite Czarina, CPC at Los Angeles Center-ZLA and former two-time PWC Scholarship winner.

Huge thanks to our corporate sponsor SkyOne as well – they sponsored Christina Filipowski’s scholarship!

Your donations have a major impact on the educations of our members, their family members and women training to become the next generation of air traffic controllers!
Join us in Arizona for exceptional training, camaraderie and exciting excursions (to be announced). Rugged Sonoran Desert foothills provide a delightful contrast to the refined elegance of Scottsdale – home to acclaimed museums, architectural wonders and a renowned public art program.

PWC attendees will be staying at the Embassy Suites Scottsdale-Phoenix Hotel, situated among the picturesque fairways of Stonecreek Golf Club. In this all-suite hotel, the two-room suites feature a private bedroom and separate seating area with sofa bed and a well-lit work station. From private balconies, guests enjoy views of the green fairways of the Stonecreek Golf Course and the breathtaking spectacle of the rugged Camelback Mountains. Embassy Suites Scottsdale-Phoenix won the TripAdvisor Certificate of Excellence Award in 2014.

Just minutes away from the hotel is first-class shopping at Paradise Valley Mall and numerous restaurants in Old Town Scottsdale. Art flourishes in Scottsdale where more than 100 galleries make it one of the most concentrated collections in the country. Must-see museums include the Scottsdale Museum of Contemporary Art as well as the nearby Phoenix Art Museum and the spectacular Heard Museum celebrating the Southwest’s American Indian cultures.

For a change of pace, escape the city to experience the majesty of the unspoiled desert on a horseback tour; explore the thematic trails of the Desert Botanical Garden; hike the Bajada Nature Trail in the McDowell Sonoran Preserve or take in the Pueblo Grande Museum and Archaeological Park with the ruins of a 1,500-year-old Hohokam Indian village – all unique Arizona experiences.