TRAVELING new PATHS

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Professional Women Controllers, Inc.
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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.

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Secretary, Diana Eldridge
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Photograph by Ron Behrmann

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

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members, corporate sponsors, friends, and colleagues, it has been an action packed summer! On June 1st, I assumed the role of your President and as such, chaired the first quarterly Board of Directors meeting at the end of June. During this meeting, we set our organizational goals for the year. (Following this article, you can review them together with the abbreviated meeting minutes.) Please provide feedback or comments to any member of the Board. We love to hear from you and welcome suggestions for improvement.

In September, I attended the second quarterly Board of Directors meeting in Anchorage, Alaska. During this meeting, we worked to update our SOP, reviewed our goals, had a social event with local members and guests, and received training on the Employee Assistance Program (EAP), Worker’s Compensation, and EEO from the employee, supervisor, and manager perspective. Alaska truly is a beautiful place!

FAA NATIONAL EMPLOYEE FORUM
In July, I attended my first National Employee Forum. For those who may not know what this is, the National Employee Forum is composed of all FAA Employee Associations (EA) represented by their respective Presidents and Special Emphasis Groups (SEG) represented by their respective Program Managers.

The Forum is co-chaired by Fanny Rivera, Assistant Administrator for Civil Rights, and Ventris Gibson, Assistant Administrator for Human Resource Management. The purpose of the FAA National Employees’ Forum is to be an active and integral partner with Senior Management as a voice for equality; and to serve as a catalyst for change with regard to Equal Employment Opportunity (EEO), Affirmative Action (AA), diversity, and personnel management issues in support of the Agency’s mission.

During the two-day meeting, it was our privilege to meet with FAA Administrator Randy Babbitt and DOT Secretary Ray LaHood. Both leaders assured the group that they are listening and that we have their full support. They want to address employee concerns and issues in a timely and meaningful way to make the FAA one of the best places to work.

ORGANIZATIONAL NEWS
Welcome to the following new members to our organization: Joseph M. Allison, Ed De Roda, Kristin Grulke, Keith Lindsey, Benjamin L. Potter, Thomas K. Quick, David Schwartz, Emily Shapiro, Sarah J. Skinner, Dean G. Theodor, Michelle V. Whatcher, and Ann Teresa (Tess) Zwicky.

Congratulations to: Rick Ducharme, recently named Vice President for En Route and Oceanic Services; to Edale Clark who retired from the FAA on June 1, 2009; to Carmel Leese who retired from the FAA on June 3, 2009; and to Shannon McCullough who retired from the FAA on August 3, 2009.

Heartfelt sympathy to Cecilia Shilling whose mother passed away this summer and to Lois Warwick whose husband, Rick also passed away unexpectedly this summer.

LOOKING AHEAD
On a personal note, I completed my graduate program in August and am now the proud owner of a Masters Degree in Business Administration (MBA). I strongly encourage anyone seeking to further his/her education to do so. It is a great deal of work and requires a huge investment of time but it is truly rewarding and satisfying when it is finally complete. Not only did I learn a great deal, but also I made new life-long friends. Please do not hesitate to contact me if you would like to discuss in greater detail the ups and downs of this educational adventure.

In closing, I am sure the time will continue to fly by so I want to wish all of you a wonderful and safe fall and holiday season. Please contact me anytime – I love to hear from you. And remember, you all can contribute to the success of the organization by telling your coworkers and friends about the benefits of being a PWC member.

Robin Rush, President Professional Women Controllers, Inc.

### Fun Fact #1

Albuquerque is in the heart of Indian pueblo country – the oldest farming civilization on the North American continent.
The June BOD meeting was held at Southern California TRACON. In addition to the two-day meeting, PWC hosted training on Finance 101 presented by our own corporate sponsor, FAA First Federal Credit Union’s Scott Walker and a social at the hotel.

During the meeting, the BOD continued with the SOP update, adding an Alumnus radio button to the PWC web page, establishing a property list, and establishing an electronic copy of the business plan.

New items brought before the BOD were establishing an account on Facebook to keep in contact with younger members and potential members of PWC. The VP will coordinate a bi-monthly blog on the ATO Leading Edge Forum web page. A proposal changing the number of times an alternate may be used by a Regional Director (RD) was passed enabling more support for our volunteers who hold these positions.

Another proposal to purchase a used projection system for training conferences was presented and approved. The Director of Resources will research national training conference surpluses since 2000 and establish an all-embracing financial report.

During the April General Business meeting, a suggestion was made to contact PWC members who were fired due to the PATCO strike in order to reinstate them into PWC. No record was kept as to who received a letter, and after discussion, the BOD chose to take no action in this matter.

FAA Managers Association will offer seats for PWC members during their upcoming Leadership training events. If interested please contact your RD.

People with Disabilities Program
Submitted by John P. Benison

The Federal Aviation Administration’s (FAA) Office of Civil Rights National People with Disabilities Program is pleased to announce the establishment of a new website for job applicants with disabilities.

This new site, which is a part of the FAA’s ongoing effort to become a model employer of people with disabilities, is a one-stop resource where prospective FAA job applicants with disabilities can find information on our noncompetitive hiring process for people with disabilities, requesting reasonable accommodation, the FAA National People with Disabilities Program, and more.

To access this new resource, please go to www.faa.gov/jobs and then click on Guidance for People with Disabilities. Please share this information with anyone you feel would benefit from this resource.

Should you have any questions regarding FAA’s new disability website, please contact Mandy Haltrecht who may be reached by e-mail at mandy.haltrecht@faa.gov or by phone at (202) 385-8127. At the FAA, disabilities matter.

PWC Board of Directors (BOD)
Abbreviated Meeting Minutes, June 25–26, 2009

The Sandia Mountains at the eastern edge of Albuquerque are the first to be encountered west of the Mississippi River. “Sandia” is Spanish for “watermelon.”

FUN FACT #2
Professional Women Controllers, Inc.  
2009 – 2010 GOALS

Goal – Increase Visibility

Goal – Retain Members and Recruit New Members

STRATEGIES:
1. Have at least two outreach activities at each BOD meeting that is not in conjunction with the National Conference.
2. Educate Board annually at the September BOD meeting on resources available to them for increasing visibility. Mentor at least one Board member quarterly on resources.
3. Each Board member will communicate with at least one Non-FAA facility within the year.
4. Ensure that events are communicated with all offices. (Document the number of events at each BOD meeting).
5. Develop and maintain relationships with the FAA Employee Associations, Women in Aviation, and NATCA.
   a. PWC President will provide all known PWC events to FAA Employee Association and Women in Aviation to be included in their websites and publications.
   b. Four joint socials will be held with one or more of the above associations by May 25, 2010.
  
6. Sponsor a quarterly outreach activity in Oklahoma City.
   a. VP will be the point of contact.
7. Conduct at least one Membership Drive per region.

Goal – Restructure the Membership Administrative Process (BP 1 C)

STRATEGIES:
1. The membership committee (Membership Director, Director of Resources, Logistics, Web Page Administrator and former membership Director(s) will develop a process by Sept BOD meeting. Including but not limited to: Application; Packages; Data Base; Renewals; Cancellations; and Retirees.
2. Implement the process by the end of May 2010.
3. Membership Director will be formally educated in the use of the membership data base software no later than the September BOD meeting (i.e. one on one training with Lisa Sheppard and Anne Mennasian, paid courses, tutorials).

Please contact your Regional Director if you would like to volunteer to help in achieving and even exceeding our PWC goals.

PWC Corporate Members

- Air Traffic Control Association (ATCA)
- ARINC, Inc.
- Blue Cross Blue Shield Association (BCBS)
- Computer Sciences Corp. (CSC)
- Crown Consulting
- CSSI, Inc.
- Diversified International Corp. (DISC)
- FAA First Federal Credit Union
- FAA Managers Association, Inc. (FAAMA)
- GEICO
- Harris Corporation
- Lockheed Martin TSS
- National Black Coalition of Federal Aviation Employees (NBCFAE)
- National Hispanic Coalition of Federal Aviation Employees (NHCFAE)
- Raytheon ATMS and Homeland Security
- Robinson Aviation, Inc. (RVA)
- SERCO Management Services
- Systems Atlanta
- Technical Women’s Organization (TWO)
- Washington Consulting Group (WCG)
- Women in Aviation, International (WAI)
Leadership can be defined as coaching and mentoring your employees in such a manner as to gain their respect, loyalty and willingness to accomplish the mission goals. It also means disappointing people at an acceptable pace that can be tolerated. As leaders, we are tasked with motivating our employees to perform at optimum levels to achieve our goals and objectives.

**YOUR BEHAVIOR DEFINES YOU**

Setting the example is your personal behavior independent of external influences. While a very simple competency on the face of it, none is more important. Fail to demonstrate this competency to your subordinates, peers, and management, and you are doomed to negative results.

No matter how good a line you talk, if you do not match it with your behavior, you will enjoy no respect and find it increasingly difficult to meet daily objectives and goals. Everything you do and say should line up with the best possible examples of leadership. When you set the example, you help facilitate the results you want as a leader.

Every leader has a special responsibility to set a positive example. As a leader, you are constantly watched by those you work with. Remember that wherever you are, whatever you are doing, imagine that a subordinate is taking a mental picture of you when you are least aware of it — and that will be the one image that sticks in his or her mind. Your behavior defines you.

**A “JUST CULTURE” AT THE FAA**

Recently, the FAA introduced a “Just Culture” which can be defined as an atmosphere of trust in which people are encouraged to provide essential safety-related information, but in which they also are clear about where the line must be drawn between acceptable and unacceptable behavior.

The culture in the FAA has evolved into one that is neither wholly punitive nor wholly blame-free when errors happen. A “Just Culture” is one that is both fair to workers who make errors and effective in reducing safety risks. A “Just Culture” includes not only a robust accountability model, fair to all stakeholders, but also a model for addressing system and behavioral risks both before and after events that occur.

Managers need to coach and mentor workers on the risks posed by behaviors that they observe daily seeking to eliminate the incentives for at-risk behaviors before errors occur. And when an error occurs, the most important question is no longer necessarily how to handle the involved workers, but what caused the error and what can be done to avoid the next error.

“Little value comes out of the belief that people will respond progressively better when treating them progressively worse. Competence is a function of knowledge and skills which can be gained from education, training and/or experience.”

—Eric Harvey

**JUST CULTURE = BUILDING TRUST**

People make errors which can lead to accidents. Accidents can lead to deaths.
The standard solution is to blame the people involved. If we find out who made the errors and punish them, we solve the problem, right? Wrong.

The problem is seldom the fault of an individual; it is the fault of the system; a system whereby management has allowed certain behavior to go unchecked with an increased level of tolerability. Change the people without changing the system and the problems will continue.

TO CHANGE BEHAVIOR, CHANGE THE SYSTEM THAT MANAGES THE BEHAVIOR

Three types of behavior can be involved in error: human error, at-risk behavior, and reckless behavior. Each type of behavior has a different cause, so a different response is required.

Human error: Human error involves unintentional and unpredictable behavior that causes or could have caused an undesirable outcome; because either a planned action is not completed as intended or the wrong plan is used to achieve a goal.

Since most human errors arise from weaknesses in the system, they must be managed through process, system, or environmental changes. Discipline is not warranted or productive, because the worker did not intend the action or the risk or harm that resulted. The only just option is to educate the worker and shore up the system to prevent further errors – performance verification.

At-risk behavior: Everyone knows that “to err is human,” but we tend to forget that “to drift is human,” too. Behavioral research shows that we are programmed to drift into unsafe habits, to lose perception of the risk attached to everyday behaviors, or mistakenly believe the risk to be justified.

In general, workers are most concerned with the immediate and certain consequences of their behavior – saved time, for example – and undervalue delayed or uncertain consequences. Their decisions about what is important on a daily list of tasks are based on the immediate desired outcomes. Over time, as perceptions of risk fade away and workers try to do more with less; they take shortcuts and drift away from behaviors they know are safer.

The reasons workers drift into unsafe behaviors are often rooted in the system. Safe behavioral choices may invoke criticism, and at-risk behaviors may invoke rewards. For example, a controller who issues longer vectors and uses more than standard separation may be criticized even if the additional time is attributable to safe practice habits.

Yet, a controller who issues half-dozen vectors every minute at a time with shorter arrival intervals may be admired, and others may follow example, even if dangerous shortcuts have been taken. Therein lies the rub. The rewards of at-risk behaviors can become so common that perception of their risk fades or is believed to be justified.

The incentives for unsafe behaviors should be uncovered and removed, and stronger incentives for safe behaviors should be created. The solution is not to punish those who engage in at-risk behaviors, but to uncover the system-based reasons for their behavior and decrease staff tolerance for risk taking. Once the incentives for their at-risk behaviors have been addressed, workers should be coached on making better behavioral choices.


- Always perceive the risk he or she is taking.
- Understand that the risk is substantial.
- Behave intentionally, but are unable to justify the behavior through objective risk-benefit analysis (i.e., do not mistakenly believe the risk is justified).

“It is through a Just Culture that we will begin to see, understand and mitigate the risks within the system.”

-HANE ERANKOWSKI

Albuquerque is the geographical center of New Mexico; known throughout the nation as “The Land of Enchantment.”

FUN FACT #3
When I moved from Dayton, Ohio back to Cleveland (2001) and into my childhood home (with my mom and dad), I knew there was a plan for me – I just didn’t expect what I got!

Both my parents were diagnosed with cancer within two months of each other. My mom had lung cancer and dad had Chronic LL (CLL). Mom has passed her five years in remission mark, but we lost dad in February 2007, after battling CLL for nine years, the last three using chemotherapy.

I lived with them, working at Cleveland AFSS, until Lockheed Martin took over the Flight Service duties in September 2005, at which time I moved to Virginia (DC suburbs) to start as the Flight Data Supervisor.

Not only was I moving out of state, going outside my comfort zone, but I was also leaving my mom and dad who were in poor health. If I could, I would have moved them with me, but their care was better served at the Cleveland Clinic.

I knew the FAA had the employee assistance program through Magellan, as I utilized the career counseling website for the employees at CLE AFSS: helpful hints for resumes, interview skills, talking to a career counselor, etc.

**FAA’S WORKLIFE PROGRAM OFFERS EXPANDED SERVICES**

After I moved to DC, the FAA’s WorkLife Program offered expanded services. Check out the website for yourself at [https://employees.faa.gov/org/staffoffices/ahr/benefits/worklife/](https://employees.faa.gov/org/staffoffices/ahr/benefits/worklife/).

Just what I wanted to do – take care of parents from four states away! Talk about elevated stress levels – so, I called the local 800 number and spoke with a WorkLife operator to ascertain my needs, and he helped me follow through on a geriatric care manager’s recommendations by assisting with elder care resources and referrals, and providing a personalized life management package of reference materials: Cancer care for elders; guidance on how to care for someone from far away; local elder care services for where my parents live, among other items. I used that material to help keep a clear head during a stressful time. Some of the tips helped my mom and dad: lawn service for seniors, meals on wheels, hospice care. Magellan helped.

No one wants to need to use these services; however, life doesn’t always listen to us. The WorkLife Program was designed to meet the needs of our highly diverse workforce from the time they join the agency until they retire. Some of the innovative programs offered include:

**HR Concierge Services** – Provides relocation assistance for the new air traffic controller moving to a new duty location. This service is also available to all employees who relocate from one geographic area to another.

**Child and Elder Care Resource and Referral Services** – Provides expectant parents with a free Life Management package which includes “What to Expect When Your Expecting.” They

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**Elder Care and You: Getting the Help You Need**

Submitted by: Lynette M. Jamison
also will research the local child care facilities and report back to you with confirmed openings.

Geriatric Care Management Services –
Conducts on-site assessments for aging loved ones to make sure their needs are being met. They also work with the employee to implement any recommendations.

Employee Assistance Program –
EAP counselors provide face-to-face counseling support to employees dealing with grief and loss following a painful separation or divorce.

Child Care Subsidy Programs –
Helps employees find affordable quality child care and allow working parents to remain in the workplace.

Telework – Offers many benefits to both employees and the workplace including reduced traffic congestion, decreased air pollution, less energy consumption, improved employee retention and productivity, and increased readiness for natural and human disasters.

Employees can call Magellan to inquire about one of the following care packs to assist them with elder care needs:
• Alzheimer’s,
• Assisted living,
• Care giving,
• Elder care law,
• Home health care,
• Long-term care insurance, and
• Medicare/Medicaid.

For more information, contact Chris Kominoth, WorkLife Program Manager at Christina.Kominoth@faa.gov; or contact Danielle Medina at Danielle.Medina@fia.gov. Employees also may contact their regional Employee Assistance Program manager (see chart above).

These days more than ever, employees are looking for ways to keep up with the increasing demands on both workplace and personal time. Realizing that time is a precious commodity, take the opportunity to explore the several services the FAA offers to assist employees in balancing work and life.

Employee Assistance Program Managers

<table>
<thead>
<tr>
<th>Region</th>
<th>Manager</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aeronautical Center</td>
<td>William Clear</td>
<td>405-954-7956</td>
</tr>
<tr>
<td>Alaskan Region</td>
<td>Carol Marvel</td>
<td>907-271-4986</td>
</tr>
<tr>
<td>Central Region</td>
<td>Teresa Thomas</td>
<td>816-329-2682</td>
</tr>
<tr>
<td>Eastern Region</td>
<td>Bill Tolan</td>
<td>718-553-4149</td>
</tr>
<tr>
<td>Great Lakes Region</td>
<td>Nora Jacome</td>
<td>847-294-7416</td>
</tr>
<tr>
<td>New England Region</td>
<td>Charlie Pagnini</td>
<td>781-238-7284</td>
</tr>
<tr>
<td>Northwest Region</td>
<td>Kim Keyes</td>
<td>425-227-2027</td>
</tr>
<tr>
<td>Southern Region</td>
<td>Paul Bennett</td>
<td>404-305-5307</td>
</tr>
<tr>
<td>Southwest Region</td>
<td>Gina Alcala</td>
<td>817-222-5821</td>
</tr>
<tr>
<td>Technical Center</td>
<td>Jim Ogilvie</td>
<td>609-485-6643</td>
</tr>
<tr>
<td>Western Pacific Region</td>
<td>Cindy Lopez-Hickson</td>
<td>310-725-7829</td>
</tr>
</tbody>
</table>

Albuquerque encompasses a metropolitan population of about 500,000.
As I was going through college, a friend of mine who attended the University of North Dakota for CTI school came back from winter break and convinced me to take a tour of the Denver TRACON with him. My life was never the same again.

I fell in love with radar and the whole concept of air traffic control. “The world’s greatest video game,” as I’ve been told by some, sucked me in quickly. I had the aviation bug already from flying, but suddenly, being an Air Traffic Controller just sounded much more exciting. From my first visit to the TRACON in late 1999, I spent the next six years trying to find a way in.

Leaping forward, I am now a Certified Professional Controller (CPC) at Albuquerque ARTCC. To say the least, it’s been quite a journey from first thinking about becoming a controller to actually being a CPC. Up to this point, I had conjured a number of thoughts and ideas in my head about what the job was actually like, and have had them periodically blown out of the water.

To this day, and probably for some time to come, I will continue to learn about this job and everything it touches. For the benefit of those just entering this profession, however, I wanted to touch on some of the “I wish I knew” points.

THREE POINTS “I WISH I KNEW”

First, as I mentioned, when I first got the idea of becoming a controller, many shared with me a concept that ATC was “the world’s greatest video game.” I admit that there is a certain level of excitement when you first see a radar scope full of planes and don’t totally understand what you’re seeing. The more you learn and the better you get at your job, you’ll start discovering that the video game aspect fades away.

This doesn’t mean you can’t feel a rush when you work a busy sector, or get satisfaction from working through complex situations. With that said, it behooves those at the beginning of their training to realize from the get-go that the world of air traffic is a serious task. It doesn’t mean fun can’t be had, but to act nonchalant about a career, where real lives are on the line is a real mistake, especially when working on getting checked out at your first facility.

Second, training is a grind. You’ll hear it from anyone who’s being realistic about the checkout process, but it is hard to relay what working for months and years toward becoming fully certified really feels like until you’ve experienced it. There will be ups and downs no matter what your skill level is.

Where you might excel at one facet of the job, you might struggle heartily with another; yet, one must become proficient in all the basic functions before being given the green light to work on his/her own. If you are willing to put in maximum effort, take the time to study and improve your skills daily, you are on the right track, and others will bend over backwards to assist in your success.

However, for those new hires who choose a path of minimum effort, like watching television rather than study, or working to be everyone’s buddy rather than a trusted and knowledgeable co-worker, your path to becoming certified may be much more difficult.

Last, reputation means a LOT. The rumor mill in air traffic control is one of the more amazing information distribution mediums I’ve ever experienced. Controllers are trained to coordinate and be aware of their surroundings at all times, and this extends beyond the radar scope. Information about you, positive, negative, or embarrassing alike can and will spread quickly, though the embarrassing tends to get around a little faster.

Building a good reputation for yourself can assist (though certainly not guarantee) in your success in this field, but nothing will put you on a path to failure more quickly than perceived sloth and laziness.

Single points of failure are usually excused, though one may get a good ribbing and “encouragement” from fellow controllers to change their ways. Trends that reinforce the idea that one is lazy will begin to eat away the confidence others have in your ability to succeed.

In many cases, your reputation from Oklahoma City can precede you, but the first big test, both literally and figuratively, is your map tests. If word gets out that you failed a map test, you’re starting out on the wrong foot. While it is not an insurmountable mistake by any means, most controllers recognize that anyone should be able to draw their maps and that only those not putting forth good effort and a solid work ethic could fail.

Remember, be attentive, hard working, and always willing to learn, and you will build a solid reputation for your journey to becoming a Certified Professional Controller.

FUN FACT #5

A favorite spot with tourists is Albuquerque’s famous “Old Town,” the original town site founded in 1706.
The phrase, “history repeats itself,” usually proves to be true. Another author wrote, “Those who do not study history are doomed to repeat it.” Leaders abuse their power, individuals create social change, natural disasters and diseases happen repeatedly. In terms of the US markets, the historical evidence indicates that highs come after lows, lows come after highs. If history repeats itself, we’re in for a great come back.

A historical perspective will not and cannot predict the future but it gives us a hint of what might be expected in upcoming years. Investors are aware of the repeated and almost predictable ups, downs and sideways movements. The seemingly violent jolting mimicking a monstrous roller coaster can create queasiness, to say the least.

Yet, knowledge of the past offers perspective from which to view the current market ride. Historical knowledge also provides a chance to find a comfort level with the cycles so we can tolerate the thrashing or get off the roller coaster.

MARKET CYCLES
Throughout history, bubbles, busts, scandals, and investor behavior have contributed to market swings. Easy credit and over speculation in real estate, natural resources, and technology created fast wealth that sprouted what appeared to be a never-ending money tree with fruit for everyone. Seemingly overnight, the tree was bare. The fruit was gone. The market crumbled.

Let’s look at past market activity through the measuring stick of the Standard & Poor’s 500, more commonly known as the “S&P.” The S&P is considered a foremost market indicator. Its numerical value represents the accumulation of the top US company stocks market values. The SPX INDX chart shows the progression of the S&P from 1965 to 2005.

Through the years, the S&P has climbed steadily while incurring some periods of decline. With major declines and world events going on at those times, one might have thought that there was little chance of recovery. But no matter the news story of the day, the long-term investor received considerable gain.

TWO DROPS OCCURRED IN THE SEVENTIES
Look at the two drops in the seventies, 1970 and 1975. Good rises came before and after the downturns. In the seventies, we had the Cold War, oil embargoes, double-digit inflation, Watergate, US Apollo and Soviet Soyuz space link up, the invention of insulin, and the Three Mile Island nuclear accident.

These events created elation, doubt, and fear and the roller coaster continued. Between December 1973 and November 1974, the S&P 500 lost 42.4 percent! Between, 1974 and 1976 the S&P almost doubled. Had you invested $10,000 in January of 1970, by December 2008 (a career lifetime later and ending in a very down year) your investment would have grown 3,295.26 percent accumulatively for an average annual return of 9.46 percent. Your investment would have been worth $339,530.

THE EIGHTIES AND NINETIES WERE EXCITING, TOO
If the seventies were a blur for you, what happened in the eighties? As was to be expected, there was a litany of world events: small pox was eradicated, Iran went to war with Iraq, AIDS exploded, and Voyager sent back pictures of Uranus and the Union Carbide catastrophe. October of 1987 saw the worst decline, almost 32 percent in 11 trading days. However, by the end of the decade you would have almost tripled your money (see S&P Historical Measurements chart).
The Nineties produced record growth in the S&P (up to 1500) and more fruit trees ripe for the picking. The World Wide Web demanded that computers pop up on every desk faster than you could say, “pass the jam.” The Cold war ended and the Gulf War ensued. Like all high points prior in the S&P, the market, could sustain itself for only so long.

**THE MILLENNIUM BROUGHT BREAKTHROUGHS AND BREAKDOWNS**

Besides the rollover to a new century and the Y2K slowdown, the New Millennium brought more breakthroughs and breakdowns than the world had ever seen. The internet stock bubble burst, the human genome deciphered, the Euro emerged, Enron collapsed, and 9/11 changed markets, politics and lifestyles.

Between January 2000 and January 2002, the S&P declined over 39 percent. More recently, the money tree grew fruit in real estate. Property values, mortgage notes, and the market soared. The day came when it could not stretch more and the fruit trees again were bare. Easy credit gave way to scandalous management causing banks to crumble, government bailouts, and another downturn in the market.

**TAKE A LONG-TERM PERSPECTIVE**

Taken one or a few years at a time, the market can be a sky-high balloon ride or a torturous water ride over a steep cliff. However, when we take a longer-term perspective – five, ten, fifteen years – the growth more than outweighs the declines. Take an imaginary space ship ride above the globe and look down on the big picture of your investments.

Where is your money going and how is it serving humankind? People are investing in new technologies, communications, medicines, and alternative energy solutions. Around the globe, there is an upris ing of new wage earners that desire goods, services, and technology.

Good years have always followed bad ones; global decline has always been a threat. Innovation is ever-present; the S&P has remained resilient. “But what do I do now?” you ask after losing fifty to sixty percent in your “buy and hold” portfolio. I understand.

The pain of watching 401k values decline, retirement plans being postponed, and the collapse of local businesses and economies is a lot to bear. The answer is to remain calm and not panic. The fear and anxiety of people moving large amounts of money in and out of the market actually contributes to the problem.

Too many people buying the Elmo doll in one day makes prices soar. Likewise, people dumping the Pet Rock decrease the value of Pet Rocks. Rules and regulations may deter power mongers from doing the wrong thing but education, logic, and endurance will help the individual investor.

**LONG-TERM INVESTING IS A MARATHON NOT A SPRINT**

In summary:

- Guide your investment decisions not by fear, but by logic, facts, and knowledge.
- Short-term solutions are not likely to help you reach your long-term financial goals.
- Consider all the consequences of any decision before you react.

Prudent long-term investors know the potential benefits of staying the course. By reacting to frightening headlines and selling your investments, you may be selling at market lows and missing potential gains when the markets recover. Selling also may trigger unnecessary tax consequences and transaction costs.

The challenge is to be aware and be ready for these types of market cycles. Identify your comfort levels with volatility and adjust where needed. Work with a professional who can help you gain knowledge, prepare for market swings, and have a plan in place for the rough and exciting roller coaster ride. By doing this, you will have a different story to tell when the next carnival – I mean cycle – comes around.

Disclaimer: This article is the opinion of the author only and is not intend as a guide or a recommendation for any investment.

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Source: www.Yahoo.com Finance Interactive Chart
The FAA currently offers training in Aviation and Space Education outreach via the FAA Aviation and Space Education (AVSED) program. This is a GREAT opportunity for you as an FAA employee to give back to your local community by inspiring and guiding students and adults into aviation and space related careers.

Participation in AVSED is strongly supported by FAA managers, employee associations, and union leaders nationwide. If you have not yet heard of the program, now is a great time to get involved. AVSED instructor classes are offered through your regional office or local management.

After you take the one-day course, you are then authorized to organize and deliver instruction to local schools, church groups, boy scouts, girl scouts, etc. The sky is truly the limit as you develop your own curriculum and administer it or use the multitude of available resources at your disposal as an AVSED counselor.

**NASA/JPL SMART SKIES PROGRAM**

My own exposure to AVSED started around 2004 when I was asked by the National Air Traffic Controllers Association (NATCA) and the National Black Coalition of Federal Aviation Employees (NBCFAE) to get involved in the NASA/JPL Smart Skies program. Smart Skies is a way of getting students interested in Air Traffic Control by studying the applied mathematics necessary to successfully complete several online ATC simulator problems.

The course is a natural for students as it is all internet based. It shows students ways in which the “stale old algebra” that they are learning in school is actually applied in a real world setting. More NASA/JPL Smart Skies information may be attained at [http://smartskies.nasa.gov/](http://smartskies.nasa.gov/).

After administering Smart Skies a few times at local schools, I found that I very much enjoyed outreach activity and decided to incorporate my personal passion for solar astronomy into the AVSED program. It was only natural since solar flares and sunspots play such an important role in ATC communications and satellite navigation technology.

At local schools, I started giving on-site solar telescope demonstrations where we would discuss solar physics and the impact that solar activity has on aviation and space travel. I am very fortunate to own several narrowband solar telescopes and hardware which enabled me to present something completely new to the Atlanta area.

I combine this program with lectures on how Air Traffic Control works around the country. The kids and the faculty all seemed to just love it and word spread in the local education community. Now I have three or four events per month and am enjoying it very much.

In these efforts, I am fully supported by the employee associations to which I belong (NBCFAE, National Hispanic Coalition of Federal Aviation Employees; Gay Lesbian or Bi-Sexual Employees, and now, Professional Women Controllers) as well as NATCA and local FAA management.

In fact, my Front Line Managers at Atlanta Center – Joey Medders, Judy McConnell and William Moore – encouraged me to participate as much as possible, as I believe they see the personal growth potential for me as a person and employee through this program. AVSED activities seem to be one area in which every “faction” of the FAA sees only positive results for the community, the FAA, their employee group or Union, and the employee.

In addition, I have expanded my activities to becoming a NASA/JPL Solar System Ambassador as well as the coordinator for these events through my union and employee associations. I hope to soon be certified by the FAA Southern Region to become an AVSED instructor so that I can motivate and certify others to get involved in this great program.

AVSED education also guided me to being awarded the 2008 FAA Administrators Excellence in EEO award. This program has made a great positive change in my personal and professional life. I strongly encourage you to investigate the opportunities presented in the FAAs AVSED program by asking your manager or through [http://www.faa.gov](http://www.faa.gov). Just search for AVSED and you will be given all of the information you need to get started.

Stephen W. Ramsden is a 20+ year veteran controller at Atlanta ARTCC and is active in NATCA, NBCFAE, NHCFAE, PWC and GLOBE. Stephen may be contacted at ramsden@mindspring.com for more information.
Greetings from the New England Region! My name is Jane Kolias and I am the recently appointed New England Regional Director (RD). The New England region has been without an RD for quite a while and I am excited to fill this long time vacancy. Along with my District Representative, Sarah Laporte-Ostrander, we will be bringing PWC benefits such as outreach activities, training seminars, and networking opportunities to the workforce in New York and the six New England states.

First, let me tell you a little bit about myself: I became involved in aviation in 1985 when I began flying lessons at the encouragement of my older brother who owned a Cherokee 140. I was immediately bitten by the aviation bug and was hired in 1988 by the FAA to attend the screen in Oklahoma City. Upon completion of training at OKC, I went to work at a small VFR tower in central New Hampshire.

Life circumstances intervened and I took a six-year hiatus from the FAA (I went to work doing some fun things like working in Alaska and living in a cabin in the woods for a year). I returned to ATC in 1997 and since then have worked in all three air traffic options: tower, center, and flight service. Currently, I am at Manchester Tower (MHT) in New Hampshire where Sarah and I are both controllers. 

Recently, I attended my first PWC board meeting and found the enthusiasm and dedication of the board members refreshing and inspiring. PWC has so much to offer: training, skill-building opportunities, outreach, networking, and socializing. This organization is a wonderful asset for new employees who want to make connections in the ATC community and for learning and mentoring opportunities as well as for seasoned veterans who may be looking for an extra edge in their career or a way to pass on their knowledge and life/work experience to new FAAers.

Sarah and I look forward to visiting facilities in the region to meet and talk with you about the benefits of PWC. Stay tuned for further information about training and outreach activities by visiting the ANE page on the PWC website.

Central is Hosting January BOD Meeting

Submitted by Christina Calvert, ACE Regional Director

Hello members! If you did not see my introduction on the website, here is a short version. I have worked at Kansas City Air Route Traffic Control Center for twenty years as a controller and a traffic management coordinator. I have been a PWC member since 2005 and this year, I attended my first training conference in Oklahoma City. The training was exceptional and it was a wonderful opportunity to meet people from all over the country. As you bid your vacations for next year, please keep in mind that the next conference is the first week of May in Albuquerque. I would love to see more Central region members attend!

In January, the Central region will be hosting the Board of Director’s meeting in Kansas City. I will be planning a day of training in conjunction with the meeting so if you have any special training requests or ideas, please let me know. Also, I will plan a social so that members will have a chance to meet the Board and share thoughts and ideas.

Please check the website often. I will post scheduled activities in the central region section. We held a social on August 23rd near Kansas City. Thanks to all who attended. Currently, I am planning another social in November or December. If you are interested in a social in your area, please contact me!

I started a Facebook group page (Central Region PWC) to keep you up to date on what is happening in the Central Region and what is discussed at board meetings. If you are a Facebook member, just request to join the group. Look for a Central Region newsletter to come out in the fall. I look forward to meeting those I have not yet met and to hearing from you.
GREAT LAKES
Suddenly I Was The Old One
On The Crew….

Submitted by Christine Johnson, AGL
Regional Director

The other day, I had a very shocking realization. I looked around and discovered that I was the most experienced controller in the tower cab. How did that happen? I'm not the “old guy,” I can’t be. Every facility has an “old guy” crew. The controllers who have been there forever, are set in their ways, and may even be a bit grumpy.

Now depending on your relationship, you may not admit it, but secretly you are happy they are around. It’s like having a little extra safety net. You know in the back of your mind, when something unusual happens, one of the “old guys” is going to say I’ve seen that before, do this.

But last week a “newbie” turned to me and I turned around, but did I see a circle? I was it! I’m not the “old guy.” I’ve only been in nine years. I’m not a safety net! Suddenly I’m out on a limb and I don’t remember climbing the tree. I thought to myself, “I didn’t sign up for this.” Lately, I have been to many briefings about different generations in today’s workplace and what one might expect when a Millennium arrives.

But no one explained my new role: how do I handle being the one people turn to? How do I pass on knowledge I don’t have? I know a lot of controllers who have been there forever, are set in their ways, and may even be a bit grumpy.

On The Crew….

Suddenly I Was The Old One

By Bobbie Kahlken, PWc Seattle Area
Director & FAAnM Mentor Program Co-Site Administrator

For the last five years, the Northwest Mountain Region has participated in the TWO/PWC Mentor Program. This past year, it was advertised and administered as the FAA Mentor Program. Last year, three representatives from Human Resources spoke to Program Managers for all FAA recognized employee associations and briefed them on the FAA adopting the successful program TWO/PWC had been running. This was great news to hear because that meant possibly more funding available to manage the program.

However, the 2009 program was in peril. The FAA was going to adopt the Mentor Program because of its continued success (the good news), but the Continuing Resolution we were under at the start of FY09 prevented this “new”
FAA program from receiving funding (the bad news).

Several of us who have volunteered to manage this program over the past five years did not let this deter us from having a 2009 program. We requested time on the agendas to brief the ANM Regional Management Team and the Western Service Area Council members and to ask for any support they could give us, not only financial support, but also to encourage employees to volunteer to be Mentors.

At the time of these meetings, we had 23 applicants looking for Mentors and 17 Mentors signed up to participate. We did not want to turn anyone away, so we were also asking for them to look into their divisions and offices to find employees who embodied the skills required of a mentor: good communicator, motivational, inspirational, supportive, and a good listener. They responded positively and we were able to find a Mentor for each applicant!

Our next tough hurdle was trying to run the program without sacrificing the past successes — i.e. speakers, learning events, etc. Because of the past success of the ANM Mentor Program with TWO and PWC, we were able to secure key speakers and instructors that truly believe in our program and were willing to do anything to help us succeed (including lowering their fees). Thankfully, because of the support received, we were able to host the program again this year.

On July 30th, we held our graduation ceremony celebrating 21 graduates. In attendance we had the Graduates, Mentors, Immediate Supervisors, Speakers, Instructors and our new Assistant Regional Administrator attend, who was very impressed with our program. We reviewed the requirements for graduation, the learning events offered and shared some of the successes a few of the graduates had, in part due to the program; most notably, a National Airspace Specialist was selected for a detail to be the FAA’s CFC Loaned Executive for this year’s campaign.

We not only provided certificates to the graduates, but also gave Certificates of Appreciation to the Mentors for their time, commitment and support. We also acknowledged the support of the Regional Administrator’s office for their support this year, which was difficult as they “changed guards” three times during this session. Each person who stepped into one of the key official’s offices was more than supportive and happy to see that this program was in effect and a success.

Days before graduation, we found out that HR will not stand up the ANM program next year. Instead, they are funding the on-line mentoring program. The volunteers involved in the Mentor Program for ANM already are working on ways to fund and administer the program next year so that this valuable program will not fade away.

A meeting is scheduled with the Regional and Deputy Administrator to discuss options on how to continue this program. I am confident that we will find a way to continue. This program is too valuable and necessary to let it fade away. We will find a way!

First Impressions
By Sarah LaPorte-Ostrander

Let me begin with introducing myself. My name is Sarah LaPorte-Ostrander and I work at Manchester Airport Traffic Control Tower in NH. I was hired by the FAA in May 2007, and had eight years previous air traffic experience in the United States Air Force. PWC didn’t come onto my “radar scope” until about a year ago. I like to say that’s when my dear friend Jane Kolias (the new RD for New England) planted the PWC seed. It sounded interesting, but I didn’t look too much farther into it.

So almost another year rolls by, with conversations here and there about the organization, but again, nothing really roped me in. Jane continued to water “the seed” and invited me to the conference in January. At this point, I was looking to get myself more involved in the air traffic community and it seemed like the perfect opportunity. So I said, “Yes! Why not?” I registered to become a member, and enrolled in the conference.

By now I had done more research into the association, but was still a little confused as to its main goals and purposes. What tangible results will I gain by being a member? Why spend the money just to receive a quarterly newsletter? There are plenty of associations that offer networking, mentorship, and camaraderie, BUT as I soon found out, it was so much more! There is nothing quite like PWC.

From the first step into the stunning Skirvin hotel, PWC alumni welcomed us. I felt like I had been a member all along. The upbeat, eager energy was contagious! The conference commenced with a packed week full of informative meetings about the association, enlightening trainings about the future of ATC and the FAA, and truly extraordinary speakers. I met so many wonderfully inspiring women and men in the aviation industry, including some of the founding members. I had the chance to sit down to dinner and hear their amazing stories.

This opportunity left me with a renewed feeling of pride in our career field, and a fresh understanding for what this organization represents. We ended the week with a bang at a banquet dinner, and danced the night away. I had a new appreciation for the saying “work hard, play hard.” It was a blast! These ladies know how to have FUN!

Ultimately, the conference recharged my ATC batteries. I left Oklahoma City with a completely gracious attitude. Nowhere else will you meet a more motivated, intelligent, encouraging group of air traffic controllers. My overall experience with PWC thus far is nothing short of impressed. If you are reading this, wondering to yourself if PWC is worth your time, the answer is yes. A million times YES! I can’t wait for next year in Albuquerque!
On July 1, 2009, President Obama signed into law S.614, a bill to award a Congressional Gold Medal to the Women Airforce Service Pilots (WASP).

A Congressional Gold Medal is an award bestowed by Congress and is, along with the Presidential Medal of Freedom, the highest civilian award in the US. The decoration is awarded to individuals who perform an outstanding deed or act of service to the security, prosperity, and national interest of the U.S. The WASP joins a list of recipients such as the Tuskegee Airmen, the Dalai Lama, George Washington, Rosa Parks, and many other significant persons in the history of our country and the world.

WASP was established during World War II with the primary mission of flying non-combat military missions in the United States thus freeing their male counterparts for combat missions. Its pilots were the first women ever to fly American military aircraft and flew almost every type of aircraft operated by the United States Army Air Force during World War II on a wide range of missions.

From 1942 to 1943, more than 1,000 women joined the WASP, flying sixty million miles of non-combat military missions. Thirty-eight (38) of them made the ultimate sacrifice for their nation in performing its mission. Of the women who received their wings as Women Airforce Service Pilots, approximately 300 are living today. Their contribution went largely unrecognized for years, not even being acknowledged with veteran status until 1977.

At the July 1, 2009 signing, President Obama and Rep. Ros-Lehtinen were joined by three members of WASP as well as five active duty United States Air Force pilots who have followed in their footsteps.

The names of the pilots in attendance are below:

**Women’s Airforce Service Pilots**
- Elaine Danforth Harmon
- Lorraine H. Rodgers
- Bernice Falk Haydu

**Active Duty United States Air Force Pilots**
- Colonel Dawn Dunlop
- Colonel Bobbi Doorenbos
- Lieutenant Colonel Wendy Wasik
- Major Kara Sandifur
- Major Nicole Malachowski

The groundbreaking steps taken by the WASP paved the way for hundreds of United States servicewomen combat pilots who have flown fighter aircraft in recent conflicts. Thank you for your service.
OLE! A DAY IN SANTA FE!

For those who would like to come early to the 2010 Conference, we’ve planned a Day Trip to Santa Fe for Saturday, May 1, 2010. Instead of driving, the Rail Runner will take us within a few blocks of the downtown plaza.

In addition to well-known shops, there are numerous galleries, museums, restaurants (Coyote Café, The Shed as advertised in Sunset magazine, December 2008), spas (Ten Thousand Waves, Downtown Day Spa), open-air bus tours, and more.

You’ll find works of local artists from many cultures. Return on the Rail Runner with treasures and memories as well as a desire to return. Warning: If you have enjoyed any local beverages, ride on the lower level as the upper level tends to sway.

This will be PWC’s first conference in New Mexico, the 47th state – do you know numbers 48, 49, and 50? Yes, it will keep you in the same country as Colorado, Oklahoma, Texas, and Arizona. Yes, English is the first language. And, yes, cultural diversity can be seen, heard, and culinarily enjoyed everywhere.

The state bird is the road runner – did you see the Rose Bowl Parade? Beep, Beep! The state flower is the yucca – not the laugh kind!

New Mexico is the only state with a state question: Would you like red or green? (You will learn more about this.)

The sky is an unbelievable blue and so clear. There are four seasons: sunny and windy, sunny and hot, sunny and cold, and sunny and just right. There is so much more to our beautiful state. We welcome your visit! Other facts about New Mexico:

• **October Balloon Fiesta**, hosted by Albuquerque, is the largest in the world.

• **Sandia Peak Tram** is the longest passenger aerial tramway, going 4,000 ft. vertically in 15 minutes.

• **White Sands Missile Range**, an alternate landing site for the Space Shuttle, was the site of the first atomic bomb explosion (Trinity Site).

• **Roswell** is the site of an alien visit in 1947 and celebrates UFOs annually.

• **Carlsbad Caverns** is the nation’s deepest limestone cave as well as the third longest.

• **Spaceport America’s** future site is in southern New Mexico.

• **During the Civil War**, both Confederate and Union forces occupied and fought for New Mexico Territory, but neither side claimed victory.

• **Santa Fe**, established in 1609, was the first Spanish settlement (Jamestown was the first English Settlement in 1607.)

**Sat. May 1**
Rail Runner trip to Santa Fe

**Sun. May 2**
Tethered Balloon Launch and Champagne Breakfast (tentative)

**Mon. May 3**
Board of Directors Meeting and Opening Fiesta Reception

**Tues. to Thur. May 4 to 6**
National Training Conference

**Fri. May 7**
PWC Board of Directors Meeting

**HOTEL INFORMATION**
Sheraton Hotel Uptown
2600 Louisiana Blvd NE
(505) 881-0000
Mention PWC BLOCK when making your reservation!