

# La Palabra

National Hispanic Coalition of Federal Aviation Employees

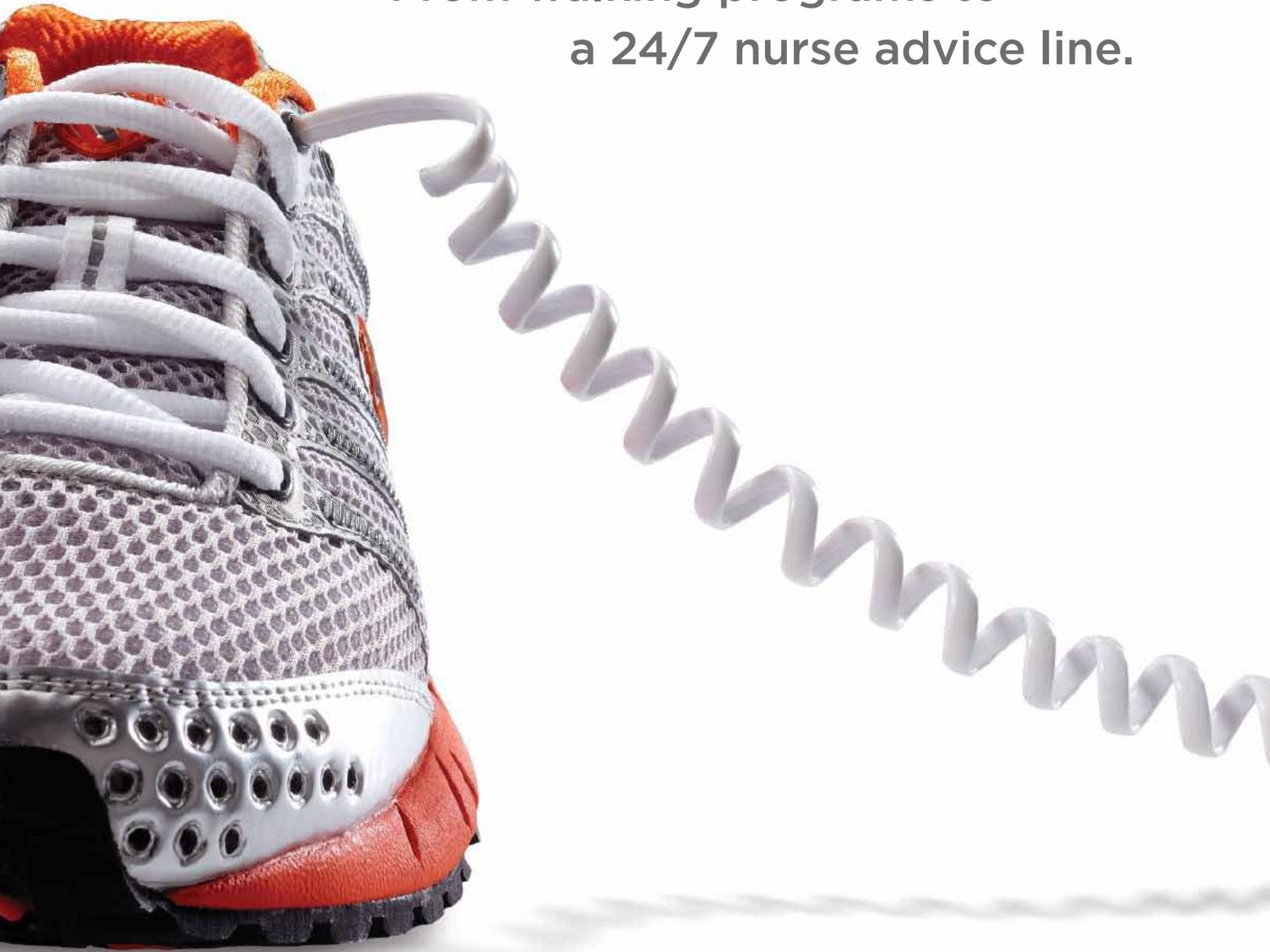


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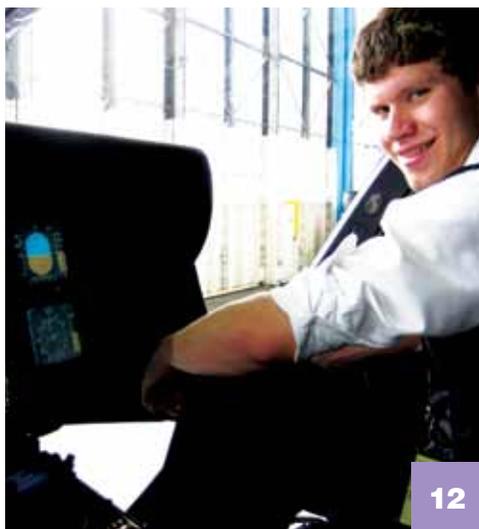
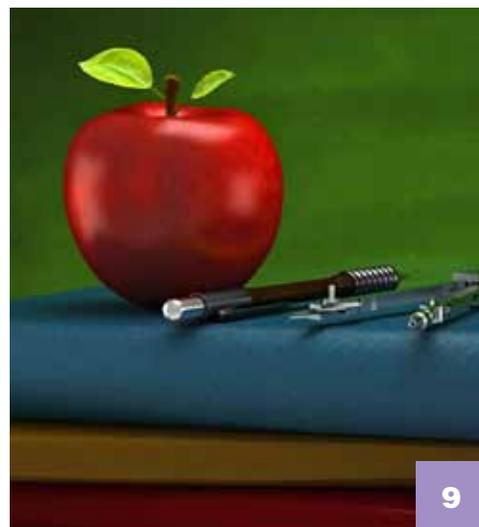
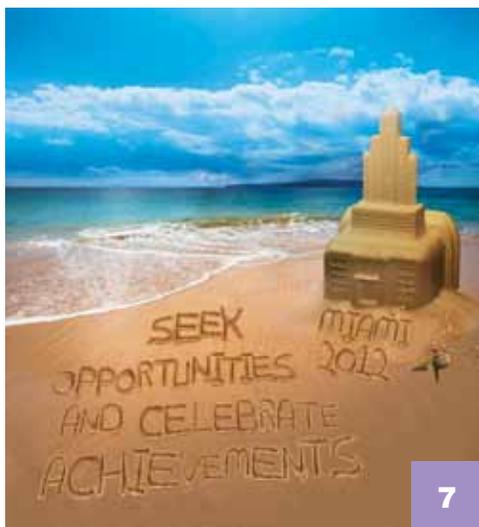
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**National Hispanic Coalition of Federal Aviation Employees**

**“Con Orgullo en Nuestra Hispanidad”**

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PO Box 23276  
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**Mission**

The National Hispanic Coalition of Federal Aviation Employees is a professional, diverse organization that focuses on advocating career placement and advancement through support, education and alliances.

**History**

Established in 1978 in an effort to provide a network for Hispanic employees of the Federal Aviation Administration (FAA) and the Aviation Industry. It became a national organization in 1983. Today, the Coalition is the chief advocate for issues affecting Hispanics in the FAA. The Coalition derives its support from membership dues, corporate sponsorship and private donations.

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Vice-President, Don Espinosa  
Special Assistant, Celsa Rodriguez  
Director of Administration, Erik Salazar  
Director of Education, Raquel Ysasi-Huerta  
Director of Public Affairs, Yadira Lacot

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# Message from the Vice President

As springtime approaches and we end the first half of our Fiscal Year, I want to give you a snapshot of some of the activities that the Executive Board has been involved in since our last edition of La Palabra. As we move forward into the second half of the year, we continue to focus on accomplishing our FY 2012 NHCFAE Strategic Plan Goals. The strategic plan is to assist the NHCFAE and its National Officers with a clearer line-of-sight in identifying and establishing objectives, initiatives and metrics that will enable the organization to adapt and improve its success. Each of the Chapters have been tasked to provide a Business Plan that follows six major initiatives. Metrics have also been established which will assist us in being a more efficient and effective organization. I urge you to contact your Regional/Center Director and ask how you can help.

## **Leadership and Career Development Advisory Committee**

In our Winter edition of La Palabra, our National President, Sadie Alvarado, made mention of the establishment of a Leadership and Career Development Advisory Committee (LCD AC). The LCD AC is comprised of leaders from the FAA's Employee Associations, SUPCOM, FAAMA and Special Emphasis Program Managers.

On February 14, the group presented a Recommendation of FAA Succession Planning Document to Mr. Rick Ducharme, ATO Deputy Chief Operating Officer. The document expressed their support for the establishment of a comprehensive and strategic succession planning program within the FAA. Upon completion of the briefing, Mr. Ducharme asked the LCD AC to develop a Proof of Concept that would serve as a 'Prototype' for implementing the recommendations. In March, I attended the LCD AC meeting in DC and the group chose to utilize a Talent Management Model where the recommendations can be grouped into four focus areas:

1. Succession Planning
2. Career Progression
3. Employee Development
4. Employee Selection

The Proof of Concept document would outline a proposed approach to the design, development and implementation of each focus area. It also describes the expected outcomes in terms of benefits to both the organization and employees, and the estimated time and resources required to develop and implement the programs. We will communicate more information on this very important succession planning program as it becomes available.

## **Newly Established Communication Committee**

I would like to thank the newly established Communication Committee. They have been working hard in leading the effort to establish the communication survey that was emailed to our membership in early March. You are our valued members and we want to make improvements in how we communicate internally



within our organization. Your input will be crucial in the creation of a more strategic and effective communications plan to improve our communication efforts. A detailed report will be provided at our 2012 Annual Training Conference in Miami, Florida.

## **Executive Board Meets in Miami, Florida**

In February, we held our 2nd Quarter Executive Board Meeting in Miami, Florida. The meeting was held at the Miami ARTCC where we collaborated with the facility management team and our local Southern Regional NHCFAE Members. In addition to working through numerous agenda items, we also met with the Conference Committee for this year's training conference. Congratulations to Ida Marrero, Yami Gonzalez-Iribarren and our Southern Regional Members for leading the effort of organizing the conference.

## **Mark Your Calendars for August**

Yes, it is that time of the year to start planning to attend our 2012 NHCFAE Annual Training Conference in Miami, Florida. This year's conference will be held at the JW Marriott Marquis Miami during August 7-9. Our Conference theme is "Seek Opportunities and Celebrate Achievements". Our Director of Education, Raquel Ysasi-Huerta is working on the conference agenda and I can assure you that it will be another outstanding training and networking venue. Look for a detailed article about our conference in this edition of La Palabra. I hope to see you in Miami at our 34th Annual Training Conference.

Sincerely,

Don Espinosa  
NHCFAE Vice President



# SPRING IS HERE

**S**aludos familia,  
Spring is finally here and with it, this edition of La Palabra. As you can see, our theme for this edition is about our upcoming Annual Training Conference in Miami, Florida.

Make sure you reserve August 7-9 to attend the conference. The conference committee is actively working on all the logistics to make this conference a great one! You will find more information about the conference right after this note. As a reminder, registration is now open. Visit [www.nhcfaeconference.org](http://www.nhcfaeconference.org) to complete your conference registration and hotel reservations; these must be done before July 16 for the discounted price of \$199.00 registration free and \$105.00 hotel rate.

As Co-Chair of the Communications Committee (Comm-Comm), I would like to thank everyone that took a few minutes to answer the survey. The group is compiling your answers and the overall results and feedback will be presented at our next Executive Board meeting in June, and then at the conference during the General Membership Meeting. Gracias!

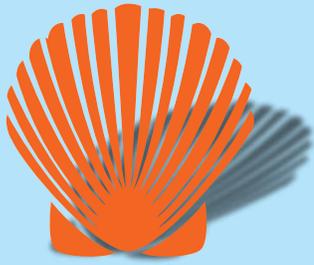
I would like to thank two of my loyal magazine contributors: Dr. J. Carlos Manduley and Alex Sotomayor. Thank you for your incredible support and amazing articles! Look for their articles in this edition. If you would like to be a contributor, please email me at [dopa@nhcfae.org](mailto:dopa@nhcfae.org).

Finally, I would also like to thank Ms. Lorena Salcedo that accepted to become my Special Assistant! She is a very talented individual and I am very blessed to have her working with me and the Coalition! Gracias Lore!

I do hope you enjoy this edition of La Palabra and also hope to see you at the 2012 NHCFAE Annual Training Conference in Miami, Florida. Remember to "Seek Opportunities and Celebrate Achievements" always!

Un abrazo,  
Yadira Lacot

National Director of Public Affairs



## Are you Ready for the 2012 NHCFAE Annual Training Conference in Miami?

By Oscar Torres, Conference Co-Chair

The NHCFAE prides itself in fulfilling its mission statement by providing its member the opportunities for career advancement. That being said, that time of the year is almost here for the NHCFAE Annual Training Conference. The conference and its 2012 theme “Seek Opportunities and Celebrate Achievements” are coming to the beautiful city of Miami, Florida.

What comes to mind when you think Miami? I am sure that warm weather, beautiful beaches and great food, but Miami’s vast and diverse Latino community will provide our members a great opportunity to be exposed to the cultures and fine cuisine of almost every Spanish speaking country in the planet. Miami and its residents will clearly make the NHCFAE feel right at home.

The beautiful JW Marriott Marquis Hotel in Downtown Miami will host our Annual Training Conference on August 7-9, 2012. Just 10 Minutes from Miami International airport and 35 minutes from Ft. Lauderdale-Hollywood International Airport, this award winning hotel with its 14 meeting rooms totaling 24,000 square feet will provide the NHCFAE all the necessary amenities to have a successful and enjoyable conference. After the daily activities, the hotel will provide all our members and guests great comfort with its deluxe guest rooms with a 42” plasma TV, feather beds and rich white linens. The hotel will also provide complimentary WIFI internet access to all our members and guests attending the conference. For all of you that would like to continue your workout regiments, the hotel’s fitness center and heated outdoor pool and sauna can fulfill all your exercise needs. If you choose to dine in, the hotel’s three restaurants will provide you with a variety of American, Mediterranean and International cuisine. Lodging costs in high profile and tourist cities like Miami can vary from moderately expensive to very expensive, but the JW Marriot Marquis Hotel is providing the Coalition an incredible government rate of \$105 + taxes per night. Rated hotels like the JW

Marriot Marquis can cost an average of \$250 to \$350 a night in downtown Miami. The great rate that has been obtained has allowed the Conference Committee the flexibility to keep the conference registration fee at the same rate as in 2011 for \$199. Visit [www.nhcfaeconference.org](http://www.nhcfaeconference.org) for registration information.

If you have attended previous conferences, you know that the training agenda will be full of useful material that provides all attendees with tools to enhance their careers with the Federal Aviation Administration. There will also be learning material that will grant all attendees credit in the FAA’s training and Learning Management System (ELMS). It will provide great input with its speakers from many areas of the FAA and from industries from around the country. In our 2011 conference in Washington, DC, we had the opportunity to have former FAA Administrator Randy Babbitt and current Administrator Michael Huerta attend our conference and hear from them directly and question them on what the agency is doing to promote diversity and in addressing concerns that affect our Coalition and its members.

If you have never attended a conference, it is highly recommended. The city of Miami already makes an attractive proposition to attend, with its turquoise water beaches, vibrant night life and amazingly diverse cuisine and arts, all mostly at walking distance from the JW Marriot Marquis Hotel. First time attendees will have the opportunity to meet our NHCFAE National leaders, FAA leaders and most importantly it will provide the opportunity to meet fellow members of the Hispanic Coalition from around the country who share the Hispanic pride and vision of the NHCFAE. You will be amazed with the diversity of our membership and their areas of specialty like Air Traffic Control, Engineers, Office of Flight Standards, Inspectors, Office of Civil Rights and many more.

The warmth of the Miami sun and what the entire city has to offer will leave a lasting impression on you. But you can rest assured that the educational information, friendships and networks that are created at our conferences will leave an impression that can last a lifetime.

Te esperamos!



## Leadership and Career Development Advisory Committee

By Sadie P. Alvarado, NHCFAE President

In the winter edition of La Palabra, I briefed on the Leadership and Career Development Advisory Committee (LCD AC). This Committee was conceived under the premise that the FAA can become such an organization by focusing and taking specific actions on:

- Talent management
- Proposed initiatives to implement corporately in succession planning
- Career progression
- Employee development and selection, including performance management.

The FAA's value of "people are our strength" helps develop and support a highly qualified leadership team that better represents the diversity of the nation; encourages qualified and diversified candidates for details, promotions and development programs; and ensures the FAA is a workplace that enables employees to reach their full potential. This approach will lead the FAA to provide a safe, efficient, responsive air transportation system that serves the nation and supports the global aviation community. The LCD AC developed recommendations to enhance career opportunities available to all employees, while improving the performance and safety of the ATO.

The LCD AC remains committed to requiring that talent management programs should be based on guiding principles including Human Dignity, Informed Consent, Justice, Integrity, Diversity, Common Good, Cultural Imperative and Equal Opportunity. The LCD AC seeks an ongoing role in ensuring their recommendations are implemented in alignment with its outcomes.

I also continue to work with my Employee Association (EA) colleagues on the AVS (Office of Aviation Safety) Diversity and Inclusion Tiger Team. The team's goal is to identify issues related to the less than expected participation rate of women and minorities in the FAA and discuss and recommend actions



to assist with reaching parity with the civilian workforce. This team continues to evolve and we are progressing to provide recommendations to AVS.

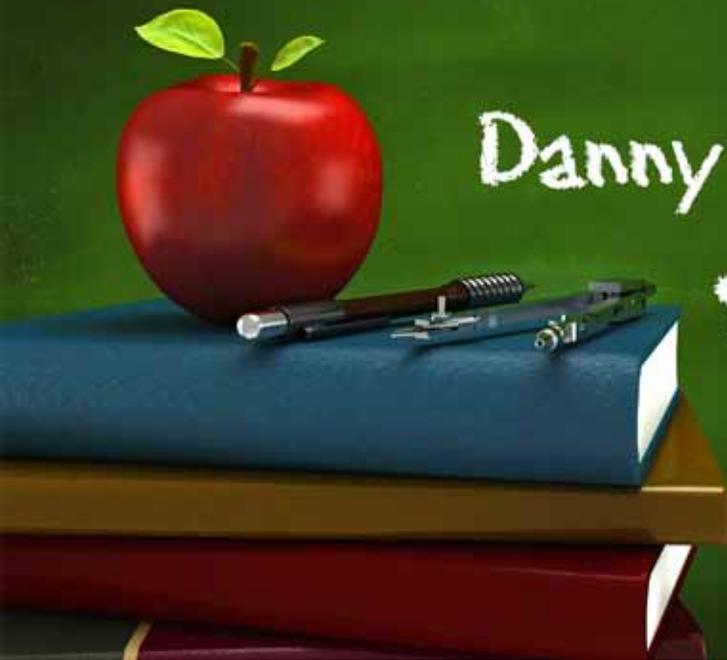
I make every effort to ensure we are at the forefront and working in conjunction with this administration to collaborate with other EA Presidents. We are making strides and being recognized as advocates for our constituents voices collectively at the highest level. During the 2011 FAA Administrator Awards, the National Employee Forum had the honor of receiving for the first time the FAA 2011 Keeping the Promise of Equal Opportunity Award. This proves that although systemic change will take time, we are making progress.

If you have any feedback or comments about this topic, please don't hesitate to email me at [president@nhcfae.org](mailto:president@nhcfae.org). I look forward to hearing from you!

Warm Regards,

A handwritten signature in black ink that reads "Sadie P. Alvarado". The signature is fluid and cursive.

Sadie P. Alvarado  
President, NHCFAE



# Danny Gutierrez Memorial Scholarship Program

By Raquel Ysasi-Huerta,  
National Director of Education

**T**he Danny Gutierrez Memorial Scholarship was developed to assist minorities and females in electronic and engineering majors, who need financial assistance to attend college. Each year, one scholarship is awarded to one individual who is studying electronics or engineering.

Danny was a friend and mentor to many of us with a passion to help those in need. He especially helped those whose dream was to achieve higher education.

The Danny Gutierrez scholarship was established in his memory, who on March 26, 2008 succumbed to a long battle with cancer. Danny was a member of NHCFAE for 12 years, 6 of those he spent in the position of Regional Chapter Director for the Western Pacific Chapter. He served 1 year as the Vice President to finish out a term that was left vacant and eventually became the National Director of Resources for 2 and half years, until the time of his passing.

He was born in Los Angeles and grew up in Ventura California. He came from humble beginnings. His parents were from a small town in Mexico and grew up with two siblings. He is survived by his daughter Dania. In 1980, Danny began his career in the Federal Aviation Administration after graduating from California State University Northridge with a Bachelor's degree in Electrical Engineering.

Danny believed the best way to help is to provide support and resources. He knew that we could make a difference "one person, one family at a time." On a regular basis, he attended career fairs in the Los Angeles area and was instrumental in helping to get Antelope Valley College as part of the Technical Operations- Collegiate Training Initiative (TO-CTI). The TO-CTI, formerly known as the Airway Facilities Collegiate

Training Initiative (AF-CTI), hires students from FAA-approved colleges and trade schools for entry-level positions in support of the following jobs:

- Airway Transportation Systems Specialist (Job Series 2101)
- Computer Systems Specialist (Job Series 0334)
- Electronics Engineer (Job Series 0855)
- Electronic Technician (Job Series 0856)
- Environmental Protection Specialist (Job Series 0028)
- Engineering Technician (Job Series 0802)
- General Engineer (Job Series 0801)

Danny's spirit of honesty, loyalty, humor and friendship is sincerely missed by those who had the honor of knowing him.





# Warm Outreach in Puerto Rico

By Roberto Villa, Technical Center Chapter, DRCD

Once again, FAA's Human Resources Management, ATO Diversity, and the William J. Hughes Technical Center joined efforts to assist in promoting the agency, aviation careers and raise awareness of internship programs at the 2012 Spring Job Fair held at the University of Puerto Rico, Mayagüez Campus (UPRM) on February 24.

The agency was represented by Kimberly Castillo, FAA National Hispanic Employment Program Manager (NHCFAE-Capital Chapter); Tammy Jones, Media/Outreach Strategist & Program Manager (AHR); Omar Merced, Systems Engineer at William J. Hughes Technical Center (NHCFAE-TC Chapter); and Roberto Villa, Computer Scientist at William J. Hughes Technical Center (NHCFAE-TC Chapter). We understand the importance to establish a connection with college students at events of this magnitude because it can potentially become the venue to a diverse pool of prospective employees, therefore increasing the Hispanic representation within the agency.

Students from a wide range of career majors had the opportunity to find out more about the agency and learn if their major matched with a possible FAA career. First time participant Kimberly Castillo expressed: "The students exceeded my expectations; they had a selling pitch that

can convince any Manager to highly consider the student. Aside from their professionalism, I was very impressed to see how many students asked about COOP and internship opportunities." Even though students were at different levels of studies, they all showed a genuine interest to learn how to become a better candidate when applying for an FAA job. Kimberly added: "The most exciting part of every career fair for me is to see freshmen students getting an early start to advance their educational and professional careers. Early education and apprenticeship is key to landing a Federal job!"

We welcomed over 150 attendees and not only did we share our FAA experiences as professionals, but some of us shared internship knowledge, as Kimberly, Omar and I are product of HACU & COOP internship programs.

The Technical Center Chapter appreciates the efforts coordinated by ATO Diversity and AHR in allowing us (Omar and myself) to participate and represent the FAA. It is events like these that allow us to show our commitment in helping the agency identify highly qualified Hispanic candidates for a greater minority representation with the FAA. My co-participants and I hope one day to have some of these students as our co-workers and fellow NHCFAE members! Thank you Kimberly, Tammy and Omar!



## My ELP...EnRoute

By Bernice Merly, Technical Center, Director of Resources

Hello again! In the last edition of La Palabra (Winter 2011 edition, page 25) I shared with you my experience on my selection to participate in the Executive Leadership Program (ELP). That was my departure on this challenging journey and now you are finding me at the EnRoute part of this flight.

ELP is an intensive nine-month long leadership development program designed to develop future public service leaders through assessment, experiential learning, individual development activities and opportunities. As you already know, I have to complete a Team Project, three book reports, three-day shadowing assignment, five Executive interviews and an eight-week developmental assignment. I am doing all that at the same time as I am improving the following three competencies: written communication, customer service and entrepreneurship. ELP will be as easy or difficult as you make it for yourself. This program requires my focus, commitment, and hard work.

During orientation week in September, I started a list of people I was planning on contacting. I always knew who I wanted as my mentor, but was undecided on who to ask for interviews. One of them on my list was Miriam Santana, Manager of the General National Airspace System /Combined EnRoute Radar Approach (GNAS/CERAP) in Carolina, Puerto Rico.

I remembered an article from the Spring 2011 edition of La Palabra. The NHCFAE in partnership with the ATO Diversity went to the 2011 Spring Job Fair at the University of Puerto Rico, Mayagüez Campus. How can I forget my Alma Mater? I knew every member of that group including Jonathan Lugo, who was an intern in my branch and once he graduated we were able to hire him permanently. I did not know Miriam Santana, so I contacted José and Jonathan and they described her as this great Manager always wanting to help everybody. I already had personal plans to go to Puerto Rico and spend the Thanksgiving Holiday with my family so my timing could not be better. After several email exchanges we agreed on a date for the interview.

While planning my interview with Ms. Santana, I asked her if there was a chance to fulfill additional ELP requirements at the CERAP during my stay in Puerto Rico. She was graceful enough to coordinate an interview with Edward Woods, Air Traffic Control Operational Manager at the San Juan CERAP. She also made arrangements for me to do a one-day shadow with Christopher Rodríguez, Environmental System Support Center Manager. Some people might find it strange that I used my own personal time to work, however, this trip to my beautiful island is one to be treasured for the rest of my life.

Vacation is over and as I return to New Jersey, I have a little-big problem: I do not have my Developmental Assignment setup yet, and I had no idea of what to do for it. In an FAA Daily Broadcast email distribution I found a job announcement as an Airway Transportation Systems Specialist (SSC Coordinator) at the Atlantic City International Airport (ACY) Traffic Control Tower. It was a temporary position not to exceed two years. I only needed 8 weeks and as a bonus my daily commute would be cut in half, so this was perfect!

Well, maybe not. I did not meet the minimum requirements for the position, but that did not stop me. I contacted the announcement HR representative and I was able to get in touch with Mr. Martin DePoint, the ACY SSC Manager. After a few emails and a quick phone conversation, Mr. DePoint agreed to work with his crew for my Developmental Assignment. As surprised that I was it all came together and it was all organized in no time. It is amazing what you can accomplish if you just simply ask.

As I write this article you find me half-way thru my Developmental Assignment and I must say I am learning much more than I originally expected. The ACY Airport Traffic Control Tower is very small, but an operational site nonetheless. This assignment is a complete departure from my regular job at the Technical Center and I am having a blast!

I have accomplished a lot, but this trip is not over yet. Stay tuned for the next edition of La Palabra when I will be landing in Towson, Maryland for ELP Graduation Week. See you soon!

# Who is Kenneth Reyes Loring?

## The Journey of an FAA Student Mentee during the 2011-2012 Academic Year

This is the story of Kenneth Reyes Loring (“Kenny”), a high school student from Cedar Cliffs High School, Cumberland County, Pennsylvania, of Puerto Rican, Chinese and Irish-American descent. Kenny’s perseverance, unconditional commitment, enthusiasm and high career aspirations for a bright future in the field of aviation and aerospace, led him to participate in the FAA Experiential Student Mentorship program during the spring 2012. Kenny’s hard work and dedication resulted in his selection as a student mentee during his last academic semester at the FAA Flight Standards District Office (FSDO), in Harrisburg, Pennsylvania.

### The FAA Experiential Student Mentorships Program

The FAA Experiential Student Mentorships Program (“ESM”) is just one educational component of the FAA Educational Partnerships Initiative (EPI) that the Office of Civil Rights National Outreach Program for Diversity and Inclusion (ACR/NODI) in Headquarters launched in the fall of 2010. Through this initiative, the FAA took a leadership role in the federal government by encouraging public school systems and institutions of higher learning to provide experience to—and benefit from—quality students.

ESM offers an excellent opportunity for students from diverse backgrounds to acquire valuable career awareness, professional and leadership experience skills. These student mentees often pursue careers in aviation, aerospace, air traffic control and other agency’s mission-critical occupations. However, some choose other career paths in the science, technology, engineering and mathematics related fields.

ESM program emphasizes serving students from Washington, DC; Baltimore; suburban Maryland; and Northern Virginia areas.

Kenny’s experience provides a great example of the great success of our ESM program. Last summer and early fall, we began receiving emails and phone calls from the Harrisburg FSDO and from other interested staff regarding ESM and Kenny.

I recently asked Kenny if he was willing to share with me what compelled him to consider a career in aviation and his involvement with the ESM program at the Harrisburg FSDO. Kenny credits his high school counselors and his family, in particular his mother, father and maternal grandfather, and told me that he is extremely proud of his family ancestry and ethnic heritage.

### Importance of Kenny’s Senior Project

In 2011, Kenny remembers signing up for a class at his school called “Senior Project,” and he hoped for his project to become very special. He wanted his project to have an everlasting effect on him and his career decisions. As part of this school assignment, Kenny was assigned to an Air Traffic Control Tower about 15 minutes from his house. However, Kenny hoped for something different and decided that he wanted to pursue a different path.

It was then that Kenny visited the Harrisburg FSDO and thought he had little chance of actually being accepted there. That is where he met Mr. Elbert Bush for the first time. At the time, Mr. Bush was the

FSDO Manager. Kenny said that “I was very surprised when he (Mr. Bush) greeted him with the utmost respect.” Kenny also stated that Mr. Bush stretched out his hand and told me that he would do his best, and that if I really wanted it, that he would be able to make my project a reality. “Mr. Bush worked very hard with me, as well as with the ESM management in AWA, and started to get the ball rolling on this new and very exciting experiential mentorship program.”

Once Kenny finally got accepted into the new and competitive FAA ESM Program, Mr. Bush had left the FSDO, and he was then turned to a man named Eric Manchon who was now Kenny’s new mentor. In fact, he was the Assistant Manager at the facility. “He gladly took me under his wing and was determined to get me involved in a vast variety of aviation and aeronautical influences to help me get a taste of the aviation industry, from every perspective. His hard work and dedication to helping me as a student was incredible, and he set up things for me to see that not everybody gets to see in their lifetime”. Kenny said that he has been to countless facilities and hangars all around his area. He also highlighted that “Eric took his own time and resources to help out students he really did not know very well until now, and this says a lot about his compassion for new aviation enthusiasts, as well as his incredibly hard work ethic.

### Relevance of the Assistance, Commitment and Support from FAA Managers and Employees

While at the FSDO, Kenny has met some very committed, respectable and influential managers and employees. For instance, Kenny met Gary Martin, an Aviation Safety Inspector (ASI) specializing in airworthiness; Ron Forsyth, an ASI specializing in operations, Mr. Eric Manchon and previously, Mr. Elbert Bush, Dr. J. Carlos Manduley, Senior Adviser for Educational Partnerships, FAA Office of Civil Rights in Headquarters, among others.

According to Kenny, all of these individuals have been incredibly helpful to him during the entire ESM program, and without any of these friendly and caring people, he would not be experiencing half of the things he is in this program. He said that “it is not only these men though, who are helping me. Everyone who works at the FSDO welcomed me with open arms ever since the very first day I became a mentee there, and that is one of the best feelings you could ever imagine” In addition, they would always ask him if he needed any help, or if he had any questions about anything, and if he did, they would stop whatever they were doing, and help him fully understand what he was struggling with.

The bottom line, says Kenny, is that everyone who works at the Harrisburg FSDO helped him greatly and gave him the experience of a lifetime, and he cannot think of a way to repay and thank them enough. Kenny wishes them to know that “I would like them to be aware that when I reach my goal, and live my dream, that each and every one of them had some part in making one student’s love for aviation come to life”.



Some of the practical activities, direct participation and observations completed and/or experienced at the FSDO by Kenny comprise the following:

- Surveillance of a Parachute Riggers test course
- Investigation of aviation occurrences and incidents
- Pilot responses to special disorientation utilizing a Barany Chair
- Development of a filing system for Air Carrier Check Airmen
- Administrative pilot certification actions and the reexamination process of airmen
- Surveillance of a 14 CFR part 145 Repair Stations (Avionics and Airframe)
- Tour of the Pennsylvania State Policy flight department
- Tour of the Pennsylvania Army National Guard Flight Facility at Capital City Airport
- Tours of the Air Traffic Control facilities at the Capital City and Harrisburg International Airports, to include the Harrisburg Terminal Radar Approach Control Facility.

Kenny also cited some of the “best outcomes” of the mentorship program:

- The FSDO has a wide variety of aviation experts from every type of background, and they all have gladly shared their many experiences.
- Fortunate to get a “once in a lifetime” chance to see aviation, not only through the pilots’ eyes, but through the controllers, the mechanics and everyone else’s eyes.
- Learned a lot about aviation laws and regulations, and why they are in place.
- Obtained a raw experience and hands-on involvement.
- While serving as an FAA student mentee at the FSDO, Kenny

was also accepted into Embry-Riddle Aeronautical University in Daytona Beach, Florida for a Bachelor’s in Aeronautical Sciences.

- Kenny was a member of the Varsity Soccer and of the Junior ROTC Raider Team, including an active membership in the German Club at school.

Overall, Mr. Manchon expressed what have been Kenny’s personal achievements and accomplishments to date while serving as a student mentee in the FSDO.

He said that “it has really been a great pleasure having had Kenny Loring here at the Harrisburg FSDO as part of the FAA’s Experiential Student Mentorship Program.” Furthermore, he said that it is “really refreshing to see a young man with a goal and direction in life, and somebody that is willing to take that extra step to broaden his exposure to a field of expertise such as aviation.”

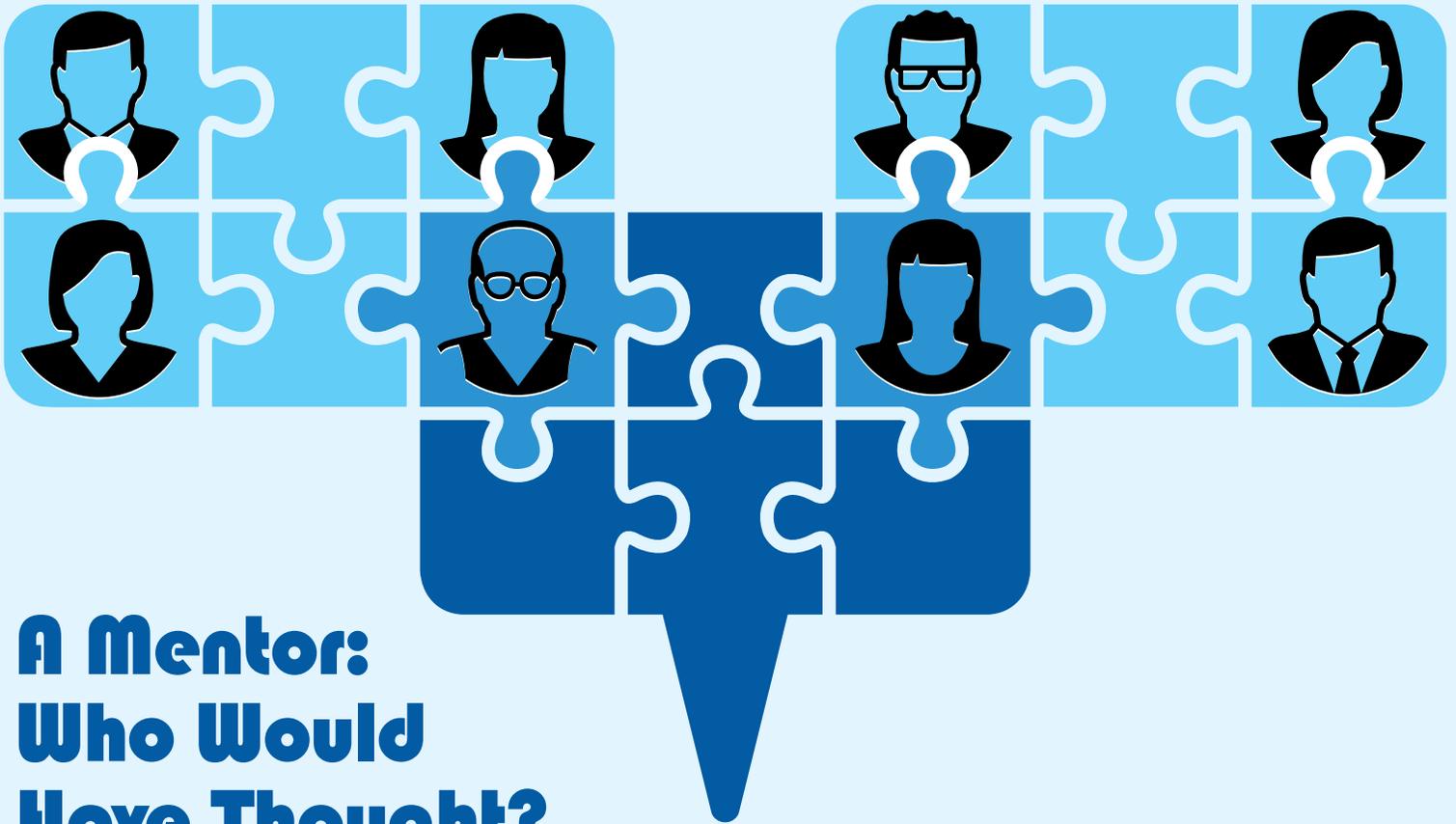
Moreover, Mr. Manchon highlights that, during Kenny’s time at the FSDO, working alongside the Aviation Safety Inspectors (ASIs), has given Kenny the insight into the many facets of the FAA; an insight that most people within the aviation industry will never see in their careers.

Lastly, the FAA Office of Civil Rights National Outreach Program for Diversity and Inclusion in Headquarters wishes to convey its warm appreciation and thanks to Mr. Elbert Bush, former Manager at the FSDO; Mr. Manchon, to the ASIs and to all the employees and staff at Harrisburg for a job well done during the mentorship!

Thank you Kenny Reyes Loring for your hard work and best wishes for a rewarding and fulfilling educational experience at Embry-Riddle!

Dr. J. Carlos Manduley, Senior Adviser for Educational Partnerships and Coordinator, FAA Experiential Student Mentorships Program, National Outreach Program for Diversity and Inclusion, FAA National Office for Civil Rights, Washington, D.C. wrote this article. For more information on these programs, please contact [carlos.manduley@faa.gov](mailto:carlos.manduley@faa.gov).





# A Mentor: Who Would Have Thought?

By Raquel Ysasi-Huerta, National Director of Education

Some people think that in order for someone to serve as your mentor you have to have a formal process in place. A formal process has its advantages, but may not always be available to you. You may have many mentors in your day to day life and you just don't realize it. I know there have been a few individuals who I have reached out to because I felt that they could really help me achieve something I was working towards. But it is the individuals who, though you don't realize it, are mentoring you that really have an impact on your life.

Sometimes you find yourself working with an individual or a group of individuals who may not see the world as you do or you may not be as polished as they are. When you begin your working relationship you may have reservations of how things are going to work. However, if you are as fortunate as I have been to work with individuals who are dedicated to their job, always goes above and beyond to do more than just the bare minimums, and who push you to go beyond what you think your limits are, these individuals are not pushing you to be mean or trying to belittle you. These individuals are only sharing their knowledge and work ethics with you.

While you are working with them, you may not realize they are teaching you how to give all that you have. This is accomplished by ensuring that you learn to not only do what you have to do to get the job done, but you also learn

why you are doing it and what consequences there might be if you don't ensure to do everything right.

I have worked with many people in my 27 years in the FAA many of these individuals have help me to grow professionally and personally but there is one individual who has really made a difference in my life. This individual has lead me in the right direction to go to find the answer I am looking for, but also has taught me to go above and beyond. To look at things in its entirety, to always ask yourself: "okay if I was the one looking for information would I be satisfied with the answer I am about to give." And if I wouldn't be happy, then neither would the other person. The working relationship I have with this individual and others has been great.

I always tried to do my best no matter what I am doing, although sometimes I don't realize that these individuals are mentoring me to achieve and give all that I can. So as I said in the beginning, you don't have to have a formal plan in place to be mentored by someone. Take a look around; there just might be a person mentoring you right now and you may not even realize it.



## Five Steps to Organizational Success

By Alex Sofomayor, MMAC Chapter

### 1 Create and Incessantly Communicate the Organization's Mission, Vision, and Values

To be a successful organization, an organization's leaders and its members should be well informed of the organization's mission, vision and values. The opportunity to publicize the organization's mission, vision and values should be taken at every opportunity. Business cards, logos, letterhead, posters, emails, websites, Facebook pages, Tweets and meetings should prominently display an organization's mission, vision and values. Everyone should know the organization's mission, vision and values. For us, "the NHCFAE is a professional diverse organization with the mission of advocating for career placement and advancement through support, education and alliances" (NHCFAE.org). The NHCFAE vision is to be the leading Hispanic employee association among all federal government agencies, recognized and regarded for its educational, recruitment and career advancement initiatives. Among others, the NHCFAE values I see lived out every day by its leaders and members are diversity, inclusion, professionalism and excellence.

The clear identification of an organization's mission, vision, and values will guide its actions to creating and maintaining a Constitution, By-Laws, Standard Operating Procedures and other governing documents in addition to identifying projects, products, and events the organization desires to support.

### 2 Be Willing to Accept Calculated Risks

A successful organization is willing to take calculated risks. Anyone in an organization should only take risks that support the organization's mission, vision and values. Risks must be calculated and known, as much as possible, with risk mitigation plans in place should the risks begin to materialize or actually appear.

Now that we know why we exist (mission), where we want to be (vision) and how we are going to get there (values), we begin to execute plans. Plans are risky because our resources are constrained. We do not have an unlimited amount of time, money and people. With that in mind, we should not feel overwhelmed. Instead, we must take calculated risks to support the organization's mission, vision and values. To take calculated risks, we must first be prudent and take the time to think before taking action. Taking the time to think with others that share the organization's mission, vision and values is one of the best ways to optimize a plan. Beyond that, taking the initiative to know how to perform technical analysis of business plans and decision options is the next step. Knowing what the Time-Value-of-Resources are, how to quantify a Return-on-Investment, design a Decision Tree, perform a Purchase-or-Lease Analysis, or even a Monte Carlo Analysis are just a few of the technical tools we have to make plans with calculated risks.

### **3 Create Collaborative Partnerships with Other Successful Like-Minded Organizations**

We all know that there is strength in numbers and that teamwork is a force multiplier. We know that coordination can make things happen quicker and we know that cooperation can bring out the best in us. To be successful today, organizations should seek collaborative partnerships. In the *Collaboration Handbook* by Michael Winer and Karen Ray, collaboration is presented as a more intense, durable and pervasive relationship than coordination or cooperation.

Indeed, we have a tendency to think that if we are coordinating, cooperating or just working with another organization that we are collaborating with a partner. The reality is that collaboration is a much more serious relationship than just coordinating and cooperating. A collaborative partnership is identified with partners committing to common mission, vision and values along with shared short-term and long-term goals. All partners in a collaborative partnership contribute resources, share information, share leadership and share rewards resulting from the relationship. To have an effective collaborative partnership, a philosophical agreement on mutually shared mission, vision and values should exist between the partners to achieve common goals. Absent this agreement, the relationship is less than collaboration.

Finally, a collaborative partnership should be written down in the form of a charter or a memorandum of understanding which provides the rules governing the collaborative partnership. The document governing the relationship should include the mission, vision and values of the partnership along with short-term and long-term goals, timelines and milestones, members and membership policies, roles, responsibilities, contributions and shared leadership. Additionally, communication, decision-making, financial obligations and conflict resolution should also be part of the document governing a mutually beneficial collaborative partnership. The NHCFAE has partnerships with various public and private organizations. These collaborative relationships are valuable to the long-term viability of any organization, including the NHCFAE.

### **4 Create as Flat an Organization as Possible**

Today's competitive environment calls for flat organizational structures. Organizations have a tendency to put layers of bureaucracy in place that affect the speed and agility needed in today's fast moving information age. When organizations put layers between the person getting the work done and management, it can sometimes make getting anything done such as improvements at the customer level very de-motivating. Creating a Talent Management Strategy where an organization hires the right persons for the right jobs at the right time and empowers employees to make as many decisions as practical can lead

to a lean, effective and efficient organization known as a flat organization.

A flat organization means that there are very few or no levels of management between person doing the job and management. The risk here is that staff personnel have decision-making authority and responsibility. In a flat organization, well-trained personnel make daily decisions in accordance with management policy. The benefits or consequences of those decisions need to rest with the person making the decisions. In this environment, persons have a tendency to be more productive because there is an interest and accountability in making a successful organization.

There are many advantages to being structured as a flat organization, no matter how "large" the organization is. A flat organization is characterized with effective, clear and quick communication. A flat organization adapts to change quickly and effectively. Another advantage of a flat organization is less managerial overhead and a more accountable organization. To me, the NHCFAE is a flat organization. Our Executive Board is accessible directly or through the leadership at each Regional Chapter.

### **5 Have a Succession Plan**

In a flat organization, one inherent risk is losing key personnel critical to business operations. To minimize that risk, successful organizations have a succession plan for all critical positions in the organization. A successful organization motivates everyone to contribute to the success of the organization and at the same time does not have to depend on any one person or group because the organization consists of cross-disciplined teams capable of adapting to the needs of the organization. Each person in a successful organization should be able to tell who they can delegate their job to 100 percent and KNOW that it will be done just as good if not better than at present. Each manager should know what critical roles each person in their organization performs and who can back them up with little to no notice at all. As a manager, I have had to deal with sudden family emergencies, medical retirements and the greater need of the organization. Statistics show that about 64 million persons, or 40 percent of the total workforce, will be ready to retire by the year 2020 – only 8 years away. Considering that some roles in a successful organization can take years to master, succession planning needs to start today for every role and responsibility the organization has. This requires mentoring, training, assignments, details and an opportunity for each person in an organization to be multi-disciplined in several jobs critical to the organization.

# The Gift of Time

# 12

## Helping our Familia!

The FAA offers a wide array of programs aimed to help our peers when most needed. The Voluntary Leave Transfer Program (VLTP) allows federal employees to donate leave hours to people undergoing health issues and do not have enough leave time.

A few of our NHCFAE members have been experiencing health issues and could use donated leave hours until they are able to come back to work. These are: Luis Camacho, AEA and Doreen DelGais, ASO. This is the official web link for the Voluntary Leave Transfer Program:

<https://ahrweb1.faa.gov/ovltp/index.cfm?here=home>

Donors need to be registered to do it online.

- Click on "Site Registration/Login" on left margin,
- Click on "Request Login".

Once you're registered logged in:

- Click on "Recipient's List And Online Donations"
- Pick "FAA Technical Center" and click on "Submit"
- Find 'CAMACHO, LUIS' 'DELGAIS, DOREEN' on the list.

Let us continue helping our familia through any means possible; and here is one!

## New Members! Welcome to NHCFAE

**Julie Carrion (ACT)**  
Secretary  
Atlantic City, NJ

**William Pomaes (ACT)**  
Common ARTS HW Terminal Simulation Lead  
Atlantic City, NJ

**Clyde Lewis (ASW)**  
Management and Program Analyst  
Fort Worth, TX

**Nicholas Diaz (AGL)**  
Air Traffic Control Specialist  
Wheeling, IL

**Araceli Rivera (AWA)**  
Management and Program Analyst  
Washington, DC

**Danilo Wiliams (ASO)**  
Airway Transportation System Specialist  
Hampton, GA



## John Melecio Takes Command of ATCT at San Juan's International Airport.

By Juan Fuentes, ASO

John Melecio, the new Air Traffic Manager at San Juan Airport Traffic Control Tower (ATCT), hit the ground running as he reports for duty. On Tuesday, March 13, his first day on the job, John held an All-Hands meeting and personally greeted a good number of the employees that came to welcome the new manager and ask questions. He also had transition meetings with the newly elected NATCA San Juan Local President, Tamara Sabalier and the Front-Line Managers (FLM) Jacinto Matias and Hector Quirondongo. Over the next two days, he held another All-Hands meeting and presented a 25-year Service Certificate and pin to Certified Personal Controller, Tito Mejias. He also attended a safety meeting sponsored by the Puerto Rico Ports Authority where he had the opportunity to meet most of the airport's key personnel and tenants. John was enthusiastic and energetic as he got to know the people that he will be working on a day to day basis.

The South Florida District is happy to welcome John to his new position in San Juan. Prior to reporting to the new position, John was a Front-Line Manager at Boston's Logan ATCT, where he also worked in the Quality Assurance area and was a CPC. He was also a CPC at Craig ATCT in Jacksonville, Florida, Beverly ATCT in Massachusetts and at the Lakeland Sun 'n Fun Fly-in, where he has worked as a controller and received the "Rookie of Year" award and later as an FLM. John has provided leadership in many other roles and collateral duties, including NATCA Facility Representative at Boston ATCT; Hispanic Employment Program Manager for the New England Region and participating in the development of LAHSO procedures and RNAV procedures at Boston (ATCT). John is a former U.S. Marine Corps Officer and holds a Juris Doctor degree from the Massachusetts School of Law as well as a Bachelor of Science in Aviation Administration from Embry-Riddle Aeronautical University.

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# 2012 NHCFAE Elections

By: Shirley Hingada, Elections Chairperson

This year, the National Hispanic Coalition of Federal Aviation Employees (NHCFAE) is holding elections for National Vice President, National Director of Resources and National Director of Education at our 2012 National Annual Training Conference.

Candidacy letters were received per Elections and Voting, Article 10A, Section 9, of our Constitution and Bylaws. As a result of the candidacy letters received, the three national officer positions are running unopposed. Article 10A, Sections 5 and 10 prohibits write-in nominations or late entries. Therefore, ballots are not required. Following are the candidates:

National Vice President—Donald A. Espinosa

National Director of Resources—Carmelo M. Borges

National Director of Education—Raquel Ysasi-Huerta

The elections will become final and binding at the 2012 General Membership Meeting at the NHCFAE Annual Training Conference in August 7-9, Miami, Florida.

## Donald A. Espinosa

Don has been an NHCFAE member since 1985 and has served as the National Director of Education, Regional Center Director, and Special Assistant to the President, and has chaired numerous NHCFAE committees.

He's originally from Pueblo, Colorado where he began his government career as an Electronics Fire-Control Systems Specialist with the Department of Defense after graduating from high school in 1974. Don became employed with the Federal Aviation Administration in 1976 as a developmental electronics technician in Bismarck, North Dakota. After attending numerous training classes in Oklahoma City, he decided to make a career change to a Technical Operations Electronics Instructor at the FAA Academy. After working in Washington, D.C. for two years, Don returned to the FAA Academy in Oklahoma City as manager of the Technical Operations Branch. He is currently a Branch Manager responsible for providing technical training for our Tech Ops new hires, navigational, instrumental landing and radar systems in the National Airspace System.



## Carmelo M. Borges

Carmelo is an Accountant by trade. For the past five years he has been the budget analyst for the Assistant Administrator for Human Resources (AHR), providing stewardship and protecting the interests of AHR. As part of his duties, he formulates and executes AHR's budget allocations; he has funds certification authority for over \$20M annually for procurements, credit cards, and travel. Additionally, Carmelo has approving authority for procurements and has been a Contracting Officer Technical Representative (COTR) for the same time. Some of the benefits that many of FAA employees enjoy in passes through his hands, such as securing funding for programs like Child Care Subsidy and Employee Assistance Program, just to mention a few. For the past four years, Carmelo has been the Capital Chapter Director, where he effectively manages a budget of \$4,000 and was the Conference Chair of the 2011 NHCFAE Annual Training Conference held in Washington, DC. He also has 15 years of service in the U.S. Army as a Comptroller for DoD at all levels.



## Raquel Ysasi-Huerta

Raquel began her career with the FAA in January of 1985 as an Air Traffic Assistant in Grand Rapids, Michigan and after meeting her husband Raul in 1991, they moved to work at Detroit ATCT. Then it was on to Salt Lake City ARTCC, moving back to Michigan in 1998. Raquel worked at Pontiac ATCT, Lansing ATCT and finally at Lansing AFSS until 2005, when the Flight Service Option was contracted, and lead her to Albuquerque ARTCC. Although she was originally hired to work as a Secretary, in 2007, she transferred to the Training Department where she currently works as a non 2152 Training Specialist.



# FAANews

## ATSAP Helps Controllers Clear Up Albuquerque Call Sign Confusion

Source: ATO News



The Air Traffic Safety Action Program worked as intended at Albuquerque International Airport Traffic Control Tower, helping controllers make a risky situation safer before a serious accident occurred.

Through ATSAP reports, which are voluntary and non-punitive, controllers raised awareness of a safety issue with airport-vehicle call signs.

Drivers were assigned call signs based on the city department they worked for, and the numbers also served as their employee identification numbers. For example, electrician's call signs all began with 43, so one electrician might be 43-1 and another might be 43-2.

Because the numbers were based on departments, they could be very similar, with two call signs sometimes consisting of the same numbers in a different order, according to Andreas Sanchez, the tower's NATCA representative.

That's the situation controllers faced in an incident last year that helped the City of Albuquerque, which operates the airport, realize the numbers needed to be more distinct.

Drivers with the call signs 43-2 and 42-3 were both waiting to cross a runway at different intersections. A controller cleared one to cross the runway, and the other started to move.

The controller had to stop the driver before he entered the path of a landing airplane.

An ATSAP report was filed, and the incident was brought to the attention of city officials.

Bob White, air traffic manager at Albuquerque Tower and TRACON, let the city's airport managers know that controllers were aware of the problem. The filing of an ATSAP report highlighted the identified safety risk, and the urgent need for the city to make a change.

Previously the city had resisted the change because of the logistics involved in revising the employee ID number system.

Though the city had tried a revised set of numbers several years ago, the adjustment didn't solve the problem, White said. The city didn't include FAA representatives in the process. Controllers didn't see the logic in the new system, and it lost momentum and was eventually abandoned, Sanchez said.

This time the approach was different.

White, Sanchez, front line manager Matt Abeyta and controller Molly Maxton, with support from the ATSAP event review committee, held a series of meetings with the appropriate city authorities. They suggested possible fixes, and the city officials tweaked the suggestions to suit the city's needs.

"The biggest reason for the success is because so many people who could have been affected were sitting there when we had the meetings," Sanchez said. "Any problem that could have arisen, that person was there and we could resolve it as a group."

City drivers now use simple numbers without dashes as their call signs, for example, Airfield 1 or Airfield 2. (They still use old numbers as their city IDs.)

Sanchez said the new system is simple, easy to understand and, most importantly, safer.

“It works great,” he said. “It’s very simple. It’s just a standard number like you’ve used your whole life.”

There’s no longer a worry that Airfield 42-3 will take a clearance given to Airfield 43-2, he said. “Now if I say Airfield 12 or Airfield 15, you know exactly who I’m speaking to.”

## **FAA Leads Feds in Educational Partnership Initiatives**

The FAA and University of Maryland, College Park, have signed an agreement aimed at mentoring high-achieving students and encouraging them to pursue careers in public service and aviation.

The agreement, signed last Friday, pertains to the Federal Semester Program. The program welcomes students of all majors and assists them in finding one-semester mentorships at the FAA, where they can apply lessons from their studies to real-life situations while earning college credit.

Six students have been placed within the FAA: three in the Office of Airports; and one each in the Offices of Environmental Policy and Planning, Civil Rights, and Aviation Safety.

“This is a win-win program,” said Carlos Manduley, senior adviser for educational partnerships in the Office of Civil Rights’ National Outreach Program for Diversity and Inclusion, which is the lead organization within the FAA for coordinating the program. “Lines of business and staff offices do not pay anything at all to the students,” he added. “In fact, the students themselves register for this program, and, in

turn, they benefit greatly by gaining practical and leadership experience and by working with our various organizations.”

The mentoring program is just one element of the FAA’s Educational Partnership Initiative developed by Manduley two years ago. Through the initiative, the FAA has taken a leadership role among federal agencies in tapping institutions of higher learning to provide experience to—and benefit from — quality students.

The U.S. Office of Personnel Management, National Transportation Safety Board, the League of United Latin American Citizens and the Smithsonian Institution have each approached the FAA for briefings on the educational partnership initiative.

More agreements are in the offing with local colleges, including the University of Maryland Eastern Shore, Hampton University in Virginia, and Montgomery College in the Washington, D.C. suburbs. The FAA is also helping colleges identify grants, which could lead to even more educational opportunities with the FAA.

Manduley said he also is targeting high-achieving high school students for mentorships. He already has placed two high school students with the Flight Standards Office in Harrisburg, Pa. Last year, he placed three high school seniors from Prince George’s County (Md.) public schools in various ATO organizations at Headquarters.

In addition to Manduley, the FAA mentors are Donny Simons, air traffic manager at Reagan Washington National Airport; Danielle Rinsler, assistant manager in the Planning and Environmental Division; Jan Smith, Compliance and Field Operations in the Office of Airports; Julie Marks, program manager, Office of Environment and Energy; and Suzanne Simmons, management and program analyst in Aviation Safety.

## Recruiting the Next Generation of Aviation Experts



Rachel Shallcross's father — a Reagan Washington National Airport controller — set her career path.

She earned an associate degree in business management before deciding to enter the air traffic field. "It grew on me," Shallcross said. She enrolled in the Air Traffic Collegiate Training Initiative program at Miami Dade College in Florida for two years, joined the FAA as a Washington National controller in 2007, and trained for about a year on the job.

"I love it," Shallcross said of her career, before adding, "We need more ladies."

Shallcross shared her professional journey to the FAA as one of several FAA panelists — including two controllers, an environmental protection specialist, an aerospace engineer, and an information systems management and program analyst — who participated in an Aviation Day videoconference event to share information with students at Miami Dade College's Eig-Watson School of Aviation about aviation careers.

About 150 students, including middle school and 60 high school students who participate in Take Stock in Children, a Florida-wide non-profit organization dedicated to providing professional development opportunities to children from

disadvantaged backgrounds, as well as college students and campus staff, attended the event, said National Hispanic Employment Program Manager Kimberly Castillo, who mentioned that she is a 2003 Miami Dade graduate. The event was part of the Office of Civil Rights, National Outreach Program for Diversity and Inclusion's continued effort to use technology to expand its targeted outreach efforts to communities and educational institutions with high representations of minorities who might be interested in careers at the FAA.

"We hope that after this information session you will walk away with a greater understanding of FAA's day-to-day operations, and the impact you can make at the FAA," Castillo told the students.

Panelist Arisika DeLaney, also a Reagan Washington National controller, was an eighth grade math and special education teacher before she pursued a career in air traffic. To learn the terminology of the field, she listened to live air traffic transmissions online.

"You have to immerse yourself in the ATC world," DeLaney said. As part of her advice on working at the FAA, she told students she found a mentor and researched her area of interest.

Another panelist, Environmental Protection Specialist Stacey Zee in the Office of Commercial Space, said she came to the FAA "by chance" several years ago and now reviews commercial space launches and launch sites in such locations as Alaska and New Mexico for environmental compliance. She shared sage advice she received from a college professor — "No matter what you do, make sure you knock it out of the park."

The agency offers several internship programs, such as the Minority Serving Institutions, which target minority undergraduate and graduate students for internship opportunities, said Regina Jones, manager for corporate recruitment and marketing for the Office of Human Resource Management. ACR also offers an Experiential Student

Mentorship Program through a number of partnerships with high schools and higher education institutions at no cost to the agency.

The FAA hired a number of students as controllers following ACR's last videoconference with Miami Dade College, Eig-Watson School of Aviation, held in November 2010, said Washington National Airport District Manager Don Simons, the panel's moderator.

It was an internship at the Department of Transportation that introduced Management and Program Analyst Jacqueline Pino to the FAA. She interned at the FAA before later being hired in the Office of Human Resource Management. She encouraged students to apply for internships and other opportunities that might lead them to their ideal career.

"Apply," Pino said. "Get out of your comfort zone."

For more information on the Office of Civil Rights' National Outreach Program for Diversity and Inclusion, contact Miriam Vega at [Miriam.Vega@faa.gov](mailto:Miriam.Vega@faa.gov).



## Continued Targeted Outreach Efforts

*By Kimberly Castillo, Capital Chapter*

On April 5, FAA Focus featured an FAA targeted outreach effort to young women from middle school through college conducted by the Office of Civil Rights, National Outreach Program for Diversity and Inclusion (NOPDI). Following the

virtual panel broadcast from Washington, DC, to Miami Dade College in Homestead, Florida, a second panel discussion featuring FAA female employees in technical career fields took place at the college.

Among the five panelists were Ida Marrero, NHCFAE Southern Regional/Center Director and FAA Tech Ops Communication Supervisor. The panel was interactive and informative and the students enjoyed the opportunity to hear from the subject matter expert's journey to landing the career of choice with the FAA.

These two panels were part of the College Aviation Day educational outreach program. At the end of the day, the students were allotted time to visit exhibit booths and learn further about aviation career opportunities and student programs. This outreach effort was in collaboration with the National Black Coalition of Federal Aviation Employees, Miami Dade College, Take Stock in Children Foundation, and the FAA Office of Civil Rights NOPDI.

The above article is an example of one of the services provided by the Office of Civil Rights NOPDI. To learn about additional resources provided by the Hispanic Employment Program for managers, employees and prospective applicants on equal employment opportunities, professional development, training and partnerships, contact the FAA National Hispanic Employment Program Manager, Kimberly Castillo at [Kimberly.Castillo@faa.gov](mailto:Kimberly.Castillo@faa.gov)

Contact us to help with your targeted outreach efforts to the Hispanic/Latino communities!

## ATO Annual Occupational and Safety Health Report



February 14, 2012—Grace De La Cruz is the national program manager for the Environmental and Occupational Safety and Health (EOSH) Services and Facility Security Group within the Air Traffic Organization. Focus FAA recently interviewed Ms. De La Cruz about the FY 2011 ATO Annual Occupational and Safety Health Report recently completed by her office.

### **How much of the agency does the report span?**

The report spans compliance activities across the entire ATO, not solely Technical Operations. The report includes all three service areas, the Mike Monroney Aeronautical Center, the William J. Hughes Technical Center, and the Technical Operations EOSH Services and Facility Security Group.

### **What are some of the safety areas affecting the FAA and its employees?**

We have 31 safety areas covered, including fall protection, vehicle safety, electrical safety/lockout/tagout, fire life safety,

asbestos exposure, indoor air quality/mold, ionizing and non-ionizing radiation, and other environmental exposure risks.

In the EOSH Services and Facility Security Group, we typically classify safety areas into different categories based on the hazards encountered by employees in performing their duties. We see employees with higher risk jobs, dealing with safety areas such as electrical safety and fire life safety. We also see higher numbers of employees affected by hazards such as slips, trips, and falls that tend to occur with higher frequency across FAA. Our programs are geared to address both areas of higher risk as well as safety areas that can occur with higher frequency.

### **How do this year's findings compare with those from last year?**

The news is pretty good. Direct costs to the FAA for injury and illness cases declined by more than 50 percent, from roughly \$2.5 million in 2010 to \$1.19 million in 2011. Lost-time cases diminished by more than 20 percent, from 514 cases in 2010 to 399 cases in 2011.

In addition, the rate of days away from work — calculated according to the number of days per 100 employees — fell by almost 2 percent. Finally, the compensation paid by the FAA to employees who suffered injury or illness shrank by more than 31 percent to \$56.9 million last year, compared to about \$83.3 million the year before.

### **To what do we owe this year's success?**

We attribute much of this year's success to improved collaboration between our labor organizations and management, such as in the Safety Stand Downs in Technical Operations. Collaboration has played a major role in our statistical improvement in OSH compliance. In terms of impact, investment in better training for ATO employees and closer monitoring of employee safety and health programs resulted in significant year-over-year improvement in safety compliance.

### **In what areas do we need to improve?**

The top issue since 2003 has been broken bones and sprains, such as those that occur with slips, trips, and

falls. To address this issue, the EOSH Services and Facility Security Group is in the process of developing and implementing a program plan to increase awareness and reduce risks to employees. EOSH awareness training as part of a comprehensive safety communications plan must be an area of ongoing emphasis to ensure that employees are aware of safety guidelines and what to do in the event of an incident.

#### **What are your program's goals for the new year?**

Our goal will be to increase compliance activities to include all of ATO, not just in Tech Ops, including the awareness training and communications programs we manage. In 2012, we plan to establish a firm foundation for EOSH compliance across ATO.

Regarding individual EOSH compliance programs, we have national program goals established for each compliance area. Two key program-specific goals for CY 2012 include continued implementation of the 2010 ATO fall protection order and the issuance of the final ATO electrical safety order.

EOSH training programs are in transition as lead training responsibility is migrated to Technical Training for implementation. By moving this capability to Technical Training, training services will be provided through a single line of business, ensuring integrated training for employees.

#### **How do you train employees in such a tough economic environment?**

We use electronic tools such as the Electronic Learning Management System (eLMS), video conferencing, and distance learning, and we bring in trainers, often in-house resources, to FAA sites for local classroom training.

#### **How do you budget for training?**

Yes, the EOSH Services and Facility Security Group Manager, Rene Filipowski, continues to base budget requests on the highest priority programs such as electrical safety, fall protection, environmental compliance, mold, indoor air quality, and job hazard analysis. As is the case with many FAA programs, our program requirements far outpace our resources.

#### **Do you rely on innovation from your field offices?**

Absolutely! Partnership with field offices is essential for EOSH programs to meet goals and raise awareness. We strive to work cooperatively with field offices, unions, and FAA management to ensure that we continuously improve our programs. Field offices provide valuable feedback and input to our compliance programs, helping us to target services on areas of highest risk and greatest frequency. Furthermore, innovations in the field can be leveraged nationally, allowing us to save program dollars.

#### **What on-line sites are available for employees who'd like to find safety info?**

eLMS and ClarityNet programs have a variety of EOSH courses, and our EOSH Services and Facility Security Group KSN and intranet websites have useful information, as well as the Service Areas' intranet websites. For more information, go to the ATO's EOSH services website.

We continually stress the importance of training for employees, and we encourage both employees and supervisors to include safety/compliance courses in individual performance goals for employees. Employees should talk to their supervisors about courses to take to improve safety and increase compliance awareness across ATO.

#### **Is there anything you'd like to add?**

One of the challenges for FAA is to offset the loss of institutional and corporate knowledge as employees retire and new managers are introduced to FAA. Passing along institutional knowledge, including safety and compliance processes and procedures, remains an ongoing challenge across FAA.

We intend to partner with other lines of business to find more effective ways to pass along critical knowledge and skills to new managers. The Tech Ops Safety Stand Down, for example, remains a critical communications tool for us to share knowledge and information about employee safety and compliance programs, and we ask managers to encourage employees to participate in this semi-annual event.

## ATO Commits to Inclusive Career Development Planning

Source: ATO News

Top ATO leaders and representatives of the Leadership



and Career Development partnership signed a letter of agreement Tuesday on succession and career progression planning programs designed to identify diverse and inclusive pools of qualified, high-potential employees.

The LCD partnership consists of leaders from Employee Associations, the Supervisor's Committee, or SUPCOM, and FAA Managers Association as well as Special Interest program managers. They were charged last fall to address succession planning, career progression and employee development opportunities.

"I remain extremely impressed," Deputy Chief Operating Officer Rick Ducharme said after the group's presentation at Headquarters. "Our employees are energized and motivated to make a difference."

Leaders from several Employee Associations presented proofs of concept to Ducharme and ATO vice presidents for creating a succession planning program and implementing career progression in the ATO, outlining proposed initiatives and future steps.

To develop the proofs of concept, the LCD partnership met

with the Talent Management Office within Management Services and with public and private industry subject matter experts on leadership development.

According to Professional Women Controllers President Robin Rush, the LCD partnership creates informed stakeholders that give employees representation.

"This is a long-term, consistent investment in our future," Rush said.

Key pieces of the succession planning program include identifying, assessing, developing and selecting talented candidates for positions. The career progression planning process includes exploring career options; building a career path; and creating, developing and implementing a plan.

ATO Chief Operating Officer David Grizzle, who joined the group for the signing, commended the LCD partnership's plans.

"This so far exceeds the conceived boundaries of what we thought was possible," he said.

# Regional Center Directors' Monthly Report

## William J. Hughes Technical Center Chapter

by Roberto Villa, Deputy RCD

We are in quest to fill in the vacant position available in our chapter. Please contact us if you are interested in joining the coalition or stepping up to one of our positions.

### Chapter Board Officers

RCD: ..... Vacant (Roberto Villa, Acting)

RCDD: ..... Roberto Villa, 609-485-7076

RCDoR: ..... Bernice Merly

RCDoA: ..... Vacant

Chapter Website:

<http://www.wix.com/wjhtcnhcfae/techcenter>

### Announcements

The William J. Hughes Technical Center says farewell to Bobby Nichols in January after 40 years of service. Bobby was a Business Account Manager for the Center Operations Division, and was supporter of NHCFAE Technical Center Chapter. The chapter congratulated him on his new journey of retirement and thanked him for his integrity and dedication.

### Membership Updates – FY12 2nd Quarter Technical Center Chapter Welcomes

#### Associates

Hector Gaud, Computer Scientist  
(Renewal–January 2012)

Daniel Ibañez, Computer Scientist  
(New–March 2012)

Hector Bonilla, User Support Technician  
(New–March 2012)

#### Active:

William Pomales, Computer Specialist  
(New – February 2012)

Julie Carrión, Office Assistant  
(New–March 2012)

### Chapter Membership Drive & First Command Event

With help from active chapter members Bernice Merly, Omar Merced and José Pérez, the Technical Center Chapter held a 2-Day Membership Drive on March 13 and 14 during lunch

time. The Chapter utilized NHCFAE's Tool-Kit to create CDs as membership packages tailored with basic information for newly registered members.

The Technical Center Chapter has established a good relationship with the National Aviation Facilities Experimental Center (NAFEC Foundation – original name for the Technical Center until 1980 – now a social organization open to all employees at the Technical Center) and with no hesitation they sponsored our event providing us their popcorn machine and we provided a complimentary bag of popcorn. We displayed a QuickTime presentation showcasing portraits of many Hispanic professionals at the WJH-Technical Center and answered questions regarding NHCFAE, our mission and benefits.

By the end of the 2-day event, the organization had received a lot of exposure within the WJH-Technical Center Community. Two new Associate Members joined in, and one member rejoined after years of being out from NHCFAE. Also, three other potential members might join in. As part of the drive, the chapter will host a luncheon to welcome our new members, exchange ideas and address upcoming events.

As a closing to our membership drive, we hosted a First Command 30-minute lunch presentation on “The Thrift Savings Plan Roth 401(k) Option” by Mr. Kirk H. Baur. The event was advertised via broadcast e-mail and opened to all Technical Center personnel. It was successfully held at the WJH-Technical Center's Auditorium with a total attendance of 40 employees, all of whom were very pleased with the topic and a Q&A session lasted about 15 minutes. Many attendees realized the NHCFAE Technical Center Chapter was hosting the presentation and some thanked us on the way out for having it. Surveys were available at the end of the event which will also help on possible topics of interest to coordinate another event later in the year. In a conversation with Mr. Baur, he offered to run free Financial Freedom Reports for interested NHCFAE chapter members and to discuss it one-on-one in 30-minutes intervals. We'll be coordinating this effort for the benefit of our chapter members. Thank you First Command and Mr. Kirk H. Baur!

### Capital Chapter Report

by Carmelo Borges, RCD

Saludos Friends & Colleagues A warm abrazo from the Nation's Capital. It is already the middle of Fiscal Year 2012 and our National Training Conference is just around the corner.

We just held our 2nd Quarterly meeting with the participation of over 20 members. Among them was our newest Associate Member, Mrs. Andrea Stone. Andrea is the CEO of Dynamic Pro, Inc. (DPI) and is a catalyst that works with organizations to bring multidisciplinary teams together to deliver results. We should see

her at the Miami training conference. This quarter we gained three new members, bringing our total to 46 members.

## The Capital Chapter Welcomes

Carlos Aguirre, John Combs, and Marcello Sadorra.

Carlos Aguirre is a NAS Operations Manager at the FAA ATCSCC in Warrenton, VA. John Combs works in Terminal Services Mission Support. Marc Sadorra works in Aeronautical Information for Mission Support Services.

We are ecstatic for our gains, but we also must endure our losses. On that note, with mixed emotions of joy and sadness we want to say farewell to Jacqueline Naranjo. Jackie has accepted a position with DOT's Pipeline and Hazardous Materials Safety Administration (PHMSA). Since joining the FAA, Jackie has been of great help to the NHCFAE Capital Chapter. Most recently, she was our SME in all the contracts we signed for the 2011 NHCFAE Training Conference held in Washington, DC. Jackie, you will be missed; you have been a great contributor, supporter and friend in our Chapter, the Coalition and the FAA. We wish you the best in your new endeavor and God bless you always.

Capital Chapter wants to highlight two exceptional members and we want to commend them for their educational initiatives. Mrs. Miriam Vega, Director of the FAA's National Outreach Program for Diversity and Inclusion, and Dr. Carlos Manduley, Senior Adviser for Educational Partnerships in the Office of Civil Rights. Their immense efforts leading to the FAA to sign an agreement with the University of Maryland aimed at mentoring high-achieving students and encouraging them to pursue careers in public service and aviation. This agreement places six students with the FAA. Congratulations on your successful mission.

We continue to work on our initiatives in the Strategic Plan, budget and other reports. Stay tuned as our next event will be Cinco de Mayo celebration to be held 4 May 2012. Capital Chapter striving for success! Dios los bendiga a todos!

## Southwest Region Chapter Report

by Erica Vasquez, RCD

Southwest Chapter would like to thank Margaret Sanchez for her time and participation as Regional/Center Director. We wish Margaret the best in her future endeavors.

Photo of Margaret: Caption: Erica Vazquez, Margaret Sanchez and Ilia Quiñones.

On a motivational note we are very proud of Carmela Armijo, Albuquerque Chapter member for her participation in the March of Dimes, back in October 2011. She raised approximately \$500.00 for the health of babies in the Albuquerque area. Way to go!

If you want to donate to this cause visit: [www.marchofdimes.com](http://www.marchofdimes.com) as you will help this organization continue research, education, community services, and advocacy programs.

## Western-Pacific Chapter Report

By Susie Diaz, RCD

Here are the following activities that the Western-Pacific Chapter is holding within the next months:

April 26–Membership drive at the Regional Office

May 3–Celebration of Cinco de Mayo at the Regional Office: Salsa Contest & Taco Tasting

June 14–Lunch & Learn with FirstCommand Financial Services

May 2012–Lunch & Learn with Flight Standards Manager  
Membership Drives at NCT and SCT coming soon.

## Great Lakes Chapter Report

by: Lorena Salcedo

**We are seeking for a Regional Chapter Director!**

Reach out to us and let us know if you are interested to take on the RCD role. It is a great opportunity to meet new people and embrace leadership. If you have what it takes to motivate members and to make things happen, I encourage you to step up and let's work together. Email us at [GL.RCD@nhcfae.org](mailto:GL.RCD@nhcfae.org) to express your interest to this new challenge.

Welcome to our New Member NICK DIAZ from Wheeling, IL he is an Air Traffic Controller out of Palwaukee Airport Traffic Control Tower.

Our Great Lakes Board has been undergoing training for which requires dedication and lots of crazy hours to accomplish new tasks as Air Traffic Controllers. It has been a difficult year to stay connected with all members and we want to express our apologies. However, we want to encourage all members to also work along our side to keep this chapter going. We need to hear from you and let us know where it is you can assist that best describes your abilities and your passion to work for such a great organization.

This year we were able to host a recruitment drive back in January by having a game of whirlyball. Stress was released alright! The turnout was great and had a nice gathering with members and prospect members. We are hoping to host more events this year.

Have a wonderful summer and we hope to see you in our 2012 Annual Training Conference in Miami, Florida, August 7-9, 2012.

## WALKING DISTANCE ATTRACTIONS & POINTS OF INTEREST

### JW MARRIOTT MARQUIS



#### ★ Shopping

- Macy's // 22 East Flagler St. - (305) 577-1500
- Bayside Marketplace // 2-story open-air waterside marketplace, with shopping & restaurants  
401 Biscayne Boulevard - (305) 577-3344
- Marshall's // 255 East Flagler St # 200 - (305) 358-3844
- Ross // 100 South Biscayne Blvd. Ste 900 - (305) 379-5339
- Electric Avenue // Nearest electronics store - 259 East Flagler St. - (305) 579-5998
- La Epoca // Well-known Cuban-American department store - 200 East Flagler St. - (305) 374-7731

#### ★ Points of Interest

- Historical Museum of Southern Florida // 101 West Flagler Street - (305) 375-1492
- Miami Museum of Art // (connected to Historical Museum) 101 W Flagler St # C - (305) 375-3000
- Miami Circle & Park // Historic tribal ground of Tequesta Indians converted into a lovely green space by the water. Access the site by walking down the driveway in front of the Viceroy Hotel after the Miami River bridge.
- Adrienne Arsht Center for the Performing Arts // 1444 Biscayne Boulevard - (305) 949-6722
- Gusman Center // 174 E. Flagler St. - (305) 374-2444. Historic theatre from 1926. Worth a look inside!

#### ★ Activities

- Downtown Boat Cruises // (At Bayside Marketplace). Island Queen Cruises offers fully narrated sightseeing cruises in Miami. You will get to see the entire Miami skyline, the Port of Miami, Fisher Island, Miami Beach & Millionaire's Row - the homes of the rich & famous. Two-level boats with an open-air upper deck & air-conditioned lower deck. Scheduled: Every hour on the hour starting at 11am, last boat departs at 7 pm.
- Jet Ski Rental // (At Bayside Marketplace). Have some fun under the sun & see Miami from the water. Available are ½-hour to 2-hour rentals.
- Bike & Roll // (At Bayside Marketplace). Explore downtown Miami or Key Biscayne by bicycle. For an hour or full day, with helmet provided.
- Jungle Island // (1111 Parrot Jungle Trail - (305) 400-7000). Jungle Island offers visitors a fun, educational opportunity to get an up-close look at tropical birds and other animals in replicas of their natural habitats. Well known for their wildlife shows.
- South Beach // (For GPS: "500 Ocean Drive", 33139). World famous sizzling South Beach with beautiful Art Deco architecture, nightclubs, restaurants, and gorgeous beaches is a must-see while in Miami.
- Seaplane Tour // (Located on Key Biscayne). Stunning panoramic views of the Magic City from the air. You'll see majestic cruise ships lined up on Cruise Ship Row, Downtown Miami with its soaring high rises, trendy South Beach & Deco Drive, Star Isle, as well as Miami Beach's many hotels, including the world famous Fontainebleau Hotel.

**NHCFAE**  
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**Washington, DC 20026-3276**

