

Message from TWO President: Vicki Wagonis



Hello TWO members and Friends,

I am still in awe about everything that occurred this summer related to the TWO/NAPA Training Conference, furlough, and delay in the reauthorization bill signing.

First, one word captures the TWO/NAPA National Training Conference in Sacramento, CA: **SPECTACULAR**. Thank you to Maury Khon and Peter Ng, the TWO and NAPA 2011 Conference chairs.

What a team! I would also like to give a special thank you to our own TWO founder, Vianne Fowler, for being a gracious hostess and Master of Ceremonies. Special accolades go out to all the TWO/NAPA Conference team that worked countless hours to put all of the final touches on the conference. Both Employee Associations also had wonderful photographers, Erin Trowbridge, Thong Vu, and Dani Knight. Please view all of their photo highlights on the TWO and NAPA websites. Thanks to everyone that lent a helping hand.

We had a different way of presenting our program but it worked well thanks to our Program Committee: Della Triggs-Koch, Tony Delavega, and Cathy Hedglen. We highlighted two mornings with dignitaries. The first morning we were welcomed by Mr. David S. Kim, Deputy Assistant Secretary for Governmental Affairs at the U.S. Department of Transportation, as well as Mr. Greg Massoud, FAA local Technical Operations District Manager, Mr. Don Kirby, Air Traffic District Manager, and Mr. Ken Reyes, GNAS Manager from Honolulu.

The second morning was opened with our keynote speaker, Randy Babbitt, FAA Administrator. Mr. Babbitt was followed by a motivational speech by Nancy Kalinowski, and the Senior Executive Panel which provided insight into themselves and how they accomplished or reacted to various situations. TWO and NAPA presented the remainder of the program using four strings, allowing attendees to select which sessions they would attend. There was technical training available in the NAS and NextGen strings, and soft skills training available in the Developmental and Leadership strings. Please read more about some of the training, like the leadership session provided by Kevin Bush, the Director of Teams and Leaders Co. You will have to read our next newsletter for additional in-depth articles on the speakers and training presented at the conference.

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There were many highlights in the conference for me. One person that made an impression on me was Jo Tarrh during the Executive Panel; Jo provided a list of motivational books on leadership she gives her team. This stuck with me because I am always reading and looking at ways to do things just a little better or to react a little more positively. The entire panel recommended books on leadership which listed in the newsletter article regarding the panel. Another highlight was when Randy Babbitt agreed to an interview to be put on the TWO website. I have to say I was impressed by his genuine desire to get to know all of us, whether we work in Washington, D.C. or in the field. Randy makes everyone feel important and he reminds us that all of us contribute to keeping the safest, largest air traffic system in the world. Please visit www.technicalwomen.org and view the video and highlights from the conference.

This summer presented many challenges. I would like to thank Ray LaHood, Secretary of Transportation, and Randy Babbitt, for their work on the Hill. They were able to get FAA employees back to work, along with many contractors, airlines, and the flying public. All of us really appreciated their correspondence, keeping us informed of the current status. TWO posted emails and speeches on our website during the furloughed, reauthorization and debt ceiling crisis. We did our best to keep our members informed, especially since many of our members were furloughed.

I'd like to end on a positive and encouraging note. Please don't forget that we are currently in the Combined Federal Campaign. Federal employees work hard to raise money for those in need and for great causes every year. I also encourage everyone to reach out and help promote diversity within our worksites. Diversity comes in many forms, and we need to embrace the changes we are going through. The only thing constant in the FAA and life is CHANGE. Learn how to roll with it, grow from it, and accept the changes in a positive way. These are not challenges but opportunities to grow!

Vicki Wagonis, TWO President

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number of
qualified women
in technical
fields to
maximize the
contributions of
technical women
in the Federal
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FAA Administrator Speaks at the 2011 TWO/NAPA Conference

By Maria Killian, TWO Headquarters Representative

The FAA Administrator, Randy Babbitt, delivered the opening speech on June 27th at the 2011 TWO/NAPA Conference held in Sacramento, CA. Mr. Babbitt opened with a brief overview of his background and long record as a consultant and technical professional in the aviation industry. He has been the FAA Administrator for over two years.



Babbitt stating that TWO and NAPA clearly has demonstrated the ability to capitalize on our diversity and he's proud to be a part of this event for that reason. While in the area, Mr. Babbitt took the opportunity to tour the Northern California TRACON (NCT) with the Regional Administrator, Bill Withycombe and commented on the seamless collaboration at the facility. The Administrator briefly spoke about his interview with the TWO President, Vicki Wagonis and the issues of concern to the TWO organization. According to Mr. Babbitt, "his challenge is to make people understand what it takes to run a system that is flawless bar none. After all, we do have the safest ATC system in the world operated by 49,000 selfless FAA employees."

Mr. Babbitt emphasized the critical role aviation plays in our nation's economy, "Today we have 11.5 million American's employed in this industry and \$396 billion in payroll expenditures. A lot of good paying jobs, advanced technology and we are moving forward. "

He took the opportunity to promote the NextGen Program which is a new aviation system where safety remains the priority and the focus is on improving the nation's Air Traffic operation. He summarized NextGen benefits to include: more efficient procedures, reduced accident rate, reduced airline operational costs, reduced emissions and optimized descent procedures. NextGen is not just a concept, we are implementing it now as we speak.

Mr. Babbitt stated to allow the NextGen team to focus on 'tomorrow' versus the 'day-to-day' operations in the Air Traffic Organization (ATO), NextGen is to move from under the ATO to report directly to the Deputy Administrator, Michael Huerta. This reprogramming request is currently before Congress.

While focusing on the Building Leadership TWO by TWO conference agenda, he stated that the FAA wants to train people to move forward

"building leadership 2 by 2" through partnerships like NAPA and TWO – the ultimate in shared services.

Mr. Babbitt announced his full support of the TWO leadership program currently under development and emphasized his enthusiasm stating that it's a great way to build leadership. He personally thinks that showing confidence in someone causes them to move farther than they thought possible. Babbitt says, "everyone has someone that affected them in a positive manner and mentoring is a constructive way to provide guidance, education, and advice while helping build professionalism."

He also believes that 'professionalism' is a mindset of using good judgment combined with an attitude that you want to do the right thing when nobody's looking. The TWO Leadership Program's mentoring component will provide this type of experience.

In closing, Mr. Babbitt reiterated his excitement for the Technical Women's Organization and the part we play to make the FAA a better place. He stated "I am lucky because I get to work with great people every day." We should be proud!

"Listening to David was an inspirational way to kick-off the training conference!"

By Nina Barker, PMP, TWO MMAC Representative



Mr. David Kim gives his opening speech.

The TWO/NAPA Training Conference Opening Address was provided by David Kim (pictured above), the Deputy Assistant Secretary for Governmental Affairs at the U.S. Department of Transportation Office of the Secretary. David previously worked at the State Capitol in Sacramento, among many other public service positions. He was getting nostalgic as he shared a few thoughts about his journey and what it means to be a leader.

David told us about his parents, Luke and Grace Kim, who set an example for him and his brother. They were first generation immigrants from Korea before the first wave in the 60s and 70s, living in Davis, California. David's father held unusual jobs, like being a psychiatrist for the state prison system with patients like Charles Manson, and Sirhan Sirhan. His father was also involved in cultural psychology. David's mother was a high school teacher who taught sex education. Both of his parents dedicated their lives to community service, local politics, church, and non-profits. They were true believers in speaking up and standing up for the community at large. His parents were his mentors for community service, political empowerment, and serving others.

David also followed a similar path to his parents, being a public servant at heart. He has had the good fortune of working at local, federal, and state government. He discussed how his leadership skills have evolved throughout his career. He is always learning about leadership and trying to put it into practice. Secretary LaHood has taught him the most about leadership at DOT. David said Secretary LaHood is a natural leader, is decisive, and has a strong sense of what to do. Secretary LaHood also has a good handle on soft leadership skills (listening, empathy, finding common ground).

In meetings, Secretary LaHood makes it clear that he wants to hear various points of view, then develops a consensus quickly. David admires the Secretary's leadership skills, the way he conducts meetings, solicits opinions, and forms a consensus.

David then brought up that all of us can be leaders, providing us with advice. There are a few characteristics that guide his personal leadership. One should be proactive, a risk taker, take initiative, and be bold. If not for role models, David said he would be the passive person he used to be and wouldn't be where he is today.

Role models are all around us. You don't have to have a formal mentor relationship. You should try to emulate examples as much as possible. We should be role models for others coming up behind us.

We have to help those starting out to help them become better leaders and better people.

FAA Systems Operations VP Motivates Attendees at the 2011 TWO/NAPA Conference

By Maria Killian, TWO Headquarters Representative



The FAA Vice President of System Operations, Nancy Kalinowski (left) delivered a motivational speech on July 27th to the 2011 TWO / NAPA Conference -

She associated the experience with the concept of 'speed dating' and found that these sessions would be beneficial to those early in their career as well as those seasoned in their field.

She also admired the willingness of the TWO organization to take on the challenge of building leaders and applauded the effort. She stated that leadership opportunities present themselves everywhere on a daily basis – at home, work, church and throughout your family and community experiences. As a leader, the difference is how engaged you are with the folks around you. "Leaders get stuff done through other people".

Nancy also mentioned that FAA management identified 4 areas of focus: *Safety, Efficiency, Financial Steward, and Workforce Diversity*. The FAA needs a foundation of inspirational leadership, and we select the right people and put them in the right place. Management looks for five specific qualities in a leader: *Inspire, Relate, Collaborate, Advocate, and Innovate*.

INSPIRE – thinks about where the FAA needs to go; stays in the spirit of moving the FAA Air Traffic operation forward; a person people can admire.

Building Leaders TWO by TWO. She eloquently posed the challenge to the attendees to continue moving forward to develop leaders 2 x 2. She continued the message that the FAA is still in the business of ensuring 'safety of flight'. We hold people's lives in our hands and we've built our reputation on making the airspace safe, available and ready for use. Nancy emphasized the need for developing tomorrow's leaders and applauded the willingness of the TWO organization to build leaders.

Nancy mentioned that she took the opportunity to participate in the NAPA 'power mentoring' session while attending the conference and found it to be an excellent opportunity to meet a diverse group of technical people.

RELATE – focuses on people all the time; cares about other people; values their talents; interested in what they do; possesses integrity - their word is good and honest; confronts problems; values opinions; good listener; accepts feedback as a gift; creates a candid, open, safe environment for team.

COLLABORATE – listens to others (good leaders listen 90% of the time); shares issues and problems identified; shares concerns; accepts contributions, appreciates diversity, background and cultural differences; understands that leadership must bring sides together rather than take sides.

ADVOCATE – stands up for the greater good; finds resources and builds energy around where we need to go; defines reality; always says “thank you”; serves the greater good; asks what people do for the organization and for the leader; gives credit where credit is due; provides recognition; praises work for all men, women, and children; tailors rewards to the employee’s need by supporting private, public, monetary, time off or time with an executive; push recognition (upward) even if they may not get it.

According to Nancy, “Send an e-mail to Randy Babbitt if you like something he’s done or Rick Ducharme if you liked something he said on his telecom.”

INNOVATE – encourages positive behavior; coaches others to see change as an opportunity and not as a threat; helps others not just self; a leader must embrace change, no matter how difficult; generates energy; has a positive attitude. As quoted by Winston Churchill, “A realistic optimist sees opportunities in every difficulty while a pessimist sees difficulty in every opportunity”.

Nancy concluded with a very powerful challenge – “We are looking for inspirational leaders to lead us into the future.”

A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.

Lao Tzu

Policy 2011 (NAS Maintenance)

By Gayle Sutfin, Tech. Center Representative



Mr. Lowen Overby during training.

The Policy 2011 NAS Maintenance session was provided by Mr. Lowen Overby, Program Manager in the NAS Policy and Services Planning Team and Mr. Bryan Gore, RMLS and TPR Program Manager, in the NAS Quality Assurance and Performance Team.

The session piqued the interest of many ATSS (Airways Transportation System Specialists) as it presented changes to the Technical Operations’ Concept of Operations (CONOPS) for 2014 and beyond which was recently approved by Teri Bristol May 27, 2011.

Lowen also provided a handout that explained changes to Order 6000.15, General Maintenance Handbook for NAS Facilities, Order 6000.30, NAS Maintenance Policy, and Order 6032.1 NAS Modification Program. The briefing covered the significant changes in FAA Order 6000.15, change 2 and 3 and pending changes.

Bryan's segment was extremely insightful as to the direction RMLS and TPRs are heading in. It was great to see Bryan's perspective for the field technicians.

This session proved to be very interactive with questions regarding changes to periodic maintenance, scheduling, logging of activities and logging shutdowns. Class participants asked many questions directed to both instructors and encouraged comments and recommendations. The lively discussions could have lasted well beyond the time allotted for the session.

WE: Workforce Engagement by Marilee Nauman

By Della Triggs-Koch, TWO Vice President



Marilee Nauman during the conference

Marilee works for the FAA Headquarters on the Organizational Effectiveness Team in the ATO's Strategy and Performance Group as a Change Management Specialist. She had the dubious job of presenting for the TWO/NAPA Conference on the last day during the final hours. I must say, she was AWESOME. She was exhilarating, refreshing, and the entire presentation was fun. Her program was focused on the ATO's initiative Workforce Engagement (WE).

WE is an ATO-wide effort to create a better place to work by improving local workplaces. It started with a Gallup survey asking some very specific questions. The ATO wide and service unit results are currently available on the WE website: employees.faa.gov/go/we.

The training we received under the Leadership String is part of the presentation currently being provided to managers and labor representatives. She described the program and included activities that engaged all participants. The activities provided insight of what is valued by employees and how to "engage" all parties into programs and projects. These ideas are not only valuable in the workplace but in our everyday life.

This program is an ongoing process the FAA has committed to developing. There will be measurable goals and at various stages there will be impact plans at local levels to improve our workplace environment. I'm impressed by this initial phase of the WE program and the collaborative effort by both Management and Labor to improve our workplaces. I look forward to positive progress reports.

The attendees were impressed with Marilee's uplifting enthusiasm. She has a natural gift for education and developing skills in others. She was a delight and I thoroughly enjoyed the session.

ADS-B Advances Discussed at the 2011 TWO / NAPA Conference

By Maria Killian, TWO Headquarters Representative

A hot topic to entice the technical audience at the 2011 TWO / NAPA Conference held in Sacramento, CA was a comprehensive Automatic Dependent Surveillance Broadcast (ADS-B) presentation by Stacey Zinke-McKee. Stacey is an Electronic Engineer with over 16 years of experience. She works in the Flight Systems Laboratory doing analyses and studies to determine safe implementation methods to integrate the current infrastructure with new and future technologies to meet the FAA's NextGen Air Traffic System goals.

Stacey opened her presentation talking about a NextGen article on the FAA internet and commented that people can't actually see what's going on with NextGen. The pilots and operators are asking 'Why NextGen? What's the return on investment?' NextGen is already here with ADS-B and NextGen as the cornerstone of technological impact to the FAA. In the United States, ADS-B is a key component of the NextGen National Airspace strategy for upgrading and enhancing aviation infrastructure and operations.

NexGen

NextGen is designed to handle the future of aviation which is expected to be over 340k active aircraft around the world, double the traffic at NY Center by 2025, triple the traffic by 2035, and double the traffic in Europe by 2020. The benefits:

- Increased Safety (Situational Awareness Improvement)
- Increased Efficiency (Fuel and time savings from more direct routes)
- Increased Capacity (Reduced Spacing in the air and on the ground for surface operations)
- Less Delay (Fewer Arrival and Departure Delays)

ADS-B

ADS-B is replacing radar as the primary surveillance method for controlling aircraft worldwide. The ADS-B system can also provide traffic and graphical weather information through TIS-B and FIS-B



Maria Killian and Stacey Zinke-McKee at the 2011 TWO/NAPAConference in Sacramento, CA.

applications. ADS-B makes an aircraft visible to air traffic control in real-time as well as, to other appropriately equipped ADS-B aircraft with position and velocity data transmitted every second. ADS-B data is recorded and can be downloaded for post flight analysis. ADS-B provides the data infrastructure for inexpensive flight tracking, planning and dispatch.

ADS-B system has three main components: a) Ground Infrastructure, b) Airborne Component, and c) Operating Procedures; these components have these basic traits/purpose:

- **Automatic** - Transmits information with no pilot / operator input required
- **Dependent** - Position and velocity derived from the Global Positioning System (GPS) or Flight Management System (FMS)
- **Surveillance** - Position output is received on the ground and sent to NAS Automation systems for display
- **Broadcast** - Transmitted information available to anyone with the appropriate receiver

The system relies on a high-integrity GPS navigation source and a datalink (ADS-B unit). The most common certified ADS-B data links operate at 1090 MHz (basically a modified Mode S transponder), or at 978 MHz. Aircraft below 18,000' use the 978 MHz link and this helps alleviate congestion of the 1090 MHz frequency.

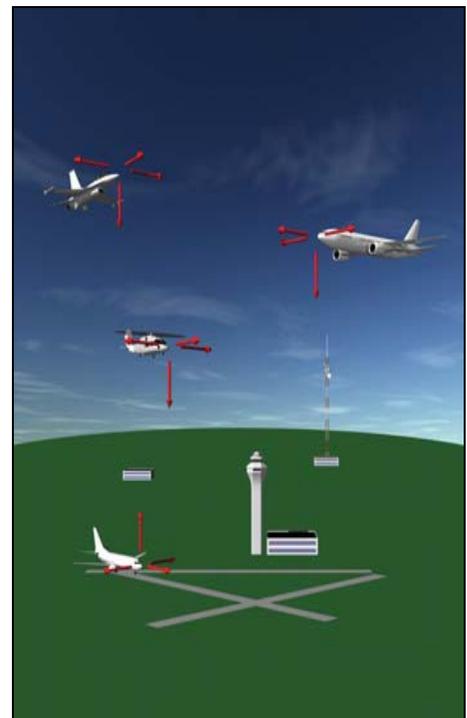
ADS-B consists of two different services ADS-B Out and ADS-B In. Each aircraft transmits its position information out (ADS-B Out) at 1 Hz on its frequency. As previously noted, ADS-B Out uses either 1090 MHz Extended Squitter or UAT frequency of 978 MHz. This information will be received and used by Air Traffic to provide surveillance-based separation services.

Aircraft can receive (ADS-B In) and display position information from other nearby aircraft and/or receive services that provide position information from aircraft that are ADS-B equipped, but on the other frequency, or non- (ADS-B) equipped via TIS-B. In addition, aircraft can receive and display other flight information services that provide information such as weather and Temporary Flight Restrictions (TFRs).

In the future, ADS-B In will be used for Enhanced Visual Acquisition:

- Enhanced Visual Approaches
- Final Approach and Runway Occupancy Awareness
- Airport Surface Situational Awareness
- Conflict Detection (in the cockpit)
- Merging and Spacing
- Cockpit Display of Traffic Information (CDTI) Assisted Visual Separation (CAVS)

By the year 2020 all aircraft operating in certain airspaces will be required to carry special equipment that produces an ADS-B Out broadcast. Effective January 1, 2020, the FAA published rule will require ADS-B transmitters in several types of airspace (ADS-B Out), however there is no requirement or rule for ADS-B In. The FAA's airspace requirement does not include airspace most frequently used by the general aviation community.



Note: RNP is the box that tells you the radius containment of navigation which is set thru RTC (a non-profit aircraft manufacturer). An obstruction occurs if an aircraft is outside of that radius. Safety is the determining factor and if the FAA can guarantee separation then industry can bring the performance standards closer.

Data Communications, NAS Voice System (NVS), and System Wide Information Management (SWIM) by Jim Eck

By Nina Barker, PMP, TWO MMAC Representative



Jim Eck, the Director of Programs for the Technical Operations Service Unit of the FAA's Air Traffic Organization, provided information related to Data Communications, the NAS Voice System (NVS), and System Wide Information Management (SWIM).

Data communications is a transformational program critical to the success of NextGen. As this is not the first time the FAA has tried to implement such improvements, there are key factors that must be in alignment to help ensure the success of data communications: user commitment and equipage, stakeholder alignment, workforce usability, clear operational concept and benefits, and FAA Ground System and Ops Suitability. In reference to user commitment, the FAA will seek to incentivize early adopters to help ensure a critical mass of users is reached within a reasonable time frame.

With respect to stakeholders, the FAA must be in alignment with potential vendors, industry groups, and airline operators. Internationally, the FAA is coordinating with Europe on harmonizing services and avionics standards with the SESAR program. As to workforce usability, improvements include: a pilot initiated downlink for more direct routes being quickly and easily negotiated between the controller and pilot, and reducing flight time; and a "Go Button" which leverages Air Traffic Flow Management (TFM) for more direct reroutes and enables quicker recovery from bad weather. As enhancements continue to be developed, they will include optimized profile descents and time based metering, among other improvements.

One of the main benefits of data communications is providing controllers with more time so that they may provide more service and have the ability to handle multiple types of requests. This in turn should reduce ground delays, reduce airborne delays and efficiently manage flows during convective weather. Additional benefits include fewer miles flown and improved time performances. Overall, the data communications enhancements will improve the integrity of flight schedules.

The FAA's current communications architecture is robust but inflexible as there is no inter-facility connection sharing. The new NAS Voice System (NVS) will provide a flexible and adaptable infrastructure while reducing the cost to ATO.

The NVS consists of replacing voice switching and radio control equipment, using existing and new FAA Telecommunications Infrastructure (FTI) services (using voice over internet protocol to replace legacy point-to-point communication services), and introducing enterprise management functionality. Some of the benefits provided by the flexibility and adaptability would be sector load balancing and dynamic resource allocation. It would be possible to shift workload among facilities if needed due to seasonal changes, weather events, and emergencies. In case of emergency, continuity of operations may be supported by NVS, as it eliminates constraints on operations.

The topic of System Wide Information Management (SWIM) was discussed by initially describing service oriented architecture (SOA). SOA is a flexible set of design principles used during phases of systems development and integration in computing.

A system based on SOA will package functionality as a suite of interoperable reusable services that can be used within multiple, separate systems from several business domains. SOA is preferred because it enables discoverability (ability for users to know what services are available), interoperability (services work across different hardware platforms, operating systems, and programming language without customization), and reusability (one service meets the needs of many). These SOA characteristics become increasingly important as the number of people that need data from various sources continues to grow. A major benefit is the low cost of implementation while increasing collaboration by adding adapters to legacy systems as opposed to significant programming changes. There will also be shared situational awareness among the NAS user community.

The types of information shared through SWIM are: aeronautical information (SUA automated data exchange), weather (CIWS, ITWS, PIREP), flight and flow (flight, terminal, flow, RVR, and reroute), NAS status, and surveillance (future). The two types of services SWIM focuses on are request/reply (a one-time or event-based transfer of information) and publish/subscribe (automatically receive updates). SWIM is also responsible for implementing cloud computing in the NAS. To do so, the FAA plans to leverage cloud work that is being done by the National Institute of Standards and Technology (NIST) and General Services Administration (GSA). SWIM will identify which FAA services to move by accounting for what is non-critical versus mission critical. Initially, the focus will be on administrative services after cloud readiness is determined. Please visit **SWIM.gov** for the most updated information.

Model Equal Employment Opportunity (EEO) Leadership Training

By Michelle Jackson, TWO Southern Representative



Instructors for this training were Gail Puckett (left), Director, EEO Training Institute and Thomas Harris (right), EEO Subject Matter Expert and Trainer.

The goal was to teach leadership fundamentals regarding EEO and diversity to create a discrimination-free work environment. The training began with the participants working in small groups and discussing real life situation.



Participants asked the instructors various EEO questions. Questions related to work place discrimination, diversity, how to file an EEO complaint, and how to assist someone who is being mistreated in the workplace. This was an excellent opportunity to have a face to face dialog with subject matter experts in a very relaxed environment. The training session ended with the participants having increased their knowledge about EEO and ability to identify and support a discrimination free work place.

Marketing Yourself by Dr. Michael Hakim

By Vera Fortman, TWO Southwest Representative

Dr. Michael Hakim spoke on Marketing Yourself strategies. Dr. Hakim is a manager at Flight Standards Service, Quality Assurance Branch. He brings 35 years of experience in managing, delivering, and developing training with private industry, the Department of Defense and the Federal Aviation Administration.

What employers want in candidates...

Communication skills	Strong work effort
Honesty and integrity	Analytical Skills
Team work skills	Flexibility and adaptability
Interpersonal skills	Listen to the question
Motivation initiative	Be positive
Computer Skills	Self confidence

He spoke on marketing strategies:

- Discuss your boss that you'll be looking for professional opportunities
- Get the word out
- Meet with key selecting officials
- Attend conferences, social activities
- Contact members of the professional organization



Dr. Hakim with Vera Fortman.

He gave writing tips:

- No organizational, boss or predecessor bashing
- Use power verbs and words
- Emphasize actions you initiate instead of actions you completed as a result of an assignment
- Avoid a "laundry list" of activities without context or accomplishments
- Measureable results (include awards and recognition)
- Avoid vague statements

He provided coaching tips for the interview:

- Be enthusiastic
- Be well prepared
- Show that you have a personality
- Before the interview conduct a "mock" interview (audio or video record yourself)
- Use hand gestures to emphasize what you are saying
- Smile
- Slow down when talking
- Maintain good eye contact

- Give a structured answer, stating what you did and why you did it
- Answer only the question asked
- State what you learned from an experience
- Be honest

Suggested Readings

Richard N. Bolles, *What Color Is Your Parachute? A Practical Manual for Job Hunters and Career Changers* (Berkeley, Calif.: Ten Speed Press, 1995).

Karmen Crowther, *Researching Your Way to a Good Job* (New York: John Wiley, 1993).

Fred E. Jaridt and Mary B. Nemnich, *Using the Internet in Your Job Search* (Indianapolis, Ind.: JIST Works, 1995).

Tom Jackson, *The Perfect Resume* (New York: Doubleday, 1990).

Ronald L. Krannich and Caryl R. Krannich, *The Complete Guide to International Jobs and Careers*, 2nd ed. (Woodbridge, Va.: Impact Publications, 1992).

Dorothy Leeds, *Marketing Yourself* (New York: Harper-Collins, 1991).

Adele Lewis, *How to Write Better Resumes*, 4th ed. (Hauppauge, N.Y.: Barron's Educational Services, 1993).

Inspirational Leadership by Kevin Bush

By Nina Barker, PMP, TWO MMAC Representative



Kevin Bush (standing) is giving his inspirational speech

Kevin Bush is a Principal of Teams & Leaders, a corporate consulting organization based in Seattle, Washington. Kevin has focused his energy on designing, customizing and delivering training that enhances the leadership capacities of individuals at all levels within an organization.

Kevin provided us with information regarding leadership and emotional intelligence, referencing *Primal Leadership* by Daniel Goleman. The book was pivotal in discussing leadership, emotional intelligence, and the research behind it.

According to Primal Leadership, there are six different types of leaders: Visionary, Coaching, Affiliative, Democratic, Pace-Setting, and Commanding.

The Visionary Leader moves people towards a shared vision, telling them where to go but not how to get there - thus motivating them to struggle forwards. They openly share information, hence giving knowledge power to others.

The Coaching Leader connects to organizational goals, holds conversations that reach beyond the workplace, helps people find strengths and weaknesses and ties them to career aspirations and actions. They are good at delegating challenging assignments, demonstrating faith that demands justification and leads to high levels of loyalty.

The Affiliative Leader creates people connections and thus harmony within the organization. It is a very collaborative style which focuses on emotional needs over work needs.

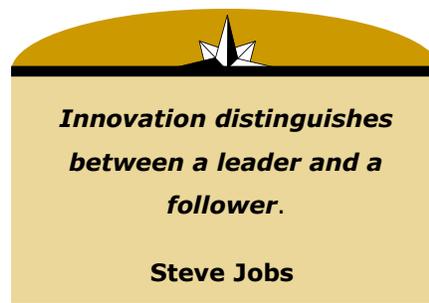
The Democratic Leader acts to value inputs and commitment via participation, listening to both the bad and the good news. The Pace-setting Leader builds challenge and exciting goals for people, expecting excellence and often exemplifying it themselves. They identify poor performers and demand more of them. If necessary, they will roll up their sleeves and rescue the situation themselves.

The Commanding Leader soothes fears and gives clear directions by his or her powerful stance, commanding and expecting full compliance (agreement is not needed). They need emotional self-control for success and can seem cold and distant.

Emotional intelligence (EI) is an ability, skill or, in the case of the trait EI model, a self-perceived ability to identify, assess, and control the emotions of oneself, of others, and of groups. Primal Leadership further describes emotional intelligence "domains": self-awareness, self-management, social awareness, and relationship management.

The research in this arena was conducted in Fortune 500 companies. Researchers realized that skill set and IQ become increasingly less important the "further up the ladder" someone went. Managing relationships also becomes increasingly critical. Organizations are now matrixed so we need to be able to motivate people without having authority over them. We need to have the ability to be aware of ourselves in the moment, and manage to effectively engage someone. On the flip side, we need to be aware of others, putting ourselves in others' eyes.

Kevin also provided leadership advice. The "number one thing" leaders do that is bad is making it seem like they do not need anyone. Leaders should engage those around them and need to have the ability to be more transparent and always show confidence.



Sunny Lee-Fanning presented "Insights"

By Brenda Smith-Keene, TWO Treasurer

"Insights" is an engaging presentation that introduced the participants to four color energies that help us to understand ourselves and others. It involved self-awareness and our perceptions, reminding us that "All awareness has its origins in perceptions" (Leonardo Da Vinci). The key points were:



1. Explore and discover more about myself
2. How to recognize and appreciate others' differences

How will I adapt my behavior? Ms. Sunny Lee-Fanning (pictured above) helped us to see that we have to adapt (change) at times and that change can make the difference.

The four Insights Color Energies are listed as follows:

Cool Blue – Showing no bias, objective, detached;

Earth Green - Still, tranquil, calming, soothing;

Sunshine Yellow – Cheerful, spirited, uplifted, buoyant;

Fierce Red- Positive, affirmative, bold, assertive.

We did an exercise using colored cards with descriptions, and sorted them by keeping those that described us well, and discarding those that did not. I was left with Sunshine Yellow at the top and Cool Blue on the bottom. Red was second and I had no green.

Interesting, since my nickname from a child to this day among my long-time friends has always been "Sunshine".

We then found out what those energies represented on a good day and on a bad day. On a good day Sunshine Yellow can be sociable, dynamic, demonstrative, enthusiastic and persuasive. On a bad day: excitable, frantic, indiscreet, flamboyant and hasty. The communication "don't" style for this energy color is "don't bore me with the details, don't tie me to routine and don't make me work alone". The "do" style is friendly and sociable, entertaining and stimulating, open, and flexible.

We were reminded that Communication is 7% what you say and 93% how you say it. (7% words, 38% tone and voice, and 55% context and body language). We went on to discuss recognizing other's energy styles, through interactions from working environments, management styles, communication (both written and verbal) and how to adapt by taking action, listening and reflecting on the steps to personal effectiveness.

Ms. Sunny Lee-Fanning is the Acting Superintendent at the Mike Monroney Aeronautical Center. There are presently eight to nine trainers certified to teach "Insights".

*Leaves float to the ground
Flaming yellow, gold and red
The wind whispers fall.*

Making a Positive First Impression by Emily Godinet-Lounge

By Shannon Russell & Emily Godinet-Lounge

'You Never Get A Second Chance To Make A Great Impression.' It is true! Studies show that within a few seconds and with just a glance, we judge others' social, economic, and educational level. Give us a few minutes and we then determine your intelligence, trustworthiness, and competency level.

Emily presented this personal development training to add techniques to our toolkit of professionalism and leadership skills. Armed with resources and information regarding characteristics that generate negative and positive impressions, Emily provided tips for positive communication and other skills we can use to succeed in work and life.

First impressions can contain misconceptions, but unbelievably, first impressions have also been proven to contain accuracies as well. Whatever type impression, they can and do affect us when it comes to our career, our work environment, and our personal life. First impressions leave others with a lasting idea and feeling. Emily went on to stress how important it is that we should and can leave others with a positive first impression.

In a New York University and Harvard finding, the location of brain activity was pinpointed when first impressions were taking place. In 1/20th of a second, spindle cells fire with information on how we feel about a person. This brain activity takes place in the region considered the emotional learning area or the primal area. We process this information quickly, as our body prepares us to *fight or flight* or determine *friend or foe*.

An important tip is to be able to distinguish what actual impression we give off to others. Is it our Desired Professional Image, the image we think we are portraying, or Perceived Professional Image, the image how others actually perceive us? The best way to find out is to ask a best friend and tell them to be honest.

We can manage first impressions through non-verbal and verbal communication. Non-verbal communication is our body language, how we look, and how we smell.



Emily (standing) during the training.

When at work, our appearance should be professional and conservative. Hair and nails neat and groomed with minimal make-up and jewelry. Our body language speaks volumes. We should always provide a firm handshake, a smile, eye contact, and listen. In class, we held a mini workshop where we practiced shaking hands with others to see how our handshake felt to others. No limp handshakes allowed.

Emily explained we need to pay attention to our posture, gestures, eye contact, and facial expressions. When sitting down to a board meeting, women usually make 27 body movements, while men, only 12. The less body movements, the more serious and professional you are taken.

What we say and how we say it is verbal communication. It is just as important as non-verbal communication. Speaking helps us connect with others. We need to be aware if we are speaking clearly and directly, as well as, speaking loudly enough to be heard, but not so loud that we are annoying. If we speak with enthusiasm, but do not rush, it will keep other's interest and appear friendly. Be authentic, people can tell when we are exaggerating. Most important, think before speaking.

After the handshakes, the tips, and other information, Emily awarded certificates stating we were now PIPs or Positive Image Professionals. 'You Never Get A Second Chance To Make A Great Impression' should not be a concern of ours now.

Senior Executive Panel on Leadership

By Nina Barker, PMP, TWO MMAC Representative & Janet Mayfield, Northwest Mountain Representative

The TWO/NAPA Annual Training Conference hosted the Senior Executive Panel on Leadership which consisted of the following Directors from various organizations throughout the FAA:

- David Chin, Director of Performance Analysis and Strategy
- Deborah Johnson, Director of Terminal Planning
- Gisele Mohler, Director of NextGen Implementation Performance and Reporting Office
- Huan Nguyen, Director of Office of Safety Management Systems
- Lindy Ritz, Director of the Mike Monroney Aeronautical Center
- Sandra Sanchez, Director of ATO Diversity Office
- Jo Tarrh, Director of Operations Central Service Area

The executives fielded questions related to their current positions, leadership styles and self improvement experiences. The responses to their questions revealed that they care about their people and the FAA. As leaders they have many challenges to deal with such as:

- the shrinking budget,
- pay and hiring freezes,
- backup planning,
- sensitive personnel issues,
- difficult recommendation briefings, and
- promoting diversity.

To work through some challenges, the FAA is implementing the Foundation for Success; the FAA will improve internally shared services, avoid duplication of effort, and improve efficiency by consolidating services such as information technology, finance, acquisitions, and human resources. During all of the upcoming changes, the right people have to be in the right place at the right time.

The executives also provided insight into leadership qualities. They stated that leaders should not work independently or get caught up in the "corner office syndrome", wanting to get promoted only because it's the next grade up. Leaders should be flexible because people and priorities change. Other favored characteristics were integrity, honesty, being able to accept feedback, and being able to say "I don't know". As a leader, one does not always have to have the right answers, but instead should be able to ask the right questions. Another important quality was the ability to instill trust in an organization; to do so, leaders have to display integrity and treat people with respect, while having a clear vision to motivate their staff to perform. In addition, promoting a work environment to encourage creative thinking, and promoting diversity is also important; using tools like mind mapping to facilitate team building.



The Senior Executive panel

Continues to next page

The executives also discussed self improvement. The ability to accept feedback was universally noted as a must. The Myers-Briggs Type Indicator provides 360 feedback to understand areas of personal development, what they bring to the table, and their level of integrity. Of course, input from subordinates is also vital. Another important influence discussed was the power of having a mentor, either within or outside of the workplace. It was also stressed that we should “keep sharpening the saw” because we are never fully there, so we should be both a mentor and a mentee.

The executives provided recommendations such as:

- taking challenging assignments outside of one’s comfort zone,
- volunteering at career days to help promote the FAA,
- using tools like the Balanced Scorecard to help make better decisions,
- being careful what is posted when using social networking,
- maximizing team strengths by using a tool like StrengthsFinder, as teams should work in their strengths, not their weaknesses for a better fit.

The panel also provided a recommended reading list:

- On Becoming a Leader by Warren Bennis
- The Road Less Travelled by M. Scott Peck
- 21 Irrefutable Laws of Leadership by John C. Maxwell
- The Power Principle: Influence with Honor by Stephen Covey
- David: Expanding Sphere of Influence (series of lecture books)
- Future Shock by Alvin Toffler

Course on eLMS- Inquiry, Influence, and Impact

With all of the great information provided during this year’s panel, we look forward to next year’s conference. Until then, we have some books to read, feedback to accept, volunteering to do, and a comfort zone to abandon.

The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.

Theodore Roosevelt

Member Highlights

Mary Martin Thomas

"TWO-Gether We Can Make a Difference!" That's been a favorite mantra of mine ever since I joined TWO in 1993. I was still in the Springfield Training Center when I found TWO and the Central Region Rep at the time, Linda Mark. She was very encouraging and positive, and I saw that I could help TWO as much as it could help me.

In 2001 I became the TWO National President. I was very happy to represent the organization that had helped me in so many ways! As my term ended, I decided not to run again, but I was looking for another way to help and contribute to TWO. I found it in quilting.



My first quilt was done for my mother in 1985 when I was in college and finished it a year later. I decided to make a full-sized quilt for Conference, with proceeds going towards Matching Funds. It was important to me to continue to build that fund for members who couldn't afford to travel to conference without help.

Emily Godinet won the first queen-size quilt that I made for TWO, at TWO's 15-year anniversary at the Orlando Conference in 2003. In 2007 I was unable to go to San Diego for the Conference and had an idea of using a sailboat for the quilt and couldn't get past it. I wanted it to be very large across the face of the quilt, which ended up being 131" long!! Member Gina Hilgart won the quilt that year.

The next year was TWO's 20th year and I couldn't let that go by unnoticed. I decided to make a scrapbook quilt, with as many pictures/mementos as possible. I asked for blocks from members, buttons, ribbons, and anything that could be used. Laura Helm donated a block, Susy Peasley, Beverly Anderson and Cynthia Noble donated pins and things for it. I adored this quilt!! I was so eager to announce the winner (should have been me) at the Conference in New York. A totally unfamiliar name came out of the basket – but it turned out to be the sister of our Alaska Representative Deborah Stephens. She displayed this quilt at the FAA 50th Anniversary celebration in Alaska, and then sent the quilt as a gift to our President, Emily Godinet. No fair, Emily! (she now has at least 3 of my quilts!)

That brings us to the 2011 TWO Conference in Sacramento. I kept focusing on 'gold country' and sunshine of California. This design changed a few times before I settled with this one. A NAPA Member won this quilt.

That brings me to a total of 9 quilts....should I stop at 10? I keep wondering if I'll get tired of the blue-yellow-white color scheme...but there are so many design possibilities! And remembering what those colors stand for is important to me. "TWO-Gether we can accomplish anything!!"

Mary Martin Thomas

For more of Mary's quilts, visit: <http://www.gather.com/viewAlbum.action?albumId=2817>

Congratulations to TWO Scholarship Recipients!

By Brenda Smith-Keene, TWO Education and Career Chair

Congratulations to our 2011/2012 Scholarship Award recipients, Mr. Dustin Wagner of Oklahoma City, Oklahoma and Ms. Esmeralda Acosta of Dallas, Texas. Both recipients are new Associate members of TWO. Certificates of Award were presented to the respective TWO representatives, Dr. Nina Barker and Vera Fortman at our annual National Training Conference June 28, 2011 in Sacramento, California.



Dr. Nina Barker presents the Certificate of Award to Dustin Wagner.

Dustin Wagner received his Bachelors of Industrial Engineering from the University of Oklahoma and began working for the Federal Government in May 2010. Dustin currently works as an Industrial Engineer in AML-30, at the FAA Logistics Center, on the Mike Monroney Aeronautical Center, Oklahoma City, Oklahoma. He is working towards a Masters of Industrial Engineering from the University of Oklahoma and plans to complete the degree by May 2013. Dustin is also gathering experience as a project manager, and plans to obtain a Project Management Professional certification. Mr. Wagner will receive up to \$1000.00 for his education pursuits.

Esmeralda Acosta (pictured on right) is presently attending Cedar Valley College in the Dallas Community College District to attain her dream of being a skilled automotive mechanic. She knows that it will be a challenge; however, she has faced adversity and struggles in other areas and bounced back. She currently works at Jakes Uptown to earn funds to continue her education. Esmeralda thanks her mother for being there every moment of her life and encouraging her to continue her education and pursue her dreams. She is open to new learning and is determined to succeed in accomplishing her goals so that she can be a role model to others and let them know that success in life is possible. Ms. Acosta will receive up to \$750.00 for her education pursuits.



Vera Fortman presents the award to Ms. Acosta (left).

**Education is not preparation for life;
education is life itself.**

~John Dewey ~

To Our Gracious Hostess . . .

By Della Triggs-Koch, TWO Vice President



In our careers, we often hear about individuals that stand out in their fields. In my career, I have heard about several that have risen in the technical field. I am lucky to call some my friends and have been blessed to meet others. Then there are a few that are mentors from afar. At this year's TWO/NAPA conference I was finally able to meet one that has influenced my career.

I've been in the technical field in Alaska for over 20 years, and this person has been a true inspiration to me as I have come up through the ranks. She is a great success in the FAA, especially on the west coast and in the Technical Operations organization. When people speak of her, I hear a true respect for her, her abilities, and her accomplishments. It is very admirable to see. She is one of reasons I joined TWO. In my judgment, if she was involved in the founding of this group, it must be a great organization.

I did not think I would have the opportunity to actually meet her. So to say the least, when I was told I'd be working with her at the conference, I was a bit nervous and anxious. But here's the thing: she never allowed me to be nervous. She is as REAL as they come. She says what is on her mind. She is relaxed, easy going, and constantly lifting up and encouraging others. She is true to her technical background and in every capacity was trying to find the "fix" to every situation that arose. She is AWESOME!!! She was this year's wonderful hostess.... **Vianne Fowler.**

It was a distinct honor to work with her. Not everything in our program was perfect...but she made it seem like it was. She never got excited, but always remained positive with a great sense of humor, and just went with the flow. "It always works out".... And she was right.

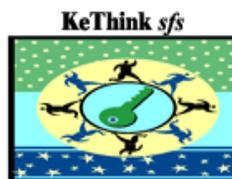
Thank you, Vianne, for being our gracious hostess and everything you have done for FAA, TWO, and for the people like me... that you continue to inspire.

THANK YOU, VIANNE!

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E-mail Vicki.J.Wagonis@faa.gov if you want to join a committee.



www.technicalwomen.org

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WHO WE ARE

Over the last 20 years, TWO, as a non-profit organization within the FAA, has evolved into a vital organization of close to 500 members supporting the FAA mission. Our membership represents committed, talented and energetic women and men from various FAA technical organizations. By promoting an understanding of the FAA culture and technical fields, we facilitate women in making significant contributions to the FAA and create a climate of cooperation between professionals.

OUR GOALS

Maintain and enhance internal and external communications using email, websites and newsletters.

Sponsor and participate in technical activities to provide career enhancement, growth, and networking opportunities for members and other FAA employees.

Strengthen recruitment activities and resources to facilitate the recruitment of women in the FAA technical workforce.

Establish and maintain partnerships with FAA management, corporate sponsors and other organizations for members to effectively support the FAA mission, goals and objectives.

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