

THE WATCH



**CELEBRATING AAPI
HERITAGE MONTH**

Patti Wilson | p.12

RESILIENCY

Laura MacAllister | p.16

**FIRESIDE CHAT WITH
TIM AREL**

Wendy Stevens | p.18



Professional Women Controllers, Inc.

info.pwcinc@gmail.com | www.pwcinc.org

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

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CONTENTS

PROFESSIONAL DEVELOPMENT

- 06 LEADERSHIP LESSONS WITH VIRGINIA BOYLE
- 16 RESILIENCY IN THE FACE OF LIFE'S BATTLES
- 18 FIRESIDE CHAT WITH TIM AREL
- 35 SERVANT LEADERSHIP

EMPLOYEE SERVICES

- 07 EAP | DAILY STRESS, BALANCE, & WORK LIFE SURVIVAL GUIDE
- 27 CISM | CRITICAL INCIDENT STRESS MANAGEMENT

MEMBERSHIP

- 11 MEET MEAGON GARMON
- 12 CELEBRATING ASIAN AMERICAN & PACIFIC ISLANDER HERITAGE MONTH
- 14 WHO IS PWC - ESTHI THURSTON

FAA COMPONENTS

- 21 TMU OPERATIONS AT THE COMMAND CENTER
- 22 FAA SPECIAL OPERATIONS

AUTHORS CORNER

- 23 PWC SCHOLARSHIP RECIPIENTS
- 44 GET UP AND FIGHT
- 46 DEAD RECKONING



NEW BOARD 2022

Pictured top left to right:

Laura MacAllister, Veneca Coulanges, Karrie M. Krear, Theresa Parker, Isaac Lind, Wendy Stevens, Sandy Holcomb

Bottom left to right:

Adrienne Perkins, Jenny Shepherd, Jennifer Dempster, Vanessa Shinnars, Tawni Pettigrove



VIEW FROM THE TOWER

Jennifer Dempster /p04

New Executive Board:

President: Jennifer Dempster

Vice President: Vanessa Shinnars

Secretary: Jenny Shepherd

Director of Resources: Adrienne Perkins

Membership Director: Tawni Pettigrove



CONFERENCE HIGHLIGHTS

SPEAKER SYNOPSES

Connect and Learn Together / p37



EDITOR'S FAREWELL

CLOSING A CHAPTER

Managing Editor Adrienne Krunich on what the WATCH means to her / p09



View from the Tower

Jenn Dempster
PWC President

Hello PWC, and happy upcoming summer!

Time is flying by, and I am excited for what lies ahead. PWC is coming out of conference bliss after our first in-person conference in over two years in Charlotte, NC this past April. Thank you again to the entire 2022 conference committee for the hard work and dedication to making this event nothing but “Royal.”

Our PWC 2022 National Training Conference theme was “Connect and Learn Together.” I am excited for all of you to read this edition of the WATCH and all the fantastic overviews of sessions that took place. Connecting and learning together has been a huge focus for PWC this entire past year, and I feel we were quite successful. We’ve focused on work life balance with online meditation sessions, a leadership lessons series, a focus on ways to volunteer, and ended with ways to focus on ourselves personally. We have had an amazing year.

Other ways PWC has been able to connect and learn together is through our expanded partnership with the air traffic organization (ATO). Over this past year, I have been able to continue our connection with ATO (A) COO Tim Arel, established a new connection with incoming (A) AHR-1 Angelia Neal, and have the pleasure of working directly with the VP of Safety and Technical Training Frank McIntosh.

The ATO has realized the value in the employee associations and assigned a Vice President for each line of business to be a sponsor and Mr. McIntosh is ours. The ATO Office of Communications has also been instrumental, supporting all of PWC Women’s History month events.

I am proud to be continuing as the President of PWC. My goal is to continue taking us into the future to connect and learn together. PWC, you have done a great job of ensuring continued involvement and success of this organization. I asked of you last year and I am going to ask again, please continue moving forward with us as we journey further. The PWC board has a few new faces on it this upcoming year who already have some fantastic plans and new ideas. Amazing things are coming you will not want to miss out.

As we close out on our 2021-2022 PWC year, I want to say thank you to Christina Calvert, Lisa Marshall, Kelly Hanley and Vonetta Lawton for their time and dedication to PWC. Although their term has ended, their footprint continues with this organization. This year I awarded Ms. Christina Calvert PWC’s Professional of the Year award for her dedication to this organization throughout her terms as President and Vice President, and National Commendation Awards to Vonetta Lawton, Lisa Marshall and Wendy Stevens for their continued dedication to the organization. Congratulations ladies!

PWC is looking forward to all of you joining us for some Caribbean Synergy April 25-28, 2023, in beautiful San Juan, Puerto Rico! Updates will be posted on the PWC website, where you can also book your room. You can connect with the Puerto Rico conference committee at PR2023Conference@gmail.com.

If there is anything the PWC Board of Directors or I can do for you, please do not hesitate to reach out. We are always thinking of ways to keep everyone engaged, finding ways to help connect and learn together. If you want to continue that forward momentum please get in touch. We are here for PWC!

Jenn

Executive Board:
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Eastern: Wendy Stevens
Southern: Veneca Coulanges

Great Lakes: Karrie M. Krear
Central: Laura MacAllister
Southwest: Amy Johnson
Northwest Mountain: Theresa Parker
Western Pacific: Sandy Holcomb

New Arrivals



New Corporate Members

Cobec Consulting

Management Concepts

FEDS Protection

Scott Brown - OK

Heather Caruso - MI

Katherine Eusse - FL

Stephanie Gadson -NJ

Martina Haskins - NY

Michelle Magro - NY

Felicia Miller-Brown - NY

Maritza Miranda -NY

Jessica Wardecker - KS

Welcome to the PWC family!

PWC membership benefits can be found at pwcinc.org/membership

Please reach out to Tawni Pettigrove, PWC Membership Director at pwcmembershipdirector@gmail.com with any questions regarding membership.

Leadership Lessons with Virginia Boyle

By Wendy Stevens

During our conference, PWC President Jenn Dempster sat down with the Vice President of Systems Operations Services, Virginia (Ginny) Boyle, for a live installment of Leadership Lessons Learned. Ms. Boyle has always been highly supportive of PWC and never fails to encourage and inspire the next set of leaders when we get the opportunity to hear from the queen herself!

During her impressive 31-year career in the Federal Aviation Administration,

Ms. Boyle has served in numerous roles supporting the National Airspace System. She walked us through the ups and downs of her career path and how she got to the position of Vice President, which, aside from being a Supervisory Air Traffic Controller, happens to be her favorite job to date. Ms. Boyle also reminded us to “keep trying” if a position or opportunity doesn’t come when in the time that we want it, maybe we were meant to do something else and to invest in ourselves and follow our own path.

As she famously always tells us, “When a door closes, go through the window.” We learned about her passion for creating a more inclusive and modern workforce through gender-neutral languages, such as Notice to Air Missions (NOTAM) and future Unmanned Aircraft System “UAS” policy changes. Ms. Boyle broke down Systems Operations as a whole and explained how at every level and in every facility, the impact we have on the National Airspace System is immeasurable.

In closing, Ms. Boyle reminded us to: “take the time to reflect, seek out feedback because there are lots of wonderful things that we are doing every day- capture those things so that you can be your own advocate.” PWC is always grateful to have such an accomplished and gracious leader like Ms. Boyle come to our conference. Many thanks, Ms. Boyle; we are very honored and inspired by you.

Ginny’s Goal:

“I want to leave the agency better than when I got here.”



Virginia Boyle



Daily Stress, Balance, and Work Life Survival Guide

A Workshop Presentation by Michelle Hamilton
Summarized by Lisa Marshall

Michelle Hamilton of WorkLife Solutions asked the PWC Conference audience to consider two questions: "What is balance?" and "What are your values?" These questions are central to the dilemma of nearly every working professional who is also navigating the demands of a family or the desire for a rich and fulfilling personal life. Michelle stated, "Finding your values and prioritizing these values in your life, will bring balance to your personal and professional life." She went on to describe her own career and suggest tools and strategies to cope with daily stress and the quest for work-life balance.

To describe their values, our members chose words like accountability, achievement, adventurousness, assertiveness, balance, and belonging. Michelle reminded the audience that when balancing life and a career it's important to consider these values, and determine whether you're on the right path for yourself and for your family. "You can't get the moments you miss back," she reminded us. Michelle discussed "life hacks," and how to invest your time wisely. One "life hack" is a self-care day. "Even if it's just an hour out of the week, carving this time out for yourself, like taking a bath, having a facial, or going for a walk or hike, is key to a healthy work-life balance," said Michelle.

Another tool Michelle discussed regarding work-life balance is delegation. She stated, "stop being a people pleaser and delegate." When asked what this means to them, one audience member shared, "When I learned who, not how, my life became infinitely easier - find people's strengths and let them do it."

"Stop being a people pleaser and delegate."



Expanding on this, Michelle discussed that giving co-workers an opportunity to shine and add their strengths to the workplace allows the workplace to grow and diversify. Michelle's last two points were to "decrease the clutter" and "avoid ineffective multi-tasking." Be present and focus on one particular task at a time.

Michelle's presentation concluded with a focus on the Employee Assistance Program (EAP), and what kind of help is available. The EAP hosts a multitude of resources, including attorneys, therapists, referrals for daycare, placement for aging parents, and retirement planners. "These tools and resources are available not only to you, but to everyone who lives in your household- the EAP is your own personal concierge," stated Michelle. The EAP hotline number is 1-800-234-1327. The EAP is an employer paid benefit that is available 24 hours a day and 7 days a week.

Professional Women
Controllers, Inc.



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1. Open the Amazon app and select the bottom right menu icon.
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The WATCH Editor's Farewell



Adrienne Johnson Krunich

The last few years have brought change; a career shift, a move, a new addition to my family, all while weathering a pandemic, but the one constant has been managing and editing PWC's The WATCH Magazine. After three years in this role, I'm stepping back to let a new team continue our progress. In 2019, when Patty Swenor, retired air traffic controller and long-time PWC member handed me the reins for this publication, I had just relocated to Chicago after seven years as a controller at Los Angeles Center. I did not know that this would become my passion project and have such an impact on me. I am proud of the work I've accomplished, migrating graphic design work to a new program, publishing to an updated online platform, and enhancing our electronic distribution. I've elevated our content and curated a consistent brand image of the WATCH. I've built out our operating process, and even established my own regular column, Plane Language. Completing all the graphic design work on my own has allowed us significant cost savings, so that we now are able to publish two issues annually. As I plan to channel my energy to other areas of my career, I helped recruit and train a talented and dedicated team to carry this work forward.

With a combined air traffic control and pilot background, my true passion in this industry is aviation safety. From the first time I conducted a preflight inspection to the last time I issued a traffic call on frequency, aviation safety has always been forefront in my mind.

I began my career at Embry-Riddle University, where I graduated with an Aeronautical Science degree while also earning my pilot's certificates. After college I built flight time as a certified flight instructor. Flight instructing was one of the most rewarding parts of my career. I truly enjoyed guiding my students, helping them to master the skills of handling the airplane, and I especially loved turning them loose for their first solo flights. After flight instructing, I worked as an aerial tour pilot out of Las Vegas, NV, flying Grand Canyon tours, many times working long hours for little pay, building my turbine flight time and gaining experience. Later I became a corporate charter pilot, spending several years flying VIPs out of the John Wayne Airport in California. There I gained invaluable experience in high terrain, severe weather, and international operations. There were long days, but there were adventurous days, landing on a dirt strip in Mexico, a snow packed bowl canyon in Canada, and private airfields with all kinds of restrictions; I was doing what I loved.

The WATCH Editor's Farewell



A far cry from the pilot shortage we are seeing today, our industry had finally recovered from the effects of 9/11 when the 2008 recession hit the business aviation sector hard, and corporate flight departments were closing. Charter operators like mine were cutting costs. Seeking stability that the corporate pilot lifestyle could not offer at the time, I accepted a position with the FAA as an air traffic controller, and after completion of the enroute academy, was sent to Los Angeles Center (ZLA ARTCC).

As a controller, a stand out moment was when a King Air pilot sincerely expressed gratitude for helping him get through a large area of severe thunderstorms with his weather radar malfunctioning, our usual arrivals usable due to the weather. His aircraft was operationally restricted from climbing above the weather, and below him was high terrain. We were further constrained by active military airspace all around. Having been in a similar situation myself, I understood in my bones his desperation, and knew the trust he had in us as controllers. I was able to put myself in the cockpit mentally, using the resources available to me as a controller, and my experience as a pilot to help in all the ways I could.

At ZLA, I got to observe the retired space shuttle Endeavour make its final flight through my airspace on a B747 shuttle carrier, then watch the great beast land just steps outside our facility gate at Air Force Base Plant 42. Controllers streamed onto the grounds during breaks to watching the historic landing through the fence at our facility.

I was privileged to work Air Force One on a Tuesday night shift through my airspace, just one set of many invisible eyes helping to protect our way of life.

I was part of a cadre that implemented a complex airspace redesign project that brought greater efficiency to the NAS. At one point during my training, LA Center experienced a sudden ATC Zero event (complete radar outage), and I watched in amazement as my instructor who was a seasoned senior controller deftly handled the situation without breaking a sweat. The skills and expertise of our controller work force continue to impress me.

After my time at LA center, I relocated to Chicago where I accepted a position as an FAA Aviation Safety Inspector for the Chicago Certificate Management Office. Training for the interview itself was demanding, as I would need to pass a flight evaluation in the FAA's full motion Boeing 737 simulator at the Academy. Brushing up on my instrument approaches and handling inflight emergencies was challenging after having spent most of my work hours in recent years at the radar scope, but it was incredibly satisfying to get back to my pilot roots, this time bringing a controller's perspective to the flight deck.

I completed my 110A (Aviation Safety Inspector) certification during the bleakness of the pandemic, and with stringent Covid restrictions in place, my supervisor presented my credential unceremoniously in an eerily empty facility with just my immediate family present.

These days, when I'm not sitting on an ASAP (Aviation Safety Action Program) committee, investigating an aircraft incident, or riding along in the flight deck jump seat as part of an enroute inspection, I have been able to stay engaged in the ATO through my involvement with PWC and The WATCH. During my time as editor, I have launched a technical column called "Plane Language," in which I help bridge the communications gap between pilots and controllers. I do this by thoughtfully breaking down real life scenarios, and discussing them from each side. No matter which side of the frequency I'm on, I'm thrilled to be part of such a fascinating industry.

Saying goodbye as the WATCH Editor is bittersweet. It's been an honor to serve with this volunteer run organization. I've been thrilled to have the opportunity to elevate the voices of women in our industry. My aim has been to amplify the work of others and spread the word of our organization's mission. Along the way I've been able to refine my own skills and techniques, and learn a tremendous amount in the process. I've also gained a platform to discuss some issues that I care so deeply about; aviation safety and pilot-controller communication. I believe in this organization and am proud to have contributed to our momentum. PWC members can find many opportunities to lead, dive into special projects, and impact others in a positive way and I encourage all who are interested to join us. I want to thank PWC's own Jenn Dempster, Christina Calvert, and former editor Patti Swenor, who believed in me, trusted me to take on this project and give it wings.



Meagon Garmon with students at Winter Springs High School



Meet Meagon Garmon Staff Support Specialist at Central Florida TRACON

By Vonetta Lawton, Southern Regional Director

Why did you decide to become an air traffic controller?

When I was working on my private pilot Instrument rating, my flight instructor took me to CVG (Cincinnati) tower to show me what ATC does. I left saying, "I don't want to be a pilot, I want to be an air traffic controller!"

Where was your first facility?

Orlando International MCO

Are you still there?

No, after about 8 years as a CPC I took a temporary operational supervisor job in the tower and did that for 14 months. Then I transferred to LAS (Las Vegas - Harry Reid) as a staff support specialist, where I stayed for exactly two years. After that, I bid on a support staff specialist position at F11 (Central Florida TRACON), which is where I am now.

Are you from that area? If not where are you from?

I was born and raised in Alaska. I moved a lot after high school but have spent most of my time in central Florida.

Have you participated in any other STEM events with students?

Yes, I have participated in WAI (Women in Aviation, International) in Las Vegas, several WAI conferences as a speaker and visited high schools and multiple universities when I was the PWC Southern Regional Director.

Do you think you may have inspired some of those kids to become controllers, or seek a career in aviation?

For sure. I grew up in the small town of only 800 people - Skagway, Alaska. My friend Teslyn (ZAN - Anchorage Center) from the same town and I are both air traffic controllers, and now another girl from Skagway is also going through the hiring process!

A conversation with **Patti Wilson on Asian American Pacific Islander (AAPI) Month**

Wilson was a NATCA member, attending many conventions and participating in lobbying weeks on Capitol Hill, continuing as an associate member throughout her time in management. In addition to holding various positions at NorCal Tracon as both a TMC, FLM, and OM, she also was detailed to headquarters at AJV-8 – Terminal Procedures. Patti is recently retired from the FAA and still active as sponsorship chair for PWC.



PATTI WILSON

What does AAPI Heritage Month mean to you?

I was adopted from South Korea in 1972 by a wonderful Caucasian family, I was born there in 1970. When I was younger AAPI meant nothing to me. I spent my youth and most of my twenties in “Asian denial”. I hated being Korean and wanted nothing to do with it. When I was a kid, anytime we went out to an Asian restaurant I ordered a hamburger or fried chicken, anything to seem more American. I actually never learned how to use chop sticks until I was stationed in at Yokota Air Base Japan in the USAF as an air traffic controller in 1989.

Up until recently I don’t believe AAPIs have received enough acknowledgement for their service to this country and their persecutions from this country. In the late 19th century, U.S. federal law openly targeted Chinese immigrants and until recently we have not spotlighted this issue. I believe it was not until COVID-19, when Asians were randomly being assaulted, was it really brought forward. It was after these assaults that my family asked me for the first time if I had experienced racism, and it really hit me. Answer, YES!

Who has served as an inspiration in your life?

I have never had any female Asian role models. There weren't any of them around when I was growing up in the Midwest. I read a lot of science fiction and fantasy books to create strong powerful females in my mind. I pictured what success would mean to me and made it happen.

"Until we have conversations about unconscious bias this is not going to get any better."

What motivates you?

I motivate me. It often makes me angry when people ask me, "What are you?" Think about that question and how it would make you feel if asked. When I answer, "I'm American," the response is "no really, what are you?" At work when a guy came up and asked me a question and then realized he had the wrong Asian female and said "oh, there's two of you", it was not a question. Note: AAPI females make up less than 2% of air traffic controllers. Addressing questions like those and educating the person asking, motivates me.

Until we have conversations about unconscious bias this is not going to get any better. Address the hard questions and keep putting diverse faces out there to be role models for the young powerful women leading us forward!

Tell us about your leadership arc in the FAA.

I didn't have a goal to be in management when I started this journey. I really wanted to be a leader in NATCA but could not get elected in my facility. So, I decided on another route. If I wanted to make change, I needed to position myself to influence change. I started bidding other jobs. I was also asked by a PWC member if I wanted to get involved with the organization. Since 2005 I have served PWC in one position or another. Regional Director, Local Conference Chair, Vice President, President and Corporate Recruitment. This organization allowed me to learn and grow in ways I cannot even begin to explain. PWC opened many doors for opportunities within and outside the agency. I cannot emphasize enough how important it is to have role models that look like you. Diversity in leaders, sharing your experiences and knowing you are not alone out there carries a lot of weight. Letting young people know we all didn't grow up loving aviation or even having access to the aviation world, but that you can still be very successful in this industry!





WHO IS PWC

MEMBER SPOTLIGHT

ESTHI THURSTON

**LOCATION: SCOTLAND,
UK**

**FACILITY: PRESTWICK
CENTRE, NATS**

**POSITION: AIR TRAFFIC
CONTROLLER AND
UNION REP FOR
PROSPECT (ATCOS'
BRANCH), UK**

HOW DID YOU HEAR ABOUT PWC?

I heard about PWC through my union, Prospect ATCOs' branch. (Prospect is the Union representing Air Traffic Controllers and ATM Specialists in the UK and Gibraltar. A couple of UK representatives had attended previous PWC conferences and shared their amazing experiences through our website. I read their reports and saw the work their experiences inspired, so I was very keen to come! Fortunately for me, this year, I had the opportunity to attend and be sponsored by my union. It has been an incredible conference and one I hope many more from the UK will have the opportunity to attend.

TELL US ABOUT YOUR MOST MEMORABLE PWC EXPERIENCE:

The story of Olive Beech made a big impact on me. I noted her tenacity, humor and dogged determination in the face of challenge. In the same way, hearing Ginny Boyle describe her experiences of career fulfillment and Wendy Buckingham embracing rehabilitation was also impactful. I felt a common theme of resilience, normalizing setbacks and rising back stronger. Each of these stories brought a unique perspective. I must also mention the many conversations I had with other conference attendees, it was a privilege and pleasure to chat with each and every one of you. Thank you for sharing your knowledge and experiences with me. I hope to see you again soon.

WHAT IMPACT HAS PWC HAD ON YOUR CAREER OR PERSONAL LIFE?

This is my first experience with PWC and I felt an all-enveloping warm welcome from the moment I stepped through the door! PWC is a place where women speak passionately and fiercely in support of each other; it's a place to be inspired. Indirectly, PWC already has had a positive effect on my working life. Some of my colleagues who previously attended PWC have led changes on women-centered policy. I hope to continue their work. In the spirit of PWC, it's time to drive it like I stole it! Let's go!

IT'S UP TO



UNION
SYNERGY



Resiliency in the Face of Life's Battles

Presented by Lt. Col. Wendy Buckingham

Written by Laura MacAllister, Central Regional Director

Lt. Col. Buckingham Presenting at PWC's 2022 Training Conference

Wendy Buckingham is a Lieutenant Colonel in the United States Air Force Reserves and full-time defense attorney in Philadelphia. She graduated with a bachelor's degree and Juris Doctor Law Degree from Notre Dame, both with honors. When Wendy finished law school in 2008, she entered the Air Force on active duty, and eventually deployed to Iraq in June of 2009 as a commissioned officer. On August 21, 2009, Wendy sustained life-changing injuries from an Explosively Formed Projectile (EFP) attack on her convoy. These injuries resulted in five surgeries and eight months of rehabilitation before she was able to return to active duty. For her service in Iraq and these injuries, Wendy was awarded the Purple Heart, an Air Force Combat Action Medal, and a Joint Service Commendation Medal.

Everyone is faced with choices about how to react to life's battles. Wendy Buckingham's lifelong lesson in resilience began with the example of her parents. Wendy identified four major events that shaped her, in which the reactions and decisions of herself and her family had a profound impact on her story. Her early example of perseverance helped to carry her through some of the most unexpected and trying challenges in life.

Slow versus Gifted: Wendy's second grade teacher labeled her "slow." Her parents did not share this perspective. Multiple evaluations by doctors and private teachers exposed a need for glasses and brought the knowledge that she was gifted, though learned differently.

How her family reacted to that label could have drastically changed how Wendy saw herself and how she was able to grow both personally and academically. She subsequently graduated with Honors from Notre Dame with a law degree, earning a commission in the USAF.

Fearful versus Courageous: Lieutenant Wendy Buckingham had one year of experience when she deployed to Baghdad FOB Union III. She was one of only a handful of women and the only officer, and was only twenty six years old. She recalled being fearful while walking back to her trailer down a dirt road at Camp Victory one night. Three days later, while conducting routine business travels, her vehicle within the convoy was hit with an EFP. Wendy's mind raced back to her convoy and Basic Life Saver Training. This was a second major decision point in her life. She recognized that she had the knowledge to aid herself and others, and chose to react to the attack by relying on her training despite the chaos.

Broken versus Unbroken: Identifying and dealing with the reality of her injuries was really a completely separate challenge from experiencing the trauma of the event. Wendy was not any woman, she was a woman labeled slow, who graduated Notre Dame with honors, so walking away broken from an attack on a US convoy was not her nature. Wendy navigated five surgeries, four months in a wheelchair, four more months re-learning to walk, skin grafts, and three years working with a personal trainer to be able to once again pass the Air Force Physical Fitness Test. The AFPFT was not a command requirement, it was a goal Wendy needed to achieve for herself. Proving what she could do and taking the steps to get there, was all a part of her journey of recovery.

Victim versus Survivor: While being medically evacuated out of Iraq and back to the US, a US military Private managed to steal Wendy's wallet and made purchases with her credit cards. This unscrupulous soldier attempted to capitalize on her misfortune, banking on the severity of her condition and the amount of time away from her need to access her funds during recovery. Wendy's family and her fiancé stepped up, did not let it go, and managed to identify the thief. Although it took some time, he was identified and there was ample evidence to support disciplinary action in court.

Resilience

[re-sil-i-ence]

(n) The capacity to recover quickly from difficulties; toughness

Wendy stood before us at the conference a proud woman, able to discuss even the most challenging of moments in her past. She explained, "Resilience is the bridge between weak and empowering terminology." She understood that if she lived by only half the labels assigned her, we would see a Slow, Fearful, Broken Victim in front of us. Instead, because of how she chose to live and portray her story, we could see a Gifted, Courageous, and Unbroken Survivor. Resilience has the ability to change all our lives, she explained how it changed hers. How can resilience change your story?



Lt. Col. Buckingham & PWC
President Jenn Dempster

Fireside Chat with Tim Arel

Air Traffic Organization's Acting COO

By: Wendy Stevens, Eastern Regional Director



Tim Arel Speaks at PWC's 2022 Conference

It is not every day you get asked to step up and lead the FAA's Air Traffic Organization with roughly 32,000 employees (or host a trivia night for Professional Women Controllers for that matter). Still, Mr. Tim Arel is not one to shy away from a challenge and constantly proves he's ready, facts and figures in hand. Our very own Madam President, Jennifer Dempster, sat down with newly appointed Acting Chief Operating Officer, Mr. Arel, to talk numbers, the direction we are heading in a post-pandemic FAA, and the moves he's made throughout his 33-year career.

As the acting COO of the FAA's Air Traffic Organization (ATO), Mr. Arel is responsible for overseeing air traffic services for approximately 50,000 daily operations throughout nearly 30 million square miles across the National Airspace System (NAS). Mr. Arel provides leadership and guidance to employees in multiple lines of businesses and oversees the daily operation of the ATO. The Air Traffic Organization is also responsible for developing and implementing modernization initiatives and integrating unmanned aircraft systems and commercial space operations into the NAS.

Mr. Arel noted that "it takes many years and different jobs to learn how everything works together."

During his fireside chat at our 2022 conference, Mr. Arel explained that the ATO consists of air traffic controllers, technicians, engineers, pilots, and a host of other technical and support staff who provide support as part of eight service units: Air Traffic Services, Technical Operations, System Operations, Safety, Technical Training, Mission Support Services, Management Services, Flight Programs Operations, and the Program Management Organization. In those eight service units, while change is constant and even though we have people filling different seats, our top leadership's commitment to safety, collaboration, and taking care of our workforce has not changed.

In closing, Mr. Arel reminded us of the opportunities that we have to diversify our careers, both within the Air Traffic Organization, and the FAA at large. Mr. Arel stressed the importance of training events like our conference and reiterated his message of support. For all you do, Mr. Arel, PWC is honored and humbled by your continued support of our organization.



*Above Photo, Tim Arel chats with Jenn Dempster
PWC's 2022 Conference*



From VIPs to Volcanoes, Aviation Tools Enhance Planning Across the Skies

New, data-driven tools developed by MITRE are helping the FAA and the aviation industry collaboratively plan for the constantly shifting conditions affecting traffic flows in our National Airspace System.

The MITRE Corporation

The National Airspace System (NAS) is more complicated than the average passenger realizes. Aside from the complexities of normal operations, consider the additional constraints the system faces daily: Snow, hurricanes, and thunderstorms can shut down air traffic in an entire region, and weather paths are unpredictable. Special events can create airport congestion that ripples through the system. During rocket launches, airspace must be blocked to other traffic to ensure safety.

Additionally, for security reasons, the President's travels on Air Force One require other air traffic to be grounded or rerouted, and the President's schedule can change at a moment's notice. Other VIP movements, airport construction projects, and even active volcanoes on another continent can affect air traffic flows as well.

At MITRE, we've created data-driven tools to support the Federal Aviation Administration (FAA), airlines, and other aviation industry stakeholders in planning for such constraints. Developed by engineers in the R&D Center MITRE operates for the FAA, the tools help everyone involved stay on top of ever-changing challenges in the NAS.

"A few years ago, the FAA put in place a process to address system constraints, assess the effectiveness of the measures implemented to address them, and then institute improvements in future planning and execution efforts," says Bill Bateman, MITRE's FAA liaison on operational performance projects. "It's called PERTI, short for Planning, Execution, Review, Train, and Improve."

"What we've done is work collaboratively with planners at the FAA's Command Center to automate some of those processes," adds Mike Klinker, a systems engineer focused on operations optimization.

"We've also provided mechanisms and visualizations to help the FAA and the aviation industry communicate and collaborate more effectively. And we're capturing data so that the FAA can better assess how effective its planning was and learn from those experiences."

Introducing Automation and Data Capture

These improvements come in the form of two interrelated tools—the PERTI Continuous Planner and the NAS Operations Dashboard (NOD).

"Historically, the FAA's planning process involved gathering constraint data, capturing it in a PowerPoint presentation, and sharing that information with industry partners once a day during a collaborative planning webinar," says Lee Ellis, a MITRE software engineer who leads the PERTI Continuous Planner project.

"The PERTI Continuous Planner puts all of the FAA's planning information on a website that can be continuously updated. And the plan is available to everyone in the industry 24 hours a day. The daily webinars still take place, but now all of the stakeholders have a way to stay up to date on how conditions are evolving. It allows everyone to plan toward the same results.

"The Continuous Planner has also made a big difference in the FAA's ability to learn from past experiences.

"Every entry the FAA makes into the Continuous Planner is now captured in a database," Ellis says. "That means an analyst can look at a similar constraint scenario from the past, see what traffic management initiatives were put into place to address it and how well they worked, and use those insights to better plan for the current scenario."

Offering Real-Time Insights into Evolving Conditions

To make the planning and execution process even more efficient, MITRE integrated the data from the Continuous Planner with the NOD, the FAA's real-time performance monitoring tool.

"NOD allows users to see what's happening in the NAS and initiate appropriate action," explains NOD project leader Alex Tien. "The dashboard offers a simplified way for FAA traffic managers and their industry counterparts to monitor changes, receive alerts about potential problems, collaborate, and review past actions.

"With the integration of data from the PERTI Continuous Planner into the dashboard, FAA and

industry users gain additional insights that can enhance plan execution.

"For instance, NOD users can now see what steps the FAA planned to take to address potential disruption caused by thunderstorms in the Chicago area and the status of those plans," Tien says. "Based on current conditions, they can then decide whether to proceed with those plans or modify them."

"The NAS is very dynamic, so the FAA needed an equally dynamic platform to maintain situational awareness," Bateman adds. "The seamless automation of the planning activities with the real-time alerting platform is helping the FAA more efficiently connect its planning with execution and review activities.

"The goal is greater efficiencies for all users of the airspace."

About The MITRE Corporation

MITRE's mission-driven teams are dedicated to solving problems for a safer world. Through public-private partnerships, as well as the operation of federally funded R&D centers, we work across government to tackle challenges to the safety, stability, and well-being of our nation.

MITRE operates the Center for Advanced Aviation System Development, which has supported the FAA for more than 60 years. In addition, MITRE provides technical expertise to various international civil aviation authorities, airport operators, airlines, and other aviation organizations in air traffic management systems engineering, aviation operations, airspace design, and systems automation and integration. Learn more at www.mitre.org.

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Traffic Flow Management

The Air Traffic Control System Command Center monitors and manages the flow of air traffic throughout the national airspace system and adjacent countries to support a safer and more efficient airspace system.



Goal: Minimum delays and maximum efficiency

How do they do it? Planning, communication, and collaboration.

Biggest Challenge: Severe Weather



Goal : Balance system capacity with traffic demand.

Upcoming Improvements:

- **More efficient use of taxiways**
- **Precise Times for Airborne Aircraft**
- **Constantly evolving**
- **Impact: Fuel Savings**





FAA Special Operations

FAA Special Event Lead Planner Greg Bean and Special Operations Group Manager Chad Whitman, provide an overview of FAA Special Operations

Summarized by Christina Calvert

System Operations Security consist of 5 offices:

AJR-22 Strategic Operations

This team manages the development and sustainment of ATM security related FAA ATO procedures, coordinates with stakeholders to support Global Positioning System Interference and Electronic Attack Testing, and leads the planning and coordination of ATM security related procedures for foreign aircraft overflight. They also coordinate requests from other governmental agencies, serve as the ATO lead for the National Hurricane Operations plan, and develop and coordinate procedures for specialized NAS threats.



O1



O2

AJR-24 Tactical Operations

This team includes four Air Traffic Security Coordinator Teams (DEN, NCRCC, NORAD, CONR). This team also cooperates with the United States Secret service, Federal Bureau of Investigation, and other interagency partners to implement security measures when necessary.

JR-25 Special Operations

This team is principally responsible for the development and coordination of near-term plans to provide ATM security related support to classified or sensitive operations undertaken by national defense, homeland security, and law enforcement.



O3



O4

AJR-26 UAS Security

This team assesses negative impacts to the NAS involving unmanned aerial systems. They identify potential risks and take action to mitigate those threats.

Specialized Automation Programs

This team is responsible for the identification and protection of all real-time flight data information associated with the National Airspace System.



O5

2021-22 Scholarship Recipients

Maaliyah Bowden

Jacqueline Smith Burdette Career in Aviation Scholarship \$2500

Throughout high school, Maaliyah was involved in her school's Marine Corps Junior Reserve Officer Training Corps (JROTC). During this time, she became a strong leader, increased her confidence in public speaking, and got involved with her community. Maaliyah earned the US Air Force's Order of the Daedalians in her junior year and graduated high school as a Cadet Master Gunnery Sergeant. Maaliyah was also involved with Advancement Via Individual Development (AVID) program at her high school, and attended the American Legion Auxiliary's Florida Girls State in 2019. Maaliyah is currently in her first year at Embry-Riddle Aeronautical University Daytona Beach Campus (ERAU), double majoring in Air Traffic Management and Human Factors Psychology. After completion of these bachelor's degrees, she plans to continue at ERAU in their Accelerated Master's Program, studying Science in Human Factors. Additionally, Maaliyah volunteers with outreach programs and is very involved with her church.

Maaliyah's letters of recommendation described her as self-motivated (which is clear in her aforementioned achievements and goals), a strong leader, passionate, and a remarkable young woman. After reviewing her scholarship application, the scholarship committee thought she would be a great candidate for the Jacqueline Smith Burdette Scholarship because her goals and determination will set her up for greatness in air traffic and beyond. We all look forward to working with her some day!



Shanna Crawford

Jacqueline Smith Burdette Career in Aviation Scholarship \$3,000

Shanna is a Commercial Flight student at Mt. San Antonio College and a Flight Attendant at United Airlines. If her background didn't already impress you, Shanna has a bachelor's degree in art from California State University Long Beach and holds a Commercial Pilot Certificate with an instrument rating and a tail wheel endorsement. Shanna is also interested in participating in aerobatic flying competitions. Her long-term goal is to become a captain at a major airline, preferably United Airlines. In the meantime, she is working towards her Certified Flight Instructor Certificate (CFI) and Ground Instructor rating, as well as her multi-engine rating. Once she has achieved her CFI, she will work to build flight time and gain experience to be eligible to apply for a regional airline pilot position.

In addition to her studies, flight training, and full-time work as a flight attendant, Shanna is also very active in the San Gabriel Chapter of the Ninety-Nines where she serves as the Treasurer. She created and runs the chapter's Instagram account, reaching a new generation of pilots. Shanna's interest in aviation was nourished by her co-worker and mentor[AJ1]. Thanks to the guidance she received, Shanna knows the importance of mentorship and plans to continue to support and encourage those around her. Shanna's vigorous commitment to reaching her goal of becoming a commercial airline pilot, strong desire to give back to the aviation community, and overall self-described "burning passion for flying" thoroughly convinced the scholarship committee to select her for the Jacqueline Smith Burdett Career in Aviation Scholarship. Shanna won this scholarship in 2019 and we are excited to see how far PWC's support will take her this time.

Scholarship Recipients

Lauren Enders

PWC Recruitment Scholarship \$1500

Lauren is a high school senior at Lyman High School in Longwood, FL and has been accepted to Embry-Riddle Aeronautical University Daytona Beach Campus (ERAU). She will also be a student athlete at ERAU as a coxswain on the women's rowing team. In her essay, Lauren pointed out the similarities of the attributes of a coxswain to those of air traffic controllers: "natural leaders who are decisive, driven, and know what has to be done and how to take control of a boat or situation to get the desired end result." Lauren has taken honors classes throughout her four years in high school, maintaining a 3.8 GPA. She also participates in the National Honors Society. She is very involved in her community, participating on cheer team and crew team as captain, as well as volunteering at her high school, girl scouts, and with her church.

Lauren's letters of recommendation describe her as a natural leader, dedicated, a good team member, having a solid work ethic, and kind. The scholarship committee thought that it was very astute of her to make the connection between the similarities of a coxswain and an air traffic controller. We look forward to having Lauren in the ATC ranks with us someday and are more than happy to help her along the way.



Lynette McSpadden

Herman J. Lyons Memorial Scholarship \$2500

Lynette has been a very active PWC member since 1995. She has been on the regional board of directors for multiple terms for two regions, served as President from 2007-2009, and is presently serving as co-lead of the PWC National Mentor Program which she has been involved with since 2006. Currently, Lynette is working on her third act at Lenoir-Rhyne University, Lutheran Theological Southern Seminary as a student in their Master of Arts in Christian Ministry Program. She plans to use this degree to become a Deacon or an Associate Minister at a church. This will help her as she transitions into the private sector after her retirement from the FAA in eight years. For this program she takes 2-3 online classes per semester as well as conducts field assignments at local churches, volunteers at hospital and hospice facilities, and prepares worship services all while still working full-time as an Air Traffic Safety Inspector (Aeronautical Information Standards) in Air Traffic Oversight. In addition, Lynette also volunteers at and serves as President of her church council at Good Shepherd Lutheran Church.

Lynette's letters of recommendation describe her as hardworking, a leader, a good person who always wants to help others, and make mention of her great big heart. The Herman J. Lyons Memorial Scholarship is awarded to a candidate that stands out above the rest for service to their community, excellence in academics, and dedication to the advancement of aviation education and design. The scholarship committee found Lynette to fit this description perfectly.

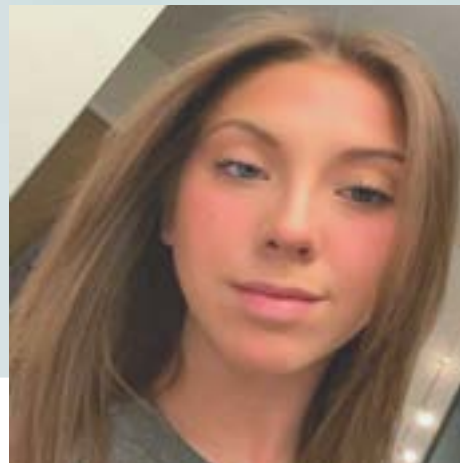
Scholarship Recipients

Aliyah Rossil

*Professional Women Controllers Recruitment
Scholarship \$2,000*

Aliyah just began her exciting and challenging journey to become an air traffic controller at Mt. San Antonio College's (Mt. SAC) Collegiate Training Initiative (CTI) program this semester. She believes that learning how to fly will give her a better understanding of what happens on the other side of the mic, and will ultimately make her a better controller. Aliyah's personal interest in aviation may be relatively new but she has been surrounded by it most of her life; her mother is an Air Traffic Control Specialist (ATCS) at Los Angeles Air Traffic Control Center (ZLA). She saw first-hand the hard work and dedication it takes to be an ATCS. Witnessing her mother's passion inspired her to enter the aviation industry.

Currently Aliyah works as a remote pilot operator for INDEV at ZLA, where she has been for almost a year. The experience she's gained as a contractor has given her additional insight into the aviation world, which further provoked Aliyah's interest in an air traffic control career. In addition to her studies, flight training, and full time job, Aliyah has a young daughter and is learning how to balance her work/life responsibilities. She says it has been a challenge to manage all her obligations, but she knows it is all for the greater purpose of achieving her goals. Aliyah's short-term goals include finishing her associate degree in Aviation Science (CTI program) at Mt. SAC and earning her Private Pilot's certificate within the next three years. Her long-term goal is to become a Certified Professional Air Traffic Controller. PWC is happy to invest in Aliyah's pursuit of her goals and we cannot wait to work shoulder to shoulder with her in a tower cab or radar room.



Jocelyn Gaydos

PWC Recruitment Scholarship \$1500

Jocelyn is currently a sophomore at Western Michigan University where she is pursuing a bachelor's degree in Aviation Management and Operations. As a long-term goal, Jocelyn wants to become an Air Traffic Controller because she has always been interested in it and she has been surrounded by aviation all her life (her father is a private pilot). She plans to get involved in an extracurricular club related to her major and to interact with her aviation peers, a challenge due to the pandemic. Jocelyn has made the Dean's list two out of the three semesters she has been in college, was accepted into the Lee's Honors College, and invited to join the Honors Fraternity at Western Michigan.

Jocelyn's letters of recommendation described her as hard-working, dedicated, passionate about aviation, and having a solid work ethic. The scholarship committee enjoyed reviewing her application and we look forward to helping her in any way we can to join the ATC ranks.

ELEVATING ACCOUNTABILITY, DIGNITY, AND EQUITY IN THE FEDERAL GOVERNMENT

BY: MARGARET EGGLESTON, PHD, INSTRUCTOR AND SUBJECT MATTER EXPERT, MANAGEMENT CONCEPTS



One might think the concepts of accountability, dignity, and equity are mutually exclusive, given how each is generally defined. However, the three concepts work best in tandem, which is an essential point for those choosing a career in the federal government. Whether you are just starting out or one of the government's most tenured employees, you are among a group of civil servants who occupy a position of public trust, are committed to upholding government principles, and willingly serve this country. These are just a few of the commonalities shared by federal employees for which the concepts of accountability, dignity, and equity are inherent. These concepts stand alone, are interrelated, and are visible within the federal government.

The federal government has accountability for decisions and laws affecting its citizens, and individuals working for the government are accountable for their actions and behaviors. Recall, if you will, the oath of office, which is a key item within the Appointment Affidavit, Form: SF61. Perhaps on the first day of your employment, you signed it as part of your swearing-in or affirming acceptance of a position within the government.

The oath is administered to all federal employees. If an appointee objects to the form of the oath on religious grounds, certain modifications may be permitted. In essence, and through that process, you agreed to hold yourself accountable as a civil servant and be held accountable by others. This is only the beginning of your accountability and pledge to the American people. While you are accountable for self-management related to the oath, an organization's leaders, managers, and supervisors are accountable for ensuring employees adhere to the oath.

As a federal employee, your timely arrival, presence during the workday, and working on assigned tasks while in the workplace demonstrate your ability to hold yourself accountable. Yet, you are probably aware of

one or two employees who made poor decisions regarding their attendance accountability. Such instances likely required supervisor or manager intervention to correct their unacceptable conduct. Addressing attendance abuse was enough of a challenge for managers and supervisors in the workplace in the past. Given that the pandemic greatly expanded telework opportunities, there is an increased need for employees to hold themselves accountable for discharging the duties of their position in accordance with the oath.

Management Concepts' eBook, *Elevating Accountability, Dignity, and Equity in the Federal Government: Strategies for Improving Process, Policy, and Perception*, explores the interrelationship and impact of accountability, dignity, and equity related to common situations in federal – and many other – workplaces. Learn how to enhance your agency culture with strategies such as:

- Neutralizing unconscious bias by strategically pairing employees
- Improving equity through a blinded hiring process
- Exploring tools and services offered by the Office of Personnel Management
- Developing opportunities for growth through mentorship and leadership development

Elevating Accountability, Dignity, and Equity in the Federal Government: Strategies for Improving Process, Policy, and Perception makes the connection between mission success and employee satisfaction and provides practical strategies to enhance the behavior and actions of leaders, managers, supervisors, and employees in the federal workforce.

Download the eBook at ManagementConcepts.com/ADEStrategy.

CISM

Critical Incident Stress Management

Critical Incident Stress Management (CISM) Committee members Andrea Moore and Sarah Grampp presented conference attendees with information on support available to employees who have experienced an incident or accident.

As aviation professionals, we don't want to think an incident or accident can happen on our watch, but it can. Even when the incident isn't work related, it can still have an impact on you while at work. The CISM committee can help you manage the stress associated with an event you are struggling with.

The CISM committee is a group of aviation safety professionals with specialized training in acute stress mitigation. They can help you understand what you may experience after an event and provide you with techniques and resources to help you get through it. If you'd like to speak with a committee member, they can be reached via telephone at 202-505-CISM or email at cism@natca.net. Visit the CISM webpage here for more information. If a conversation with a committee member isn't enough or not exactly what you're needing, the committee can safely help point you in the right direction.

Summarized by Christina Calvert



Emotional Intelligence Affects Workplace Performance

A FEDS Protection Contribution

As a member of Professional Women Controllers (PWC), you help provide a valuable service by guiding pilots, their planes, and millions of passengers a day safely to their destinations. However, you also know that, while performing this service, federal air traffic controllers are subjected to constant changes in policy, politically charged agendas, and increased scrutiny. Nowadays, it seems like every time you turn on the news you are flooded with criticism of federal employees and calls for accountability in the federal government, with no mention of the difficult situations you've been expected to handle. As federal employees return to the field, practicing emotional intelligence is essential to navigating this "new normal."

According to Dr. Jean Kanokogi, a presenter at the 2022 PWC Conference in Charlotte, NC – emotional intelligence is a vital tool for success for federal employees. Rather than internalizing the harsh public discourse surrounding federal employees, you must be able to effectively articulate your emotions and not let them escalate the situation. High levels of emotional intelligence in federal employees can bring about positive and long-lasting impacts on workplace performance and interactions with coworkers and members of the public.

As they move up in rank in their agency, federal employees are taught pertinent leadership skills with clear and tangible applications, but they are rarely taught about emotional intelligence, despite its function as an essential social competency for today's workforce. Emotional intelligence can assist in making better decisions and improving relationships at work by helping to build habits that boost creativity, decision-making, attention, memory, and communication. Without strong interpersonal communication skills, interactions

with superiors, employees, and colleagues may result in tense situations that can lead to misunderstandings and even allegations of harassment, bullying, or creating a hostile work environment, regardless of your intentions.

FEDS Protection is dedicated to the federal employee community. If federal air traffic controllers find themselves needing to defend themselves against allegations, FEDS Protection can help. From educating and offering resources, to providing quality legal defense and insurance, FEDS Protection strives to help federal employees maintain the tools they need to be successful.

For more information about the importance of emotional intelligence in the federal government, watch the following FEDS Protection webinars: Navigating the Emotional Roller Coaster: Leveraging Emotional Intelligence to Effectively Lead in and Manage During Challenging Times, Wanted: Federal Employees With High EQ, and Unlocking The Power Of Emotion at Work: The Importance of Understanding Emotion Skills to Make Better Decisions and Improve Relationships.

To learn more about how a FEDS PLI policy can protect you and your career, visit www.fedsprotection.com or call (866) 955-FEDS, M-F 8:30am-6pm to speak directly to a representative. Professional Women Controllers members can use the code "PWC" for a discount on your FEDS Protection PLI Policy.

**This article is provided for informational purposes only and does not constitute legal advice.*





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worldcampus.psu.edu/fed-gov

THE QUEEN CITY THROUGH A CORPORATE MEMBER'S EYES

By Michael Livingston/Glenn Livingston



The Livingston Financial Team gathers at PWC's 2022 Conference

Having the opportunity to gather with PWC members in Charlotte, NC was a wonderful treat for Glenn and myself this year. After such a long period of virtual meetings and having to just keep up with everyone through Facebook, it felt good to be able to shake hands and hug people again. We have always enjoyed our time together with PWC and this year was no exception.

Yes, it was very cold in the conference area (and if you were there, you know), but to see the smiles and hear the laughter warmed our hearts. PWC has always felt like a family and they have always been receptive of us as corporate members. This year was very special in that we were invited to speak to members about some of their retirement benefits during breakout sessions. Glenn spent time going over the TSP investments and withdrawal options in retirement. He also shared some of the new options coming to TSP soon (TSP.gov has many of the details).

I was able to follow up with a session that looked at the different insurance options that

you have available through the government and how they carry into retirement. Everyone was very involved in the classes and asked a lot of questions. We always enjoy that part of presenting because we like answering your concerns and needs.

So many members stopped by our booth to chat, ask questions, and just catch up on what has been happening with us over the last few years. However, our favorite times are after the meetings are done and we can just spend time together having fun. Whether it was a corporate get together or the closing banquet, PWC knows how to make us feel special and we are so appreciative.

If we can be of help to you as you plan your retirement, please to not hesitate to reach out to us at www.LivingstonFinancialGroup.com We look forward to many more conferences with our PWC family.

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NATCA Member Serves in Group Working to Launch TEAM

By: NATCA Public Affairs Staff

FAA Air Traffic Control Specialist and NATCA member Adonna Prior (Las Vegas ATCT, LAS) serves on the collaborative group working on the launch of TEAM. TEAM (Training Enterprise Application and Management) is a cloud-based software program used to electronically track, document, and retain air traffic training records, including training forms, team meetings and plans, as outlined in FAA Order JO 3120.4R (Air Traffic Technical Training). Team was developed in a collaborative effort to simplify On the Job Training Instruction (OJTI) for air traffic controllers. TEAM allows users to enter and acknowledge training assignments, briefing items, and non-training informational briefing items.

NATCA and the FAA are moving toward nationwide implementation of TEAM. Currently, 39 FAA facilities are using this program to document their training, and several have been using the briefing items documentation feature, as well. It is expected to be trained and implemented at additional facilities as soon as the end of June.

About the TEAM development process, Prior stated, "A group of NATCA and management subject matter experts have worked with the developers for the last two years to update the program to ensure it's in compliance with the 3120.4R and to make the program more user-friendly."

Some aspects of the new software tool that have especially been user-favorites include its advantage over paper forms and how it standardizes completion, reminding users – including supervisors – to mark all required parts of forms. TEAM also tracks all users' changes to training records and documentation. TEAM helps keep training consistent and in order, and gives trainees, instructors, and supervisors visual and clear representations of data on training progression, from hours logged to ratings in scenarios, and more.

She added, "Working on this project alongside my fellow subject matter experts and counterparts has been an enlightening and rewarding experience. While we faced several challenges along the way, we remained steadfast as we developed user-specific training in preparation for the national rollout."

Prior continued, "We are delighted to finally to share this product with the rest of the facilities soon. We look forward to receiving feedback from current and future users so we may continue to enhance TEAM functionality for all users."

Prior served as an Air Traffic Controller in the Air Force for four years at Columbus AFB in Lowndes County, Miss. After leaving the Air Force, she applied to be a controller with the FAA. Prior was picked up and joined the Agency as an air traffic controller in 2007. She became a NATCA member in 2009. She began her career at Las Vegas ATCT (LAS). She worked at O'Hare ATCT (ORD) from 2010-2013, but she returned shortly after certification to LAS.

Prior lives with her two children in Henderson, Nev. They enjoy outdoor activities throughout the week and visiting family and friends in California as often as possible.





Mental Health: An Important Part of Your Overall Health

Mental health is an important part of your overall health. It includes our emotional, psychological, and social well-being. Mental health affects how you think, feel and act. It determines how you handle stress, relate to others, and make healthy choices. If you think you are alone, please know that you are not alone. In the United States, one (1) in five (5) adults experience mental illness each year. That is 20 percent of the population, not a small group.

Common Mental Health Conditions

There are many different types of mental health conditions. Some common examples include anxiety, depression and mood disorders, substance use disorder, eating disorders and post-traumatic stress disorder (PTSD). Let's take a closer look at each.

Anxiety

Anxiety disorders are the most common mental health concern in the United States. Approximately 19 percent of adults and 7 percent of children aged 3 - 17 endure anxiety. While anxiety disorders have unique symptoms, they all have one thing in common. That is persistent, excessive fear or worry in situations that are not threatening.

Depression and mood disorders

Depression is more than just feeling sad. It is a serious mental health condition that requires medical care. More than 19 million adults in the United States suffer from depression every year. There are two types of mood disorders - bipolar and depressive. These are marked by extended periods of excessive sadness, excessive joy (or both) that impair your ability to function.

Substance use disorder

Substance use disorder is the repeated misuse of drugs and/or alcohol. It often occurs at the same time as other mental health illnesses and is usually used as a way to cope with overwhelming symptoms.

Eating disorders

Eating disorders are a group of conditions defined by an unhealthy relationship with food. These are much more common in girls and women and tend to develop during teenage years. Left untreated, eating disorders can lead to long-term health conditions.

PTSD

Post-traumatic stress disorder, or PTSD, is a disorder that develops in some people who have experienced a shocking, scary or dangerous event. PTSD affects 3.6 percent of adults in the United States. Women are significantly more likely to experience PTSD than men.

Coping with COVID-19

It can be especially difficult to cope with fear and anxiety, changing daily routines and a general sense of uncertainty due to the COVID-19 pandemic. Some important actions can help you cope:

- Take breaks from the news
- Make time to unwind
- Set goals and priorities
- Take care of your body
- Connect with others
- Focus on the facts
- Get at least seven hours of sleep each night
- Seek treatment if symptoms persist

If you experience mild symptoms for less than 2 weeks, you may just be going through a rough patch. But if your symptoms last for longer, are severe or get worse, please consider reaching out for help.

Common Symptoms of Mental Illness

There are common warning signs of mental illness in both adults and teens. These include:

- Feeling sad or withdrawn
- Severe mood swings
- Intense worries or fears
- Sudden overwhelming fear for no reason
- Seriously trying to harm or kill oneself

Common Symptoms of Mental Illness (continued)

- Drastic changes in behavior, personality or sleeping habits
- Significant weight loss or weight gain
- Severe out-of-control, risk taking behavior
- Repeated use of drugs or alcohol
- Extreme difficulty concentrating or staying still
- Changes in sex drive
- Difficulty perceiving reality

Ways to Get Help

If you think you need help, there are some things you can do. If you have or believe you might have a mental illness, it can be helpful to talk about how you are feeling with others. Reaching out for help is your first step to helping you heal and recover. Once you have sought help include, there are things you can make the process more successful:

- Build your support system
- Find a peer group
- Participate in your treatment decisions
- Develop a recovery plan

If you have recently visited a hospital for mental illness, you should see a behavioral health specialist within 7 days. The time immediately following your release is seen as the time when you are most vulnerable to setbacks. It is important to see your doctor or therapist as soon as possible

Addressing Suicide

While mental health conditions are often seen as the main cause of suicide, it is rarely the result of just a single factor. Half of all those who die by suicide did not have a known mental health condition.

That is why it's so important for us to all be aware of the warning signs and support those at risk. Please know that it's okay to talk about suicide... It really is!

Potential warning signs of suicide

There are some warning signs that someone may be feeling suicidal. These include:

- .Talking about being hopeless, trapped or alone
- .Sleeping too much or too little
- .Experiencing significant weight changes
- .Engaging in reckless behavior

- Avoiding social interaction
- Excessively consuming alcohol or drugs
- Being extremely anxious or agitated
- Having dramatic mood swings





Mental Health Awareness Month: Tips for avoiding burnout

Since May is Mental Health Awareness Month, it is the perfect time to think about small actions you can take to strengthen your resiliency and avoid burnout:

- Track your gratitude and achievements: Journal three things you are grateful for and three things you have accomplished each day.
- Stay active: Physical activity is good for your mental health. Go out for a walk or find an exercise routine you enjoy.
- Soak up the sun: Do your best to enjoy 15 minutes of sunshine each day—but don't forget the sunscreen! Vitamin D is a fantastic mood booster.
- Nourish your body: Did you know gut health impacts your mental health? Add omega-3 fatty acids into your diet, which are linked to lower rates of depression and help create healthy gut bacteria.
- Get a good night's sleep: Seven to nine hours per night can improve your mood, energy levels, mental sharpness and how you handle stress.

FEP Has Got You Covered

For adults and teens, the Federal Employee Program covers professional services by licensed professional mental health and substance use disorder practitioners, when acting within the scope of their license. Below, you will find a list of licensed mental health professionals, as well as mental health treatment settings.

Mental Health Professionals:

- Psychologists
- Psychiatrists
- Counselors, clinicians & therapists
- Clinical social workers
- Primary Care Provider
- Certified alcohol & drug abuse counselors

Mental Health Treatment Settings:

- Private practices
- Community or county mental health centers
- Substance abuse treatment centers
- Teletherapy and telepsychiatry

Telehealth services

With telehealth services from Teladoc®, FEP members can connect with a licensed behavioral health specialist whenever and wherever they're most comfortable. Adults and adolescents (ages 13-17) can get ongoing support for stress, anxiety, depression, grief, family difficulties and more. Appointments are available seven days a week, from 7 a.m. to 9 p.m. local time, and should be scheduled at least 72 hours in advance. You can learn more at fepblue.org/telehealth.

Online Health Coach

The Online Health Coach offers encouragement and realistic suggestions to complete your health and wellness goals and also helps you track your progress. Goals include reducing stress, losing weight, exercising more, feeling happier and eating better. For FEP members with Standard and Basic Option, you can also earn up to \$120 for completing up to three eligible Online Health Coach goals this year. Learn more at fepblue.org/OHC.

myStrength by Livongo®

Members can get help coping with everyday stressors with 24/7 access to tools, videos and daily inspiration. Available at no cost to Service Benefit Plan (or FEP) members. Learn more at fepblue.org/mystrength.

Mental health often takes a backseat to physical health, even though both are equally important for your well-being. Remember: Everyone needs help sometimes, no matter how big or small!

Summarized by Karrie M. Krear

Servant Leadership

Presented by Migdalia Gonzalez, FAA – Office of Civil Rights

What drives you as a leader? How do you define your successes and failures as a leader, representative, manager, or trainer?

Robert K. Greenleaf was a Director for Management Development for AT&T in the 1950s and 60s. Under his leadership, AT&T became one of the first corporations to elevate women and people of color out of menial positions. After his retirement from the corporate world, Greenleaf went on to write about management and leadership.

His most famous work, "The Servant Leader," published in 1971, divided leadership in to two archetypes: Traditional, and Servant. He wrote: "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. A servant leader views their position as one of service to their team's success. A servant leader guides their subordinates, shares their power, gets to know their team members' strengths and weaknesses and develops their growth, identifies opportunities and challenges, and finally fosters relationships with their team.

Traditional vs. Servant

TRADITIONAL LEADERS

Sees leadership as a rank to obtain.

Uses power & control to drive performance.

Measures success through output.

Speaks.

Believes its about them.

SERVANT LEADERS

Sees leadership as an opportunity to serve others.

Shares power & control to drive engagement.

Measures success through growth & development.

Listens.

Understands its not about them.

Servant Leadership

Employees who operate under Servant Leaders are more engaged in their work. They feel heard, respected, and valued for their contributions, resulting in higher morale and higher performance.

These ten qualities are crucial components of a Servant Leader.

1. Persuasion – Servant Leaders use persuasion rather than their authority to encourage people to take action. They also aim to build consensus so that everyone supports decisions.

2. Building Community – Servant Leaders value collaboration. They refuse to be so profit, power, or credit hungry that they forget to be beacons of industry, innovation, and inspiration.

3. Commitment to Employee Growth – Servant Leaders are committed to the personal and professional development of everyone on their teams.

4. Foresight – Servant Leaders understand lessons from the past, the realities of the present, and the likely consequence of a decision in the future.

5. Stewardship – Servant Leaders empower others to achieve goals as a team and organization.

6. Self-Awareness – Servant Leaders are aware of their own shortcomings and need for continual growth.



Presenter Migdalia Gonzalez, FAA – Office of Civil Rights

7. Conceptualization – Servant Leaders “dream great dreams.” Embodying a conceptual perspective means thinking beyond day-to-day realities, and imagining creative solutions to big-picture issues.

8. Empathy – Servant Leaders attempt to truly feel the emotions of others, and do so without judgment and criticism.

9. Healing – Servant Leaders seek to create wholeness. Bad habits or experiences can derail employees as individuals and as entire teams. An exceptional Servant Leader promotes healing and growth from negative experiences.

10. Listening – Servant Leaders communicate first by truly listening to what others have to say. Active listening isn’t simply hearing what is said, but listening with the intent to understand.

Whether you’re a manager, a representative, a trainer, or simply more senior than another employee, you have an opportunity to be a leader. Your actions as a leader have a far-reaching impact, and serve to influence morale, company culture, and even what kind of leaders your employees or team members become.



PWC's National Training Conference 2022 Charlotte, NC



Conference attendees arrive, mingle, and greet each other in Charlotte, NC

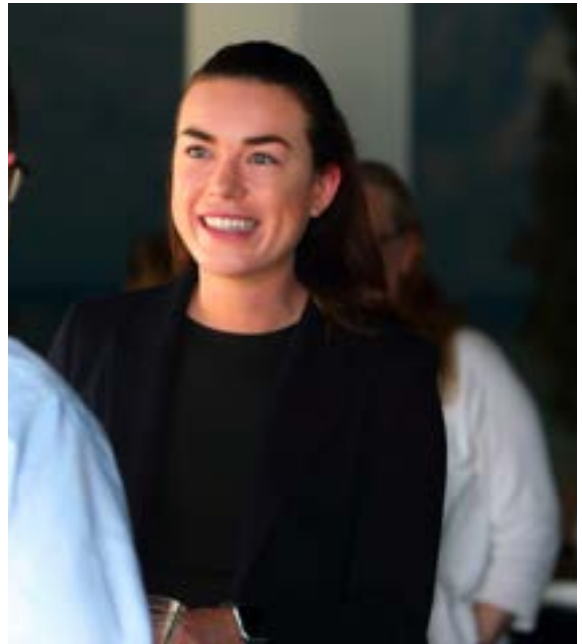
PWC's National Training Conference 2022 Charlotte, NC



The theme this year was "Connect and Learn Together"



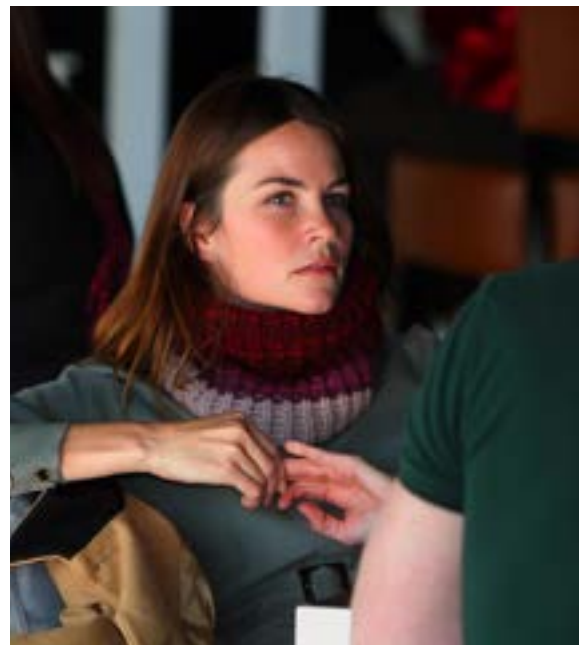
A variety of career enhancing speakers and panels kept attendees engaged.



Board members and new attendees connected with FAA executives like Tim Arel.



The Royal theme carried throughout the conference, culminating in a closing banquet, complete with awards.



PWC continued its tradition of speed networking

REMOTE WORKING BEST PRACTICES WITH HUDDLE

An Ideagen Solution presented by David Bell, Senior Account Manager

Summarized By Karrie M. Krear, Great Lakes Regional Director

In March of 2020, the FAA and many other workplaces adapted to our changing world by embracing remote work. 58.6% of the American workforce- 5.7 million people- are now working from home half time or more, while 92% of employees are expected to work from home at least one day per week (CNP Technologies).

One challenge of remote work is collaboration. Sharing documents across teams and tracking changes to those documents is difficult and inefficient with older technologies like email. Huddle is a unique tool which utilizes shared “workspaces” to organize projects, so teams, clients, suppliers, and partners can work together, share and edit files, assign tasks, and track activity in a secure environment. Huddle

“Huddle is a unique tool which utilizes shared “workspaces” to organize projects, so teams, clients, suppliers, and partners can work together, share and edit files, assign tasks, and track activity in a secure environment.”

	Productive	Errors	Engaging	Secure	Simple
Email	Red	Red	Red	Red	Green
Network drives	Red	Red	Red	Green	Green
USB Flash Drives	Red	Red	Red	Red	Green
Dropbox / Box	Red	Green	Red	Red	Green
OneDrive	Red	Green	Red	Green	Red
Microsoft Teams	Green	Red	Green	Red	Red
Huddle	Green	Green	Green	Green	Green
SharePoint	Green	Green	Red	Green	Red
In-House App	Red	Green	Red	Green	Red

has an API-first strategy that allows customers to build integrations, create new workflow automations, and even add core Huddle functionality into critical enterprise systems.

Huddle was designed for secure external collaboration. It has the highest levels of accreditation, including ISO27001, and was the first collaboration platform to achieve FedRAMP compliancy. Huddle’s security protocols such as data encryption and advanced authentication options including Single Sign-on, Two-Factor Authentication and Mobile Pin, plus robust admin controls with Access Control, Identity Management and Remote Data Wipe, have made it the collaboration tool of choice for the FAA, DOT, NASA, NHS, NIH, KIA, DHL, and the US Army Corps of Engineers.

Huddle overcomes many challenges of remote work by providing a single solution platform where teams can engage and collaborate on content in a secure, productive, and transparent way. How can you use Huddle to increase your efficiency and streamline your collaborative efforts?



Thank you to Huddle for being a PWC Training Conference Sponsor!

Attendees at the 2022 PWC Training Conference were treated to the very inspiring story of Rena “Rusty” Kanokogi, also known as the “Mother of Judo,” as shared by Rusty’s daughter Dr. Jean Kanokogi. Jean and Rusty co-authored the book “Get Up and Fight,” detailing Rusty’s life and how she earned the title of “Mother of Judo.” Rusty was a relentless advocate for women in sport, and her legacy is nothing short of incredible. “In life, either you’re the hammer or the nail,” she said. “Be the hammer.”

For some people the answer “NO” is an absolute door-shut, done, not-happening, “pack-your-stuff-and-head-home” answer. For Rusty the word NO was unacceptable, unfair, and just a challenge for her to work her way through. Rusty’s life met many shut doors when she tried to pursue her interest and love of Judo. She was constantly battling with the answer of NO, as when she was growing up girls were not allowed to take judo lessons, participate in judo competitions, or train and learn the fighting part of judo. There was no Women’s Judo in the Olympics. Rusty never accepted this continuous stream of NO.



GET UP AND FIGHT

Presented by Jean Kanokogi

Written by Tawni Pettigrove, PWC Membership Director

Rusty was a glass-ceiling breaker. She was a world changer, a strong, determined, and smart woman who would fight for the opportunity to change NO to YES. She was inspired to change the system, and she did. When asked why she was so driven to sacrifice and fight to get Women’s Judo in the Olympics, she answered, “They deserve it!” What a simple and powerful answer, “They deserve it!”

Some of my key take-aways from Jean’s presentation were how determined and driven Rusty was to not give up. She found her purpose, and although faced with many challenges, she did not let anything stop her. Rusty worked tirelessly to find solutions to change unfair rules for women competitors. Her persistence, hard work and determination earned the respect she deserved in her beloved sport of Judo. I learned that despite the entire struggle Rusty always showed up. She powered through all the naysayers, broke down the wall of NOs, and created a place for YES! She paved the way for women everywhere to have a chance.

I left this presentation incredibly grateful for the amazing legacy that Rusty left behind for the world. I was moved by the love that her daughter, had for her by sharing her mother’s story with us.

I left the presentation in awe of what the power of a determined woman that has been told NO can accomplish. I left with the powerful lesson of not to dwell on your setbacks, keep moving forward and to never give up!

My own daughter and son attend Brazilian Jiu Jitsu practice twice a week. I am filled with gratitude for what Rusty accomplished in her lifetime. I can see with my own eyes the impact she has had on women in sports as my daughter gets to participate and learn marital arts without the challenge of being told “NO, girls cannot learn!” My daughter is getting this opportunity because of Rusty following her life’s purpose of making sure that no other woman had to experience what she did. I purchased the book “Get Up & Fight” at the PWC training conference, and Dr. Jean signed it for me to give to my daughter. Dr. Jean inscribed, “Emma, Always Get Up and Fight.” What a beautiful story that I get to share with my daughter! I end this article with a huge thank you to Rusty for not accepting the answer “NO”. Thank you for fighting to create a space for women to have equal opportunity in sports. Another heartfelt thanks to Dr. Jean Kanokogi for sharing your mother’s story with the world. Thank you for supporting our PWC Training conference and leaving us all inspired.

I can’t recommend the book “Get Up & Fight” enough. I’m sure you will be just as blown away by Rena “Rusty” Kanokogi’s inspiring story as I have been.

Left: Presenter Jean Kanokogi takes the stage at PWC’s 2022 Conference



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Dead Reckoning

Presented by Dr. Diana Vaughan

Written by Jenny Shepherd, A90 STMC, PWC Secretary



Dr. Diana Vaughan speaks at PWC's 2022 Conference

Dr. Diana Vaughan of Columbia University gave a presentation about her newly published book, "Dead Reckoning: Air Traffic Control, System Effects, and Risk" at the 2022 Professional Women Controllers conference in Charlotte. "Dead reckoning", derived from the term "Deduced Reckoning", is a method of navigation in which pilots use time, speed, and distance calculations to determine their position. Dr. Vaughan has previously written books about when things went wrong in complex organizations. "Dead Reckoning" is about when things went right, and an analysis of why. She asked, "What makes the system safe, or is it?" "What do controllers do that technology cannot replace?"

Dr. Vaughan started her research in the year 2000 and conducted interviews with controllers and management at four New England facilities: Boston Logan ATCT (BOS), Boston TRACON (A90), Boston ARTCC (ZBW), and Bedford ATCT (BED). Due to the timing of her research, Dr. Vaughan was able to study these four facilities during and after the September 11th attacks. These facilities worked American Airlines 11 and United 175.

She described to conference-goers how the Center, Air Traffic Control System Command Center, and region mitigated the situation and landed airborne aircraft.

In 2017, Dr. Vaughan again observed these four New England facilities to learn how they handled a time where structure and routine was changing. This change was due to NextGen implementation and TRACON consolidation. There were also budget cuts, hiring freezes, PATCO rehires, and short staffing during this timeframe. She described this as having a negative impact on the system and increasing risk, and she wanted to see in what ways ATC was resilient despite these challenges. In particular, she shared her observations about Boston Consolidated TRACON when Cape TRACON and Manchester TRACON combined into one facility. She talked about cultural differences and challenges, how it affected work, and what adaptations were made to mitigate difficulties. She showed a map and photos of the A90 radar room and described how positions were physically redesigned to help overcome coordination and communication issues.

In her book, Dr. Vaughan discussed the historical ethnography in the Boston District. This is a scientific look at cultural customs.

She looked at how historical events and actions external to controllers affected their organization and themselves. Dr. Vaughan described how her interviews and radar scope observation led to her understanding of boundaries in the sky. She observed how controllers interacted with each other across boundaries, learned about the flow of aircraft, saw the equipment and technology controllers used, and learned why the system is resilient. In describing boundaries, she showed graphics representing each facility and mapped out how controllers interact. She described the unique complexity at BOS due to the runway layout there.

"Dead Reckoning" describes air traffic control training and culture, and characterizes it as intensive training, fine-tuning, repetition, and then the embodiment of skills and personality. Dr. Vaughan said controllers are able to coordinate and do their jobs due to a shared cultural system of knowledge that is shaped by the above process. She said that there is much structure and routine, and because of this when flexibility is needed it can be implemented in an orderly way based on skilled decision making.

Dr. Vaughan noted that it was very important that workers themselves contributed to change, repair, and resilience. While there is inherent risk in any organization as complex and technical as air traffic control, the focus, collaboration, and problem solving of controllers as individuals is the greatest mitigating factor of that risk.

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